

# Fiscal Year 2009 Recommended Budget



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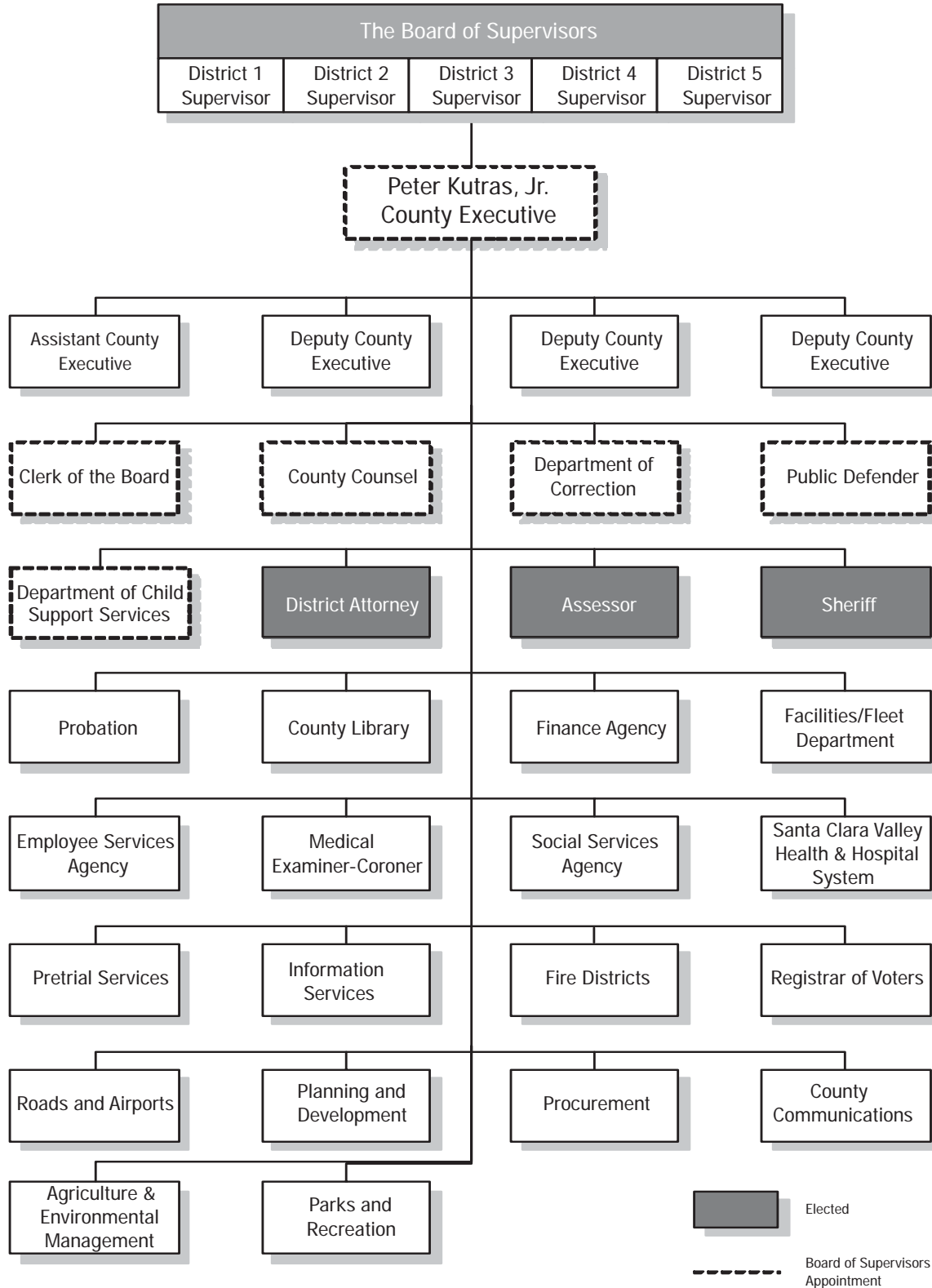
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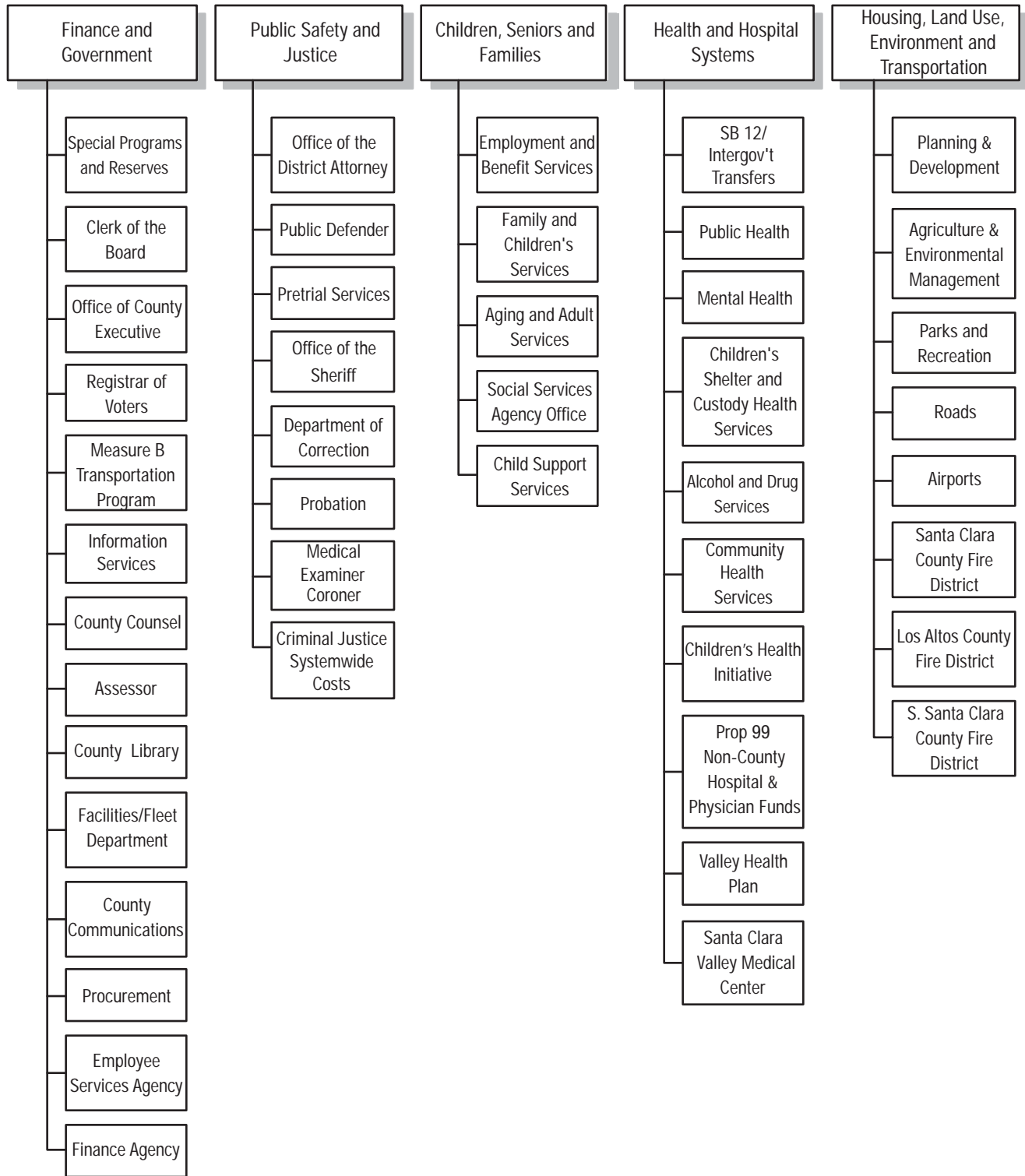


# COUNTY OF SANTA CLARA ORGANIZATION CHART





# Board of Supervisors



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FY 2009 Recommended Budget online



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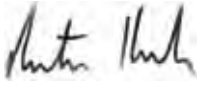


# FY 2009 County Executive's Budget Message

April 28, 2008



To: Board of Supervisors

From: Peter Kutras, Jr.   
County Executive

Subject: FY 2009 Recommended Budget

This represents the sixth (6th) recommended budget I have presented to the Board of Supervisors. Here are some excerpts from the FY 2004 budget, which was the first recommended budget I presented to the Board:

*"The economic storm is here. The rainy days that the Board of Supervisors and the Administration have been prudently preparing for have arrived....our financial condition has continued to deteriorate.*

*Worldwide events, State and local economic conditions and a local expenditure growth rate that far exceeds our local revenue growth have contributed to our current situation. The confluence of these events and trends is unprecedented. We continue to see our major discretionary revenues decline and, while hopeful we are at the bottom of this cycle, we see no real signs of significant economic recovery.*

*We are additionally feeling the cumulative impact of past and pending reductions."*

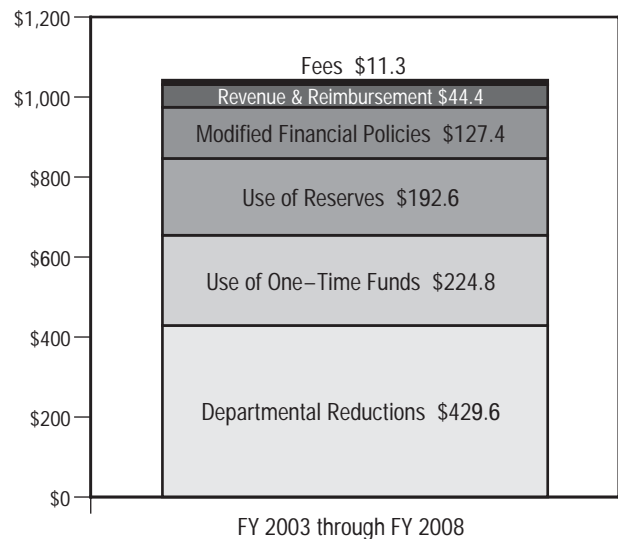
Since that time, little if anything has changed, only the exact dollar amounts differ. No relief has come our way, as our voters in June 2006 rejected a sales tax measure. We still do not feel that we have hit the bottom of the economic cycle. Prices for fuel and consumer goods are escalating far more rapidly than one could have predicted, home foreclosures are mounting, and job losses in our community continue. Every level and sector of government faces service demands and needs that exceed the available resources.

In summary, the analogies that one can make to our situation are insufficient to convey the urgency, and the dire consequences our future holds not only for this generation, but for many generations to come.

One very likely result is the future loss of the high bond rating we have enjoyed and, which this year, we have maintained on our most recent issuances.

Since FY 2003, our organization has made herculean efforts to deal with deficit solutions now totaling over one (\$1.03) billion dollars. The deficit solutions have been composed of the following:

**Table 1: Summary of General Fund Deficit Solutions FY 2003 – FY 2008: \$1.03 Billion**



Introduction



The future years will bring no respite. Absent any new and dramatic revenue solutions, we are projecting substantial operating deficits through FY 2012 and beyond.

**Table 2: Updated Projected Deficits FY 2009 - FY 2012**

	Fiscal Year			
	FY 2009	FY 2010	FY 2011	FY 2012
<b>Projected Deficits<sup>a</sup></b>	<b>\$172.4</b>	<b>\$235.2</b>	<b>\$314.2</b>	<b>\$395.3</b>
<b>Adjust Future Deficits for Prior Year Solutions</b>				
Replenish Prior Year Use of One-time for Ongoing Needs		\$128.7	\$82.3	\$85.7
<i>FY 2009 Ongoing Solutions</i>		(\$43.7)	(\$43.7)	(\$43.7)
<i>FY 2010 Ongoing Solutions</i>			(\$238.0)	(\$238.0)
<i>FY 2011 Ongoing Solutions</i>				(\$29.2)
<b>Adjusted Deficit</b>	<b>\$172.4</b>	<b>\$320.2</b>	<b>\$114.8</b>	<b>\$170.1</b>
<b>Solutions for Deficits</b>				
Planned Use of One-time for Ongoing <sup>b</sup>	\$65.1	\$44.2	\$46.6	\$49.1
Planned Use of SCVMC Reserves for Ongoing <sup>c</sup>	\$42.2	\$38.1	\$39.1	\$40.1
One-time Solutions	\$21.5			
<b>Total One-time Solutions</b>	<b>\$128.7</b>	<b>\$82.3</b>	<b>\$85.7</b>	<b>\$89.2</b>
Ongoing Department Reductions	\$16.7	\$229.0	\$13.0	\$81.0
SCVMC Ongoing Savings from Transformation 2010 <sup>d</sup>	\$27.0	\$9.0	\$16.2	\$0.3
<b>Total Ongoing Solutions</b>	<b>\$43.7</b>	<b>\$238.0</b>	<b>\$29.2</b>	<b>\$81.3</b>
<b>Total Deficit Solutions</b>	<b>\$172.4</b>	<b>\$320.2</b>	<b>\$114.8</b>	<b>\$170.5</b>

- a. Deficits, in millions, are estimates, and are updated from those presented to the Board of Supervisors in the FY 2008-2012 Five-Year Financial Projection
- b. Planned use of General Fund one-time anticipates the yearly use of one-time funds to support ongoing operations in lieu of departmental reductions (e.g., funding 50% of Retiree Health normal cost with one-time funds)
- c. Planned use of SCVMC anticipates the yearly use of SCVMC reserves, allowing for a one-time reduction in the General Fund grant to SCVMC for ongoing operations
- d. SCVMC ongoing savings from the T2010 Study will allow for an ongoing reduction in the General Fund grant to SCVMC

The cumulative deficit for FY 2009 - 2012 is \$777.5 million.

As a consequence of dealing with these large recurring deficits, we are now largely reliant on the use of one-time funds from a variety of sources to prop up our ongoing programs and services from one year to the next. In short, we are using virtually

all of our available funds, to continue vital and needed services, and yet in so doing, we are increasing the subsequent year's deficit.

In addition to the operating deficit, we face a one and one half billion (\$1.5 billion) dollar capital cost for compliance with State law on seismic safety for the hospital campus. We have NO funding source to comply with this mandate. The potential risk we face is the catastrophic loss of one half of SCVMC's bed capacity, in a community which already has insufficient hospital beds.

### State and Federal Impacts

We also face the very real prospect of State and Federal reductions in program support. The State is engaging in "slow pay" tactics. That is to say, they confirm they owe payments and program support funding to counties, but will delay the payments by at least one quarter. Our current best estimate is an impact of \$68.5 million in cash flow that will be delayed in FY 2009. This will create interest income loss and, while we are still analyzing this impact, may put us in the situation of having to issue TRANS (tax and revenue anticipation notes) in order to have adequate cash on hand. The combination of the heavy use of one-time funds, stripping of our reserves and the State "slow pay" tactics may well prove a lethal combination, depending on additional State cuts.

In addition to "slow pay" tactics, we face ongoing State cuts of approximately \$43.8 million in FY 2009 program funding, and potential Federal reductions related to, at a minimum, the Medicaid Rule Change of more than \$30 million. In combination, the potential State and Federal impact on the County could total \$73.8 million as proposed today.

### Separate Budget Hearings on State Impact

In the recommended budget we have set aside a one-time reserve that, at \$35.6 million, approximates a little less than six months of the estimated State and Federal impact. Once the State adopts its budget, which may well be past the July 15 deadline (late July or August), we will have



to reconvene to implement State program cuts. The goal will be to make the State budget reductions in the County budget as soon as possible, but no later than January 1, 2009 and use the one-time reserve to cover the operating costs through December 31, 2008. The sooner we make the State reductions, the more of this one-time reserve we can retain to use as a source of one-time funds in FY 2010.

### All Funds and General Fund Overview

For All Funds, our total expenditure for FY 2009 has decreased from \$4.187 billion in FY 2008 to \$3.968 billion, a \$218.4 million reduction, or a 5.2% decline. All Funds revenue has declined by \$350.5 million, or an 8.8% decline.

In comparison, General Fund expenditures have increased slightly from \$2.217 billion to \$2.237 billion, a \$20.1 million increase, or less than a 1% (0.9%) increase. General Fund revenues have increased by \$83.9 million, or 4.1%.

Despite the expenditure growth control and the modest revenue increase, the General Fund still faces deficits based on prior year use of one-time funds.

### General Fund Deficit and Solution Components

In this budget we are still trying, as best we can, to focus on improved financial sustainability, by incorporating significant and substantial recommendations from the Health and Hospital Transformation 2010 Deloitte multi-year engagement, as well as the reorganization of the Acute Psychiatric system.

The General Fund deficit for FY 2009 is projected at \$172.4 million. We are proposing a solution package that meets this deficit with \$43.7 million in ongoing reductions or revenue solutions and a whopping \$128.7 million in one-time funds as an alternative to even more severe reductions in our service levels:

**Table 3: Components of Solution to FY 2009 Deficit**

Solution Component	Savings/(Cost) (in millions)
<b>FY 2009 Deficit</b>	<b>\$172.4</b>
Department Ongoing Reductions	\$43.7 <sup>a</sup>
<b>Subtotal Ongoing Deficit Solutions</b>	<b>\$43.7</b>
Use One-time Funds for non-recurring Labor Costs in the FY 2009 Base	\$12.0
PERS Pre-pay Savings	\$8.0
Eliminate SSA Out-of-Home Placement Reserve	\$1.4
<b>Subtotal One-time Deficit Solutions</b>	<b>\$21.4</b>
One-time General Fund for Ongoing Costs	\$46.2
One-time General Fund for 50% of Retiree Health Normal Cost	\$10.7
One-time General Fund to Bridge Public Safety and Justice Reductions	\$8.2
One-time Reduction in General Fund Grant to SCVMC <sup>b</sup> for Ongoing General Fund Costs	\$42.2
<b>Subtotal One-time Funds for Ongoing Costs</b>	<b>\$107.3</b>
<b>Total Deficit Solution</b>	<b>\$172.4</b>

a. Includes \$12.2 million of revenue solutions from departments.

b. Reduction in the General Fund grant requires SCVMC to use reserves to cover ongoing SCVMC costs. An additional \$138.9 million reduction in the General Fund grant is required for the General Fund to meet its total one-time needs.

One-time funds represent 75% of the deficit solutions. A similar ratio of one-time and ongoing funds was also used to balance the FY 2005 budget. Using one-time funds for ongoing purposes alleviates pain in the near term but does so at the cost of next year's financial projection. By relying on one-time funds to continue our ongoing services, we flirt with future collapse, since an equivalent amount of either ongoing or one-time funds will be required next year to maintain this service level. *When, not if*, we are unable to generate an adequate amount of funds, our organization will be facing the specter of deep and dire expenditure reductions. Each year that we incorporate the use of one-time funds to solve our ongoing deficit, we are reducing our future flexibility, using up sources of funds for future capital and technology improvements, forcing the use of increased revenues to fill a perpetual gap, and creating fewer options for the future.



## Base Budget and Other Assumptions

We have built into the base budget, or offered as solutions, certain strategies and tactics to create as much revenue in the form of ongoing components or one-time sources to support our services and one-time needs. In determining our FY 2009 base budget, we did as much as possible to maximize revenues and reduce expenditures up front. We actually began this effort in the Five Year Financial Projection reviewed by the Board November 6, 2007. We have been aggressive in budgeting revenues and expenditures which most accurately reflect recent performance. As in prior years, we are making every effort to maximize the use of available reserves, trust funds, and financial mechanisms as an alternative to service reductions. Some of these solutions are already incorporated into the base budget, or are included in the Recommended budget. Examples of these efforts are:

### Use of Compensated Absence Reserve

SCVMC has an existing reserve set aside to pay employees their compensated leave balances were the facility to close. Exhausting this \$58.8 million reserve is recommended for FY 2009.

### Use of Retiree Health Funds and Creation of Trust

In April 2008, the Board approved a plan to participate in the California Employer's Retiree Benefit Trust (CERBT) Program, and to make use of the current assets in the Retiree Health Trust Fund 0309 to fund the annual required contribution (ARC) for other post employment benefits (OPEB) from FY 2008 through FY 2015, saving \$15 million per year in retiree health costs countywide. At the end of this 8 year period, County funds will be required to make the full contribution.

### Prepay our PERS Obligation

As in FY 2008, the County will again prepay the employer's share of the Public Employee Retirement System (PERS) costs, saving an estimated \$8 million in the General Fund, and a net \$4.4 million in Enterprise Funds at SCVMC.

## Pension Obligation Bonds (POBs)

The FY 2008 budget contemplated at least two rounds, and possibly three rounds, of POB issuance. The first was done in FY 2008 and created ongoing savings of \$6.8 million, and one-time savings of \$6.3 million.

For FY 2009 the Recommended Budget does not contain a second POB issuance. Due to the market turbulence caused by the sub-prime mortgage crisis, the Finance Agency's work was impacted by the immediate need to convert the County's auction rate securities (ARS) debt into other debt forms. As a consequence, the planned review of the benefits of issuing the second series of POBs has not commenced, and will not commence until the completion of the current refunding process.

Accordingly, the Recommended Budget anticipates no savings from a possible POB issue. POBs may be ready to consider during the June budget hearing or during the fall State budget reduction hearing.

In summary these efforts, and others, produce budget benefits of:

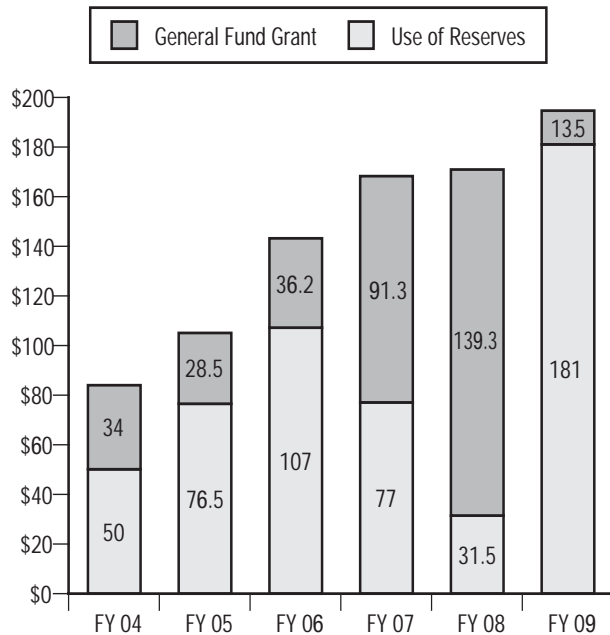
- \$12.4 million by prepayment of our PERS obligations for the year
- \$181.0 million in one-time funds by stripping available Santa Clara Valley Medical Center reserves
- \$15 million by utilizing our existing Retiree Health Trust to relieve the General Fund of costs for the current year
- \$9.4 million for a full year of the Emergency Response and Disaster Preparedness fee
- Revenues from Sale of the Mountain View Vector Control Site, generating a one-time General Fund benefit of \$7.5 million. I am recommending that this sale be exempt from the Board policy requiring that 30% of such sales be set aside for Affordable Housing. Our budget situation is grave enough that we require the use of these funds to meet essential needs in FY 2009.

### Sources of One-time Funds

Our sources of one-time funds, to be used for both ongoing and one-time expenditures, fall into three major categories, which are described below and itemized in the section “Available One-time Resources and Recommended Allocations,” following this message:

- FY 2008 General Fund balance, estimated at \$103.2 million (including the contingency reserve)
- SCVMC Budget Reserves: the use of one-time SCVMC Enterprise Fund Budget reserves allows for a reduction in the General Fund grant to SCVMC of \$138.9 million
  - the use of an *additional* \$42.1 million in SCVMC budget reserves to cover both ongoing and one-time costs at SCVMC, allowing for an additional one-time reduction in the General Fund grant
- One-time revenues from the sale of assets and redevelopment funds, and fund transfers, \$39.7 million

### Use of SCVMC Budget Reserves Largely Replaces General Fund Grant in FY 2009



### General Fund Subsidy to SCVMC<sup>a</sup>

Subsidy Component	Fiscal Year				
	2006	2007	2008	2009 Base	2009 Rec
VLF Revenue	\$54.1	\$57.3	\$67.4	\$60.9	\$60.9
Tobacco Settlement Revenue	\$12.0	\$12.0	\$12.0	\$12.0	\$12.0
Unreimbursed County Services	\$7.2	\$9.3	\$10.0	\$10.9	\$10.9
General Fund Grant	\$36.2	\$91.3	\$139.3	\$223.3	\$13.5
<b>Total GF Subsidy</b>	<b>\$109.5</b>	<b>\$169.9</b>	<b>\$228.7</b>	<b>\$307.2</b>	<b>\$97.4</b>
<b>Use of SCVMC Budget Reserves</b>					
	<b>\$107.0</b>	<b>\$77.0</b>	<b>\$31.5</b>		<b>\$181.0</b>

a. \$ reflected in millions

The graph to the left, showing support to SCVMC from either budget reserves or the General Fund grant, demonstrates that the use of \$181.0 million in SCVMC budget reserves allows for a reduction in the General Fund grant of \$181.0 million. This use of budget reserves frees up General Funds, making a substantial contribution toward balancing the FY 2009 Recommended Budget. Without these available reserves, the Recommended level of funding for both ongoing and one-time programs in the General Fund would not be possible.

\$194.7 million in budget reserves are generated from a variety of sources, including:

- Reserve balance from FY 2007, \$60.6 million
- Projected FY 2008 reserve balance, \$40.3 million
- Additional revenue generated through rate changes and Medi-Cal Waiver, \$24 million
- Liquidation of the compensated absence reserve, \$58.8 million
- Projected savings attributable in FY 2008 to the Transformation 2010 project, \$5.2 million
- Savings of \$5.9 million, offset by interest expenditures of \$1.5 million, which results from the pre-payment of the employer share of PERS

Of this amount, \$13.7 million is required to cover FY 2009 expenditures within SCVMC, and the remainder offsets the reduction in the grant.



While we believe that use of these reserves is appropriate to fund needs in the General Fund, by doing so, we are abolishing any cushion of reserves which could be used to mitigate future reductions. As in previous years, \$31.5 million of the reserves are being used to fund ongoing costs, so SCVMC will begin FY 2010 with a minimum of a \$31.5 million shortfall.

**Table 4: SCVMC One-time Resources Used to Fund Gap Between General Fund Resources and General Fund Needs**

	Amount
<b>General Fund One-time Resources</b>	<b>\$142,924,000</b>
GF One-time Needs for Ongoing Costs	\$65,072,529
GF One-time Needs for One-time	\$216,703,979
<b>General Fund One-time Gap</b>	<b>\$138,851,508</b>
<b>SCVMC One-time Resources</b>	<b>\$213,846,517</b>
SCVMC One-time Needs for Ongoing Costs	\$42,191,278
SCVMC One-time Needs for SCMP <sup>a</sup>	\$19,100,000
SCVMC One-time Needs for Other One-time	\$13,703,731
<b>Remaining SCVMC Resources Available</b>	<b>\$138,851,508</b>

a. Seismic Compliance Modernization Project

### General Fund Balance

The General Fund balance is projected at \$103.2 million, a result of unspent Contingency Reserves in FY 2008 and unspent reserves in the Social Services Agency (SSA). For the most part, this source of funds will be used to set the General Fund Contingency Reserve at 5%, equal to \$96.7 million, and to re-budget SSA reserves of \$3.7 million.

For the first time in recent memory, we are not anticipating additional savings by year's end, due to considerable shortfalls in revenues related to the economic slowdown, and the housing market crisis in particular. I have directed Agencies and Departments to curb expenditures, and to the extent that savings materialize, it would be prudent to reserve these monies for the pending impact of the State and Federal budget reductions.

### Uses of One-time Funds

A detailed list of General Fund one-time needs for ongoing costs and for one-time requirements are reflected in the "Available One-time Resources and Recommended Allocations" section immediately following this message.

In addition to a 5% General Fund Contingency Reserve of \$96.7 million, \$65.1 million is required to cover ongoing General Fund costs, \$32.6 million is recommended for a reserve for State and Federal impacts, \$24.4 million is recommended for Capital Projects and \$11.3 million is recommended for technology projects, including a public notification system. I believe it is essential to maintain a significant investment in our infrastructure and provide adequate tools to assure the effective delivery of services by our employees.

Additional funds are also recommended for critical needs across the County, including, pandemic flu and the care and shelter of vulnerable populations in the unincorporated areas and a variety of specific services listed in the next section.

### Workforce Equity in Reductions

As in the past five fiscal years, we have maintained our commitment to the Board, our employee and labor organizations and our workforce to pay close attention to reductions that are "vertically appropriate" and improved our Countywide staff-to-supervisor ratio.

Table 5 shows that once the FY 2009 reductions have taken place, the percentage of executives, managers and supervisors and line staff will remain unchanged. This same table shows the countywide ratio of staff-to-supervisor has remained static at 10.2:1.



**Table 5: Percentage of Management and Line Staff<sup>a</sup>**

	FY 2009 Base or Current Level Budget (CLB) <sup>b</sup>		FY 2009 Recommended Budget		Net Change from Base to Recommended	
	FTEs	%	FTEs	%	FTEs	%
	Exec Mgmt	157.0	1.0%	155.0	1.0%	-2.0
Other Supv	1,198.9	7.9%	1,193.1	7.9%	-5.8	-0.5%
Line Staff	13,825.4	91.1%	13,709.7	91.0%	-115.7	-0.8%
<b>TOTAL</b>	<b>15,181.2</b>	<b>100%</b>	<b>15,057.7</b>	<b>100%</b>	<b>-123.5</b>	<b>-0.8%</b>
<b>Staff:Supv Ratio</b>	<b>10.2</b>		<b>10.2</b>			

- a. FTEs do not include positions in the offices of the Board of Supervisors or the County Library.
- b. The FY 2009 Base or Current Level Budget (CLB) includes all staffing changes approved by the Board of Supervisors from July 1, 2007 through April 8, 2008.

We would continue to note, as we have in budget messages since the FY 2005 Recommended Budget, that there is no standard ratio or model that fits every department. This is a tool that can be used to gauge staffing patterns but it is not determinative and should not be used rigidly to determine staffing.

### Conclusion

I am confident that our organization will continue, as we have entitled our 2007 Annual Report, to "Make a Difference" in the lives of our residents. We may not be able to serve as many as we desire or as many who need our services, but we will still do our damndest to serve all those we can with compassion and care.

Our mission remains to build and maintain a healthy and safe community for our residents.

We are all committed to serve that mission despite the formidable financial and operational hurdles we face.





# Available One-Time Resources and Recommended Allocations

## Overview

In addition to the operating budget, the Administration identifies and allocates one-time resources. Board Policy 4.4, adopted in 1982, speaks to “dedicating one-time revenues only for use as one-time expenditures”, but recognizes that “the Board has seen fit to modify this policy to allow for the use of one-time sources of funds to ease the transition to downsized and/or reorganized operations.”

Due to the continuing financial crisis facing the County, the Administration is recommending that \$65 million in one-time funds, approximately 3% of net General Fund expenditures, be allocated to support ongoing operations in FY 2009.

## Sources of One-time Funds

**General Fund Balance:** The estimated fund balance available at the end of FY 2008 for use in FY 2009 is \$103.2 million, which includes \$98 million from unspent Contingency Reserve funds and \$5 million from unspent reserves in the Social Services Agency.

For the first time in recent memory, we are not anticipating additional savings by year's end, due to considerable shortfalls in revenues related to the economic slowdown, and the housing market crisis in particular.

**SCVMC Reserves:** Another major source of one-time funds for FY 2009 is Santa Clara Valley Medical Center (SCVMC) budget reserves. When SCVMC uses reserves to cover ongoing and one-time costs, the General Fund grant to SCVMC can be reduced on a one-time basis, creating a source of one-time funds for the General Fund.

In FY 2009 SCVMC will use budget reserves to reduce the General Fund grant by \$42.2 million to support ongoing costs in the General Fund and by another \$138.9 million to close the gap between General Fund one-time resources and General Fund one-time needs, a combined total of \$181 million in use of reserves.

**One-time Revenues:** The General Fund will realize \$39.7 million in one-time revenue in FY 2009. The most significant source of one-time revenue is \$22.6 million in redevelopment delegated funds, which may be used only for specific projects. \$19.1 million of this revenue will support a transfer to the SCVMC Capital Fund for the Seismic Compliance Modernization Project. The remaining \$3.5 million will be used for qualified projects in the General Fund Capital Program.

## Uses of One-time Funds

**Contingency Reserve:** The Contingency Reserve is the single largest use of one-time funds. In FY 2009, the Administration is recommending that the Contingency Reserve be funded at \$96.7 million, which is 5% of General Fund revenues net of pass-throughs, the level required by current Board policy.

## FY 2009 Contingency Reserve

Reserve Level	% <sup>a</sup>	Incremental	Cumulative
		One-time Savings at Specific Reserve Levels	
\$96,736,874	5.00%	Recommend Level	
\$91,900,030	4.75%	(4,836,844)	(4,836,844)
\$87,063,186	4.50%	(4,836,844)	(9,673,687)
\$82,226,343	4.25%	(4,836,844)	(14,510,531)
\$77,389,499	4.00%	(4,836,844)	(19,347,375)

a. % refers to percentage of ongoing General Fund revenues net of pass-through revenue.

**Use of One-time Funds for Ongoing Operations:** The next largest recommended use of one-time funds for FY 2009 is \$65 million to support ongoing operations in-lieu of reductions in operating departments.

**Use of One-time Funds for One-time Needs:** Additional significant one-time appropriations recommended for FY 2009 include \$35.6 million for a reserve to address State and Federal budget impacts, \$25.5 million for capital projects, and \$11.3 million for technology projects. Each of these recommendations is discussed in more detail in the “County Executive Recommendation” section of the appropriate operating department.

General Fund One-time Resources	FY 2009 Amount
<b>FY 2008 Fund Balance</b>	
Unspent FY 2008 Contingency Reserve	\$98,131,698
Unspent SSA Reserves	\$5,068,302
<b>Total Anticipated FY 2008 Fund Balance</b>	<b>\$103,200,000</b>
<b>One-time Revenues</b>	
Redevelopment Delegated Funds	\$22,600,000
Fair Settlement Agreement (2nd of 3 Payments)	\$7,500,000
Sale of Mountain View Vector Control Property	\$7,500,000
Transfer from Affordable Housing Fund	\$2,000,000
Transfer from Consumer Fraud Fund	\$100,000
Transfer from Housing Bond Fund	\$25,000
<b>Total One-time Revenues</b>	<b>\$39,725,000</b>
<b>Total Available One-Time Resources</b>	<b>\$142,925,000</b>

General Fund One-time Needs	FY 2009 Amount
<b>One-time Funds to Support Ongoing Operations</b>	
Fund Ongoing Operations with One-time Funds	\$46,244,025
Fund 50% of Retiree Health Normal Cost	\$10,678,504
Bridge Fund Public Safety & Justice Reductions	\$8,150,000
<b>Subtotal One-time to Support Ongoing</b>	<b>\$65,072,529</b>
Contingency Reserve @ 5%	\$96,736,874
Reserve for State and Federal Impacts	\$35,587,174
FY 2009 Capital Projects	\$25,530,000
Transfer Redevelopment Delegated Funds to SCVMC Capital Fund for SCMP	\$19,100,000
Fund Non-recurring Labor Cost in FY 2009 Base	\$12,084,870
FY 2009 Technology Projects	\$11,312,421
FY 2009 Fleet Purchase	\$4,000,000
Rebudget Social Services Agency Reserves	\$3,698,179
Replacement Benefit Plan	\$1,700,000
Year-Round Shelter Program	\$1,600,000
Regional Voice and Data Interoperability Project	\$1,310,000
Pandemic Flu	\$1,000,000
Care and Shelter in Unincorporated Area	\$1,000,000
Asset and Economic Development	\$693,040
Board Office Transition/Remodel Costs	\$525,000
Department of Correction Kitchen Equipment	\$279,500
2-1-1 Program	\$150,000
Code Enforcement Improvement	\$100,000
Contract Forensic Services - District Attorney	\$99,000
Radiology Processor - Custody Health	\$82,421
School Crossing Guard Program	\$53,000
Mountain View Day Worker Program	\$25,000
Historical Preservation Project (COB)	\$20,000
Joint Venture Silicon Valley Membership	\$17,500
<b>Total One-time Needs</b>	<b>\$281,776,508</b>
<b>Shortfall of One-time Resources Necessary to Meet General Fund Needs</b>	<b>\$138,851,508</b>

## Closing the Gap between General Fund One-time Resources and One-time Needs

General Fund one-time needs for FY 2009 exceed available one-time General Fund resources by \$138.9 million. In order to close this gap, a one-time reduction in the General Fund subsidy to Santa Clara Valley Medical Center (SCVMC) is recommended.

SCVMC will absorb the proposed subsidy reduction by using \$138.9 million in available one-time SCVMC resources.

Santa Clara Valley Medical Center One-time Resources	FY 2009 Amount
<b>One-time Reserves</b>	
Remaining FY 2008 Reserves	\$60,566,355
Compensated Absences Reserve	\$58,777,924
FY 2008 Generated Reserves	\$40,275,425
FY 2008 Revenue in Excess of Budget	\$24,059,625
FY 2008 Transformation 2010 Results	\$5,167,000
<b>Total Available Reserves</b>	<b>\$188,846,517</b>
<b>One-time Revenue</b>	
Redevelopment Delegated Funds Transferred from the General Fund	\$19,100,000
<b>Total One-time Revenue</b>	<b>\$19,100,000</b>
<b>One-time Savings</b>	
PERS Prepayment of Employer Contribution	\$5,900,000
<b>Total One-time Savings</b>	<b>\$5,900,000</b>
<b>Total Available One-time Resources</b>	<b>\$213,846,517</b>

Santa Clara Valley Medical Center One-time Needs	FY 2009 Amount
<b>One-time Funds to Support Ongoing Operations</b>	
Planned Use of Reserves for Ongoing	\$31,500,000
Fund 50% of Retiree Health Normal Cost	\$5,732,646
Fund Non-Recurring Labor Costs in Base	\$4,958,632
<b>Total One-time to Support Ongoing</b>	<b>\$42,191,278</b>
Seismic Compliance Modernization Project	\$19,100,000
FY 2009 Deloitte Contract Fees	\$10,803,650
PERS Prepay Interest Expense	\$1,488,378
Compensated Absences Reserve Interest Expense	\$1,052,370
FY 2009 Fleet Purchase	\$359,333
<b>Total One-time Needs</b>	<b>\$74,995,009</b>
<b>SCVMC One-time Resources Available to Meet General Fund Needs</b>	<b>\$138,851,508</b>



## Overview of General Fund Revenue Trends

General Fund revenues are projected to total \$2,133,996,934 in FY 2009, compared to \$2,050,018,804 in the FY 2008 Approved Budget; an increase of \$83,978,130 or 4.1%. This amount includes \$39.7 million of revenue which is one-time in nature, and is tied to both one-time and ongoing expenditures. A 4.1% increase in General Fund revenue is less than the year-to-year increases of the last 2 years, but is slightly higher than the relative change in fiscal years 2005 and 2006, at 3.2% and 3.1%, respectively.

The overall revenues are \$19 million higher than projected in the FY 2008 - 2012 Five Year Financial Projection, or less than 1% higher. This includes the one-time funds, without which our revenues would be lower than those projected in November 2007. Revenue solutions or sources related to the FY 2009 Recommended Budget amount to \$12.5 million. Revenues which are of an ongoing nature were added to the FY 2009 base budget to the greatest extent possible, leaving less flexibility for revenue increases in the Recommended phase of the budget.

**Table 1: Comparison of FY 2008 to FY 2009 Revenue**

Revenue Source	
<b>FY 2008 Recommended Revenue</b>	<b>\$2,133,996,934</b>
FY 2007 Approved Revenue	\$2,050,018,804
<b>FY 2007 - FY 2008 Total Revenue Growth</b>	<b>\$83,978,130</b>
Current Property Taxes	\$41,739,423
State Revenue	(\$18,977,257)
Federal Aid	\$13,535,721
Other Financing Sources	\$43,464,840
Charges for Service	\$1,932,676
Licenses, Permits, Franchises	(\$2,449,941)
Revenue from the Use of Money	(\$10,420,216)
Taxes-Other than Current Property Tax	(\$352,709)
Fines, Forfeitures and Penalties	(\$3,222,491)
Revenue from Other Government Agencies	\$18,728,084

Table 2, below, shows that the sources of revenue continue to be derived from the three major sources: Property Tax, State revenue and Federal revenue. This pattern continues from previous years, though compared to FY 2008, both State and Federal revenues

are down slightly, the State share having dropped from 34% to 32%, and the Federal share by 1%, from 20% to 19%.

**Table 2: Percent of General Fund Revenues by Category**

Revenue Source	As % of Total
Current Property Taxes	30%
State Revenue	32%
Federal Aid	19%
Other Financing Sources	5%
Charges for Service	7%
Licenses, Permits, Franchises	<1%
Revenue from the Use of Money	1%
Taxes-Other than Current Property Tax	2%
Fines, Forfeitures and Penalties	1%
Revenue from Other Government Agencies	2%
<b>Total</b>	<b>100%</b>

The major changes in each of the major categories of revenue are described below:

### Current Property Tax

Property Tax contributes over \$645 million of the total General Fund revenue, and almost 50% of the overall revenue growth in the General Fund. For FY 2009 the Administration is projecting an increase in the secured roll of 6.5% or 2% less than had been projected in November 2007. A related account, Property Tax in lieu of VLF, is projected at 7%. These amounts are somewhat aggressive given the current housing market downturn, and are monitored on a monthly basis to provide a basis for the projection. Last year at this time, the housing market was showing a bit of improvement, but since November 2007, indicators have steadily declined. It remains to be seen the extent to which the market has bottomed out. If the roll closes in July with less evidence of an improvement than projected, this source of revenue may have to be adjusted in the future.

### State Revenue

State revenue contributes \$690.8 million of the total General Fund revenue, or \$19 million less than was budgeted for FY 2008. This decline is due in large part to the economic slowdown, as public safety sales tax, motor vehicle license fees, and realignment sales tax

revenues are all dependent on sales performance. These accounts have been reduced by \$15 million when compared to the amounts budgeted in FY 2008.

All of these revenue sources have performed poorly in FY 2008, and of necessity, are budgeted at lower amounts more in line with recent performance. All three of these sources, which add up to \$337 million in the General Fund, have been almost flat during FY 2008. Though we are recommending that the budgeted amounts be reduced in concert with the slowing economy, the projected amounts still assume some improvement during FY 2009, which will not end more than 16 months from now.

### **Federal Aid**

Federal Aid accounts for \$415 million of the General Fund revenue, or \$13.5 million more than in FY 2008. Approximately half of these funds are budgeted in Mental Health, and another half in the Social Services Agency. Since these revenues are reimbursement-based, revenue increases usually match expenditure increases. Included in the reduction plan for the Social Services Agency is an increase of \$5.6 million in Federal revenues in the areas of Medi-Cal Administration and Child Welfare Services, for instance.

### **Other Financing Sources**

Other Financing Sources contributes \$101.3 million of the total General Fund revenue. This category includes San Jose Redevelopment Agency pass through payments, which are based on a percentage of bonded indebtedness of the City of San Jose. An increase of \$5.2 million in RDA payments is projected for FY 2009. In addition, this account shows the transfer of funds from the Mental Health Services Act (MHSA) trust fund into the General Fund. The sale of property in Mountain View for a net benefit to the General Fund of \$7.5 million, and the second of three \$7.5 million payments from the City of San Jose as a result of the Fair Settlement are also categorized in this account.

### **Charges for Service**

Charges for Services contributes \$148.9 million, or \$1.9 million more than in FY 2008. This is only 1.2% more, and reflects a relatively flat growth in revenues as the result of the sale of our services to others. Included in this account are charges for Sheriff services, prisoner

housing charges, election services charges, property tax collection fees, supplemental property tax collection fees, and pharmacy revenue.

### **Taxes - Other than Current Property Taxes**

Taxes other than current property taxes contribute \$52.9 million of the total General Fund revenue, slightly less than was budgeted in FY 2008. The largest account in this category is real property transfer tax, which has been hit hard by the housing market downturn. This account is budgeted at \$22 million, or \$2.75 million less than was budgeted in FY 2008, and it is projected to come in at less than \$20 million in FY 2008. These taxes are dependent housing sales and refinancing transactions, and with the credit crunch, revenues are significantly down. Projections assume some improvement before the end of FY 2009. As with property taxes, this account is monitored closely each month, and if performance does not improve, we may have to adjust the amount in the future.

### **Revenue from the Use of Money**

Revenue from the use of money contributes \$12.9 million of the General Fund revenue, a staggering 44.8% reduction from the \$23.4 million budgeted in the FY 2008 approved budget. This downturn is due to both lower than expected average daily cash balances in the General Fund, and the persistent decline in interest rates over the course of the last year. Interest earnings rate assumptions have had to be adjusted several times this year, and this account will need to be monitored closely in FY 2009. If the State of California, as recommended by the Governor, delays the payment of both health and social services payments until September 2008, interest earnings could be more adversely affected. As with other State budget impacts, this has not yet been taken into account as part of the FY 2009 Recommended Budget.

As part of the FY 2009 Recommended Budget, the County Executive is recommending that the County prepay its obligation to the Public Employee Retirement System (PERS) for the second year in a row, to achieve a savings as the result of a discounted rate. In so doing, the treasury will be reduced to make an up-front cash payment, thereby reducing interest earnings. This reduction has been taken into account in calculating the PERS prepayment savings. The treasury is reimbursed for the up-front payment throughout the year as charges to department payrolls are made.



## **Fines, Forfeitures and Penalties**

Fines, forfeitures and penalties contribute \$17.6 million of the General Fund revenue. The majority of this revenue is included in the base budget, and is attributable to bail and fine revenue in the law enforcement departments. Since FY 2008, this account is reduced by \$3.2 million.

## **Licenses, Permits and Franchises**

Licenses, permits and franchises contribute \$10.1 million of the General Fund revenue. The majority of this revenue was included in the base budget for a variety of application and permit fees, primarily in the Planning and Development Department and the Agriculture and Environmental Management (AEM) Department. Funds previously budgeted here for the Emergency Response and Disaster Preparedness Fee (ERDP) are now budgeted in a trust fund outside the General Fund, and which then reimburses the General Fund for eligible costs.

## **Revenue from Other Government Agencies**

Revenue from other government agencies contributes \$38.6 million. The largest of these amounts is a \$22.6 million payment from the City of San Jose of Redevelopment Agency delegated funds, which must be utilized to offset the cost of qualified capital projects. In addition, this category includes funds from the Property Tax Administration Program (PTAP) to offset costs of technology improvements in the Office of the Assessor, funds from the Recorder's Modernization Fund, to offset costs of technology improvements in the Clerk-Recorder's Office, and the transfer of \$2.25 million in funds from the Affordable Housing Fund and the Housing Bond Fund to offset costs related to expansion of the four-month cold weather shelter program to a year-round program with linkage to services.

## 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 of \$3.9 billion. 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 source, which includes property tax, fines and forfeitures etc. Expenditure and revenue information is also presented by policy 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, which totals \$2.2 billion in expenditures. 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, Roads), Special Revenue Funds (such as 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, charts are also used to reflect General Fund expenditure and revenue totals. The \$103.2 million difference between revenues and expenditures reflects the projected end-of-year balance, which is then reappropriated to fund specific items in the FY 2009 Recommended Budget.

### Countywide Budget Summary (All Funds)

	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Column 2 to 4	
		As of 7/1/07	As of 4/8/08		Inc./(Dec)	% Change
<b>Expenditures by Policy Area</b>						
Finance and Government	1,107,122,586	1,234,244,284	1,679,213,401	822,188,522	(412,055,762)	-33.4%
Public Safety and Justice	562,632,005	582,807,009	587,474,206	614,662,219	31,855,210	5.5%
Children, Seniors and Families	584,722,285	643,313,103	646,085,685	653,089,498	9,776,395	1.5%
Santa Clara Valley Health & Hospital System	1,344,550,406	1,463,515,025	1,513,602,236	1,596,138,050	132,623,025	9.1%
Housing, Land Use, Environment & Transportation	226,082,304	263,446,131	311,653,706	282,875,976	19,429,845	7.4%
<b>Total Net Expenditures</b>	<b>3,825,109,586</b>	<b>4,187,325,552</b>	<b>4,738,029,234</b>	<b>3,968,954,265</b>	<b>(218,371,287)</b>	<b>-5.2%</b>
<b>Expenditures by Object</b>						
Salaries And Employee Benefits	1,799,649,975	1,901,618,523	1,913,920,768	1,988,011,672	86,393,149	4.5%
Services And Supplies	1,412,692,453	1,524,054,834	1,653,050,168	1,652,226,740	128,171,906	8.4%
Other Charges	129,179,855	80,977,939	85,741,976	88,436,088	7,458,149	9.2%
Fixed Assets	217,406,825	80,468,461	207,876,466	122,736,318	42,267,857	52.5%
Operating/Equity Transfers	479,854,637	740,772,091	1,012,147,639	241,310,867	(499,461,224)	-67.4%
Reserves		117,685,974	130,132,971	164,278,981	46,593,007	39.6%
Expenditure Transfers	(213,674,158)	(258,252,271)	(264,840,754)	(288,046,402)	(29,794,131)	11.5%
<b>Total Net Expenditures</b>	<b>3,825,109,587</b>	<b>4,187,325,551</b>	<b>4,738,029,234</b>	<b>3,968,954,264</b>	<b>(218,371,287)</b>	<b>-5.2%</b>
<b>Resources by Type</b>						
Taxes - Current Property	669,655,888	718,759,183	718,759,183	768,403,288	49,644,105	6.9%
Taxes - Other Than Current Property	46,884,749	61,700,770	61,700,770	61,810,618	109,848	0.2%
Licenses, Permits, Franchises	24,125,253	26,763,821	26,880,606	24,727,361	(2,036,460)	-7.6%
Fines, Forfeitures, Penalties	32,355,648	32,679,553	40,239,553	29,389,762	(3,289,791)	-10.1%
Revenue From Use Of Money/Property	51,205,605	35,432,697	53,930,335	25,326,467	(10,106,230)	-28.5%



## Countywide Budget Summary (All Funds)

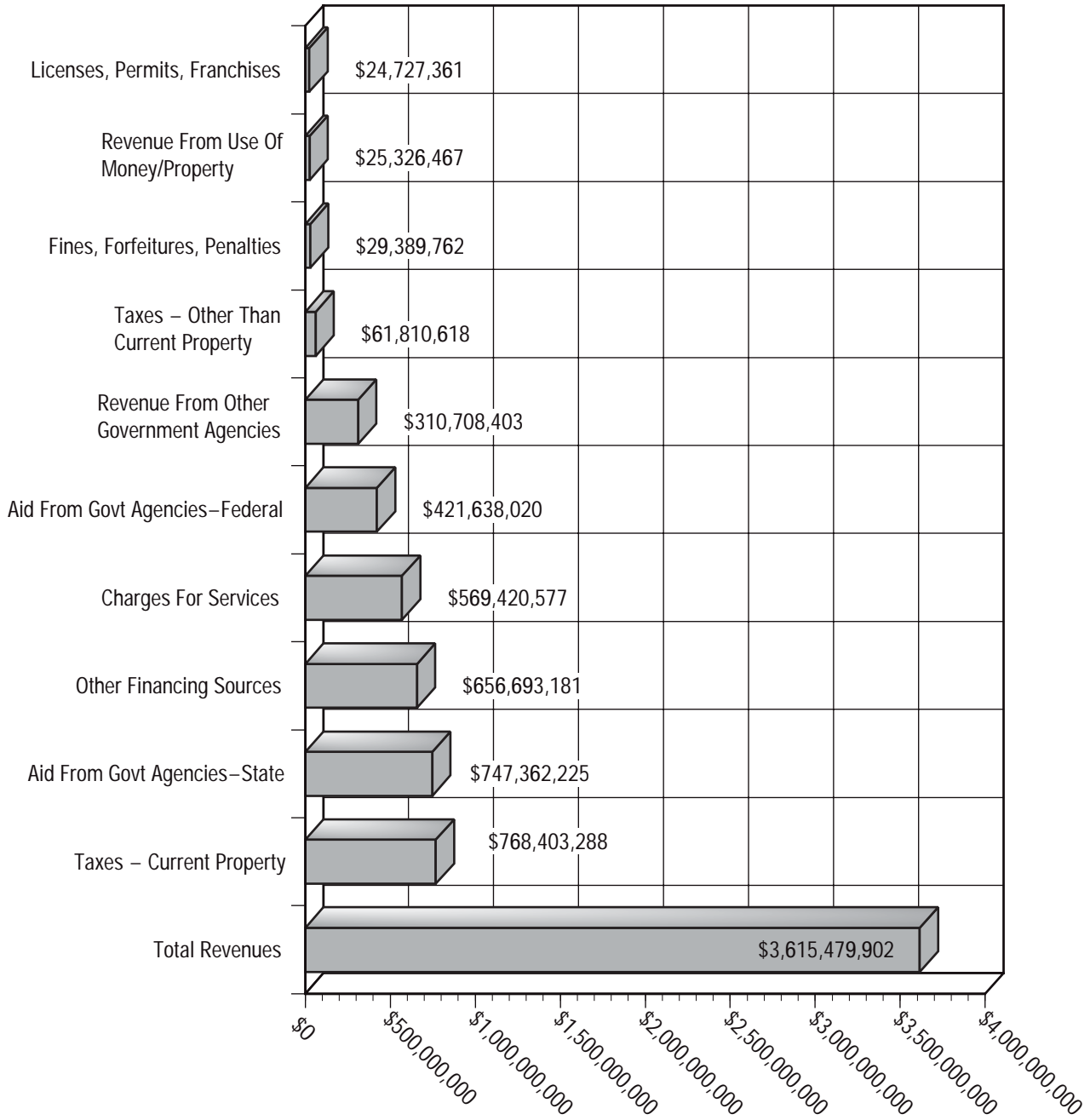
	FY 2007	FY 2008 Appropriations		FY 2009	Column 2 to 4	
	Actuals	As of 7/1/07	As of 4/8/08	Recommended	Inc./(Dec)	% Change
Aid From Govt Agencies-State	693,007,610	766,906,145	824,530,389	747,362,225	(19,543,920)	-2.5%
Aid From Govt Agencies-Federal	408,504,910	405,858,991	437,194,611	421,638,020	15,779,029	3.9%
Revenue From Other Government Agencies		379,927,647	551,472,211	310,708,403	(69,219,244)	-18.2%
Charges For Services	492,879,701	557,783,147	566,926,455	569,420,577	11,637,430	2.1%
Other Financing Sources	663,167,294	980,207,814	1,077,736,053	656,693,181	(323,514,633)	-33.0%
<b>Total Revenues</b>	<b>3,081,786,658</b>	<b>3,966,019,768</b>	<b>4,359,370,166</b>	<b>3,615,479,902</b>	<b>(350,539,866)</b>	<b>-8.8%</b>
<b>Resources by Policy Area</b>						
Finance and Government	1,024,659,102	1,511,125,230	1,818,877,806	1,189,788,059	(321,337,171)	-21.3%
Public Safety and Justice	287,154,177	317,542,262	322,056,978	316,622,809	(919,453)	-0.3%
Children, Seniors and Families	535,460,673	576,089,301	577,076,179	590,490,592	14,401,291	2.5%
Santa Clara Valley Health & Hospital System	1,023,257,850	1,324,752,575	1,361,861,245	1,271,515,203	(53,237,372)	-4.0%
Housing, Land Use, Environment & Transportation	211,254,853	236,510,400	279,497,958	247,063,239	10,552,839	4.5%
<b>Total Revenues</b>	<b>3,081,786,655</b>	<b>3,966,019,768</b>	<b>4,359,370,166</b>	<b>3,615,479,902</b>	<b>(350,539,866)</b>	<b>-8.8%</b>

## Permanent Authorized Positions (FTES)(All Funds)

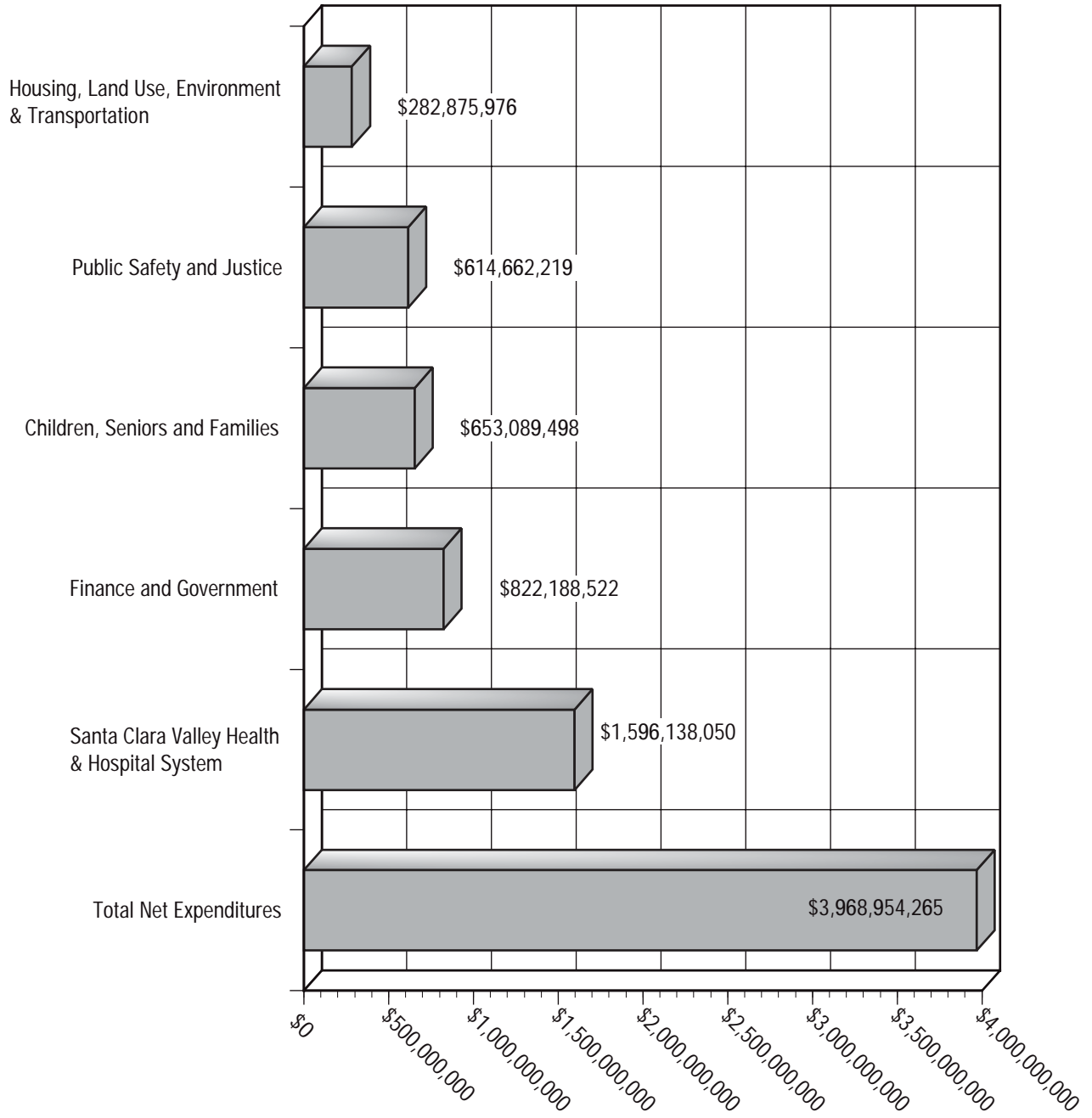
Policy Area	FY 2008 Positions		FY 2009	Column 1 to 3	
	As of 7/1/07	As of 4/8/08	Recommended	Inc./(Dec.)	
Finance and Government	1,925.6	1,939.6	1,950.3	24.7	1.3%
Public Safety and Justice	3,439.5	3,522.5	3,538.0	98.5	2.9%
Children, Seniors and Families	2,839.0	2,885.0	2,876.5	37.5	1.3%
Santa Clara Valley Health & Hospital System	6,257.9	6,308.7	6,152.4	-105.5	-1.7%
Housing, Land Use, Environment & Transportation	782.8	784.8	791.8	9.0	1.1%
<b>Total Positions</b>	<b>15,244.8</b>	<b>15,440.6</b>	<b>15,309.0</b>	<b>64.2</b>	<b>0.4%</b>



### All Fund Resources



### All Fund Expenditures



## Countywide Budget Summary (General Fund)

	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Column 2 to 4 Inc./(Dec) % Change	
		As of 7/1/07	As of 4/8/08			
<b>Expenditures by Policy Area</b>						
Finance and Government	514,404,712	594,409,311	632,546,934	556,575,370	(37,833,941)	-6.4%
Public Safety and Justice	562,567,793	582,772,009	587,424,206	614,627,219	31,855,210	5.5%
Children, Seniors and Families	584,722,285	643,313,103	646,085,685	653,089,498	9,776,395	1.5%
Santa Clara Valley Health & Hospital System	370,934,920	376,554,468	407,001,352	390,956,882	14,402,414	3.8%
Housing, Land Use, Environment & Transportation	18,990,240	19,997,914	21,370,883	21,947,965	1,950,051	9.8%
<b>Total Net Expenditures</b>	<b>2,051,619,950</b>	<b>2,217,046,805</b>	<b>2,294,429,060</b>	<b>2,237,196,934</b>	<b>20,150,129</b>	<b>0.9%</b>
<b>Expenditures by Object</b>						
Salaries And Employee Benefits	1,026,549,822	1,066,749,235	1,075,736,249	1,116,244,053	49,494,818	4.6%
Services And Supplies	908,688,506	992,173,572	1,055,385,518	1,042,598,653	50,425,081	5.1%
Other Charges	12,389,404	15,219,939	15,219,939	18,580,842	3,360,903	22.1%
Fixed Assets	8,105,065	443,094	4,822,584	239,646	(203,448)	-45.9%
Operating/Equity Transfers	283,122,844	253,832,815	245,056,147	146,104,015	(107,728,800)	-42.4%
Reserves		93,407,309	106,213,106	140,478,527	47,071,218	50.4%
Expenditure Transfers	-187,235,690	-204,779,160	-208,004,482	-227,048,802	(22,269,642)	10.9%
<b>Total Net Expenditures</b>	<b>2,051,619,950</b>	<b>2,217,046,804</b>	<b>2,294,429,061</b>	<b>2,237,196,934</b>	<b>20,150,130</b>	<b>0.9%</b>
<b>Resources by Type</b>						
Taxes - Current Property	559,238,484	603,540,000	603,540,000	645,279,423	41,739,423	6.9%
Taxes - Other Than Current Property	37,821,836	53,304,709	53,304,709	52,952,000	(352,709)	-0.7%
Licenses, Permits, Franchises	10,070,507	12,548,678	12,595,463	10,098,737	(2,449,941)	-19.5%
Fines, Forfeitures, Penalties	23,541,302	20,827,203	28,387,203	17,604,712	(3,222,491)	-15.5%
Revenue From Use Of Money/Property	26,560,233	23,889,638	23,889,638	13,469,422	(10,420,216)	-43.6%
Aid From Govt Agencies-State	636,663,933	709,761,208	739,334,050	690,783,951	(18,977,257)	-2.7%
Aid From Govt Agencies-Federal	399,185,485	401,470,497	417,617,114	415,006,218	13,535,721	3.4%
Revenue From Other Government Agencies		19,882,337	12,382,337	38,610,421	18,728,084	94.2%
Charges For Services	133,019,011	146,960,744	144,101,819	148,893,420	1,932,676	1.3%
Other Financing Sources	51,621,448	57,833,790	63,979,723	101,298,630	43,464,840	75.2%
<b>Total Revenues</b>	<b>1,877,722,241</b>	<b>2,050,018,804</b>	<b>2,099,132,055</b>	<b>2,133,996,934</b>	<b>83,978,130</b>	<b>4.1%</b>
<b>Resources by Policy Area</b>						
Finance and Government	832,815,453	905,517,737	922,491,018	958,867,393	53,349,656	5.9%
Public Safety and Justice	287,107,532	317,507,262	322,021,978	316,587,809	(919,453)	-0.3%
Children, Seniors and Families	535,460,673	576,089,301	577,076,179	590,490,592	14,401,291	2.5%
Santa Clara Valley Health & Hospital System	210,215,602	238,408,522	264,744,715	255,037,998	16,629,476	7.0%
Housing, Land Use, Environment & Transportation	12,122,980	12,495,982	12,798,165	13,013,141	517,159	4.1%
<b>Total Revenues</b>	<b>1,877,722,240</b>	<b>2,050,018,804</b>	<b>2,099,132,055</b>	<b>2,133,996,933</b>	<b>83,978,129</b>	<b>4.1%</b>



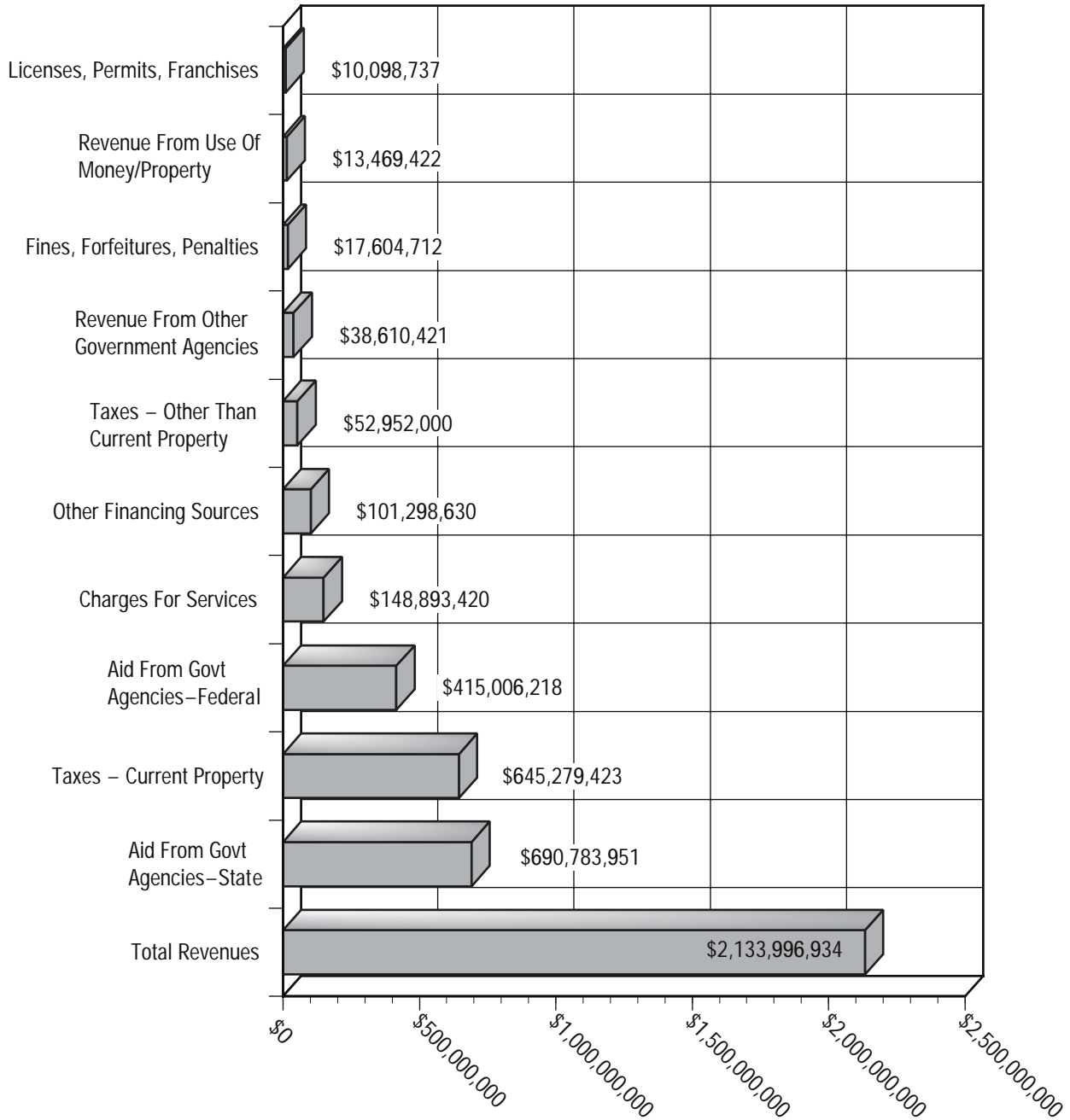


## Permanent Authorized Positions (FTEs)(General Fund)

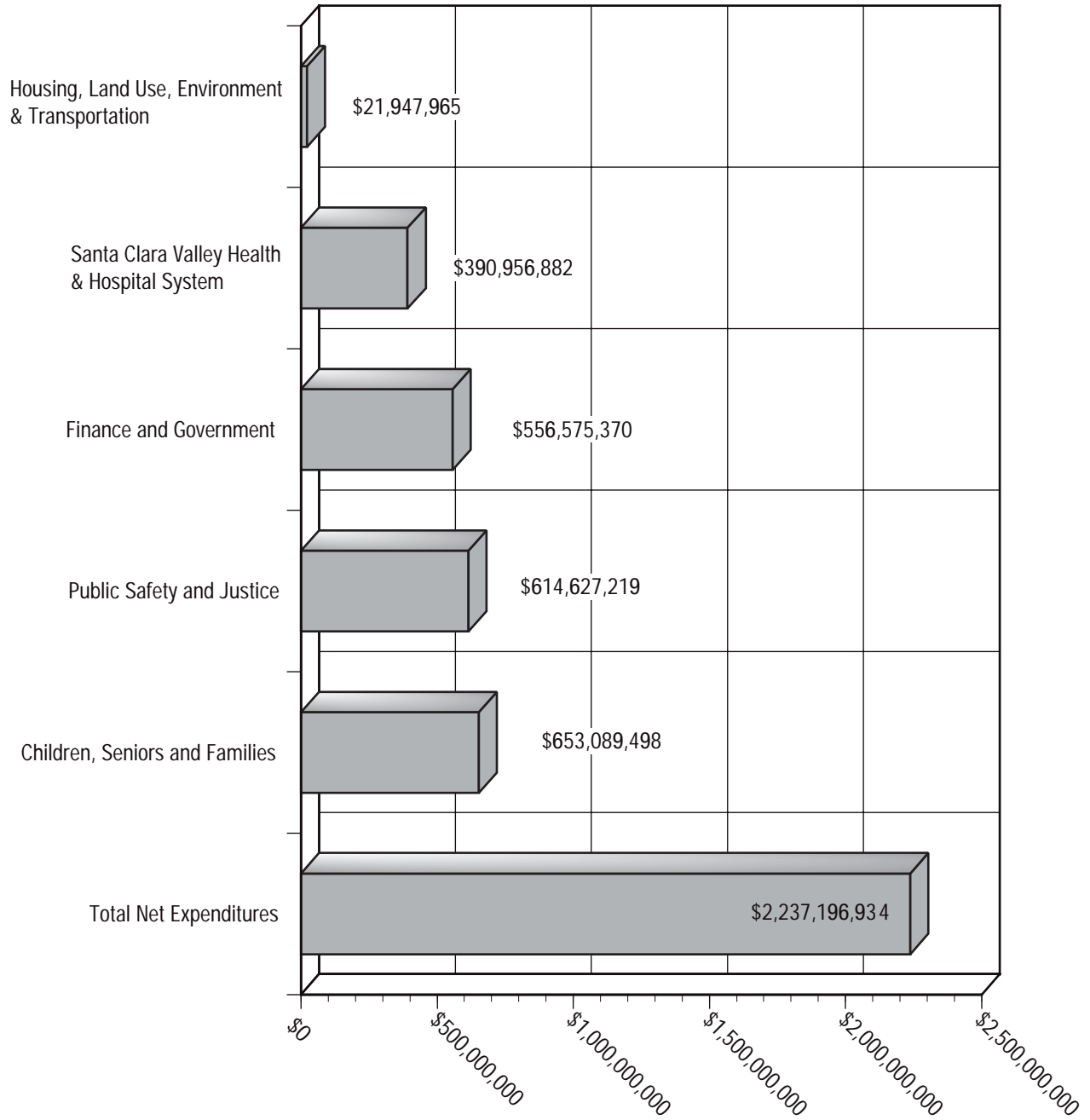
Policy Area	FY 2008 Positions		FY 2009	Column 1 to 3	
	As of 7/1/07	As of 4/8/08	Recommended	Inc./(Dec.)	% Change
Finance and Government	1,434.3	1,445.3	1,458.5	24.2	1.7%
Public Safety and Justice	3,439.5	3,522.5	3,538.0	98.5	2.9%
Children, Seniors and Families	2,839.0	2,885.0	2,876.5	37.5	1.3%
Santa Clara Valley Health & Hospital System	1,270.1	1,289.6	1,229.6	-40.5	-3.2%
Housing, Land Use, Environment & Transportation	144.0	144.0	146.5	2.5	1.7%
<b>Total Positions</b>	<b>9,126.9</b>	<b>9,286.4</b>	<b>9,249.1</b>	<b>122.2</b>	<b>1.3%</b>



## General Fund Resources



### General Fund Expenditures





## Historical Analysis of Fund Balance Allocations for the General Fund<sup>a</sup>

Fiscal Year	General Fund Balance as of June 30 <sup>b</sup>	Contingency Appropriation	Capital Budget	Technology	Reserves and Other One-time Needs	Ongoing Costs
2008 Estimate	103,200,000	96,736,874			6,463,126,	
2007 Approved	167,028,000	87,744,712	13,557,133	5,585,977	30,302,810	29,837,368
2006 Approved	178,960,000	87,730,182	9,525,000	3,524,530	27,359,542	50,820,746
2005 Approved	164,600,000	76,640,120	10,000,000	4,035,000	34,024,880	39,900,000
2004 Approved	98,100,000	43,805,944	13,950,000	1,252,663	2,777,393	36,314,000
2003 Approved	120,300,000	37,000,000	8,620,000	5,900,000	58,780,000	10,000,000
2002 Approved	111,400,000	58,648,120	11,884,000	24,770,630	5,097,250	11,000,000
2001 Approved	133,646,748	68,146,748	36,057,140	17,754,696	11,688,164	
2000 Approved	96,572,592	28,100,000	41,319,874	19,382,745	7,769,973	
1999 Approved	95,570,000	24,100,000	33,705,000	20,153,000	17,612,000	
1998 Approved	68,000,000	23,742,000	18,354,970	17,715,030	8,188,000	
1997 Approved	40,400,000	20,000,000	8,200,000	8,800,000	3,400,000	
1996 Approved	35,400,000	14,000,000	9,155,831	12,244,169		
1995 Approved	23,214,000	13,000,000	4,214,000	3,145,438	1,254,562	1,600,000
1994 Approved	33,347,663	15,000,000		10,900,000	5,347,663	2,100,000
1993 Approved	37,100,000	12,000,000	15,000,000	2,685,000		7,415,000

- a. This table reflects the amount of fund balance allocated toward each of the expenditure categories shown above. In addition, other available one-time resources may be required to fully fund these one-time expenditures. See "Available One-time Resources and Recommended Allocations" for more detail.
- b. Fund Balance amount is the fund balance estimate in the Approved Budget for each fiscal year.

## General Fund Discretionary Revenue

Budget Unit	Department	Revenue Account	Account Name	FY 2007 Actual	FY 2008 Approved	FY 2009 Recommended
110	Controller-Treasurer	4006200	Prop Tax In-Lieu of VLF	153,703,614	168,950,000	177,974,423
110	Controller-Treasurer	4010100	Sales Tax	3,663,825	3,817,000	3,727,000
110	Controller-Treasurer	4002200	Aircraft Taxes	2,918,419	2,350,000	4,500,000
110	Controller-Treasurer	4301100	Interest-Deposits	22,441,474	22,933,058	12,317,382
110	Controller-Treasurer	4403100	State-Motor Vehicle	60,227,888	67,362,527	60,922,626
110	Controller-Treasurer	4404100	State-Highway Prop	40,538	40,000	43,000
110	Controller-Treasurer	4419100	Homeowner Prop Tax	3,564,335	3,564,000	3,600,000
110	Controller-Treasurer	4301200	Interest On Notes	373,008	540	0
110	Controller-Treasurer	4813050	Local Contributions	17,976,967	19,300,000	24,500,000
110	Controller-Treasurer	4010110	In-Lieu Sales and Use Tax Revenue	1,273,463	1,300,000	1,400,000
112	Tax Collector	4002100	Current Unsecured	33,009,236	34,400,000	36,000,000
112	Tax Collector	4205100	Penalties and Costs	4,840,985	20,762,709	21,000,000
112	Tax Collector	4006100	Prop Taxes-SB813	25,060,977	26,950,000	27,040,000
112	Tax Collector	4001100	Current Secured	336,493,788	373,240,000	404,265,000
114	County Recorder	4020300	Real Prop Transfe Tx	24,700,156	24,750,000	22,000,000
148	Department Of Revenue	4106100	Franchises	1,288,812	1,250,000	1,250,000
148	Department Of Revenue	4020400	Transient Occup Tx	424,144	325,000	325,000
810	County Debt Service	4301200	Interest On Notes	25,778		
501	Social Services Agency		Interest-Deposits	607,633	506,040	627,040
<b>Total Unallocated Revenue</b>				<b>692,635,040</b>	<b>771,800,874</b>	<b>801,491,471</b>



## Use of Discretionary Revenue

Budget Unit	Department	FY 2008 Approved	FY 2009 Recommended
	Use of Fund Balance	79,283,288	6,463,126
116	In-Home Supportive Services	(49,640,378)	(55,251,982)
119	Special Programs	(220,722,571)	(127,261,580)
101	Supervisorial District #1	(1,022,502)	(1,080,806)
102	Supervisorial District #2	(1,022,502)	(1,080,806)
103	Supervisorial District #3	(1,022,502)	(1,080,806)
104	Supervisorial District #4	(1,022,502)	(1,080,806)
105	Supervisorial District #5	(1,022,502)	(1,080,806)
106	Clerk Board of Supervisors	(5,871,235)	(6,962,339)
107	County Executive	(7,540,229)	(949,778)
108	Countywide Modified Financial Policies	0	8,000,000
168	Office of Affordable Housing	(527,564)	(505,598)
115	Assessor	(26,051,782)	(28,593,625)
118	Procurement	(3,437,074)	(3,416,586)
120	County Counsel	(3,752,095)	(9,238,611)
140	Registrar Of Voters	(9,131,337)	(9,418,632)
145	Information Services	(12,450,569)	(16,871,290)
190	Communications Department	(7,107,243)	(8,466,751)
263	Facilities Department	(44,957,112)	(59,201,050)
130	Human Resources, LR, and EOED	(10,268,724)	(11,424,885)
132	Risk Management Department	(8,768)	36,028
110	Controller-Treasurer	44,965,015	50,009,034
112	Tax Collector	874,035	709,421
114	County Recorder	4,909,229	2,988,893
148	Department of Revenue	(144,493)	(1,016,426)
810	County Debt Service	(16,466,289)	(19,595,746)
202	District Attorney	(61,986,544)	(67,536,941)
203	District Attorney Crime Laboratory	(4,532,551)	(4,765,208)
204	Public Defender	(38,711,851)	(43,569,722)
210	Office of Pretrial Services	(5,316,538)	(5,555,213)
217	Criminal Justice Systemwide Costs	131,872,510	137,286,727
230	Sheriff's Department	(57,210,388)	(61,553,019)
235	Sheriff DOC Contract	(97,236,425)	(103,333,754)
240	Department of Correction	(54,987,301)	(58,717,225)
246	Probation Department	(74,109,566)	(87,107,676)
293	Medical Examiner-Coroner	(3,046,092)	(3,187,378)
501	Social Services Agency	(68,462,136)	(70,384,875)
509	Nutrition Services To Aged	(3,186,328)	(4,233,196)
511	Categorical Aids Payments	3,918,623	11,392,126
410	Public Health	(27,265,773)	(31,251,805)
412	Mental Health Department	(77,062,003)	(71,977,586)
414	Children's Shelter & Custody Health Svcs	(223,051)	0
417	Department of Alcohol and Drug Programs	(23,386,051)	(24,789,342)
418	Community Health Services	(10,209,068)	(7,900,151)
260	Planning and Development	(4,451,712)	(5,712,694)
262	Agriculture and Environmental Mgmt	(3,050,220)	(3,222,130)
<b>Total Use of Unallocated Revenue</b>		<b>(771,800,874)</b>	<b>(801,491,471)</b>



# Board 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	Kniss
Public Safety and Justice Committee	Alvarado	Yeager
Children, Seniors and Families Committee	Yeager	Gage
Health and Hospital Committee	Kniss	Alvarado
Housing, Land Use, Environment and Transportation Committee	Gage	McHugh

The following committees review 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 reviews 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 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 areas of social services and child support services. The Committee considers issues concerning family, seniors and children's issues, including the continued development of multi-disciplinary initiatives and partnerships with community-based organizations to provide affordable supportive direct services to clients. This committee is also working on issues resulting from reduced State and Federal funding.

This committee reviews the budgets for the Social Services Agency and the Department of Child Support Services.

### 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 Health Services
- Valley Health Plan
- Santa Clara Valley Medical Center

### **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, 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 departments of Planning and Development, Agriculture and Environmental Management, Parks and Recreation, and Roads and Airports.





## Status of Budget Inventory Items Approved in FY 2008

The Budget Inventory List reflects augmentations, new proposals, restoration of budget cuts, and other funding issues approved by the Board of Supervisors at the June Budget Hearing.

Unless otherwise noted all ongoing items remain funded in the FY 2009 base budget and funding for all one-time items has been removed from the FY 2009 base budget.

This list presented here reflects Budget Inventory items approved by the Board of Supervisors for FY 2008.

Item	Department	Proposal	Ongoing Expenses	One-time Expense	One-time Bridge Funding Adjustment
1	Social Services	Approve one-time General Fund appropriation of \$1,320,764 to restore funding, with 2.5% COLA, for the Social Services Agency's General Fund, Program for Immigrant Integration (PII), and Status Offenders Services (SOS) one-time contracts for FY 2008.		\$1,320,764	
2	Criminal Justice Systemwide Costs	Approve one-time General Fund appropriation of \$370,080 to restore one-time funding for Unmet Civil Legal Needs.		\$370,080 <sup>a</sup>	
3	Public Defender	Approve ongoing General Fund appropriation of \$303,433 to restore funding for 2.0 FTE Attorney II Positions in the Office of the Public Defender.	\$303,433		(\$169,887)
4	District Attorney	Approve ongoing General Fund appropriation of \$259,359 to restore 1.0 FTE Attorney IV only, without associated services and supplies in the Elder Fraud Unit of the Office of the District Attorney.	\$259,359		(\$149,630)
5	District Attorney	Approve ongoing General Fund appropriation of \$259,359 to restore 1.0 Attorney IV Position in the Truancy Abatement Program in the Office of the District Attorney and recognize \$129,680 in ongoing revenue from participating school districts.	\$129,680		(\$149,630)
9	Office of the Sheriff	Approve ongoing General Fund appropriation of \$123,881 to restore 1.0 FTE Deputy Sheriff-Rural Crimes in the Office of the Sheriff.	\$123,881		(\$71,470)
10	Public Health	Approve ongoing General Fund appropriation of \$382,214 to restore contracts funding for the Community Health Partnership Community Clinics.	\$382,214		
12a	Alcohol and Drug Services	Approve ongoing General Fund appropriation of \$1,277,450 to restore services in the Department of Alcohol and Drug Services:			
		Restore 136 Outpatient Treatment slots	\$510,980		(\$255,490)
		Restore 20 Residential beds	\$574,853		(\$287,426)
		Restore 18 Transitional Housing Unit beds	\$191,617		(\$95,808)
		Reduce \$9 million Reserve for Restorations (DADS)	(\$1,277,450)		
		<b>Subtotal Impact of Inventory Proposal 12a</b>	<b>\$0</b>		<b>(\$638,724)</b>
12b	Alcohol and Drug Services	Approve ongoing General Fund appropriation of \$1,917,406 to restore services in the Department of Alcohol and Drug Services:			
		Restore 204 Outpatient Treatment Slots	\$766,962		(\$383,481)
		Restore 30 Residential Beds	\$862,833		(\$431,416)
		Restore 27 Transitional Housing Unit Beds	\$287,611		(\$143,805)
		Reduce \$2.1 million Jail Population Reserve	(\$1,917,406)		
		Restore 1.0 Sr. Health Care Prog Mgr for Justice Svcs	\$150,802		(\$87,001)
		<b>Subtotal Impact of Inventory Proposal 12b</b>	<b>\$150,802</b>		<b>(\$1,045,703)</b>



Item	Department	Proposal	Ongoing Expenses	One-time Expense	One-time Bridge Funding Adjustment
12c	Alcohol and Drug Services	Approve ongoing General Fund appropriation of \$4,571,691 for services in the Department of Drug and Alcohol Services:			
		North County-restore 1.0 FTE Psychiatric Social Worker II//Marriage Family Therapist II/I, 1.0 FTE Rehabilitation Counselor, and associated revenues, services and supplies.	\$237,087		(\$71,485)
		East Valley Outpatient Clinic-restore 3.0 FTE Psychiatric Social Worker II//Marriage Family Therapist II/I, 1.0 FTE Rehabilitation Counselor, 1.0 FTE Health Services Representative, and associated revenues, services and supplies.	\$416,300		(\$260,242)
		Restore 536 contracted outpatient treatment slots	\$1,305,300		(\$652,650)
		Restore 70 Transitional Housing Unit Beds	\$736,601		(\$368,300)
		Restore 77 Residential Treatment Beds	\$2,209,799		(\$1,104,899)
		Exhaust DADS Portion of Reserve for Restorations	(\$150,802)		
		Exhaust \$2.1 million Jail Population Reserve	(\$182,594)		
		<b>Subtotal Impact of Inventory Proposal 12c</b>	<b>\$4,571,691</b>		<b>(\$2,457,576)</b>
13	Mental Health	Approve ongoing General Fund appropriation of \$10,949,347 to restore services to the Mental Health Department contingent upon the approval of the Mental Health Department's proposed restoration of \$4,094,303 from the \$9 million Restoration Reserve:			
		North County Mental Health Adult/Older Adult-restore 1.0 FTE Rehabilitation Counselor, 3.5 FTE Psychiatric Social Worker II//Marriage Family Therapist, and associated services and supplies.	\$557,183		(\$324,510)
		Fairoaks Mental Health Adult/Older Adult-restore 1.0 FTE Rehabilitation Counselor, and associated services and supplies.	\$78,904		(\$63,631)
		Central Mental Health Center Adult/Older Adult- restore 1.0 FTE Psychiatrist III, 12.0 FTE Psychiatric Social Worker II//Marriage Family Therapist II/I, 6.0 FTE Rehabilitation Counselor, 1.0 FTE Health Care Program Manager II, 1.0 FTE Mental Health Office Supervisor, 1.0 FTE Health Services Representative, and associated services and supplies.	\$2,620,613		(\$1,408,623)
		East Valley Mental Health Adult/Older Adult-restore 10.5 FTE Psychiatric Social Worker II//Marriage Family Therapist II/I, and associated services and supplies.	\$1,116,797		(\$623,893)
		Downtown Mental Health Adult/Older Adult-restore 6.0 FTE Psychiatric Social Worker II//Marriage Family Therapist II/I, 1.0 FTE Office Specialist II, and associated services and supplies.	\$779,149		(\$449,509)
		MH Adult/Older Adult Contract Agencies	\$3,020,324		(\$1,510,162)
		MH Family & Children Contract Agencies	\$796,156		(\$398,078)
		Fairoaks/Bascom/Las Plumas Family and Children-restore 6.0 FTE Psychiatric Social Worker II//Marriage Family Therapist II/I, and 0.5 FTE Health Services Representative at Fairoaks; 4.0 FTE Psychiatric Social Worker II//Marriage Family Therapist II/I, and 1.0 FTE Health Services Representative at Bascom; and 1.5 FTE Psychiatric Social Worker II//Marriage Family Therapist II/I for Las Plumas; and associated services and supplies.	\$1,473,011		(\$858,259)
		24-Hour Call Center-restore 3.0 Psychiatric Social Worker II//Marriage Family Therapist II/I, 0.5 Clinical Psychologist, 1.0 Health Services Representative and associated services and supplies.	\$507,212		(\$292,622)
		<b>Subtotal Impact of Inventory Proposal 13</b>	<b>\$10,949,349</b>		<b>(\$5,929,287)</b>



Item	Department	Proposal	Ongoing Expenses	One-time Expense	One-time Bridge Funding Adjustment
14	Alcohol and Drug Services	Approve ongoing General Fund appropriation of \$372,339 to restore 1.0 Rehabilitation Counselor, 1.0 Marriage and Family Therapist, 1.0 Senior Office Specialist, and associated services and supplies in the Department of Alcohol and Drug Services for Drug Dependency Treatment Court.	\$372,339		(\$46,917)
15	Public Health	Approve ongoing General Fund appropriation of \$367,599 to restore 1.0 Public Health Nurse II, 1.0 Health Education Associate, and 0.5 Public Health Assistant position in the Public Health Department for Black Infant Health, and recognize \$159,858 in associated revenue.		Resources funded from Public Health portion of \$9 million Reserve for Restorations	
16	Community Health Services	Approve ongoing General Fund appropriation of \$800,000 to restore the following positions to the School Linked Services Program in the Community Outreach Services Department: 1.0 FTE Licensed Marriage Family Therapist, 3.0 FTE Psychiatric Social Worker I, 2.0 FTE Psychiatric Social Worker II, and associated services and supplies.	\$800,000		(\$395,005)
17a	Public Health	Approve ongoing General Fund appropriation of \$233,834 in the Women, Infants and Children (WIC) Program to restore 1.5 FTE Public Health Associate positions and 1.0 FTE Senior Health Services Representative position, and associated services and supplies in the Public Health Department.		Resources funded from Public Health portion of \$9 million Reserve for Restorations	
17b	Public Health	Approve ongoing General Fund appropriation of \$500,757 to restore 3.0 Public Health Nurse III positions to the Maternal, Child and Adolescent Health Program in the Public Health Department and recognize associated Federal Financial Participation revenues of \$251,944.		Resources funded from Public Health portion of \$9 million Reserve for Restorations	
18	Office of Affordable Housing	Approve one-time General Fund augmentation of \$50,000 for the Community Technology Alliance, to be used as matching funds to Housing and Urban Development (HUD) for the Homeless Management Information System and to support technical projects of the 10 Year Plan to End Homelessness.		\$50,000	
19	Social Services Agency	Approve one-time General Fund appropriation of \$25,000 to help fund a Project Manager position and associated expenses for the Santa Clara County Aging Services Collaborative.		\$25,000	
20	Clerk of the Board	Approve one-time General Fund appropriation of \$15,000 to contribute toward the Cesar E. Chavez Arch of Dignity, Equality and Justice to be located on the San Jose State University campus.		\$15,000	
<b>FY 2008 Inventory Total</b>			<b>\$18,042,748</b>	<b>\$1,780,844</b>	<b>(\$11,053,829)</b>

a. Funding for this item remains in the FY 2009 base budget.





# 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 Supportive 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
- ➔ Communications

## ➔ Procurement

## ➔ Facilities and Fleet

- Capital Programs
- Intragovernmental Services
- Building Operations
- Fleet

## ➔ Employee Services Agency

- Human Resources, Labor Relations, and Equal Opportunity & Employee Development
- Risk Management Department

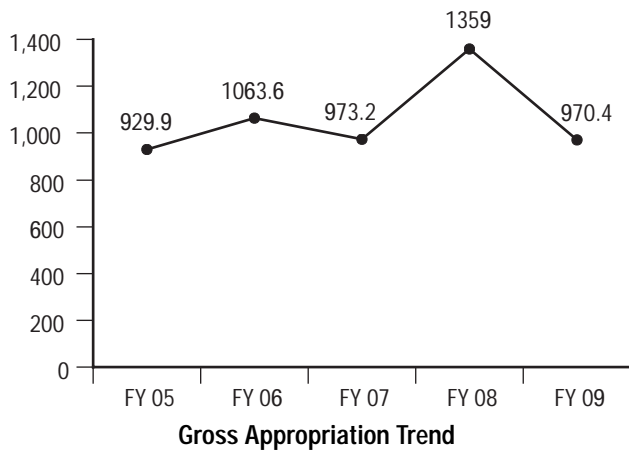
## ➔ Finance Agency

- Controller-Treasurer/Debt Service
- Tax Collector
- County Clerk/Recorder
- Department of Revenue

# Finance and Government Operations

Special Programs and Reserves Budget Units 119, 910
The Board of Supervisors Budget Units 101, 102, 103, 104, 105
County Executive Budget Units 107, 113, 168
Information Services Department Budget Unit 145
Clerk of the Board Budget Unit 106
County Counsel Budget Unit 120
Registrar of Voters Budget Unit 140
County Communications Budget Unit 190

Assessor Budget Unit 115
County Library Budget Unit 610
Facilities and Fleet Budget Units 135, 263
Finance Agency Budget Units 110, 112, 114, 148, 810
Employee Services Agency Budget Units 130, 132
Measure B Transportation Improvement Program Budget Unit 117
Procurement Budget Unit 118



## Net Expenditures By Department

BU	Department Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
116	In-Home Supportive Services	\$ 48,253,330	\$ 69,813,419	\$ 69,813,419	\$ 82,529,777	\$ 12,716,358	18.2%
119	Special Programs	281,119,031	239,535,018	240,689,674	145,864,580	(93,670,438)	-39.1%
910	Reserves	2,122,000	87,744,712	98,145,796	96,736,874	8,992,162	10.2%
101	Supervisory District #1	933,290	1,022,502	1,030,770	1,080,806	58,304	5.7%
102	Supervisory District #2	868,347	1,022,502	1,030,770	1,080,806	58,304	5.7%
103	Supervisory District #3	920,835	1,022,502	1,030,770	1,080,806	58,304	5.7%
104	Supervisory District #4	832,828	1,022,502	1,030,770	1,080,806	58,304	5.7%
105	Supervisory District #5	925,119	1,022,502	1,030,770	1,080,806	58,304	5.7%
106	Clerk-Board Of Supervisors	5,649,194	6,048,656	6,048,656	7,091,150	1,042,494	17.2%
107	County Executive	18,451,251	12,597,404	21,593,834	14,390,943	1,793,539	14.2%
108	Countywide Modified Financial Policies	—	—	—	(8,000,000)	(8,000,000)	—
113	Local Agency Formation Comm-LAFCO	307,942	476,882	476,882	572,232	95,350	20.0%
168	Office of Affordable Housing	7,644,401	3,312,018	15,148,698	6,103,192	2,791,174	84.3%
115	Assessor	28,618,491	32,961,405	35,890,667	31,875,282	(1,086,123)	-3.3%
117	Measure B	141,064,587	6,286,497	46,517,461	9,693,600	3,407,103	54.2%
118	Procurement	2,879,759	3,487,074	4,357,567	3,466,586	(20,488)	-0.6%
120	County Counsel	6,541,221	5,338,869	5,727,769	10,559,081	5,220,212	97.8%
140	Registrar Of Voters	12,245,326	19,648,543	19,148,543	14,077,846	(5,570,697)	-28.4%
145	Information Services	44,461,939	47,710,039	50,232,109	50,557,704	2,847,665	6.0%
190	Communications Department	11,166,451	11,437,983	11,437,983	10,004,156	(1,433,827)	-12.5%
263	Facilities Department	212,779,539	76,024,944	158,066,040	117,613,804	41,588,860	54.7%
135	Fleet Services	19,865,587	22,048,332	25,146,441	20,795,835	(1,252,497)	-5.7%
610	County Library Headquarters	30,826,374	37,462,955	37,462,955	39,873,434	2,410,479	6.4%
130	Human Resources, LR, and EOED	30,919,385	33,843,181	35,818,184	35,219,699	1,376,518	4.1%
132	Risk Management Department	55,364,868	65,418,467	65,418,467	67,780,844	2,362,377	3.6%
110	Controller-Treasurer	(21,976,437)	(25,134,675)	(23,299,805)	(31,551,234)	(6,416,559)	25.5%
810	County Debt Service	134,488,955	441,335,609	718,001,398	56,305,179	(385,030,430)	-87.2%
112	Tax Collector	10,916,225	10,825,965	10,825,965	11,650,579	824,614	7.6%
114	County Recorder	12,022,812	13,055,222	13,495,222	15,190,798	2,135,576	16.4%
148	Department Of Revenue	6,909,937	7,853,253	7,895,624	8,382,549	529,296	6.7%
<b>Total Net Expenditures</b>		<b>\$ 1,107,122,586</b>	<b>\$ 1,234,244,284</b>	<b>\$ 1,679,213,401</b>	<b>\$ 822,188,522</b>	<b>\$ (412,055,762)</b>	<b>-33.4%</b>

## Gross Expenditures By Department

BU	Department Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
116	In-Home Supportive Services	\$ 48,253,330	\$ 69,813,419	\$ 69,813,419	\$ 82,529,777	\$ 12,716,358	18.2%
119	Special Programs	281,119,031	239,535,018	240,689,674	145,864,580	(93,670,438)	-39.1%
910	Reserves	2,122,000	87,744,712	98,145,796	96,736,874	8,992,162	10.2%
101	Supervisory District #1	933,290	1,022,502	1,030,770	1,080,806	58,304	5.7%
102	Supervisory District #2	868,347	1,022,502	1,030,770	1,080,806	58,304	5.7%
103	Supervisory District #3	920,835	1,022,502	1,030,770	1,080,806	58,304	5.7%
104	Supervisory District #4	832,828	1,022,502	1,030,770	1,080,806	58,304	5.7%
105	Supervisory District #5	925,119	1,022,502	1,030,770	1,080,806	58,304	5.7%





## Gross Expenditures By Department

BU	Department Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
106	Clerk-Board Of Supervisors	5,955,215	6,327,806	6,327,806	7,303,178	975,372	15.4%
107	County Executive	18,644,789	12,795,188	21,791,618	15,401,171	2,605,983	20.4%
108	Countywide Modified Financial Policies	—	—	—	(8,000,000)	(8,000,000)	—
113	Local Agency Formation Comm-LAFCO	523,147	751,224	751,224	843,729	92,505	12.3%
168	Office of Affordable Housing	8,332,763	3,714,544	16,776,224	6,505,718	2,791,174	75.1%
115	Assessor	28,618,491	32,961,405	35,890,667	31,875,282	(1,086,123)	-3.3%
117	Measure B	141,064,587	6,286,497	46,517,461	9,693,600	3,407,103	54.2%
118	Procurement	3,320,416	3,984,408	4,854,901	3,976,259	(8,149)	-0.2%
120	County Counsel	21,074,606	21,542,225	21,931,125	27,970,129	6,427,904	29.8%
140	Registrar Of Voters	12,245,326	19,648,543	19,148,543	14,077,846	(5,570,697)	-28.4%
145	Information Services	45,858,127	49,287,697	51,809,767	52,170,362	2,882,665	5.8%
190	Communications Department	15,665,401	16,433,376	16,433,376	19,511,564	3,078,188	18.7%
263	Facilities Department	264,717,849	128,603,700	210,638,042	171,434,219	42,830,519	33.3%
135	Fleet Services	19,865,587	22,048,332	25,146,441	20,795,835	(1,252,497)	-5.7%
610	County Library Headquarters	30,826,374	37,462,955	37,462,955	39,873,434	2,410,479	6.4%
130	Human Resources, LR, and EOED	35,203,038	38,187,123	40,162,126	39,854,182	1,667,059	4.4%
132	Risk Management Department	57,674,367	67,799,774	67,799,774	70,177,750	2,377,976	3.5%
110	Controller-Treasurer	14,972,320	15,686,359	17,521,229	16,514,152	827,793	5.3%
810	County Debt Service	134,488,955	441,335,609	718,001,398	56,305,179	(385,030,430)	-87.2%
112	Tax Collector	11,199,732	11,097,641	11,097,641	12,017,059	919,418	8.3%
114	County Recorder	12,022,812	13,055,222	13,495,222	15,190,798	2,135,576	16.4%
148	Department Of Revenue	6,909,937	7,853,253	7,895,624	8,382,549	529,296	6.7%
<b>Total Gross Expenditures</b>		<b>\$ 1,225,158,617</b>	<b>\$ 1,359,068,542</b>	<b>\$ 1,805,255,904</b>	<b>\$ 962,409,257</b>	<b>\$ (396,659,284)</b>	<b>-29.2%</b>

## Revenues By Department

BU	Department Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
116	In-Home Supportive Services	\$ 15,079,843	\$ 20,173,041	\$ 20,173,041	\$ 27,277,795	\$ 7,104,754	35.2%
119	Special Programs	23,697,641	18,812,447	18,970,516	18,603,000	(209,447)	-1.1%
106	Clerk-Board Of Supervisors	84,349	175,921	175,921	127,311	(48,610)	-27.6%
107	County Executive	9,845,560	5,057,175	14,698,182	13,441,165	8,383,990	165.8%
113	Local Agency Formation Comm-LAFCO	298,702	331,342	331,342	318,498	(12,844)	-3.9%
168	Office of Affordable Housing	4,800,330	2,092,406	7,308,155	3,396,929	1,304,523	62.3%
115	Assessor	4,559,602	6,909,623	9,908,706	3,281,657	(3,627,966)	-52.5%
117	Measure B	6,890,241	1,324,000	3,924,767	2,000,000	676,000	51.1%
118	Procurement	114,046	50,000	50,000	50,000	—	—
120	County Counsel	2,040,632	1,586,774	1,586,774	1,320,470	(266,304)	-16.8%
140	Registrar Of Voters	10,330,575	10,517,206	10,017,206	4,659,214	(5,857,992)	-55.7%
145	Information Services	31,988,394	36,591,602	36,751,602	35,939,622	(651,980)	-1.8%
190	Communications Department	1,576,324	4,330,740	4,330,740	1,537,405	(2,793,335)	-64.5%
263	Facilities Department	9,479,454	30,926,588	194,606,560	58,412,754	27,486,166	88.9%
135	Fleet Services	18,672,211	23,993,653	23,993,653	23,140,219	(853,434)	-3.6%

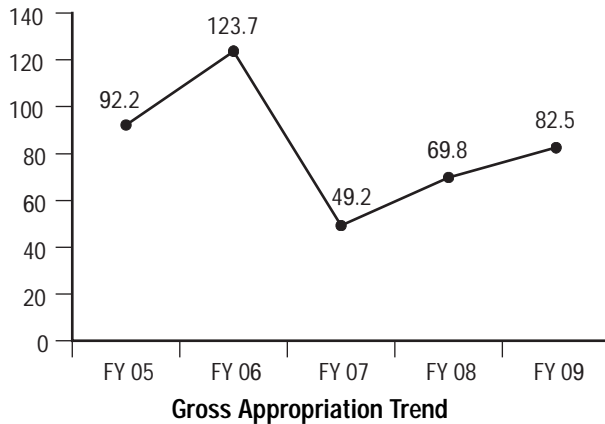


## Revenues By Department

BU	Department Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
610	County Library Headquarters	32,597,195	30,654,564	30,654,564	32,604,650	1,950,086	6.4%
130	Human Resources, LR, and EOED	22,672,339	23,029,763	23,029,763	23,257,091	227,328	1.0%
132	Risk Management Department	56,848,879	58,991,164	58,991,164	58,742,238	(248,926)	-0.4%
110	Controller-Treasurer	293,861,499	309,447,465	314,015,654	307,442,231	(2,005,234)	-0.6%
810	County Debt Service	10,448,070	408,913,474	527,660,843	27,578,228	(381,335,246)	-93.3%
112	Tax Collector	421,980,099	467,052,709	467,052,709	500,665,000	33,612,291	7.2%
114	County Recorder	36,945,955	40,879,814	41,319,814	37,051,459	(3,828,355)	-9.4%
148	Department Of Revenue	9,846,388	9,283,760	9,326,131	8,941,123	(342,637)	-3.7%
<b>Total Revenues</b>		<b>\$ 1,024,659,102</b>	<b>\$ 1,511,125,230</b>	<b>\$ 1,818,877,806</b>	<b>\$ 1,189,788,059</b>	<b>\$ (321,337,172)</b>	<b>-21.3%</b>



## In-Home Supportive Services Program Costs



### Description of Major Services

#### In-Home Supportive Services (IHSS)

In Santa Clara County, the Social Services Agency determines consumer eligibility and the number of service hours that each person can receive for domestic and personal care services. The consumer population includes elderly, blind, or 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 independent provider mode is the sole service mode for IHSS in Santa Clara County. As of April 2008, approximately 14,068 people were receiving services from over 14,166 full or part-time 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 per hour to the current rate of \$12.35 per hour. The State minimum wage increased to \$8.00 per hour in January 2008.

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 per month, for which they contribute an \$11.00 per month co-payment. 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 Independent Providers who receive benefits. The number of IPs has been increasing consistently since October 2000.

## Independent Providers

Benefit Provided	# Eligible in May 2007	# Eligible in May 2008	Percent Change
Valley Health Plan	4,669	5,619	16.9%
Pacific Union Dental	5,129	6,138	16.4%
Vision Service Plan	5,129	6,138	16.4%
<b>Estimated Net Cost of IHSS Program</b>	<b>\$49,628,730</b>	<b>\$55,251,982</b>	<b>10.2%</b>

IHSS caseload growth has continued with a notable increase in intake referrals. 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 99.5% percent of all cases are now federally-eligible, under the Federal IHSS Waiver Plus reimbursement structure. State contributions are capped for Public Authority and for benefit costs, with the County picking up the

unreimbursed share of cost for benefits. The Federal reimbursement rate is 50% of cost, up to the \$16.00 per hour reimbursement cap.

The FY 2007 Governor's budget increased the State contribution to the wage for IHSS workers to \$11.50 in December 2007, with benefits reimbursed at the rate of \$0.60 per hour. The cost of the overall Santa Clara County IHSS program and benefit administration is \$15.91 per hour. The cost is currently under the Federal reimbursement cap, due to the fact that the State minimum wage was increased to \$8.00 per hour on April 1, 2008 (the Federal cap is always 200% of the State minimum wage). Therefore, the estimated net cost of the program only grew by 10.2% from FY 2008 to FY 2009. In comparison, the net cost of the program grew by 12.7% from FY 2007 to FY 2008 because the hourly rate began to exceed the Federal cap during this time period, and the County share was therefore higher.

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

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1002	IHSS Program Fund 0001	\$ 21,610,661	\$ 29,135,014	\$ 29,135,014	\$ 36,729,777	\$ 7,594,763	26.1%
1003	IHSS Ind Provider Mode Fund 0001	26,642,669	40,678,405	40,678,405	45,800,000	5,121,595	12.6%
<b>Total Net Expenditures</b>		<b>\$ 48,253,330</b>	<b>\$ 69,813,419</b>	<b>\$ 69,813,419</b>	<b>\$ 82,529,777</b>	<b>\$ 12,716,358</b>	<b>18.2%</b>

## In-Home Supportive Services — Budget Unit 116 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1002	IHSS Program Fund 0001	\$ 21,610,661	\$ 29,135,014	\$ 29,135,014	\$ 36,729,777	\$ 7,594,763	26.1%
1003	IHSS Ind Provider Mode Fund 0001	26,642,669	40,678,405	40,678,405	45,800,000	5,121,595	12.6%
<b>Total Gross Expenditures</b>		<b>\$ 48,253,330</b>	<b>\$ 69,813,419</b>	<b>\$ 69,813,419</b>	<b>\$ 82,529,777</b>	<b>\$ 12,716,358</b>	<b>18.2%</b>



### In-Home Supportive Services — Budget Unit 116 Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Services And Supplies	48,253,330	69,813,419	69,813,419	82,529,777	12,716,358	18.2%
<b>Subtotal Expenditures</b>	48,253,330	69,813,419	69,813,419	82,529,777	12,716,358	18.2%
<b>Total Net Expenditures</b>	48,253,330	69,813,419	69,813,419	82,529,777	12,716,358	18.2%

### In-Home Supportive Services — Budget Unit 116 Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1002	IHSS Program Fund 0001	\$ 15,079,843	\$ 15,936,359	\$ 15,936,359	\$ 27,277,795	\$ 11,341,436	71.2%
1003	IHSS Ind Provider Mode Fund 0001	—	4,236,682	4,236,682	—	(4,236,682)	-100.0%
<b>Total Revenues</b>		\$ 15,079,843	\$ 20,173,041	\$ 20,173,041	\$ 27,277,795	\$ 7,104,754	35.2%

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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	—	\$ 29,135,014	\$ 15,936,359
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	436	—
Other Required Adjustments	—	7,594,327	11,341,436
Subtotal (Current Level Budget)	—	\$ 36,729,777	\$ 27,277,795
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 36,729,777	\$ 27,277,795

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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	—	\$ 40,678,405	\$ 4,236,682
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	5,121,595	(4,236,682)



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

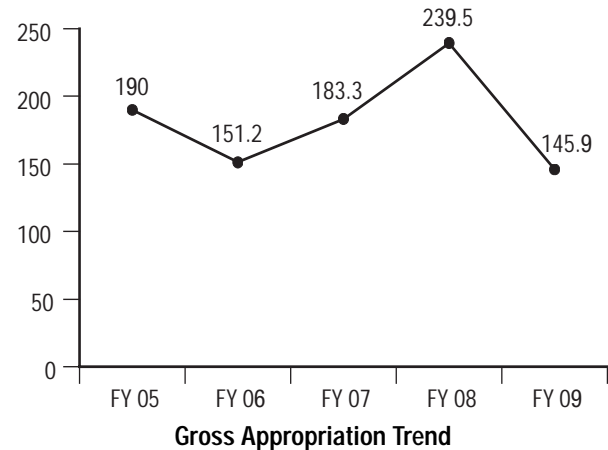
	Positions	Appropriations	Revenues
Subtotal (Current Level Budget)	—	\$ 45,800,000	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 45,800,000	\$ —



# 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. Over the years the Special Programs budget has included a wide variety of appropriations that are managed by the Office of Budget and Analysis. There are no positions funded in the Special Programs budget, only program expenditures, fixed assets and reserves.



## Description of Major Services

### Santa Clara Valley Medical Center Subsidy

Revenues collected by the Santa Clara County Medical Center (SCVMC) from State and Federal programs, insurance companies, and cash-paying patients are not sufficient to cover expenditures. A General Fund subsidy is provided as a transfer from Special Programs. The subsidy is comprised of three basic elements: pass-through revenues, unreimbursed County services (e.g., medical care for inmates), and the General Fund grant. The General Fund subsidy in the FY 2009 base budget, *before consideration of the recommendations in this document*, is \$307.2 million.

### Criminal Justice Information Control (CJIC) System

The Special Programs budget transfers General Fund monies to the Information Services Department Internal Service Fund for the cost of access to CJIC by General Fund departments (e.g., Sheriff, District Attorney). CJIC, the primary information resource for law enforcement in the County, contains criminal history information on numerous individuals, and provides the current status of all persons with open cases or who are currently serving sentences. This

function is mandated due to various legal requirements imposed on the County departments that work within the national criminal justice system.

### Children's Health Initiative

An annual \$3 million transfer to the Santa Clara Valley Health and Hospital System helps provide comprehensive health insurance to children whose family income is 300 percent or less of the Federal poverty level. This program was developed to care for children who do not qualify for Medi-Cal of the State's Healthy Families program. This program is not mandated.

### EcoPass Program

An ongoing appropriation of \$250,000 supports payment to the Valley Transportation Authority (VTA) for EcoPasses for County employees. The EcoPass provides employees with an alternative mode of transportation to and from work and reduces on-site parking needs. In addition to free, unlimited access to VTA buses and light rail trains, the EcoPass Program also provides guaranteed transportation home in the event of illness, family emergency or unexpected



overtime. To the extent that the program is voluntarily offered by the County, it is subject to annual evaluation and review by the Board of Supervisors as to the continuation of the EcoPass Program. The Board approved the current program for calendar year 2008 on December 4, 2007.

### Budget System Costs

An ongoing appropriation (currently \$166,613) supports maintenance of the County's Budget Reporting and Support System (BRASS), including publishing software, licenses, and maintenance.

### Insurance and Training Costs for Volunteer Fire Departments

An ongoing appropriation of \$50,000 is provided to support the training of volunteer firefighters for the South Santa Clara County Fire District through a contract with the California Department of Forestry and Fire Protection. An additional ongoing appropriation of \$120,000 provides reimbursement of expenses for Workers Compensation and liability

insurance for volunteer fire departments in the unincorporated area of the County. These functions are not mandated.

### Legal Services

An ongoing appropriation of \$100,000 is provided to cover the cost of outside counsel as necessary.

### Mothers Milk Bank

An annual grant is provided to the Mothers Milk Bank. This community-based organization accepts donations of surplus breast milk from healthy breast feeding women. The milk is pasteurized and dispensed by prescription to premature and sick babies, primarily those hospitalized at Santa Clara Valley Medical Center. The current grant amount is budgeted at \$56,088.

### Unincorporated Library Services

An ongoing transfer of \$51,000 is made to the County Library budget to subsidize the cost of library services in County-governed areas. The transfer is not mandated, but is made pursuant to a Joint Powers Authority contract between the County and various cities for operation of the County library system.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
General Fund Reserves	Yes	Non-Mandated	One-time reserve for State and Federal budget impacts is established to mitigate FY 2009 impact on County services. Additional reserves established for FY 2009 vehicle purchases and increased fuel costs.	▲
SCVMC General Fund Subsidy	Yes	Mandated/ Non-Mandated	General Fund subsidy to Santa Clara Valley Medical Center (SCVMC) is reduced by \$209.7 million from the FY 2009 base budget. (See the County Executive's recommendations for SCVMC in the Health and Hospital section of this document for discussion of service impacts).	▣
Criminal Justice Information Control System	Yes	Mandated	No impact on current level of service. Reduced flexibility to provide enhancements or modifications to current service.	▣
School Crossing Guard Program	Yes	Non-Mandated	School crossing guard services near schools in the unincorporated area will continue for FY 2009.	■
Children's Health Initiative	Yes	Non-Mandated		■

Impact on Current Level of Service:

▣ = Eliminated ▼ = Reduced ▣ = Modified ▲ = Enhanced ■ = No Change





Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
ECO Pass Program for County Employees	Yes	Non-Mandated		■
Budget Reporting and Support System (BRASS)	Yes	Non-Mandated		■
Workers Compensation and Liability Insurance for Volunteer Fire Departments	Yes	Non-Mandated		■
Training for Volunteer Fire Fighters	Yes	Non-Mandated		■
Unincorporated Library Services	Yes	Non-Mandated		■
Mothers' Milk Bank	Yes	Non-Mandated		■

Impact on Current Level of Service:  
 = Eliminated     = Reduced     = Modified     = Enhanced     = No Change

## County Executive's Recommendation

### General Fund Subsidy to SCVMC

**Reduce the General Fund subsidy to Santa Clara Valley Medical Center:** A combination of increased SCVMC revenue, reduced SCVMC costs and the use of SCVMC reserves results in a significantly reduced General Fund subsidy for FY 2009:

#### General Fund Subsidy to SCVMC<sup>a</sup>

Subsidy Component	Fiscal Year				
	2006	2007	2008	2009 Base	2009 Rec
VLF Revenue	\$54.1	\$57.3	\$67.4	\$60.9	\$60.9
Tobacco Settlement Revenue	\$12.0	\$12.0	\$12.0	\$12.0	\$12.0
Unreimbursed County Services	\$7.2	\$9.3	\$10.0	\$10.9	\$10.9
General Fund Grant	\$36.2	\$91.3	\$139.3	\$223.3	\$13.5
<b>Total GF Subsidy</b>	<b>\$109.5</b>	<b>\$169.9</b>	<b>\$228.7</b>	<b>\$307.2</b>	<b>\$97.4</b>
<b>Use of SCVMC</b>					
<b>Budget Reserves</b>	<b>\$107.0</b>	<b>\$77.0</b>	<b>\$31.5</b>		<b>\$181.0</b>

a. \$ reflected in millions

The \$209.8 million reduction in the General Fund subsidy, from \$307.2 million in the base budget to the \$97.4 million recommended level is the result of the following recommended actions:

### Summary of Actions Reducing the FY 2009 General Fund Subsidy to SCVMC

Basis for Reduction	Reduction Amount
<b>FY 2009 Reduction Plan</b>	
SCVMC Reduction Plan - including cost reductions and recognition of increased revenue	\$27,000,000
General Fund Health Departments' Reduction Plan - actions result in additional savings or increased revenue for SCVMC	\$1,707,031
<b>Subtotal Reduced Subsidy Due to FY 2009 Reduction Plans</b>	<b>\$28,707,031</b>
<b>Use of Budget Reserves</b>	
Allows the General Fund to use one-time savings from reduced subsidy to support ongoing General Fund operations	\$42,191,278
Allows the General Fund to use one-time savings from reduced subsidy to cover the gap between General Fund one-time resources and General Fund one-time needs	\$138,851,508
<b>Subtotal Reduced Subsidy Due to Use of SCVMC Reserves</b>	<b>\$181,042,786</b>
<b>Total Reduction in General Fund Subsidy</b>	<b>\$209,749,817</b>

The service impact at Santa Clara Valley Medical Center resulting from these actions is discussed in Section 4 of this document.

**Ongoing Savings: \$28,707,031**  
**One-time Savings: \$181,042,786**



## ▲ Reserve for State and Federal Budget Impacts

**Establish a One-time Reserve for State and Federal Budget Impacts:** The reserve will serve to mitigate the immediate impact of State and Federal budget decisions in Sacramento and Washington, D.C. which have a negative effect on the County.

The full impact of budget decisions at the State and Federal level will not be known until both the State and Federal budgets are adopted. However, proposed regulations and reductions could lead to significant losses of funding for health and social services programs in particular, as well as some law enforcement programs.

The proposed reserve, at \$35.6 million, approximates a little less than six months of the estimated State and Federal impact. Once the Supervisors reconvene to deal with State budget reductions, the goal will be to address the State budget reductions as soon as possible, but no later than January 1, 2009, and use the one-time reserve to cover the operating costs through December 31, 2008. Any leftover one-time reserve will be available as a source of one-time funds in FY 2010.

The ongoing impact of revenue losses due to State and Federal budget decisions will increase projected County deficits for FY 2010 and beyond, increasing the level of ongoing reductions required to balance the budget in future years.

**One-time Cost: \$35,587,174**

## ▲ Reserves for FY 2009 Fleet Costs

**Establish reserves for FY 2009 General Fund vehicle purchase costs:** A one-time reserve of \$4 million is established to cover the anticipated General Fund fleet purchase for FY 2009.

Board Policy 4.20 (Ten Year Fleet Plan) requires that vehicles in each vehicle class be incrementally replaced over the service life of the vehicles in each class. In general, this results in the average County vehicle being replaced in about ten years. This incremental annual replacement is designed to flatten the peaks and valleys of the accumulated fleet age and provide for consistent financial planning from one budget year to the next.

Each September, Fleet management reviews the County fleet, analyzing age, miles and the cost per mile (excluding collision repairs) for each vehicle by class. In accordance with Board Policy 4.20, Fleet staff develops a list of recommendations and provides a copy to departments. Based on Fleet's analysis and the responses from departments, staff recommends vehicles and equipment for replacement, for approval by the Board of Supervisors.

**Fuel Cost Reserve:** An ongoing reserve of \$456,300 is established to cover anticipated increased fuel costs in the General Fund. The Administration will return to the Board of Supervisors at the FY 2009 Mid-Year Budget Review with recommendations to allocate this reserve to operating departments based on actual fuel costs and use. Unspent reserve monies will be returned to the Contingency Reserve.

**One-time Cost: \$4,000,000**  
**Ongoing Cost: \$456,300**

## ■ School Crossing Guard Program

**Authorize a one-time transfer from the General Fund to the Roads Fund:** for the School Crossing Guard Program. The Roads Department manages this program and coordinates with the affected school districts, cities, and the Office of the Sheriff as necessary. All administrative costs are absorbed by the Roads Department.

The \$53,000 one-time funding recommended here will support a cooperative agreement with the City of San Jose for the placement of adult crossing guards at intersections near the Luther Burbank Elementary School (District 4) and the Lyndale Elementary School, Shields Elementary School and Linda Vista Elementary School (District 2). San Jose has an extensive adult crossing guard program run by the San Jose Police Department.

**Background:** In FY 2001, the Board approved an initial General Fund allocation of \$50,000 for the School Crossing Guard Program to fund the placement of adult crossing guards at selected County intersections in the unincorporated pockets near schools.

After the initial \$50,000 General Fund allocation was exhausted, District 2 and District 4 allocated District Infrastructure Funds on a pro-rata basis to continue funding the program through June 30, 2008, at which time all program funding will be exhausted.

High priority intersections in the unincorporated areas of Cupertino and the Burbank and Alum Rock areas of San Jose were identified for placement of adult crossing guards. The targeted intersection in the Cupertino pocket was subsequently annexed by the City of Cupertino, leaving only the unincorporated pockets in the City of San Jose.

**Service Impact:** The program will continue for an additional year.

**Total One-time Cost: \$53,000**

### Special Programs — Budget Unit 119 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1001	Special Program Fund 0001	\$ 281,119,031	\$ 239,535,018	\$ 240,689,674	\$ 145,864,580	\$ (93,670,438)	-39.1%
<b>Total Net Expenditures</b>		\$ 281,119,031	\$ 239,535,018	\$ 240,689,674	\$ 145,864,580	\$ (93,670,438)	-39.1%

### Special Programs — Budget Unit 119 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1001	Special Program Fund 0001	\$ 281,119,031	\$ 239,535,018	\$ 240,689,674	\$ 145,864,580	\$ (93,670,438)	-39.1%
<b>Total Gross Expenditures</b>		\$ 281,119,031	\$ 239,535,018	\$ 240,689,674	\$ 145,864,580	\$ (93,670,438)	-39.1%

### Special Programs — Budget Unit 119 Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 2,631	\$ —	\$ —	\$ —	\$ —	—
Services And Supplies	6,105,188	5,586,014	6,476,463	5,313,075	(272,939)	-4.9%
Fixed Assets	5,303,135	—	1,850,875	—	—	—
Operating/Equity Transfers	269,708,077	231,849,004	230,262,336	100,508,031	(131,340,973)	-56.6%
Reserves	—	2,100,000	2,100,000	40,043,474	37,943,474	1,806.8%
<b>Subtotal Expenditures</b>	281,119,031	239,535,018	240,689,674	145,864,580	(93,670,438)	-39.1%
<b>Total Net Expenditures</b>	281,119,031	239,535,018	240,689,674	145,864,580	(93,670,438)	-39.1%

## ■ Criminal Justice Information Control (CJIC)

**Reduce Expenses for Internal Data Processing Services for the CJIC System:** Recommendations for reductions in the Information Services Department (ISD) result in a reduced cost for ISD support of the CJIC system.

**Service Impact:** Although no impact on the current level of service is anticipated, flexibility to provide enhancements or modifications to current services will be reduced.

**Ongoing Savings: \$549,587**



## Special Programs — Budget Unit 119

### Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1001	Special Program Fund 0001	\$ 23,697,641	\$ 18,812,447	\$ 18,970,516	\$ 18,603,000	\$ (209,447)	-1.1%
<b>Total Revenues</b>		\$ 23,697,641	\$ 18,812,447	\$ 18,970,516	\$ 18,603,000	\$ (209,447)	-1.1%

## Special Program Fund 0001 — Cost Center 1001

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	—	\$ 239,535,018	\$ 18,812,447
Board Approved Adjustments During FY 2008	—	1,154,656	158,069
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	78,465,120	—
Other Required Adjustments	—	(3,087,284)	(367,516)
Subtotal (Current Level Budget)	—	\$ 316,067,510	\$ 18,603,000
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
CPSP Post Partum	—	(1,395,468)	—
EMS Cardiac Fees	—	8,000	—
FY 2009 Data Processing Adjustment	—	(549,587)	—
Mobile Health Services	—	181,927	—
One-time Reduction in General Fund Grant to SCVMC - Planned Use of SCVMC Reserves for Ongoing Costs	—	(31,500,000)	—
One-time Reduction in General Fund Grant to SCVMC - Use SCVMC Reserves to Fund 50% of Retiree Health Normal Cost	—	(5,732,646)	—
One-time Reduction in General Fund Grant to SCVMC - Use SCVMC Reserves to Fund FY 2009 Costs, Allowing Benefit to the General Fund to Solve Deficit	—	(138,851,508)	—
One-time Reduction in General Fund Grant to SCVMC - Use SCVMC Reserves to Fund Non-recurring Labor Costs in FY 2009 Base	—	(4,958,632)	—
Reduce Ongoing GF Grant to SCVMC for Accounts Receivable Collection Initiative	—	(85,000)	—
Reduce Ongoing GF Grant to SCVMC for Ambulatory and Physician Practice Management	—	(4,000,000)	—
Reduce Ongoing GF Grant to SCVMC for Ancillary and Support Services Initiative	—	(377,000)	—
Reduce Ongoing GF Grant to SCVMC for Care Delivery System	—	(5,259,057)	—
Reduce Ongoing GF Grant to SCVMC for Charge Master	—	(2,000,000)	—
Reduce Ongoing GF Grant to SCVMC for Coverage Initiatives	—	(3,000,000)	—
Reduce Ongoing GF Grant to SCVMC for Managed Care	—	(1,250,000)	—
Reduce Ongoing GF Grant to SCVMC for Organizational Structure Initiative	—	(2,397,229)	—



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

	Positions	Appropriations	Revenues
Reduce Ongoing GF Grant to SCVMC for Revenue Cycle Initiatives	—	(8,631,714)	—
School Guard Crossing Program	—	53,000	—
WIC/CPSP Revenue	—	(501,490)	—
Decision Packages			
1. Reserves for FY 2009 Vehicle Costs	—	4,456,300	—
◆ One-time reserve of \$4.0 million for the anticipated FY 2009 fleet purchase cost for the General Fund.			
◆ Ongoing reserve of \$456,300 for anticipated FY 2009 fuel increases. Funds from this reserve will be allocated to General Fund departments at the FY 2009 Mid-Year Budget Review as necessary based on actual fuel costs and usage.			
2. One-time Reserve for State and Federal Budget Impacts	—	35,587,174	—
The reserve will serve to mitigate the immediate impact of State and Federal budget decisions in Sacramento and Washington, D.C. which have a negative effect on the County.			
Subtotal (Recommended Changes)	—	\$ (170,202,930)	\$ —
<b>Total Recommendation</b>	—	\$ 145,864,580	\$ 18,603,000



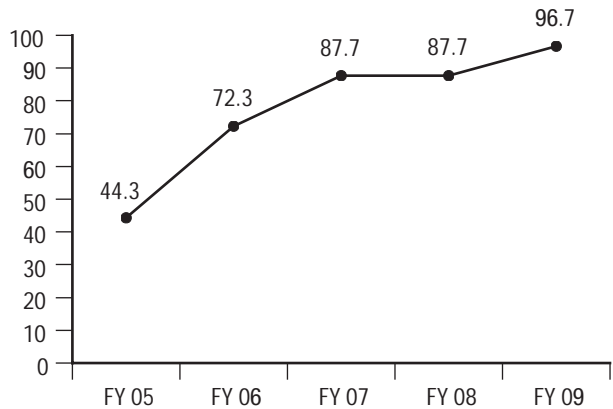
# Appropriations for Contingencies

## Overview

### Contingency Reserve

The Contingency Reserve 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 Reserve is guided by Board policy. Board of Supervisors Policy 4.3 established the goal of setting the Contingency Reserve at 5% of General Fund revenues, net of pass-through revenues, by July 1, 2007 (FY 2008).



**Gross Appropriation Trend**

Data reflects the July 1 Approved Budget level of the Contingency Reserve each year. The ending year balance of the reserve may be higher or lower depending on actions taken by the Board during the fiscal year to add to or allocate from the reserve.

## County Executive's Recommendation

### FY 2009 Contingency Reserve

**Set the Contingency Reserve at 5% of ongoing General Fund revenues, net of pass-through revenue:** This level of Contingency Reserve meets the Board's goal of 5%, and is greater than the 4.7% included in the Approved Budget in FY 2008.

**One-time Cost: \$96,736,874**

### Reserves — Budget Unit 910 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1010	County Reserve Fund 0001	\$ 2,122,000	\$ 87,744,712	\$ 98,145,796	\$ 96,736,874	\$ 8,992,162	10.2%
	<b>Total Net Expenditures</b>	\$ 2,122,000	\$ 87,744,712	\$ 98,145,796	\$ 96,736,874	\$ 8,992,162	10.2%



## Reserves — Budget Unit 910 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1010	County Reserve Fund 0001	\$ 2,122,000	\$ 87,744,712	\$ 98,145,796	\$ 96,736,874	\$ 8,992,162	10.2%
<b>Total Gross Expenditures</b>		\$ 2,122,000	\$ 87,744,712	\$ 98,145,796	\$ 96,736,874	\$ 8,992,162	10.2%

## Reserves — Budget Unit 910 Expenditures by Object

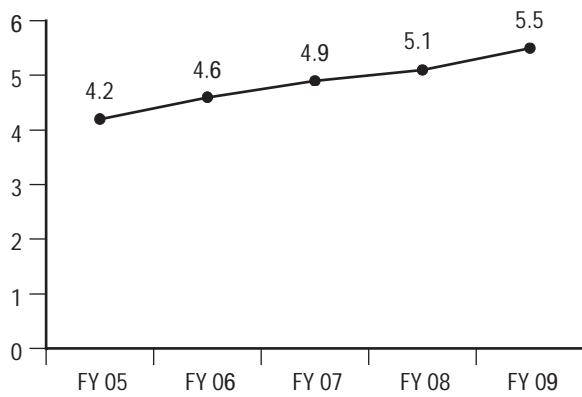
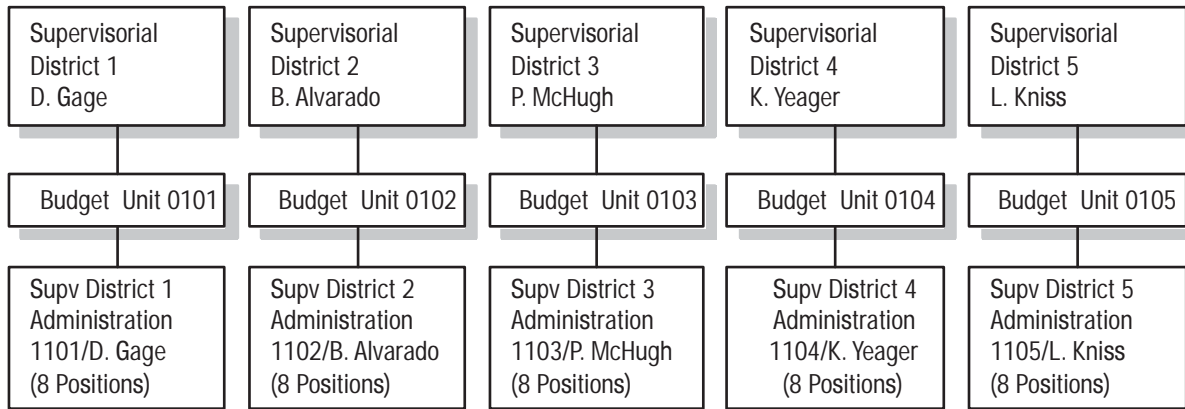
Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Operating/Equity Transfers	2,122,000	—	—	—	—	—
Reserves	—	87,744,712	98,145,796	96,736,874	8,992,162	10.2%
<b>Subtotal Expenditures</b>	2,122,000	87,744,712	98,145,796	96,736,874	8,992,162	10.2%
<b>Total Net Expenditures</b>	2,122,000	87,744,712	98,145,796	96,736,874	8,992,162	10.2%

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

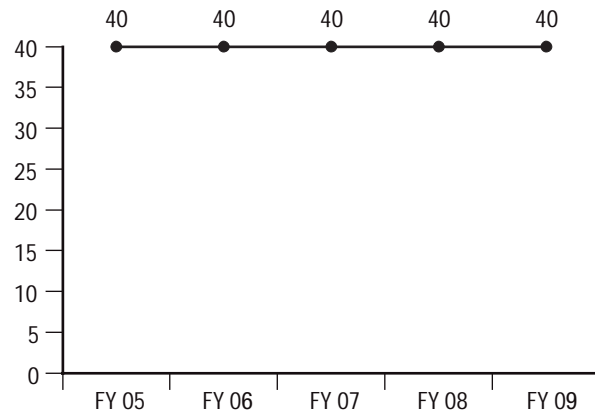
	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	—	\$ 87,744,712	\$ —
Board Approved Adjustments During FY 2008	—	10,401,084	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(98,145,796)	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. FY 2009 Contingency Reserve	—	96,736,874	—
The FY 2009 Contingency Reserve is set at 5% of ongoing General Fund revenues net of pass-through revenues.			
Subtotal (Recommended Changes)	—	\$ 96,736,874	\$ —
<b>Total Recommendation</b>	—	\$ 96,736,874	\$ —



# Board of Supervisors



Gross Appropriation Trend



Staffing Trend

Staffing in the Board Offices may vary.





## Mission

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



## Goals

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

## Description of Major Services

Members of the Board of Supervisors are elected to four-year terms on a staggered basis, as mandated by the State Constitution and in the County Charter. Pursuant to the County Charter, Supervisors may serve no more than three consecutive terms on the Board. The role of the Chairperson of the Board rotates each calendar year among members, and in 2008 Supervisor Pete McHugh is the designated Chairperson. Each of the five board offices has 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	Yeager	Gage
Public Safety and Justice	Alvarado	Yeager
Finance and Government Operations	McHugh	Kniss
Housing, Land Use, Environment and Transportation	Gage	McHugh

## Fiscal Year 2008 Accomplishments

### Health and Hospital Committee

- Approved implementation of the Chronic Care Model in primary care; evaluated the strengths and opportunities to provide quality health care that is both cost-effective and achieves patient-desired outcomes for optimum health.
- Strengthened evaluation and response with regard to Myocardial Infarction through a county-wide comprehensive cardiac care standard developed by the Emergency Medical Services Agency.
- Continued Mental Health Services Act planning and implementation of Community Services and Supports, and initiation of the Prevention and Early Intervention and Workforce Education and Training components. These programs and services are creating a responsive and broad array of care in our county.
- Ensured inclusion of measurable outcomes related to health care delivery and system changes in a redesign program approved by the Board of Supervisors.
- Initiated a monthly report on health-related legislation and advocated for responsible solutions in areas that impact the County's role as a provider of health care to needy and vulnerable residents.
- Provided support and guidance to implement expanded health care coverage to uninsured, low-income, working adults under the "Valley Care" program. Valley Care was begun in 2007 and has already enrolled over 5,000 persons, resulting in improved access to care.

- Fulfilled governance responsibilities of the Santa Clara Valley Medical Center and Valley Health Plan including: oversight of finance and operational performance; approval of policies and procedures, and medical staff credentials; monitoring of various health care compliance requirements; review of quality indicators, performance management and safety reports.
- Monitored implementation of the Santa Clara Valley Health and Hospital System Fiscal Year 2008 budget. Evaluated the Fiscal Year 2009 budget utilizing the priorities of prevention, early intervention, fiscal accountability, and performance outcomes in consideration of budget proposals.

### Children, Seniors and Families Committee

- Department of Child Support Services (DCSS):
  - Performed all activities needed to prepare for implementation of the California Child Support Automation System (CCSAS) including training, change management, data cleanup, equipment installation, and site preparation - Scheduled conversion to new system in June 2008.
  - Department was recognized as "Most Improved Large County for Performance on Current Support Collections," a Federal performance measure.
  - Staff demonstrated their generosity and commitment to children and families by coordinating the annual Backpack Giveaway event, placing backpacks in the hands of approximately 300 children.
  - The Department has an enhanced ability to communicate with policy and decision makers in Sacramento with the election of Department Head Ralph Miller to the Child Support Directors Association's Board of Directors.

## ■ Social Services Agency:

- Implemented new Federal citizenship requirements of the Medi-Cal program with little interruption of the benefits to recipients.
- Achieved one of the highest CalWORKs Work Participation Rate levels in California.
- Developed a new streamlined Food Stamps application process for improved service to the county homeless population.
- Developed and implemented a computerized In-Home Supportive Services timecard system, and improved the ongoing timeliness of payroll processing for providers.
- Raised awareness of elder abuse and mental health issues in faith-based communities using foundation funding in partnership with the County Mental Health Department.
- Maintained the second lowest cost per meal in California for providing nutritious home-delivered and congregate meals to seniors.
- Awarded a \$3.7 million Federal 5-year grant to develop a collaborative cross-system Family Wellness Court for families with children aged zero to three.
- Implemented strategies and a data collection system to reduce and evaluate factors that may contribute to the over-representation of children of color in the child welfare system.
- Continued expansion of innovative practices that divert and prevent children's entry into child welfare, including the expansion of Differential Response services, and the countywide implementation of Enhanced Joint Response.
- The California Connected by 25 Foster Youth Initiative (CC25) fully implemented the Transitional Housing Program - Plus for 80 units serving former foster youth. The Initiative was awarded the California State Association of Counties' 2007 Challenge Award for Most Replicable Program for the hiring element of the program, employing current and former foster youth with the County.

## Public Safety and Justice Committee

- The initial cohort of youth to graduate from the Enhanced Ranch Program demonstrated a 25% recidivism rate compared to a 40% recidivism rate with the previous ranch program.
- To ensure continued quality of education at juvenile hall and ranch court schools, the County sponsored legislation (SB 1638), introduced by Senator Elaine Alquist, which would create greater accountability in our court schools.
- Brought indigent defense services in-house in order to insure greater accountability and cost management.
- The Office of the Women's Policy and the Department of Corrections, with the help of many stakeholders, completed a gender analysis study of the needs of women in our County jail system.

## Finance and Government Operations Committee

- Completed review of the Parks and Recreation Department management audit. The Board approved many audit recommendations for implementation that will improve accountability, operational performance, and efficiency in the use of resources.
- Continued to deliver nine major capital facility projects that have a total estimated cost of over \$540 million. The new County Center at Charcot is complete and the County expects to complete the seismic upgrades of five courthouses and the construction of the Valley Specialty Center, the new Crime Lab, and the Gilroy and Sunnyvale Valley Health Centers. By the end of the fiscal year, the Morgan Hill Courthouse will be 85% completed, the Milpitas Valley Health Center will be over 50% constructed and 75% of the consolidated fleet facility design will be done.
- Promoted energy conservation and alternative energy use. Site construction has commenced on a Planar Solid Oxide Fuel Cell Project at the County Communications headquarters site. With the delivery of Board-approved purchases this fiscal year, the County will have 109 hybrid vehicles and 56 neighborhood electric vehicles that will bring the total of Alternative Fueled Vehicles and equipment to over 200, or approximately ten percent of the County's total vehicle and equipment fleet.



- Completed the National Incident Management System-required training for County employees who are first responders, their supervisors, staff assigned to the Emergency Operations Center, and selected department heads. Continued planning to enhance the County's capability to prepare for, respond to and recover from a large-scale disaster. Issued a Request for Proposal for a public and internal notification system in case of a large-scale disaster and for web services for the Emergency Operations Center.

### **Housing, Land Use, Environment, and Transportation Committee**

- Monitored the progress of the Martial Cottle County Park Master Plan, a joint State-County regional park on County land in the heart of Silicon Valley.
- Reviewed and approved periodic updates to the County Parks Strategic Plan.
- Monitored ongoing efforts to address perchlorate contamination in the South County region.
- Reviewed ongoing city-initiated island annexation efforts, tasks related to the closeout of the Measure B Transportation Program and updates relating to the County Airport Master Plan process.
- Supported continuing development of the Countywide Habitat Plan.
- Completed the final phase of the Williamson Act Program nonrenewal process for undersized parcels as part of a comprehensive effort to streamline the Program.
- Approved regulation modifications, including body and ear piercing regulation amendments as well as adoption of various zoning ordinance text amendments.
- Monitored and approved efforts to combat destructive vectors, such as the glassy-winged sharpshooter.
- Monitored ongoing programs such as scanner compliance and implementation of the Integrated Pest Management and Pesticide Use ordinance.
- Reviewed a comprehensive analysis of the environmental document associated with the regionally significant Coyote Valley Specific Plan.

## **Fiscal Year 2009 Planned Accomplishments**

### **Health and Hospital Committee**

- Provide health care coverage to previously uninsured Santa Clara County residents through the initiation of the Healthy Workers program, and the continuation of the Valley Care program.
- Monitor quality and access to care during the implementation of health care delivery and system changes being made under a redesign program at Valley Medical Center and Acute Psychiatric Services.
- Continue transformation of the Mental Health Department in the areas of Capital Facilities and Technological Needs, and Prevention and Early Intervention components funded by the Mental Health Services Act.
- Support and monitor ongoing programs and the development and implementation of new programs under the Valley Homeless Healthcare Program, including the Medical Respite Program.
- Strengthen the partnership between disaster and emergency response programs and the Public Health Department, in order to coordinate efforts of each area in preparedness, response, and recovery, moving toward an integrated system to best meet the needs of the public.
- Open three new community clinics and the Valley Specialty Center, increasing access to care.
- Support the plan and necessary steps to gain accreditation as a Magnet Status Hospital and continue the Journey to Nursing Excellence currently underway at Santa Clara Valley Medical Center.

## Children, Seniors and Families Committee

- Department of Child Support Services (DCSS):
  - Learn to use the newly implemented statewide automation system to effectively and efficiently deliver support services.
  - Maintain performance and service levels in the face of ever-dwindling resources. The Department anticipates the loss of an additional 13 - 15 positions in FY 2009.
  - Further reorganize operations and support teams to more efficiently operate given the loss of key positions. Six years of flat-line allocations and inadequate funding leaves the Department with approximately 300 positions, a reduction of 155+ positions since FY 2002.
- Social Services Agency:
  - Continued efforts to increase efficiencies and improve service through technology, office location, communication, and business processes.
  - Continue to meet CalWORKs Work Participation Rates and Medi-Cal performance standards.
  - Expand collaboration and community partnerships in supporting public awareness of elder abuse and mental health issues.
  - Maintain efforts initiated for the timely reassessment of In-Home Supportive Services cases and provider payroll processing.
  - Continue data collection, staff training, and implementation of strategies to support reducing the disproportionality of children of color in child welfare.
  - Development of a joint decision-making model for families where children are at risk of removal.
  - Implement practices and services that support children and parents in moving from supervised to unsupervised visitation settings

## Public Safety and Justice Committee

- Identify systemic solutions to reduce the jail population, and streamline case processing by working with our justice system partners to refine

and implement recommendations from the Justice Management Institute report on "Creating a New Model for Managing Cases in the Criminal Court."

- The County and our community partners will embark on the next phase of Juvenile Detention Reform with the creation of the Juvenile Justice Systems Collaborative, which will focus on prevention strategies to lower the number of youth who are entering gangs and the juvenile justice system.
- In relation to indigent defense services, monitor the transition from an outside contractor to County departments, with an emphasis on cost saving measures.
- Monitor the implementation of recommendations from the Gender Analysis study, which identified the needs of women in our jail system.

## Finance and Government Operations Committee

- Improve accountability, operational performance, and efficiency in the use of resources through Board approval of management audit recommendations and subsequent implementation. The Committee plans to review management audits of the District Attorney's Office and the Social Service Agency's Employment and Benefits Services Department.
- Continue to deliver on-time and on-budget major capital facility projects that are bond-funded. Begin providing services to the public from the Valley Specialty Center, the Gilroy and Sunnyvale Valley Health Center clinics, the Crime Lab, and the Morgan Hill Courthouse. Continue construction of the Milpitas Valley Health Center and the Consolidated Fleet Facility.
- Begin implementation and monitoring of plans to enhance the County's capabilities to prepare for, respond to and recover from a large-scale disaster to include the disaster service worker program, the internal and public notification systems and the web services for the Emergency Operations Center. Take actions based on the multi-departmental internal assessments of the County's preparedness, and maintain the education and training of key County staff.
- Continue to promote energy conservation and alternative energy use. The County plans to allocate an ongoing designated amount each year in the

capital budget to address unfunded energy conservation projects and to continue adding to its existing fleet of Alternative Fueled Vehicles. Complete construction and installation of the Planar Solid Oxide Fuel Cell demonstration project at the County Communications headquarters site.

### Housing, Land Use, Environment, and Transportation Committee

- Continue to review the progress of the Martial Cottle County Park Master Plan process, including the Citizen Task Force recommendations on the Master Plan's development and construction of interim park improvements.
- Continue to review development of the Countywide Habitat Plan (HCP), including stakeholder input, community involvement, and elected official approval of key milestones in the HCP process.
- Monitor progress of ongoing efforts such as: perchlorate contamination remediation in the South County region, the County Airport Master Plan process, and the Roads & Airports Department Calendar Year 2008 Master Capital Projects Plan.
- Continue to oversee implementation of policies outlined in the County- and City-wide Water Collaborative, including identification and evaluation of process improvements.
- Monitor the County's administration of its duties under the Surface Mining and Reclamation Act (SMARA).
- Review recommendations related to improvements of the County's code enforcement program.

### County Executive's Recommendation

Maintain the current level budget for FY 2009.

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

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1101	Supervisorial Dist #1 Fund 0001	\$ 933,290	\$ 1,022,502	\$ 1,030,770	\$ 1,080,806	\$ 58,304	5.7%
<b>Total Net Expenditures</b>		\$ 933,290	\$ 1,022,502	\$ 1,030,770	\$ 1,080,806	\$ 58,304	5.7%

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

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1101	Supervisorial Dist #1 Fund 0001	\$ 933,290	\$ 1,022,502	\$ 1,030,770	\$ 1,080,806	\$ 58,304	5.7%
<b>Total Gross Expenditures</b>		\$ 933,290	\$ 1,022,502	\$ 1,030,770	\$ 1,080,806	\$ 58,304	5.7%



### Supervisorial District #1 — Budget Unit 101 Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 914,009	\$ 959,638	\$ 967,906	\$ 1,017,816	\$ 58,178	6.1%
Services And Supplies	19,281	62,864	62,864	62,990	126	0.2%
<b>Subtotal Expenditures</b>	<b>933,290</b>	<b>1,022,502</b>	<b>1,030,770</b>	<b>1,080,806</b>	<b>58,304</b>	<b>5.7%</b>
<b>Total Net Expenditures</b>	<b>933,290</b>	<b>1,022,502</b>	<b>1,030,770</b>	<b>1,080,806</b>	<b>58,304</b>	<b>5.7%</b>

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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	8.0	\$ 1,022,502	\$ —
Board Approved Adjustments During FY 2008	—	8,268	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	49,910	—
Internal Service Fund Adjustments	—	939	—
Other Required Adjustments	—	(813)	—
Subtotal (Current Level Budget)	8.0	\$ 1,080,806	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>8.0</b>	<b>\$ 1,080,806</b>	<b>\$ —</b>

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

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1102	Supervisorial Dist #2 Fund 0001	\$ 868,347	\$ 1,022,502	\$ 1,030,770	\$ 1,080,806	\$ 58,304	5.7%
	<b>Total Net Expenditures</b>	<b>\$ 868,347</b>	<b>\$ 1,022,502</b>	<b>\$ 1,030,770</b>	<b>\$ 1,080,806</b>	<b>\$ 58,304</b>	<b>5.7%</b>

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

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1102	Supervisorial Dist #2 Fund 0001	\$ 868,347	\$ 1,022,502	\$ 1,030,770	\$ 1,080,806	\$ 58,304	5.7%
	<b>Total Gross Expenditures</b>	<b>\$ 868,347</b>	<b>\$ 1,022,502</b>	<b>\$ 1,030,770</b>	<b>\$ 1,080,806</b>	<b>\$ 58,304</b>	<b>5.7%</b>



## Supervisorial District #2 — Budget Unit 102 Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 822,951	\$ 968,134	\$ 976,402	\$ 1,026,438	\$ 58,304	6.0%
Services And Supplies	45,396	54,368	54,368	54,368	—	—
<b>Subtotal Expenditures</b>	<b>868,347</b>	<b>1,022,502</b>	<b>1,030,770</b>	<b>1,080,806</b>	<b>58,304</b>	<b>5.7%</b>
<b>Total Net Expenditures</b>	<b>868,347</b>	<b>1,022,502</b>	<b>1,030,770</b>	<b>1,080,806</b>	<b>58,304</b>	<b>5.7%</b>

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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	8.0	\$ 1,022,502	\$ —
Board Approved Adjustments During FY 2008	—	8,268	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	50,036	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	8.0	\$ 1,080,806	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>8.0</b>	<b>\$ 1,080,806</b>	<b>\$ —</b>

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

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1103	Supervisorial Dist #3 Fund 0001	\$ 920,835	\$ 1,022,502	\$ 1,030,770	\$ 1,080,806	\$ 58,304	5.7%
	<b>Total Net Expenditures</b>	<b>\$ 920,835</b>	<b>\$ 1,022,502</b>	<b>\$ 1,030,770</b>	<b>\$ 1,080,806</b>	<b>\$ 58,304</b>	<b>5.7%</b>

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

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1103	Supervisorial Dist #3 Fund 0001	\$ 920,835	\$ 1,022,502	\$ 1,030,770	\$ 1,080,806	\$ 58,304	5.7%
	<b>Total Gross Expenditures</b>	<b>\$ 920,835</b>	<b>\$ 1,022,502</b>	<b>\$ 1,030,770</b>	<b>\$ 1,080,806</b>	<b>\$ 58,304</b>	<b>5.7%</b>





### Supervisorial District #3 — Budget Unit 103 Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 880,258	\$ 968,134	\$ 976,402	\$ 1,026,438	\$ 58,304	6.0%
Services And Supplies	40,577	54,368	54,368	54,368	—	—
<b>Subtotal Expenditures</b>	<b>920,835</b>	<b>1,022,502</b>	<b>1,030,770</b>	<b>1,080,806</b>	<b>58,304</b>	<b>5.7%</b>
<b>Total Net Expenditures</b>	<b>920,835</b>	<b>1,022,502</b>	<b>1,030,770</b>	<b>1,080,806</b>	<b>58,304</b>	<b>5.7%</b>

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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	8.0	\$ 1,022,502	\$ —
Board Approved Adjustments During FY 2008	—	8,268	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	50,036	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	8.0	\$ 1,080,806	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>8.0</b>	<b>\$ 1,080,806</b>	<b>\$ —</b>

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

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1104	Supervisorial Dist #4 Fund 0001	\$ 832,828	\$ 1,022,502	\$ 1,030,770	\$ 1,080,806	\$ 58,304	5.7%
	<b>Total Net Expenditures</b>	<b>\$ 832,828</b>	<b>\$ 1,022,502</b>	<b>\$ 1,030,770</b>	<b>\$ 1,080,806</b>	<b>\$ 58,304</b>	<b>5.7%</b>

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

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1104	Supervisorial Dist #4 Fund 0001	\$ 832,828	\$ 1,022,502	\$ 1,030,770	\$ 1,080,806	\$ 58,304	5.7%
	<b>Total Gross Expenditures</b>	<b>\$ 832,828</b>	<b>\$ 1,022,502</b>	<b>\$ 1,030,770</b>	<b>\$ 1,080,806</b>	<b>\$ 58,304</b>	<b>5.7%</b>



### Supervisory District #4 — Budget Unit 104 Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 722,962	\$ 978,134	\$ 986,402	\$ 1,036,438	\$ 58,304	6.0%
Services And Supplies	109,866	44,368	44,368	44,368	—	—
<b>Subtotal Expenditures</b>	<b>832,828</b>	<b>1,022,502</b>	<b>1,030,770</b>	<b>1,080,806</b>	<b>58,304</b>	<b>5.7%</b>
<b>Total Net Expenditures</b>	<b>832,828</b>	<b>1,022,502</b>	<b>1,030,770</b>	<b>1,080,806</b>	<b>58,304</b>	<b>5.7%</b>

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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	8.0	\$ 1,022,502	\$ —
Board Approved Adjustments During FY 2008	—	8,268	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	50,036	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	8.0	\$ 1,080,806	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>8.0</b>	<b>\$ 1,080,806</b>	<b>\$ —</b>

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

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1105	Supervisory Dist #5 Fund 0001	\$ 925,119	\$ 1,022,502	\$ 1,030,770	\$ 1,080,806	\$ 58,304	5.7%
	<b>Total Net Expenditures</b>	<b>\$ 925,119</b>	<b>\$ 1,022,502</b>	<b>\$ 1,030,770</b>	<b>\$ 1,080,806</b>	<b>\$ 58,304</b>	<b>5.7%</b>

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

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1105	Supervisory Dist #5 Fund 0001	\$ 925,119	\$ 1,022,502	\$ 1,030,770	\$ 1,080,806	\$ 58,304	5.7%
	<b>Total Gross Expenditures</b>	<b>\$ 925,119</b>	<b>\$ 1,022,502</b>	<b>\$ 1,030,770</b>	<b>\$ 1,080,806</b>	<b>\$ 58,304</b>	<b>5.7%</b>



**Supervisorial District #5 — Budget Unit 105  
Expenditures by Object**

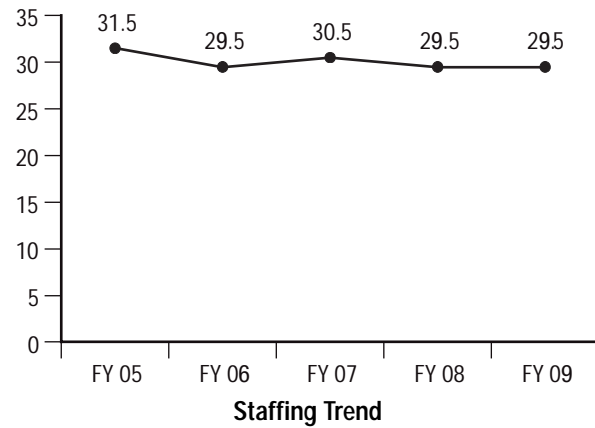
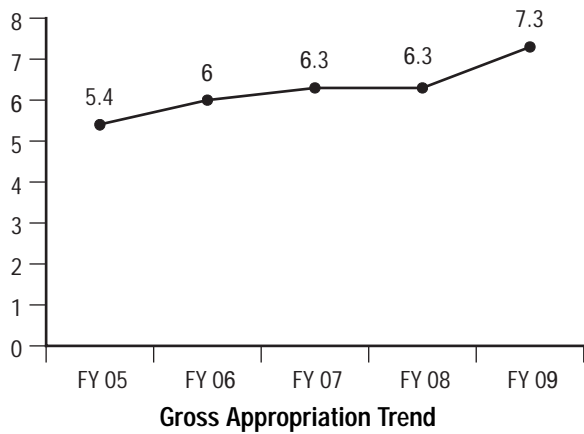
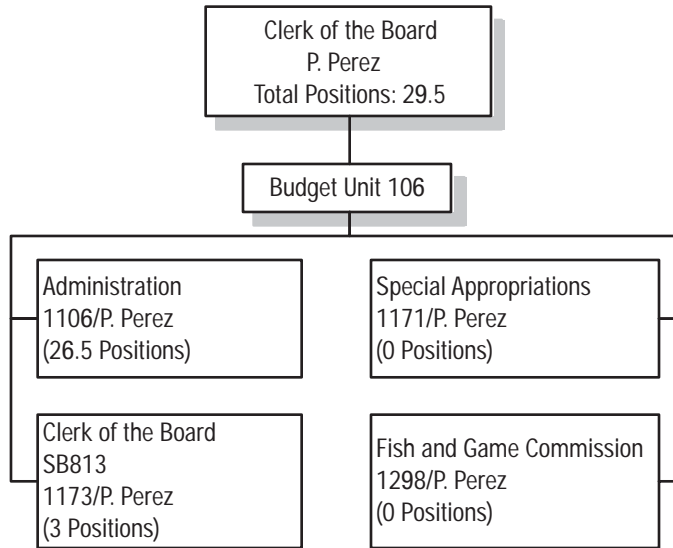
Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 834,377	\$ 968,134	\$ 976,402	\$ 1,025,016	\$ 56,882	5.9%
Services And Supplies	90,741	54,368	54,368	55,790	1,422	2.6%
<b>Subtotal Expenditures</b>	925,119	1,022,502	1,030,770	1,080,806	58,304	5.7%
<b>Total Net Expenditures</b>	925,119	1,022,502	1,030,770	1,080,806	58,304	5.7%

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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	8.0	\$ 1,022,502	\$ —
Board Approved Adjustments During FY 2008	—	8,268	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	48,614	—
Internal Service Fund Adjustments	—	(1,548)	—
Other Required Adjustments	—	2,970	—
Subtotal (Current Level Budget)	8.0	\$ 1,080,806	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	8.0	\$ 1,080,806	\$ —



# Clerk of the Board



## 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.

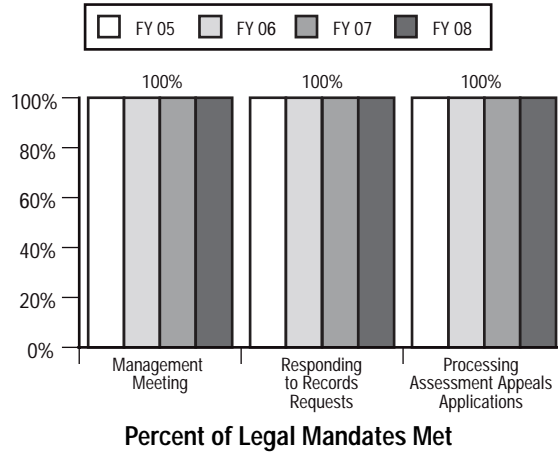


## Desired Results

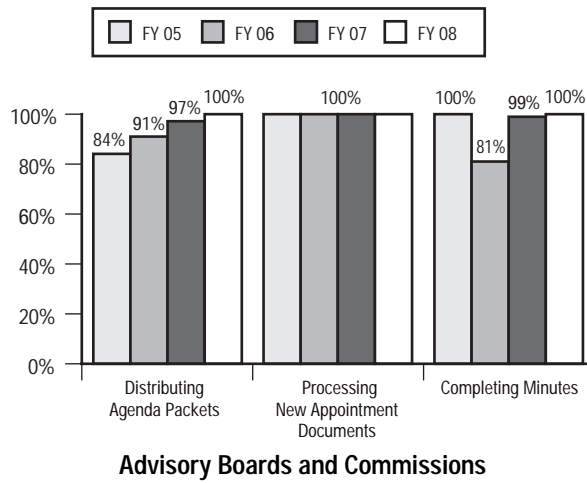
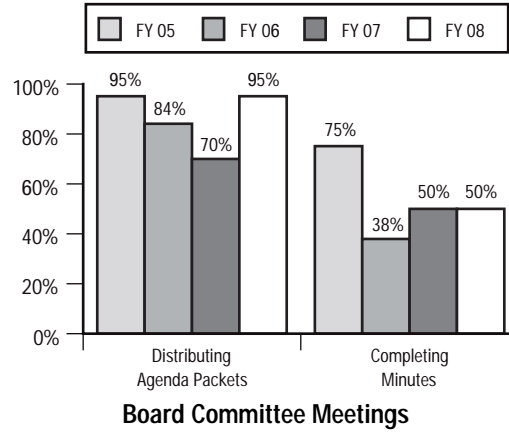
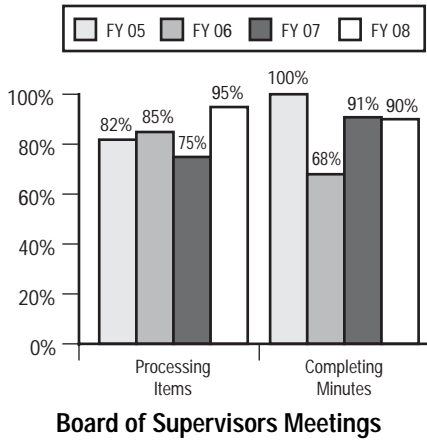
The over-arching desired result of the services provided by the Clerk of the Board's Office is to assure **satisfied, well-served customers** in which customer needs are met through timely and accurate preparation of

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

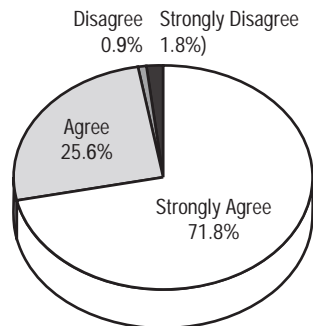
**Timely preparation of meeting agendas, minutes, summaries and other material** for County residents, elected officials and staff.



**Percent of Department timelines met**



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

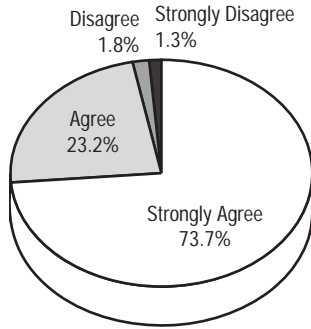


**Department Provides Clear and Accurate Information**

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

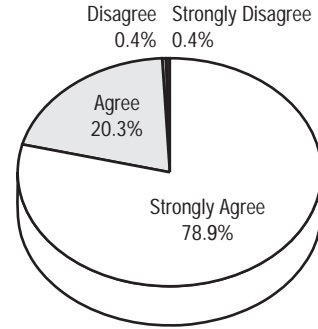


**Information available and provided upon customer request**



**Department Provides Timely Response**

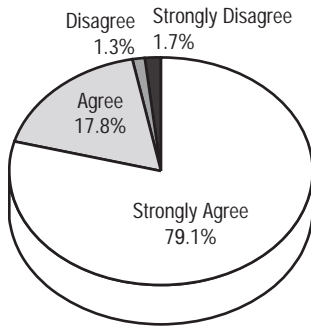
Measure: % of customers reporting in customer satisfaction survey that Department provides timely response.



**Department is Helpful and Courteous**

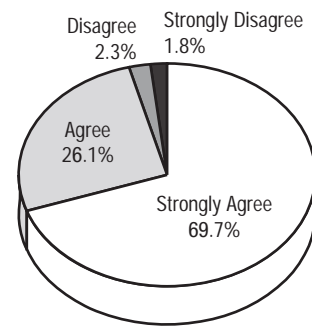
Measure: % of customers reporting in customer satisfaction survey that Department is helpful and courteous.

**Efficient Departmental Operations**



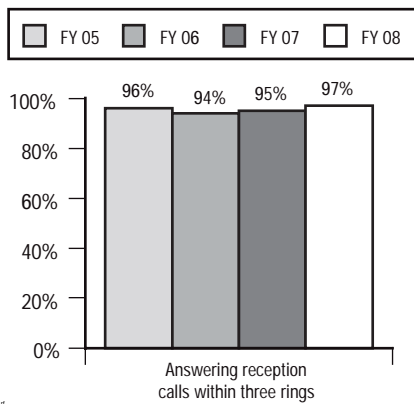
**Overall Experience with Department is Positive**

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

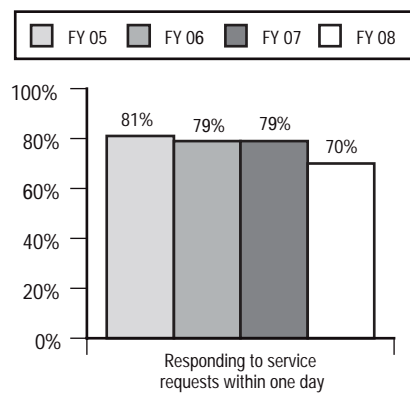


**Department Provides Effective Solutions**

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



**Average Time to Answer Calls in Main Reception (Answering reception calls within three rings)**



**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.

The desired result for all these services provided by the Clerk of the Board's Office is satisfied, well-served customers in which customer needs are met through timely and accurate preparation of meeting agendas, minutes, summaries and other matter; through information being available and provided upon customer request; and through efficient Department operations.

### Meeting Management Services

The Rules of the Board of Supervisors of the County of Santa Clara require 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.





## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Administration and Support	Yes	Required		■
Board Operations Division	Yes	Mandated		■
Records Management	Yes	Mandated	One-time funding for Historical Documents and Audio Recording Preservation and Conversion Project. One-time and ongoing funding for Assessment Appeal Intake and Hearing Processing System.	▲
Special Appropriations	Yes	Non-Mandated	One-time funding for 2-1-1 Health and Human Services Information and Referral Line, Joint Venture Membership, and Move/Remodel of Board of Supervisors offices due to new officeholders in January 2009.	▲
Boards and Commissions	Yes	Mandated		■
Advisory Boards & Committees	Yes	Mandated		■
Management Audit Services	Yes	Non-Mandated		■

Impact on Current Level of Service:  
 = Eliminated    ▼ = Reduced    ▣ = Modified    ▲ = Enhanced    ■ = No Change

## County Executive's Recommendation

### ▲ Records Management

**Historical Documents and Audio Recording Preservation and Conversion Project:** Allocate \$40,000 from the General Fund on a one-time basis for costs associated with the preservation of historical County documents and audio recordings of Board of Supervisor meetings. This one-time expense is partially offset by \$20,000 in reimbursement from the Roads Fund, as a substantial number of the records to be preserved are maps of County Road Department files.

\$40,000 allocated in FY 2007 funded the start-up phase of this project to restore historical audio recordings of Board meetings covering a 29-year period. Additionally, historical minute books documents encompassing 80 years have been converted to digital format for historical preservation.

The Clerk's system, to be implemented before the start of the 2009 filing period in July, 2009, will be vendor-built

FY 2009 funding will be used to complete the preservation of the audio recordings and digitizing unique historical documents in the Board's records of County Road files, many of which date from the 19th and 20th centuries.

**Net One-time Cost: \$20,000**

One-time cost of \$40,000 offset by one-time reimbursement of \$20,000 from the Roads Fund.

**Assessment Appeal Intake and Hearing Processing System:** Allocate \$180,000 in one-time funds and \$15,000 in ongoing funds for the Assessment Appeal Intake and Hearing Processing System. The proposed system will automate all of the Clerk of the Board's assessment appeal related functions, allowing for both on-line appeal submittal and electronic fee payment. The electronic payment capability will be done in coordination with the development of the County's enterprise-wide electronic payment initiative.

and developed in collaboration with the Assessor's Office and the Information Services Department.

Total project costs are offset by \$95,000 in Property Tax Administration Program (PTAP) grant funds already deposited with the County.

**One-time Cost: \$180,000**  
**One-time Revenue: \$95,000**  
**Ongoing Cost: \$15,000**

**2-1-1 Information and Referral System:** Allocate \$150,000 from the General Fund on a one-time basis to support the 2-1-1 Santa Clara Countywide Health and Human Services Information and Referral Services Telephone System. Prior year allocations included \$150,000 in both FY 2007 and FY 2008.

**One-time Cost: \$150,000**

## ▲ Special Appropriations

**Board of Supervisors Office Move and Remodel:** Allocate \$525,000 from the General Fund on a one-time basis for costs associated with the transition of new members of the Board of Supervisors to be elected in November 2008. Funding will cover moving costs, furniture and equipment, and set-up of computer and phone systems.

**One-time Cost: \$525,000**

**Joint Venture Silicon Valley:** Allocate \$17,500 from the General Fund on a one-time basis for the County's membership fee in the Joint Venture Silicon Valley Network for FY 2009. Prior year allocations include \$17,500 in FY 2007 and \$15,000 in FY 2008.

**One-time Cost: \$17,500**

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

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1106	Clerk Of The Board Fund 0001	\$ 3,785,056	\$ 4,109,999	\$ 4,109,999	\$ 4,328,421	\$ 218,422	5.3%
1171	Special Appropriations Fund 0001	1,602,603	1,688,136	1,688,136	2,402,200	714,064	42.3%
1173	SB 813 Admin Fund 0001	252,213	246,521	246,521	356,529	110,008	44.6%
10613	Fish & Game Commission-Fines & Forfeitures	9,323	4,000	4,000	4,000	—	—
<b>Total Net Expenditures</b>		<b>\$ 5,649,194</b>	<b>\$ 6,048,656</b>	<b>\$ 6,048,656</b>	<b>\$ 7,091,150</b>	<b>\$ 1,042,494</b>	<b>17.2%</b>

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

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1106	Clerk Of The Board Fund 0001	\$ 3,886,941	\$ 4,201,936	\$ 4,201,936	\$ 4,445,449	\$ 243,513	5.8%
1171	Special Appropriations Fund 0001	1,806,739	1,875,349	1,875,349	2,402,200	526,851	28.1%
1173	SB 813 Admin Fund 0001	252,213	246,521	246,521	451,529	205,008	83.2%
10613	Fish & Game Commission-Fines & Forfeitures	9,323	4,000	4,000	4,000	—	—
<b>Total Gross Expenditures</b>		<b>\$ 5,955,215</b>	<b>\$ 6,327,806</b>	<b>\$ 6,327,806</b>	<b>\$ 7,303,178</b>	<b>\$ 975,372</b>	<b>15.4%</b>



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

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 2,789,940	\$ 2,897,214	\$ 2,897,214	\$ 3,000,971	\$ 103,757	3.6%
Services And Supplies	3,159,385	3,430,592	3,430,592	4,302,207	871,615	25.4%
Fixed Assets	5,890	—	—	—	—	—
<b>Subtotal Expenditures</b>	<b>5,955,215</b>	<b>6,327,806</b>	<b>6,327,806</b>	<b>7,303,178</b>	<b>975,372</b>	<b>15.4%</b>
Expenditure Transfers	(306,021)	(279,150)	(279,150)	(212,028)	67,122	-24.0%
<b>Total Net Expenditures</b>	<b>5,649,194</b>	<b>6,048,656</b>	<b>6,048,656</b>	<b>7,091,150</b>	<b>1,042,494</b>	<b>17.2%</b>

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

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1106	Clerk Of The Board Fund 0001	\$ 82,752	\$ 173,421	\$ 173,421	\$ 124,811	\$ (48,610)	-28.0%
10613	Fish & Game Commission-Fines & Forfeitures	1,575	2,500	2,500	2,500	—	—
	<b>Total Revenues</b>	<b>\$ 84,349</b>	<b>\$ 175,921</b>	<b>\$ 175,921</b>	<b>\$ 127,311</b>	<b>\$ (48,610)</b>	<b>-27.6%</b>

## Clerk Of The Board Fund 0001 — Cost Center 1106 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	26.5	\$ 4,109,999	\$ 173,421
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	93,749	—
Internal Service Fund Adjustments	—	65,932	—
Other Required Adjustments	—	—	(48,610)
Subtotal (Current Level Budget)	26.5	\$ 4,269,680	\$ 124,811
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Data Processing Adjustment	—	38,942	—
FY 2009 Phone Rate Adjustment	—	(201)	—
<b>Decision Packages</b>			
1. Board Meeting Minutes and Audio Recording Preservation	—	20,000	—
Allocate \$40,000 from the General Fund on a one-time basis for costs associated with the preservation of historical County documents and audio recordings of Board of Supervisor meetings. This one-time expense is partially offset by \$20,000 in reimbursement from the Roads Fund, as a substantial number of the records to be preserved are maps of County Road Department files.			
Subtotal (Recommended Changes)	—	\$ 58,741	\$ —
<b>Total Recommendation</b>	<b>26.5</b>	<b>\$ 4,328,421</b>	<b>\$ 124,811</b>



## Special Appropriations Fund 0001 — Cost Center 1171

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	—	\$ 1,688,136	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	187,213	—
Other Required Adjustments	—	(165,649)	—
Subtotal (Current Level Budget)	—	\$ 1,709,700	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. 2-1-1 Program	—	150,000	—
Allocate \$150,000 from the General Fund on a one-time basis to support the 2-1-1 Santa Clara Countywide Health and Human Services Information and Referral Services Telephone System.			
2. Joint Venture Silicon Valley	—	17,500	—
Allocate \$17,500 from the General Fund on a one-time basis for the Joint Venture Silicon Valley FY 2009 membership fee.			
3. Board Office Moving and Remodel Costs	—	525,000	—
Allocate \$525,000 from the General Fund on a one-time basis for costs associated with moving and remodeling the offices of the Board of Supervisors.			
Subtotal (Recommended Changes)	—	\$ 692,500	\$ —
<b>Total Recommendation</b>	—	\$ 2,402,200	\$ —

## SB 813 Admin Fund 0001 — Cost Center 1173

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	3.0	\$ 246,521	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	10,008	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	3.0	\$ 256,529	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
One-time PTAP funds for Assessment Appeal Intake and Hearing Processing System	—	(95,000)	—
Decision Packages			
1. Allocate Funding for Information Technology Project	—	195,000	—
Allocate one-time funding in the amount of \$180,000 and ongoing funding in the amount of \$15,000 for the Assessment Appeal Intake and Hearing Processing System Project. Project costs are offset by a one-time allocation of \$95,000 in Property Tax Administration Program (PTAP) funds from the Assessor's Office. Ongoing costs are for software maintenance (\$5,000) and support from the Information Services Department (\$10,000).			
Subtotal (Recommended Changes)	—	\$ 100,000	\$ —
<b>Total Recommendation</b>	3.0	\$ 356,529	\$ —

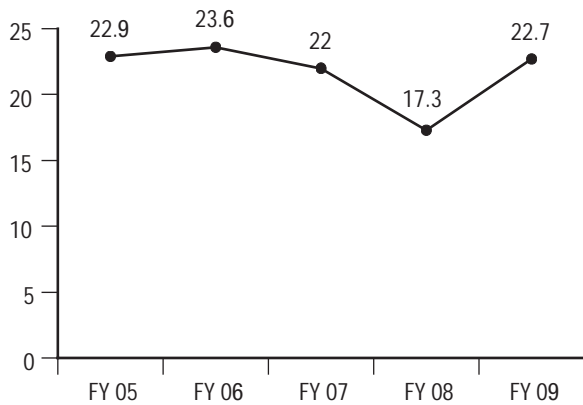
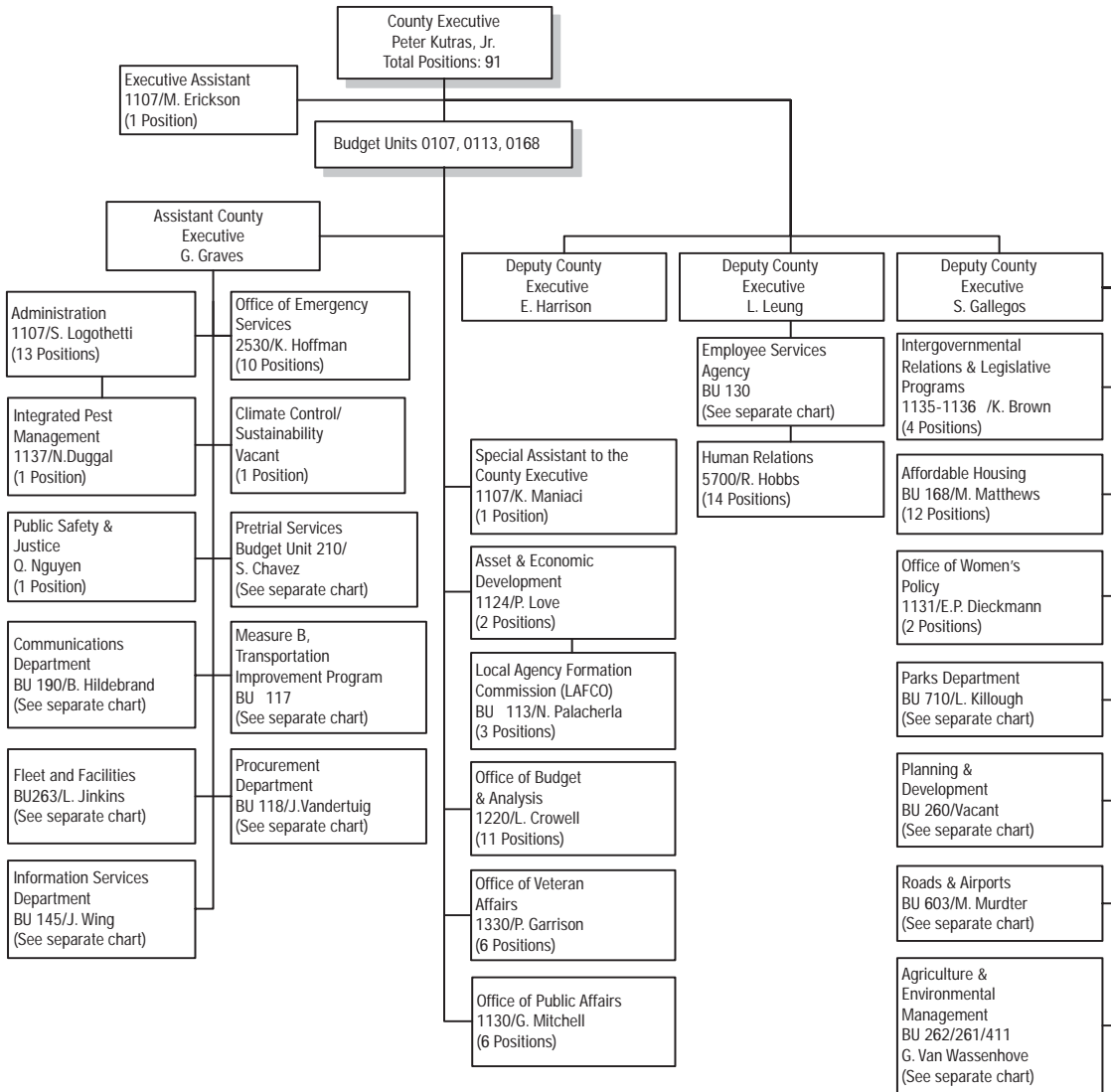


**Fish & Game Commission-Fines & Forfeitures — Cost Center 10613**  
**Major Changes to the Budget**

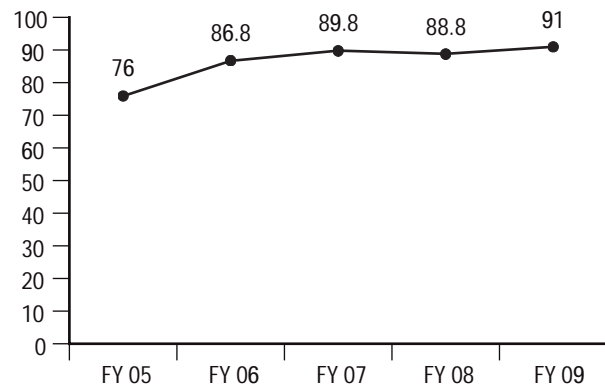
	Positions	Appropriations	Revenues
<b>Fish and Game Fund (Fund Number 0033)</b>			
FY 2008 Approved Budget	—	\$ 4,000	\$ 2,500
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 4,000	\$ 2,500
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 4,000	\$ 2,500



# Office of the County Executive



**Gross Appropriation Trend**



**Staffing Trend**

Data includes Office of the County Executive (BU 107), Office of Affordable Housing (BU 168) and LAFCO (BU 113)



## Public Purpose

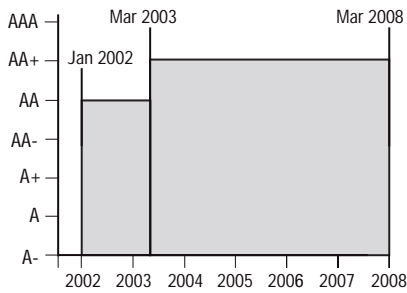
- Leadership for the County Organization
- Provision of Effective Government Services



Section 1: Finance and Government

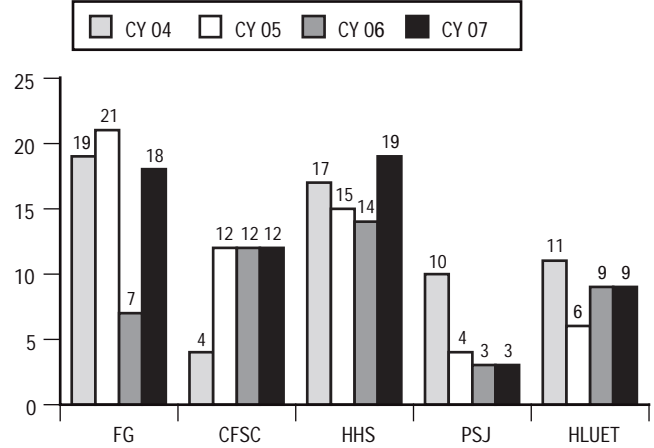
## Desired Results

**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 general obligation bonds.

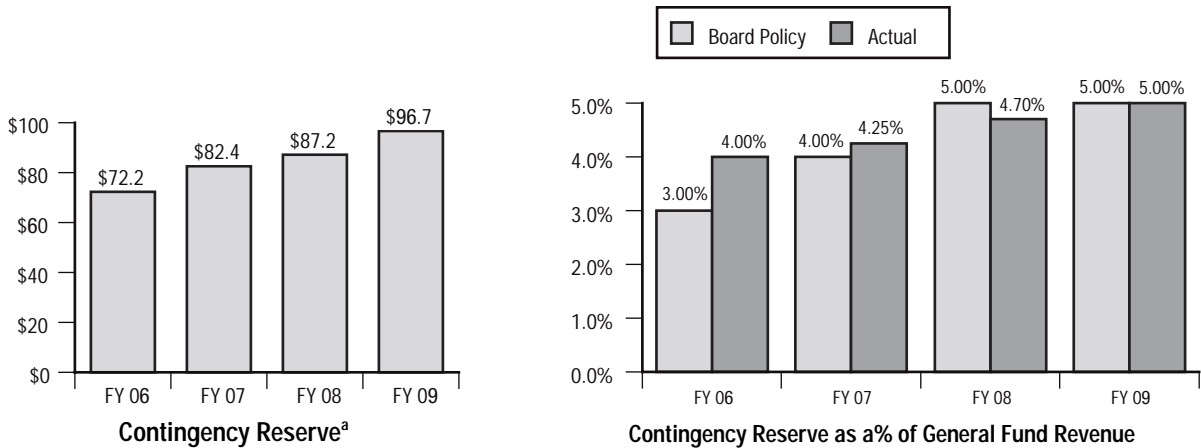


**Legislative Priorities**

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. (CY = Calendar Year).



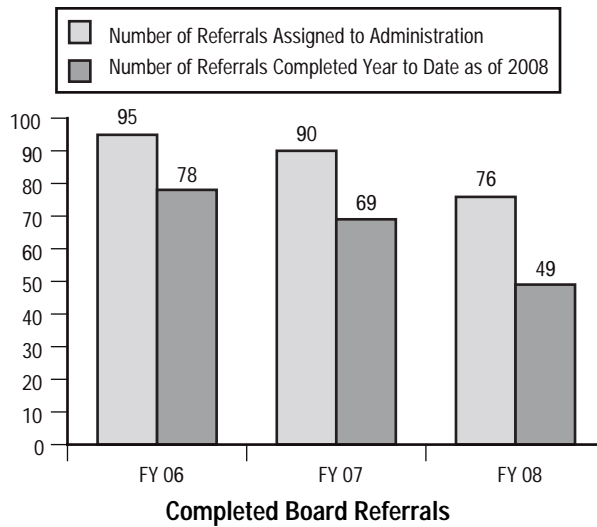
**A Fiscal Management Strategy** which provides for maximum service provision, fiscal oversight of County operations, and development of a relevant and balanced County budget.



a. \$ in millions, as of July 1 for each fiscal year

The level of the General Fund Contingency Reserve reflects the County's ability to sustain critical services to the public in the event of significant, unanticipated expenditure increases or revenue shortfalls. Current Board policy requires that the Contingency Reserve be set at 5% of ongoing General Fund revenues (net of pass-through revenue).

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



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 March 2008.

**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.

### Interdepartmental Coordination and Administrative Oversight

The Office of the County Executive provides coordination and leadership for various functions involving multiple departments and stakeholders. This role can be seen in leadership provided to the Office of Emergency Services which is responsible for coordinating countywide disaster planning and training efforts, maintaining the County/Operational Area Emergency Operations Center in a continual state of readiness, and administering grant funding related to emergency preparedness and homeland security.

In the area of housing issues, the Office of the County Executive, through the Office of Affordable Housing, coordinates strategic planning and activities taken towards addressing regional housing needs, including leadership in seeking to end chronic homelessness.

The Office of Asset and Economic Development is responsible for the direction and oversight of asset and economic development activities that provide economic benefit to the County.

The Office of Public Affairs is responsible for gathering and dispersing accurate and timely information regarding policies, programs and services of the County as well as provide media support to County departments and assistance with activities that engage the public.

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 budget process is coordinated through the Office, providing the Board and the public with 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 with local, State and Federal legislative bodies and regulatory agencies.

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; the Justice Assistance Grant, and the Arrest Grant from the Office on Violence Against Women; coordinates and monitors implementation of the Court/County Memorandum of Understanding; and provides leadership for multi-department study efforts, such as the Jail Population Task Force.

Other areas of activity include leadership for the County's Integrated Pest Management Program, and development of new cable communications franchises and agreements.

### Direct Program Services

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

- The Office of Veterans Affairs provides assistance to the men and women in our community who served in the Armed Forces of the United States of America, and their dependents and survivors, in obtaining benefits from the U.S. Department of Veterans Affairs, the Department of Defense, and the California Department of Veterans Affairs. The staff provides respectful advocacy and representation to the Veterans community regarding earned entitlement rights to these federal, state, and local benefits and services.
- The Office of Affordable Housing provides an array of services pertaining to the provision and maintenance of affordable housing, as well as services to the homeless population.
- The Office of Human Relations provides immigration and citizenship assistance and dispute resolution services, including the Ombuds Program, and coordinates community campaigns such as the hate-free community outreach effort.
- The Office of Women's Policy addresses the needs of women, girls and their families, promoting their advancement in all aspects of society, and protecting their civil and human rights.



## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Administration and Support	Yes	Required	Increase efficiencies in Administration. Improve Code Enforcement in the County.	▲
Office of Emergency Services	Yes	Mandated	Enhance the County's emergency planning and response activities. Enable County to provide emergency care and shelter to residents in unincorporated areas.	▲
Asset and Economic Development	Yes	Non-Mandated		■
Legislative Programs	Yes	Non-Mandated		■
Office of Budget & Analysis	Yes	Non-Mandated		■
Integrated Pest Management	Yes	Mandated		■
Office of Human Relations	Yes	Mandated		■
Office of Public Affairs	Yes	Non-Mandated		■
Office of Veterans Affairs	Yes	Non-Mandated		■
Office of Women's Policy	Yes	Non-Mandated		■
Administration and Support - Office of Affordable Housing	Yes	Required		■
Affordable Housing Fund	No	Non-Mandated		■
Housing and Community Development	No	Non-Mandated		■
HOME Investment Partnership	No	Non-Mandated		■
REHAB - Rehabilitation Programs	No	Non-Mandated		■
Homeless Concerns	Yes	Non-Mandated	Enhanced services to the homeless population in Santa Clara County.	▲
MCC/Housing Bond Program	No	Non-Mandated		■
Mortgage & Rental Assistance	No	Non-Mandated		■

Impact on Current Level of Service:  
 = Eliminated    ▼ = Reduced    ◻ = Modified    ▲ = Enhanced    ■ = No Change

## County Executive's Recommendation

### Modified Financial Policies

**Authorize Prepayment of the Employer Share of the Public Employee Retirement System (PERS) Cost for FY 2009 Resulting in One-time Savings for the General Fund:** A savings of interest expense is available to CalPERS member agencies that prepay their annual employee contribution by avoiding an interest charge built into the CalPERS computation of each member's total annual employer contribution requirement. Because

most agencies make their annual contributions on a bi-weekly basis throughout the fiscal year, which deprives CalPERS of the ability to fully invest the member agencies' contributions for the full fiscal year, CalPERS adds an interest charge into its calculation of each agency's annual contribution requirement based on its assumed rate of return on investments.

Total savings resulting from prepayment of the employer share of PERS must be offset by loss of interest on the County's own investments. Additionally, some departmental revenues that are based on cost will be reduced and, in the case of some grant-funded programs, a reduced payroll cost will not result in overall savings because the savings will be reallocated to other allowable grant expenses.

Estimated General Fund savings, net of revenue losses, is \$8 million for FY 2009. Individual department budgets will be modified as required in the preparation of the final Approved Budget for FY 2009.

**One-time Savings: \$8,000,000**

## ▲ Administration and Support

**Add and Delete the following positions:**

- Add 1.0 Administrative Support Officer II/I - \$111,724
- Delete filled 0.8 Administrative Officer I - (\$84,601)

**Service Impact:** This position, among other roles, acts as the County's East Wing Facility Manager. As such, efficiencies will be created, as this Manager role will now be full-time and able to address related critical issues during the County's established business hours.

**Ongoing Cost: \$27,123**

### **Allocate \$100,000 in One-time Funding for Code**

**Enforcement Improvement:** This recommendation is cost-neutral as the expense will be offset by a transfer from the District Attorney's Consumer Fraud Trust Fund.

**Service Impact:** The County's Code Enforcement efforts will improve as necessary compliance issues and investigations will be managed and addressed in a timely manner.

**One-time Cost: \$100,000**  
**One-time Revenue: \$100,000**

## ▲ Office of Emergency Services

### **Add 1.0 FTE Senior Emergency Planning Coordinator**

**Position:** The scope of responsibilities related to emergency planning and response have increased significantly over the past year. Also, the activities related to management of Homeland Security, Super Urban Area Security Initiative (SUASI) Program, and other grant funds, and requirements relating to community and organizational preparedness continue to increase. The level of activity over the past twelve months has made the addition of emergency planning staff necessary. The addition of this position is cost-neutral as there are existing resources available within the base budget to absorb it.

**Service Impact:** The addition of this position will enable the Office of Emergency Services to increase provision of priority functions, including maintenance of the EOC in a state of readiness and training for County staff and the community. The overall ability of the Office to build institutional capacity and effectiveness through the rotation of duties will be increased.

**Ongoing Cost: \$0**

### **Allocate \$1,000,000 in One-time Funding for Emergency Care and Shelter in the County's Unincorporated Areas:**

This recommendation will enable the County to formulate, prepare and implement a strategic plan to be used to provide care and shelter to unincorporated County residents in the event of an emergency or catastrophic incident. This plan will resemble those that most of the cities in Santa Clara County have in place for their residents.

**Service Impact:** The County will be better prepared to provide emergency care and shelter to residents in the unincorporated areas of the County.

**One-time Cost: \$1,000,000**

## ■ Asset and Economic Development

**Realize Revenue from Sale of Property and Make Exempt from Housing Set-aside Policy:** and exempt proceeds from the anticipated sale of the Mountain View Vector Control property site from the Board of Supervisors

Policy requiring that 30% of revenue from the sale of County General Fund surplus property be allocated to affordable housing projects.

Total revenue from the sale of the Mountain View Vector Control Property site is expected to be \$9.5 million. A portion of this revenue, \$2.0 million, will be returned to the Parks Department, as Parks funds were used for the County's original purchase of this property. The remaining \$7.5 million will be recognized in the General Fund.

Board of Supervisor Policy 7.8(D.3) requires allocation of 30% (\$2.25 million) of the General Fund share to affordable housing projects, and 70% (\$5.25 million) to support one-time or ongoing needs as determined in the annual budget process.

This recommendation would exempt the General Fund assets from this specific sale from the Board policy. The entire \$7.5 million in General Fund revenue is necessary to help balance the FY 2009 budget deficit.

**Service Impact:** Along with other identified sources of one-time savings or revenues, these revenues will be used to balance the FY 2009 budget deficit, mitigating the need for additional service reductions in General Fund programs.

**One-time Revenue: \$7,500,000**

**Realize Revenue from Leases and Make Exempt from Housing Set-aside Policy:** The negotiation of long-term leases related to the Elmwood Commercial and Fairgrounds Housing properties provide ongoing revenue to the County. Ongoing increased lease revenue of \$752,950 from these sources is expected in FY 2009.

Board of Supervisor Policy 7.8(D.3) requires allocation of 30% (\$226,095) of the General Fund share to affordable housing projects and 70% (\$526,855) to support one-time or ongoing needs as determined in the annual budget process.

This recommendation would exempt the General Fund revenue from these specific leases from the Board policy as follows:

- \$116,400 in *new* revenue from the lease of Elmwood Commercial property. Additionally, future new or increased lease revenue from Elmwood Commercial

property would be exempt from Board of Supervisor Policy 7.8(D.3). \$240,000 in ongoing lease revenue for this property recognized in previous budget actions will continue to be allocated to affordable housing projects on an ongoing basis.

- \$109,695 in *new* revenue from the lease of Fairgrounds Housing property. Future new or increased lease revenue from Fairgrounds Housing property would be exempt from Board of Supervisor Policy 7.8(D.3).

**Service Impact:** Along with other identified sources of ongoing savings or revenues, these revenues will be used to balance the FY 2009 budget deficit, mitigating the need for additional service reductions in General Fund programs.

**Ongoing Revenue: \$752,950**

**Allocate \$693,040 in Annual One-time Funding to the Office of Asset and Economic Development:** The funding will support project costs including real estate appraisals, civil engineering, project design, legal counsel, environmental remediation, and other related economic development activities. This is consistent with funding for capital management elsewhere in the County.

**Service Impact:** The current level of service provided by the Office of Asset and Economic Development will continue to be provided.

**One-time Cost: \$693,040**

## ▲ Homeless Concerns

**Expand the Homeless Cold Weather Shelter Program (CWSP) to a Year-Round Program:** With a transfer of \$2,000,000 from the Affordable Housing Fund to the General Fund, a new one-time appropriation of \$1.6 million will be added to the \$400,000 budgeted in the FY 2009 base budget for the Cold Weather Shelter Program, which currently operates from November to March each year.

This additional one-time appropriation serves to bridge the the transition to the County's Blue Ribbon Commission on Ending Homelessness and Solving the Affordable Housing Crisis Housing First Model. This

one-time funding will support a year-round shelter program that will include a service component to connect clients to longer term services and support their transition to permanent housing.

To use the current Cold Weather Shelter Program armories in Sunnyvale and Gilroy, on a year-round basis, would require a change in current State Law or alternate sites would need to be identified.

**Background:** In the FY 2006 Budget, the Board of Supervisors approved the transfer of \$400,000 per year, for a three-year period, to the Cold Weather Shelter and Transit Pass Programs. This annual transfer commenced in FY 2006 and ends June 30, 2008.

While \$400,000 remains budgeted in the FY 2009 base budget for the Cold Weather Shelter Program, this expense is a General Fund cost, as authorization to transfer offsetting funds from the Affordable Housing Fund has expired.

Funding for the Transit Pass Program has been reprogrammed to support the Universal Pass for Life Improvement and Transportation (UPLIFT) Transit Pass Pilot Program, approved by the Board of Supervisors on December 11, 2007

**Service Impact:** The County will be able to provide expanded and improved shelter services to its residents.

**One-time Cost: \$1,600,000**  
**One-time Revenue: \$2,000,000**

**Allocate \$25,000 in One-time Funding for the Mountain View Day Worker Program:** The Day Worker Center of Mountain View is a 501(c)3 non-profit organization that serves the day laborer community in Mountain View, Los Altos, and surrounding communities. The Center was established in 1996, and provides a variety of services to day workers. These include job posting and referrals, free weekly medical visits, free ESL classes for the workers, and a location for community service providers to reach clients.

The Center is “in-contract” to purchase a permanent home. The current job center and business office are located in the Trinity United Methodist Church facility in Mountain View. The Center has raised the \$300,000 to purchase property on Escuela Avenue in Mountain View, but an additional \$450,000 is still needed for critical renovations before the new Center is habitable. The organization has sought contributions from the surrounding cities, and currently, the cities of Los Altos Hills, Los Altos and Mountain View have pledged funds. The County of Santa Clara seeks to do the same.

**One-time Cost: \$25,000**  
Offset by one-time transfer of \$25,000  
from the Housing Bond Fund

### County Executive — Budget Unit 107 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
10717	County Executive Admin Fund 0001	\$ 7,285,213	\$ 6,356,259	\$ 8,206,089	\$ 7,354,579	\$ 998,320	15.7%
1220	Budget And Analysis Fund 0001	1,900,504	1,936,971	1,936,971	1,979,893	42,922	2.2%
1330	Veterans' Services	500,535	700,341	700,341	758,156	57,815	8.3%
2530	Office Of Emergency Svcs Fund 0001	6,863,416	1,762,566	8,825,867	2,381,569	619,003	35.1%
5700	Human Relations Fund 0001	1,901,584	1,841,267	1,924,566	1,916,746	75,479	4.1%
<b>Total Net Expenditures</b>		<b>\$ 18,451,251</b>	<b>\$ 12,597,404</b>	<b>\$ 21,593,834</b>	<b>\$ 14,390,943</b>	<b>\$ 1,793,539</b>	<b>14.2%</b>



### County Executive — Budget Unit 107 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
10717	County Executive Admin Fund 0001	\$ 7,339,000	\$ 6,414,714	\$ 8,264,544	\$ 7,547,464	\$ 1,132,750	17.7%
1220	Budget And Analysis Fund 0001	1,900,504	1,936,971	1,936,971	1,979,893	42,922	2.2%
1330	Veterans' Services	500,535	700,341	700,341	758,156	57,815	8.3%
2530	Office Of Emergency Svcs Fund 0001	6,863,416	1,762,566	8,825,867	3,059,583	1,297,017	73.6%
5700	Human Relations Fund 0001	2,041,334	1,980,596	2,063,895	2,056,075	75,479	3.8%
<b>Total Gross Expenditures</b>		<b>\$ 18,644,789</b>	<b>\$ 12,795,188</b>	<b>\$ 21,791,618</b>	<b>\$ 15,401,171</b>	<b>\$ 2,605,983</b>	<b>20.4%</b>

### County Executive — Budget Unit 107 Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 9,014,518	\$ 9,702,379	\$ 9,737,816	\$ 10,200,244	\$ 497,865	5.1%
Services And Supplies	9,505,397	3,092,809	11,654,794	5,200,927	2,108,118	68.2%
Other Charges	(124)	—	—	—	—	—
Operating/Equity Transfers	124,998	—	—	—	—	—
Reserves	—	—	399,008	—	—	—
<b>Subtotal Expenditures</b>	<b>18,644,789</b>	<b>12,795,188</b>	<b>21,791,618</b>	<b>15,401,171</b>	<b>2,605,983</b>	<b>20.4%</b>
Expenditure Transfers	(193,537)	(197,784)	(197,784)	(1,010,228)	(812,444)	410.8%
<b>Total Net Expenditures</b>	<b>18,451,251</b>	<b>12,597,404</b>	<b>21,593,834</b>	<b>14,390,943</b>	<b>1,793,539</b>	<b>14.2%</b>

### County Executive — Budget Unit 107 Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
10717	County Executive Admin Fund 0001	\$ 4,842,885	\$ 4,768,787	\$ 5,984,110	\$ 13,121,737	\$ 8,352,950	175.2%
1330	Veterans' Services	84,805	50,000	50,000	80,000	30,000	60.0%
2530	Office Of Emergency Svcs Fund 0001	4,662,134	—	8,383,244	—	—	—
5700	Human Relations Fund 0001	255,736	238,388	280,828	239,428	1,040	0.4%
<b>Total Revenues</b>		<b>\$ 9,845,560</b>	<b>\$ 5,057,175</b>	<b>\$ 14,698,182</b>	<b>\$ 13,441,165</b>	<b>\$ 8,383,990</b>	<b>165.8%</b>



## County Executive Admin Fund 0001 — Cost Center 10717

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	33.8	\$ 6,356,259	\$ 4,768,787
Board Approved Adjustments During FY 2008	1.0	1,849,830	1,215,323
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	248,729	—
Internal Service Fund Adjustments	—	(99,405)	—
Other Required Adjustments	—	(1,829,993)	(1,215,323)
Subtotal (Current Level Budget)	34.8	\$ 6,525,420	\$ 4,768,787
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Transfer from Consumer Fraud Fund to General Fund for Code Enforcement Improvement Effort	—	—	100,000
FY 2009 Data Processing Adjustment	—	9,031	—
FY 2009 Phone Rate Adjustment	—	(35)	—
Decision Packages			
1. Allocate One-time Funding Asset and Economic Development Division	—	693,040	—
To support asset and economic development projects and activities, a one-time appropriation of \$693,040 is recommended.			
2. Realize \$7,500,000 in One-time Revenue and Make Exempt from Housing Set-aside Policy	—	—	7,500,000
This recommendation would exempt the proceeds from the anticipated sale of the Mountain View Vector Control Property site from the Board's policy requiring that 30% of revenue from the sale of County General Fund surplus property be allocated to affordable housing projects. The entire \$7,500,000 in General Fund revenue is necessary to help balance the FY 2009 budget deficit.			
3. Allocate \$100,000 in One-time Funding for Code Enforcement Activities	—	100,000	—
To improve the County's Code Enforcement efforts. This is a cost-neutral recommendation as the expense will be offset by a transfer from the District Attorney's Consumer Fraud Trust Fund.			
4. Realize \$752,950 in Ongoing Revenue from Leases and Make Exempt From Housing Set-aside Policy	—	—	752,950
This recommendation would exempt proceeds from the negotiation of long-term leases, related to the Elmwood Commercial and Fairgrounds Housing properties, from the Board's Policy requiring 30% be allocated to affordable housing projects. This ongoing revenue of \$752,950 will be used to balance the FY 2009 budget deficit, mitigating the need for additional service reductions in General Fund programs.			
5. Add/Delete Administrative Position	0.2	27,123	—
Delete a filled .8 FTE Administrative Support Officer I (B2R) and Add 1.0 FTE Administrative Support Officer II (B2P) in Administration.			
Subtotal (Recommended Changes)	0.2	\$ 829,159	\$ 8,352,950
<b>Total Recommendation</b>	<b>35.0</b>	<b>\$ 7,354,579</b>	<b>\$ 13,121,737</b>

## Budget And Analysis Fund 0001 — Cost Center 1220

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	11.0	\$ 1,936,971	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	13,437	—
Internal Service Fund Adjustments	—	25,606	—
Other Required Adjustments	—	—	—



## Budget And Analysis Fund 0001 — Cost Center 1220

### Major Changes to the Budget

	Positions	Appropriations	Revenues
Subtotal (Current Level Budget)	11.0	\$ 1,976,014	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Data Processing Adjustment	—	3,879	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 3,879	\$ —
<b>Total Recommendation</b>	11.0	\$ 1,979,893	\$ —

## Veterans' Services — Cost Center 1330

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	6.0	\$ 700,341	\$ 50,000
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	47,171	—
Internal Service Fund Adjustments	—	8,753	—
Other Required Adjustments	—	—	30,000
Subtotal (Current Level Budget)	6.0	\$ 756,265	\$ 80,000
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Data Processing Adjustment	—	1,891	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 1,891	\$ —
<b>Total Recommendation</b>	6.0	\$ 758,156	\$ 80,000

## Office Of Emergency Svcs Fund 0001 — Cost Center 2530

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	9.0	\$ 1,762,566	\$ —
Board Approved Adjustments During FY 2008	—	7,063,301	8,383,244
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	181,806	—
Internal Service Fund Adjustments	—	(354,067)	—
Other Required Adjustments	—	(7,277,301)	(8,383,244)
Subtotal (Current Level Budget)	9.0	\$ 1,376,305	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Data Processing Adjustment	—	6,727	—
FY 2009 Phone Rate Adjustment	—	(1,463)	—
Decision Packages			
1. Add 1.0 FTE in the Office of Emergency Services	1.0	—	—





## Office Of Emergency Svcs Fund 0001 — Cost Center 2530

### Major Changes to the Budget

	Positions	Appropriations	Revenues
Add 1.0 FTE Senior Emergency Planning Coordinator/Emergency Planning Coordinator (B06/B10). The addition of this position is cost-neutral as there are existing departmental budgetary resources to absorb the cost.			
2. Allocate \$1,000,000 in One-time Funding for Emergency Care and Shelter in the County's Unincorporated Areas	—	1,000,000	—
To enable the County to formulate, prepare and implement a strategic plan to be used to provide care and shelter to unincorporated County residents in the event of an emergency or catastrophic event.			
Subtotal (Recommended Changes)	1.0	\$ 1,005,264	\$ —
<b>Total Recommendation</b>	<b>10.0</b>	<b>\$ 2,381,569</b>	<b>\$ —</b>

## Human Relations Fund 0001 — Cost Center 5700

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	14.0	\$ 1,841,267	\$ 238,388
Board Approved Adjustments During FY 2008	—	83,299	42,440
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(55,838)	—
Internal Service Fund Adjustments	—	170,493	—
Other Required Adjustments	—	(117,970)	(41,400)
Subtotal (Current Level Budget)	14.0	\$ 1,921,251	\$ 239,428
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Data Processing Adjustment	—	(4,507)	—
FY 2009 Phone Rate Adjustment	—	2	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (4,505)	\$ —
<b>Total Recommendation</b>	<b>14.0</b>	<b>\$ 1,916,746</b>	<b>\$ 239,428</b>

## Countywide Modified Financial Policies — Budget Unit 108

### Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1109	Public Employees Ret Sys (PERS) Prepay Fund 0001	—	—	—	(8,000,000)	(8,000,000)	—
<b>Total Net Expenditures</b>		\$ —	\$ —	\$ —	\$ (8,000,000)	\$ (8,000,000)	—

## Countywide Modified Financial Policies — Budget Unit 108

### Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1109	Public Employees Ret Sys (PERS) Prepay Fund 0001	—	—	—	(8,000,000)	(8,000,000)	—
<b>Total Gross Expenditures</b>		\$ —	\$ —	\$ —	\$ (8,000,000)	\$ (8,000,000)	—



## Countywide Modified Financial Policies — Budget Unit 108

### Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ —	\$ —	\$ —	\$ (8,000,000)	\$ (8,000,000)	—
<b>Subtotal Expenditures</b>	—	—	—	(8,000,000)	(8,000,000)	—
<b>Total Net Expenditures</b>	—	—	—	(8,000,000)	(8,000,000)	—

## Public Employees Ret Sys (PERS) Prepay Fund 0001 — Cost Center 1109

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Net One-time Reduction in PERS Due to Prepayment	—	(8,000,000)	—
Authorize prepayment of the employer share of the Public Employee Retirement System (PERS) cost for FY 2009 resulting in one-time savings for the General Fund. Savings reflected here is net of interest revenue losses.			
Subtotal (Recommended Changes)	—	\$ (8,000,000)	\$ —
<b>Total Recommendation</b>	—	\$ (8,000,000)	\$ —

## Local Agency Formation Comm-LAFCO — Budget Unit 113

### Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1114	Local Agency Formation Comm Fund 0019	\$ 307,942	\$ 476,882	\$ 476,882	\$ 572,232	\$ 95,350	20.0%
	<b>Total Net Expenditures</b>	\$ 307,942	\$ 476,882	\$ 476,882	\$ 572,232	\$ 95,350	20.0%

## Local Agency Formation Comm-LAFCO — Budget Unit 113

### Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1114	Local Agency Formation Comm Fund 0019	\$ 523,147	\$ 751,224	\$ 751,224	\$ 843,729	\$ 92,505	12.3%
	<b>Total Gross Expenditures</b>	\$ 523,147	\$ 751,224	\$ 751,224	\$ 843,729	\$ 92,505	12.3%



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

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 319,010	\$ 324,934	\$ 324,934	\$ 403,013	\$ 78,079	24.0%
Services And Supplies	204,137	326,290	326,290	340,716	14,426	4.4%
Reserves	—	100,000	100,000	100,000	—	—
<b>Subtotal Expenditures</b>	523,147	751,224	751,224	843,729	92,505	12.3%
Expenditure Transfers	(215,205)	(274,342)	(274,342)	(271,497)	2,845	-1.0%
<b>Total Net Expenditures</b>	307,942	476,882	476,882	572,232	95,350	20.0%

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

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1114	Local Agency Formation Comm Fund 0019	\$ 298,702	\$ 331,342	\$ 331,342	\$ 318,498	\$ (12,844)	-3.9%
	<b>Total Revenues</b>	\$ 298,702	\$ 331,342	\$ 331,342	\$ 318,498	\$ (12,844)	-3.9%

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

	Positions	Appropriations	Revenues
<b>LAFCO (Fund Number 0019)</b>			
FY 2008 Approved Budget	3.0	\$ 476,882	\$ 331,342
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	78,079	—
Internal Service Fund Adjustments	—	22,394	—
Other Required Adjustments	—	(5,549)	(12,844)
Subtotal (Current Level Budget)	3.0	\$ 571,806	\$ 318,498
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Data Processing Adjustment	—	426	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 426	\$ —
<b>Total Recommendation</b>	3.0	\$ 572,232	\$ 318,498



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

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1119	Mortgage & Rental Asst Fund 0198	\$ 23,832	\$ —	\$ 136,000	\$ —	\$ —	—
1132	Homeless Concerns Fund 0001	969,666	883,611	1,098,753	2,536,412	1,652,801	187.1%
1161	HCD Home Fund 0038	1,199,861	281,310	2,762,096	276,558	(4,752)	-1.7%
1162	HCD Rehab Fund 0036	729,203	309,622	309,622	290,648	(18,974)	-6.1%
1167	HCD Rental Rehab Fund 0029	180,651	—	254,000	—	—	—
1168	Housing And Comm Dev Fund 0035	2,066,371	439,333	2,716,285	495,448	56,115	12.8%
1169	Housing Bond Prog Fund 0208	161,735	163,351	263,351	195,075	31,724	19.4%
1170	OAH Admin Fund 0001	300,000	293,271	293,271	34,186	(259,085)	-88.3%
1174	Housing Set Aside Fund 0196	2,050,408	941,520	6,616,520	2,274,865	1,333,345	141.6%
1175	Los Gatos - Rhab Revolving Loan-Fund 0101	—	—	500,000	—	—	—
1176	Saratoga Rehab Revolving Loan-Fund 0102	—	—	100,000	—	—	—
1177	Los Altos Rehab Revolving Loan-Fund 0103	(37,325)	—	98,800	—	—	—
<b>Total Net Expenditures</b>		<b>\$ 7,644,401</b>	<b>\$ 3,312,018</b>	<b>\$ 15,148,698</b>	<b>\$ 6,103,192</b>	<b>\$ 2,791,174</b>	<b>84.3%</b>

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

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1119	Mortgage & Rental Asst Fund 0198	\$ 23,832	\$ —	\$ 136,000	\$ —	\$ —	—
1132	Homeless Concerns Fund 0001	969,666	883,611	1,098,753	2,536,412	1,652,801	187.1%
1161	HCD Home Fund 0038	1,199,861	281,310	2,762,096	276,558	(4,752)	-1.7%
1162	HCD Rehab Fund 0036	729,203	309,622	1,243,552	290,648	(18,974)	-6.1%
1167	HCD Rental Rehab Fund 0029	180,651	—	254,000	—	—	—
1168	Housing And Comm Dev Fund 0035	2,024,676	439,333	1,782,355	495,448	56,115	12.8%
1169	Housing Bond Prog Fund 0208	161,735	163,351	263,351	195,075	31,724	19.4%
1170	OAH Admin Fund 0001	988,362	695,797	695,797	436,712	(259,085)	-37.2%
1174	Housing Set Aside Fund 0196	2,050,408	941,520	7,841,520	2,274,865	1,333,345	141.6%
1175	Los Gatos - Rhab Revolving Loan-Fund 0101	—	—	500,000	—	—	—
1176	Saratoga Rehab Revolving Loan-Fund 0102	—	—	100,000	—	—	—
1177	Los Altos Rehab Revolving Loan-Fund 0103	4,370	—	98,800	—	—	—
<b>Total Gross Expenditures</b>		<b>\$ 8,332,763</b>	<b>\$ 3,714,544</b>	<b>\$ 16,776,224</b>	<b>\$ 6,505,718</b>	<b>\$ 2,791,174</b>	<b>75.1%</b>



## Office of Affordable Housing — Budget Unit 168 Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 1,313,252	\$ 1,391,449	\$ 1,391,449	\$ 1,471,319	\$ 79,870	5.7%
Services And Supplies	6,612,973	1,648,577	14,610,257	3,009,399	1,360,822	82.5%
Operating/Equity Transfers	406,538	674,518	774,518	2,025,000	1,350,482	200.2%
<b>Subtotal Expenditures</b>	<b>8,332,763</b>	<b>3,714,544</b>	<b>16,776,224</b>	<b>6,505,718</b>	<b>2,791,174</b>	<b>75.1%</b>
Expenditure Transfers	(688,362)	(402,526)	(1,627,526)	(402,526)	—	—
<b>Total Net Expenditures</b>	<b>7,644,401</b>	<b>3,312,018</b>	<b>15,148,698</b>	<b>6,103,192</b>	<b>2,791,174</b>	<b>84.3%</b>

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

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1119	Mortgage & Rental Asst Fund 0198	\$ 11,336	\$ —	\$ 100,000	\$ —	\$ —	—
1132	Homeless Concerns Fund 0001	78,225	449,318	489,318	2,065,000	1,615,682	359.6%
1161	HCD Home Fund 0038	1,399,578	281,310	2,670,122	81,316	(199,994)	-71.1%
1162	HCD Rehab Fund 0036	499,671	309,622	309,622	247,800	(61,822)	-20.0%
1165	HCD ESG Fund 0034	114	—	—	—	—	—
1167	HCD Rental Rehab Fund 0029	140,968	—	100,000	—	—	—
1168	Housing And Comm Dev Fund 0035	1,828,279	452,856	2,640,993	288,513	(164,343)	-36.3%
1169	Housing Bond Prog Fund 0208	209,212	139,000	139,000	154,000	15,000	10.8%
1170	OAH Admin Fund 0001	—	200,000	200,000	—	(200,000)	-100.0%
1174	Housing Set Aside Fund 0196	625,903	260,300	260,300	560,300	300,000	115.3%
1177	Los Altos Rehab Revolving Loan-Fund 0103	7,043	—	98,800	—	—	—
	<b>Total Revenues</b>	<b>\$ 4,800,330</b>	<b>\$ 2,092,406</b>	<b>\$ 7,008,155</b>	<b>\$ 3,396,929</b>	<b>\$ 1,304,523</b>	<b>62.3%</b>

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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	2.0	\$ 883,611	\$ 449,318
Board Approved Adjustments During FY 2008	—	215,142	40,000
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	13,877	—
Internal Service Fund Adjustments	—	—	(449,318)
Other Required Adjustments	—	(201,218)	—
Subtotal (Current Level Budget)	2.0	\$ 911,412	\$ 40,000
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Transfer from Affordable Housing Fund to General Fund for Year-Round Cold Weather Shelter Program	—	—	2,000,000



## Homeless Concerns Fund 0001 — Cost Center 1132

### Major Changes to the Budget

	Positions	Appropriations	Revenues
Transfer from Housing Bond Fund to General Fund for Mountain View Day Worker Program	—	—	25,000
<b>Decision Packages</b>			
1. Expand the Homeless Cold Weather Shelter Program to a Year-Round Program	—	1,600,000	—
This recommendation transfers \$2,000,000 from the Affordable Housing Fund to the General Fund to support a year-round shelter program at the Sunnyvale and Gilroy armories that will include a service component to connect clients to longer term services and support their transition to permanent housing. A new one-time appropriation of \$1,600,000 will be added to the \$400,000 budgeted in the FY 2009 base budget for the current Cold Weather Shelter Program.			
2. Allocate \$25,000 in One-time Funding for the Mountain View Day Worker Program	—	25,000	—
To join surrounding cities which have pledged funds and assist the Center with needed critical renovations to make its newly purchased permanent home habitable. The Center provides a variety of services to day workers to include job posting and referrals, free weekly medical visits, free ESL classes and a location for community service providers to reach clients.			
Subtotal (Recommended Changes)	—	\$ 1,625,000	\$ 2,025,000
<b>Total Recommendation</b>	<b>2.0</b>	<b>\$ 2,536,412</b>	<b>\$ 2,065,000</b>

## HCD Home Fund 0038 — Cost Center 1161

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Home Investment Partnership Program (Fund Number 0038)</b>			
FY 2008 Approved Budget	—	\$ 281,310	\$ 281,310
Board Approved Adjustments During FY 2008	—	2,480,786	2,388,812
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(4,752)	—
Other Required Adjustments	—	(2,480,786)	(2,588,806)
Subtotal (Current Level Budget)	—	\$ 276,558	\$ 81,316
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>—</b>	<b>\$ 276,558</b>	<b>\$ 81,316</b>

## HCD Rehab Fund 0036 — Cost Center 1162

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Unincorporated Area Rehabilitation (Fund Number 0036)</b>			
FY 2008 Approved Budget	—	\$ 309,622	\$ 309,622
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(18,974)	—
Other Required Adjustments	—	—	(61,822)
Subtotal (Current Level Budget)	—	\$ 290,648	\$ 247,800



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

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 290,648	\$ 247,800

### Housing And Comm Dev Fund 0035 — Cost Center 1168 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Housing Community Development Fund (Fund Number 0035)</b>			
FY 2008 Approved Budget	4.0	\$ 439,333	\$ 452,856
Board Approved Adjustments During FY 2008	—	2,276,952	2,188,137
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	25,421	—
Internal Service Fund Adjustments	—	30,694	—
Other Required Adjustments	—	(2,276,952)	(2,352,480)
Subtotal (Current Level Budget)	4.0	\$ 495,448	\$ 288,513
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	4.0	\$ 495,448	\$ 288,513

### Housing Bond Prog Fund 0208 — Cost Center 1169 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Developer Application Fund (Fund Number 0208)</b>			
FY 2008 Approved Budget	1.0	\$ 163,351	\$ 139,000
Board Approved Adjustments During FY 2008	—	100,000	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	7,123	—
Internal Service Fund Adjustments	—	(399)	—
Other Required Adjustments	—	(100,000)	15,000
Subtotal (Current Level Budget)	1.0	\$ 170,075	\$ 154,000
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Transfer from Housing Bond Fund to General Fund for Mountain View Day Worker Program	—	25,000	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 25,000	\$ —
<b>Total Recommendation</b>	1.0	\$ 195,075	\$ 154,000



### OAH Admin Fund 0001 — Cost Center 1170 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	4.0	\$ 293,271	\$ 200,000
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	25,586	—
Internal Service Fund Adjustments	—	11,589	—
Other Required Adjustments	—	(300,000)	(200,000)
Subtotal (Current Level Budget)	4.0	\$ 30,446	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Data Processing Adjustment	—	3,739	—
FY 2009 Phone Rate Adjustment	—	1	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 3,740	\$ —
<b>Total Recommendation</b>	<b>4.0</b>	<b>\$ 34,186</b>	<b>\$ —</b>

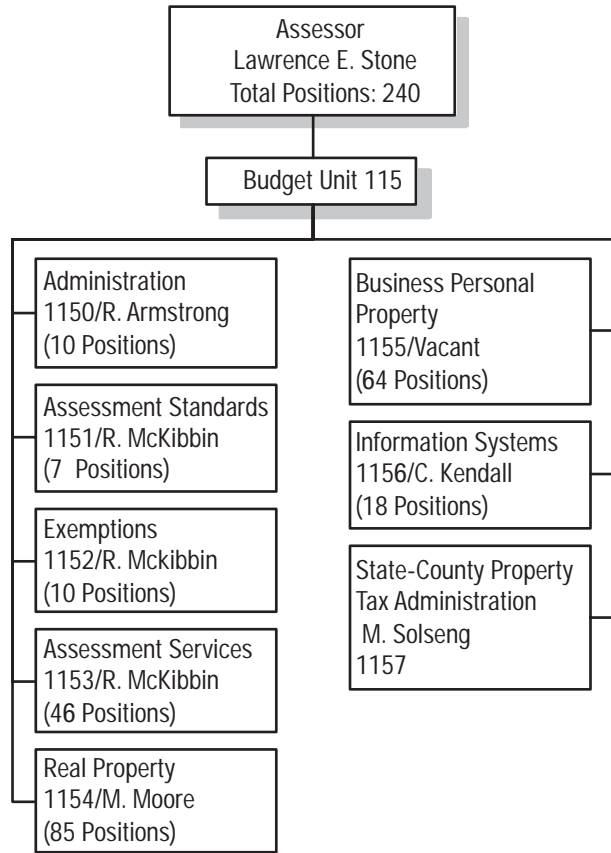
### Housing Set Aside Fund 0196 — Cost Center 1174 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Set Aside housing Fund (Fund Number 0196)</b>			
FY 2008 Approved Budget	1.0	\$ 941,520	\$ 260,300
Board Approved Adjustments During FY 2008	—	5,675,000	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	7,863	—
Internal Service Fund Adjustments	—	(449,318)	—
Other Required Adjustments	—	(5,900,200)	300,000
Subtotal (Current Level Budget)	1.0	\$ 274,865	\$ 560,300
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Transfer from Affordable Housing Fund to General Fund for Year-Round Cold Weather Shelter Program	—	2,000,000	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 2,000,000	\$ —
<b>Total Recommendation</b>	<b>1.0</b>	<b>\$ 2,274,865</b>	<b>\$ 560,300</b>

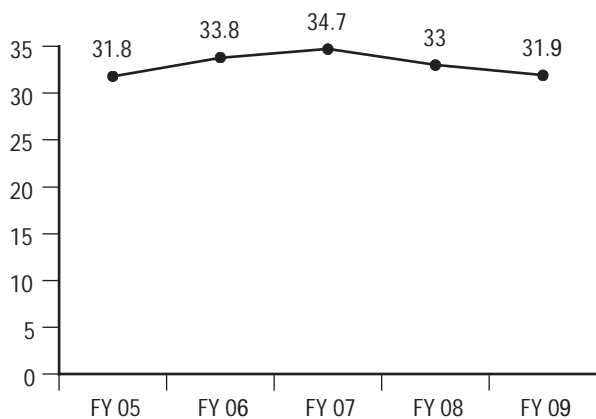




# Office of the Assessor

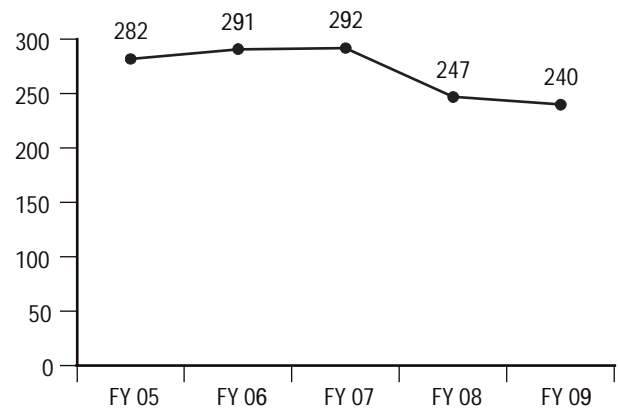


Section 1: Finance and Government



**Gross Appropriation Trend**

Note: Base budget: \$25,308,354  
 State loan proceeds: \$0  
 Rollover from previous fiscal years: \$3,253,657



**Staffing Trend**

Note: Since 1995, the State-County Property Tax Administration Program has funded additional positions. None of the Assessor's FTES are funded through reserve funds from the program in the FY 2009 current level 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

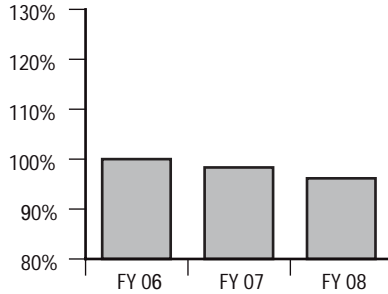
### Methodology

The Assessor's Office performance measures are comprehensive indicators of the performance of the entire department. The indices provide a way to standardize and record 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 are charted and reflect performance over time.

The Assessor's Office has the ability to report data for all eight performance measures. Currently data continues to be collected manually. The department implemented an electronic time and activity tracking system in Fiscal Year 2005 which enables the office to track cost efficiencies.

Improve the overall performance and services over prior year performance levels

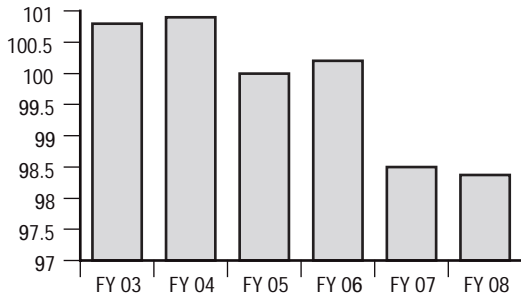


Overall Department Performance

The overall department performance was 96.1<sup>a</sup>, as of June 30, 2007. This chart reflects the weighted aggregate total index for the department based upon seven measures.

a. Baseline established at 104.3 in FY 2006, which equals 100%. The performance number is not equal to the percentage itself.

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



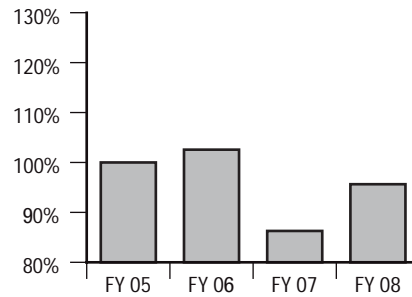
Timeliness

The percentage of assessments completed by July 1, 2007 was 97.3%<sup>a</sup>, or 98.4% of the baseline amount.

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.

a. Baseline established at 98.9% (100%) in FY 2002.



Timeliness

Supplemental assessments are delivered to the Tax Collector in 154 days, 15 days greater than last year (as of June 30, 2007)<sup>a</sup>, or 95.7% of the baseline.

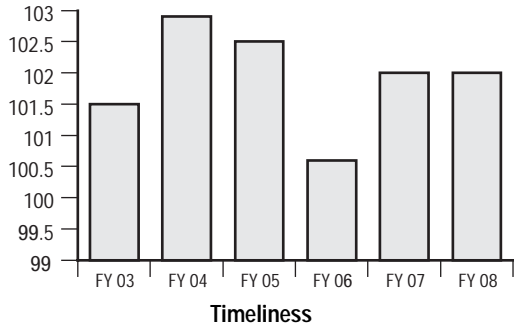
Why is this important?

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.

a. Baseline established at 161 days (100%) in FY 2005.



**Produce the annual and supplemental rolls (continued)**

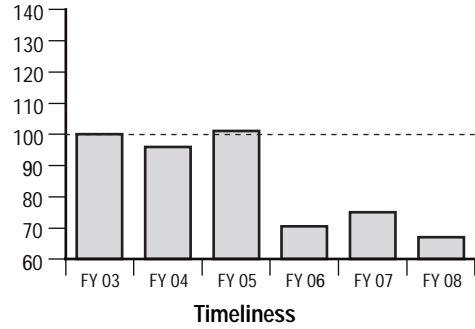


Fiscal year's assigned mandatory audits completed by June 30, 2007 was **99.8%**<sup>a</sup>, or 102%.

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.

a. Baseline established at 97.8% (100%) in FY 2002.



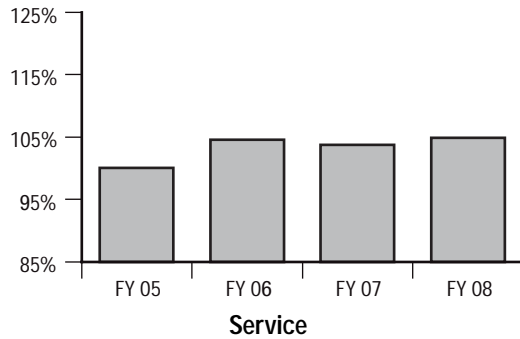
The overall average number of days for an appeal to be closed is 438<sup>b</sup> days, 29 days greater than last year (as of June 30, 2007), or 67% of the baseline.

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.

b. Baseline established at 327 days (100%) in FY 2003.

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



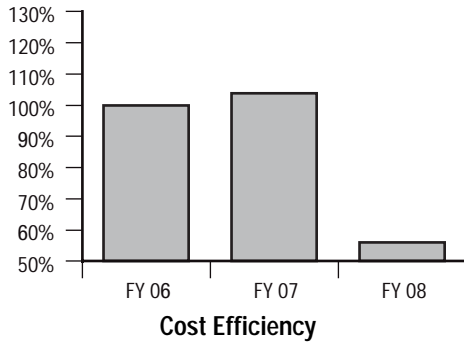
The Department's customer satisfaction rate by survey is **90%** (as of June 30, 2007), or 4.9% above the baseline.

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

a. Baseline established at 85.8 (100%) in FY 2005.



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

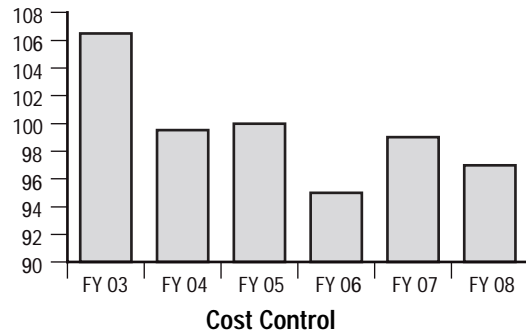


The Cost Efficiency Index was 56<sup>a</sup>, in FY 2007.

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.

a. Baseline established at 100 in FY 2006.



Total expenditures of the Office were 97%<sup>a</sup> of the total budget in FY 2007.

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.)

Cost Efficiency	
Cost efficiency is based upon two components, the cost of a single family residential property appraisal and the cost of a Business Property Class 1 Audit. The following is a comparison between costs per transaction and average value.	
Single Family Residential property appraisal cost per unit \$180.00.	Business Property Class 1 Audit cost per unit \$22,406.00
Average value added per Appraisal \$342,972	Average value added per Audit \$4.2 M

## Description of Major Services

The County Assessor is an elected official whose responsibility is to produce the 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 statutes. Real and business 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 a reappraisal should take place for all taxable real property transactions. The Division is also mandated to create and maintain Assessor parcel maps and tax rate areas. Other major services include the oversight and maintenance of the assessment appeal process and sales verification.

## 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) including 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 four years.

## Exemptions

The Exemption 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 83 - Property Assessment Revenue for Education (PARE)

In 2006, the Governor suspended the final two years of the Property Tax Administration Program (AB589). AB 83 was introduced to reestablish the property tax administration loan program but has not been enacted. Therefore, funding from the State for fiscal year 2009 is not available.

The Assessor's Office utilized unexpended grant funding in Fiscal Year 2008 to fund personnel to complete technology projects as well as staff who were instrumental in the valuation of changes in ownership and leased equipment and personnel in the Tax Collector's Office.

The Assessor's Office will continue to focus on technology improvements by utilizing a combination of Grant funding previously approved and encumbered and General Funds, which will eventually result in greater efficiency and security for the department and for assessment roll processes.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Prior Years State-County Tax Administration Program (PTAP)	No	Mandated	Program eliminated in FY 2007. Previously unallocated funds are budgeted to continue the PAAMS Project.	☐
Assessment Services	Yes	Mandated	Increased workload on remaining staff.	▼
Business Division	Yes	Mandated	Increased workload on remaining staff.	▼
Real Property Division	Yes	Mandated	Increased workload on remaining staff.	▼
Administration and Support	Yes	Required	One-time ITEC Funding to support PAAMS project.	▲
Exemptions Division	Yes	Mandated		■
Assessment Standards	Yes	Mandated		■

Impact on Current Level of Service:

☐ = Eliminated   ▼ = Reduced   ☐ = Modified   ▲ = Enhanced   ■ = No Change



## County Executive's Recommendation

### ■ Prior Years State-County Tax Administration Program (PTAP)

**Allocate Previously Unexpended One-time PTAP Funds to the Tax Collector's Office:** Funds budgeted in past fiscal years for the Tax Collector's Office that remain unspent from the PTAP Reserve will be re-budgeted to offset the costs of positions performing ongoing work as originally recommended by the PTAP program. This work includes reducing backlogs and maintaining correct processes to increase revenues.

**One-time Costs: \$366,480**

One-time funds from PTAP Reserves

**Allocate Previously Unexpended One-time PTAP Funds to the Clerk of the Board:** Funds budgeted in a past fiscal year for the Clerk of the Board's Office that remain unspent from the PTAP Reserve will be re-budgeted to offset the costs of implementing an electronic Assessment Appeals System as originally recommended by the PTAP program.

**One-time Costs: \$95,000**

One-time funds from PTAP Reserves

**Allocate Previously Unexpended One-time PTAP Funds to Offset Costs Associated with the Property Appraisal, Assessment and Management System (PAAMS) Project:**

The use of previously unexpended PTAP proceeds (funds accumulated in the PTAP Reserve from previous fiscal years' salary savings and interest earnings) will be used to offset costs associated with the PAAMS Project. Additionally, funds will be used to offset costs associated with ongoing systems maintenance and the to incorporate Business Process Management (BPM) capability in the PAAMS project to implement improvements in the property tax administration process.

The use of these previously unexpended funds will offset the need for additional ITEC funds for the current fiscal year.

**One-time Costs: \$2,792,177**

One-time funds from PTAP Reserves

Program	Fund	Description of Use	Amount
AB818	0269	Ongoing System Maintenance	\$800,000
		BPM Maintenance	\$328,080
		Other Program Support	\$2,301
<b>AB818 Subtotal</b>			<b>\$1,130,381</b>
AB719	0270	Allocate to Tax Collector	\$366,480
		Allocate to Clerk of the Board	\$95,000
		BPM Phase 2	\$1,000,000
		Other Program Support	\$217,733
<b>AB719 Subtotal</b>			<b>\$1,679,213</b>
AB1036	0290	BPM Phase 1	\$112,000
		Other Program Support	\$56,282
<b>AB1036 Subtotal</b>			<b>\$168,282</b>
AB589	0291	BPM Phase 1	\$202,000
		Other Program Support	\$73,781
<b>AB589 Subtotal</b>			<b>\$275,781</b>
<b>TOTAL</b>			<b>\$3,253,657</b>

### ▼ Assessment Services

**Delete 2.0 FTE Assessment Clerk Positions:** Improvements in several process areas attributed to efficiencies created by technology improvements have made the deletion of these positions possible with the least amount of service impact.

**Impact on Services:** Existing staff will absorb increased workload with possible increase in backlog generation. Processes that are not yet improved by technology advancements may require additional processing time.

**Total Positions Reduced: 2.0**

**Ongoing Savings: \$157,358**

### ▼ Business Division

**Delete 3.0 FTE Positions:** Delete the following 3.0 FTEs:

- 1.0 FTE Assessment Clerk - \$78,679
- 2.0 FTE Office Specialist II - \$145,352

Improvements in several process areas attributed to efficiencies created by technology improvements have made the deletion of these positions possible with the least amount of service impact.

**Impact on Services:** Services that have not yet benefited from technology improvements will be absorbed by existing staff. The loss of these positions may result in backlog and have a negative impact on revenue generation.

**Total Positions Reduced: 3.0**  
**Ongoing Savings: \$224,031**

## ▼ Real Property Division

**Delete 2.0 FTE Appraiser II Positions:** Improvements in several process areas attributed to efficiencies created by technology improvements have made the deletion of these positions possible with the least amount of service impact.

**Impact on Services:** Existing staff will absorb the workload in appraisal and assessment appeals processing possibly creating a backlog. Although these processes will eventually benefit from further technology improvements, a backlog may offset any immediate relief from future efficiencies.

**Positions Reduced: 2.0**  
**Ongoing Savings: \$218,980**

**Reduce Temporary Help Budget:** This reduction will impact all divisions in the Assessor's Office. Temporary Help is used to alleviate workload during seasonal surges in the department's activities. These activities include the discovery of new business assessments and processing business property statements.

**Impact on Services:** A diminished effort to discover new business assessments may result in a backlog of processing business property statements and revenue loss.

**Ongoing Savings: \$24,631**

## ▲ Administration and Support

**Allocate One-time Information Technology Funding of \$1,400,000 for PAAMS:** The Property Appraisal, Assessment and Management System (PAAMS) project will replace the current antiquated and unsupported Assessment Information Management System (AIMS) to provide more efficient functionality and more accurate assessment data collection. This one-time allocation for FY 2009 will partially offset the cost to

integrate the new system with Business Process Management (BPM) and consultant time required for a project of this magnitude.

Project costs have been supported by unexpended PTAP funds for the last three fiscal years, however insufficient reserves exist to fund the integration of the new system. The use of previously unallocated one-time PTAP funds has reduced the department's technology funding request of \$2.65 million to \$1.4 million for FY 2009.

This is the fifth year of a seven-year project. The estimated costs for future years are included in the Three Year ITEC Technology Plan.

Estimated costs will require up-to-date validation as the project proceeds.

**One-time Cost: \$1,400,000**

## Emerging Issues

In light of the many changes facing this department as it goes through a significant upgrade in its existing technology systems, the County Executive recognizes the need for the Assessor's Office to take a closer look at their organizational structure which has remained unchanged for many years.

The improvements in technology have offered many opportunities for the automation of processes, therefore giving the department the flexibility to reduce staffing requirements related to the direct manipulation of these processes. The current recommendation sees evidence of this type of reduction related to line-staff employees directly involved in these processes and tasks.

As further technology improvements are made, and to address concerns related to span-of-control, the County Executive would recommend that in future years the department re-examine its organization, and identify areas where more vertical equity can be established by the reduction of management positions.



### Assessor — Budget Unit 115 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1150	Assessor-Admin Fund 0001	\$ 1,943,411	\$ 1,907,978	\$ 1,907,978	\$ 2,053,652	\$ 145,674	7.6%
1151	Assessor-Standards Fund 0001	650,038	672,719	672,719	700,560	27,841	4.1%
1152	Assessor-Exemptions Fund 0001	828,535	914,154	914,154	916,764	2,610	0.3%
1153	Assessor-Services Fund 0001	3,268,925	3,695,903	3,695,903	3,872,830	176,927	4.8%
1154	Real Property Fund 0001	8,710,588	9,354,504	9,354,504	9,405,323	50,819	0.5%
1155	Personal Property Fund 0001	6,993,304	7,259,338	7,259,338	7,553,126	293,788	4.0%
1156	Assessor-Systems Fund 0001	2,077,344	2,290,186	2,290,186	4,119,370	1,829,184	79.9%
1157	State/Co Prop Tax Admin Prg Fund 0001	309,689	1,414,446	3,902,771	1,130,381	(284,065)	-20.1%
1158	State/Co Prop Tax Admin Prg 719 Fund 0001	960,816	4,184,337	4,625,274	1,679,213	(2,505,124)	-59.9%
1159	State/Co Prop Tax Admin Prg AB1036 Fund 0001	440,871	453,612	453,612	168,282	(285,330)	-62.9%
1160	State/Co Prop Tax Admin Grant AB 589 Fund 0001	2,434,970	814,228	814,228	275,781	(538,447)	-66.1%
<b>Total Net Expenditures</b>		<b>\$ 28,618,491</b>	<b>\$ 32,961,405</b>	<b>\$ 35,890,667</b>	<b>\$ 31,875,282</b>	<b>(1,086,123)</b>	<b>-3.3%</b>

### Assessor — Budget Unit 115 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1150	Assessor-Admin Fund 0001	\$ 1,943,411	\$ 1,907,978	\$ 1,907,978	\$ 2,053,652	\$ 145,674	7.6%
1151	Assessor-Standards Fund 0001	650,038	672,719	672,719	700,560	27,841	4.1%
1152	Assessor-Exemptions Fund 0001	828,535	914,154	914,154	916,764	2,610	0.3%
1153	Assessor-Services Fund 0001	3,268,925	3,695,903	3,695,903	3,872,830	176,927	4.8%
1154	Real Property Fund 0001	8,710,588	9,354,504	9,354,504	9,405,323	50,819	0.5%
1155	Personal Property Fund 0001	6,993,304	7,259,338	7,259,338	7,553,126	293,788	4.0%
1156	Assessor-Systems Fund 0001	2,077,344	2,290,186	2,290,186	4,119,370	1,829,184	79.9%
1157	State/Co Prop Tax Admin Prg Fund 0001	309,689	1,414,446	3,902,771	1,130,381	(284,065)	-20.1%
1158	State/Co Prop Tax Admin Prg 719 Fund 0001	960,816	4,184,337	4,625,274	1,679,213	(2,505,124)	-59.9%
1159	State/Co Prop Tax Admin Prg AB1036 Fund 0001	440,871	453,612	453,612	168,282	(285,330)	-62.9%
1160	State/Co Prop Tax Admin Grant AB 589 Fund 0001	2,434,970	814,228	814,228	275,781	(538,447)	-66.1%
<b>Total Gross Expenditures</b>		<b>\$ 28,618,491</b>	<b>\$ 32,961,405</b>	<b>\$ 35,890,667</b>	<b>\$ 31,875,282</b>	<b>(1,086,123)</b>	<b>-3.3%</b>



## Assessor — Budget Unit 115 Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 24,878,887	\$ 25,724,233	\$ 25,724,233	\$ 25,778,901	\$ 54,668	0.2%
Services And Supplies	3,739,604	7,237,172	10,166,434	6,096,381	(1,140,791)	-15.8%
<b>Subtotal Expenditures</b>	<b>28,618,491</b>	<b>32,961,405</b>	<b>35,890,667</b>	<b>31,875,282</b>	<b>(1,086,123)</b>	<b>-3.3%</b>
<b>Total Net Expenditures</b>	<b>28,618,491</b>	<b>32,961,405</b>	<b>35,890,667</b>	<b>31,875,282</b>	<b>(1,086,123)</b>	<b>-3.3%</b>

## Assessor — Budget Unit 115 Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1150	Assessor-Admin Fund 0001	\$ 39,686	\$ 25,000	\$ 25,000	\$ 10,000	\$ (15,000)	-60.0%
1151	Assessor-Standards Fund 0001	26	—	—	—	—	—
1152	Assessor-Exemptions Fund 0001	139	—	—	—	—	—
1153	Assessor-Services Fund 0001	17,434	11,000	11,000	12,000	1,000	9.1%
1154	Real Property Fund 0001	351,968	7,000	7,000	6,000	(1,000)	-14.3%
1155	Personal Property Fund 0001	3,898	—	—	—	—	—
1156	Assessor-Systems Fund 0001	106	—	69,821	—	—	—
1157	State/Co Prop Tax Admin Prg Fund 0001	309,689	1,414,446	3,902,771	1,130,381	(284,065)	-20.1%
1158	State/Co Prop Tax Admin Prg 719 Fund 0001	960,816	4,184,337	4,625,274	1,679,213	(2,505,124)	-59.9%
1159	State/Co Prop Tax Admin Prg AB1036 Fund 0001	440,871	453,612	453,612	168,282	(285,330)	-62.9%
1160	State/Co Prop Tax Admin Grant AB 589 Fund 0001	2,434,970	814,228	814,228	275,781	(538,447)	-66.1%
	<b>Total Revenues</b>	<b>\$ 4,559,602</b>	<b>\$ 6,909,623</b>	<b>\$ 9,908,706</b>	<b>\$ 3,281,657</b>	<b>\$ (3,627,966)</b>	<b>-52.5%</b>

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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	10.0	\$ 1,907,978	\$ 25,000
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	63,044	—
Internal Service Fund Adjustments	—	119,151	—
Other Required Adjustments	—	—	(15,000)
Subtotal (Current Level Budget)	10.0	\$ 2,090,173	\$ 10,000
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			



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

	Positions	Appropriations	Revenues
FY 2009 Data Processing Adjustment	—	(36,453)	—
FY 2009 Phone Rate Adjustment	—	(68)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (36,521)	\$ —
<b>Total Recommendation</b>	<b>10.0</b>	<b>\$ 2,053,652</b>	<b>\$ 10,000</b>

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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	7.0	\$ 672,719	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	27,841	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	7.0	\$ 700,560	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>7.0</b>	<b>\$ 700,560</b>	<b>\$ —</b>

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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	10.0	\$ 914,154	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	1.0	154,968	—
Internal Service Fund Adjustments	—	5,000	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	11.0	\$ 1,074,122	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Delete 2.0 FTE	-2.0	(157,358)	—
Delete 2.0 FTE filled Assesment Clerk positions for a total savings of \$157,358.			
Subtotal (Recommended Changes)	-2.0	\$ (157,358)	\$ —
<b>Total Recommendation</b>	<b>9.0</b>	<b>\$ 916,764</b>	<b>\$ —</b>



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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	45.0	\$ 3,695,903	\$ 11,000
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	1.0	214,474	—
Internal Service Fund Adjustments	—	(37,547)	—
Other Required Adjustments	—	—	1,000
Subtotal (Current Level Budget)	46.0	\$ 3,872,830	\$ 12,000
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>46.0</b>	<b>\$ 3,872,830</b>	<b>\$ 12,000</b>

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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	87.0	\$ 9,354,504	\$ 7,000
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	269,934	—
Internal Service Fund Adjustments	—	(135)	—
Other Required Adjustments	—	—	(1,000)
Subtotal (Current Level Budget)	87.0	\$ 9,624,303	\$ 6,000
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Delete 2.0 FTE	-2.0	(218,980)	—
Delete 2.0 FTE vacant Appraiser II positions for a total savings of \$218,980.			
Subtotal (Recommended Changes)	-2.0	\$ (218,980)	\$ —
<b>Total Recommendation</b>	<b>85.0</b>	<b>\$ 9,405,323</b>	<b>\$ 6,000</b>

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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	65.0	\$ 7,259,338	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	3.0	554,063	—
Internal Service Fund Adjustments	—	(11,613)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	68.0	\$ 7,801,788	\$ —



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

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Delete 3.0 FTE Filled FTE and Reduce Temporary Employee Budget	-3.0	(248,662)	—
Delete 2.0 FTE filled Office Specialist II positions, 1.0 FTE filled Assessment Clerk position and reduce the Temporary Employee by \$24,631 for a total savings of \$248,662.			
Subtotal (Recommended Changes)	-3.0	\$ (248,662)	\$ —
<b>Total Recommendation</b>	<b>65.0</b>	<b>\$ 7,553,126</b>	<b>\$ —</b>

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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	13.0	\$ 2,290,186	\$ —
Board Approved Adjustments During FY 2008	—	—	69,821
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	5.0	829,184	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(400,000)	(69,821)
Subtotal (Current Level Budget)	18.0	\$ 2,719,370	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. ITEC Funding for PAAMS Project	—	1,400,000	—
One-time request for ITEC funding to support the development of the Property Appraisal Assessment and Management System (PAAMS) project.			
Subtotal (Recommended Changes)	—	\$ 1,400,000	\$ —
<b>Total Recommendation</b>	<b>18.0</b>	<b>\$ 4,119,370</b>	<b>\$ —</b>

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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	10.0	\$ 1,414,446	\$ 1,414,446
Board Approved Adjustments During FY 2008	—	2,488,325	2,488,325
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-10.0	(1,167,464)	—
Internal Service Fund Adjustments	—	—	(1,414,446)
Other Required Adjustments	—	(2,735,307)	(2,488,325)
Subtotal (Current Level Budget)	—	\$ —	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Budget Previously Unallocated PTAP funds	—	—	1,130,381



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

	Positions	Appropriations	Revenues
Decision Packages			
1. Allocate Previously Unspent PTAP Funds	—	1,130,381	—
Allocate previously unspent PTAP Reserve funds for the following areas:			
◆ Maintenance - \$800,000			
◆ BPM Maintenance - \$328,080			
◆ Program Support - \$2,301			
Subtotal (Recommended Changes)	—	\$ 1,130,381	\$ 1,130,381
<b>Total Recommendation</b>	—	\$ 1,130,381	\$ 1,130,381

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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	—	\$ 4,184,337	\$ 4,184,337
Board Approved Adjustments During FY 2008	—	440,937	440,937
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	(4,184,337)
Other Required Adjustments	—	(4,625,274)	(440,937)
Subtotal (Current Level Budget)	—	\$ —	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Budget Previously Unallocated PTAP funds	—	—	1,679,213
Fund 2 Existing Positions in Tax Collector from PTAP	—	179,082	—
Fund 2 Unclassified Clerical Positions from PTAP	—	154,288	—
Fund One-time Extra Help Expense from PTAP	—	33,110	—
One-time PTAP funds for Assessment Appeal Intake and Hearing Processing System	—	95,000	—
Decision Packages			
1. Allocate Previously Unspent PTAP Reserve Funds	—	1,217,733	—
Allocate previously unspent PTAP Reserve funds for the following areas:			
◆ BPM Phase 2 - \$1,000,000			
◆ Program Support - \$217,733			
Subtotal (Recommended Changes)	—	\$ 1,679,213	\$ 1,679,213
<b>Total Recommendation</b>	—	\$ 1,679,213	\$ 1,679,213

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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	—	\$ 453,612	\$ 453,612
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	(453,612)



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

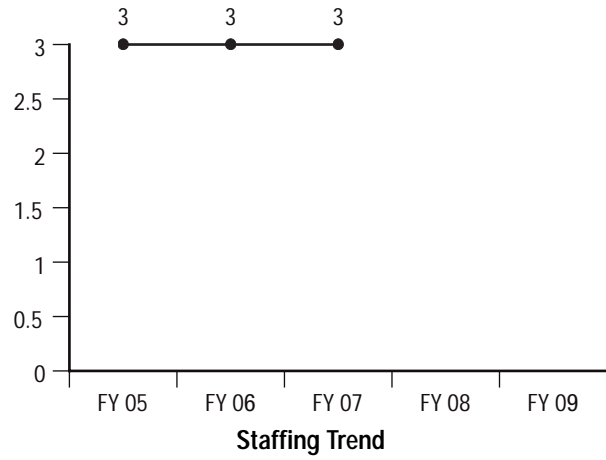
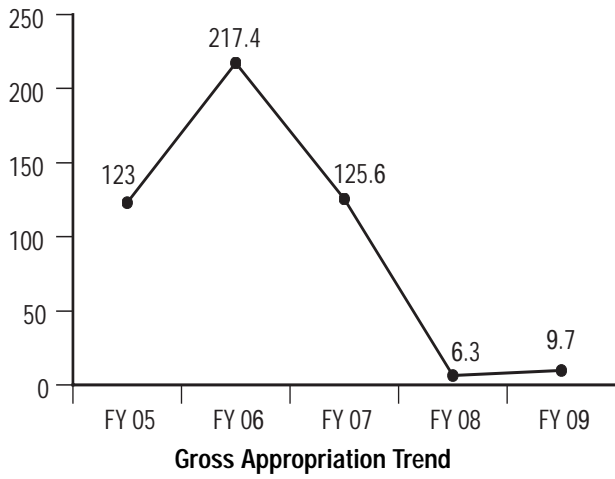
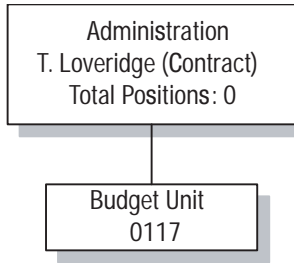
	Positions	Appropriations	Revenues
Other Required Adjustments	—	(453,612)	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Budget Previously Unallocated PTAP funds	—	—	168,282
Decision Packages			
1. Allocate Previously Unspent PTAP Reserve Funds	—	168,282	—
Allocate previously unspent PTAP Reserve funds for the following areas:			
◆ BPM Phase 1 - \$112,000			
◆ Program Support - \$56,282			
Subtotal (Recommended Changes)	—	\$ 168,282	\$ 168,282
<b>Total Recommendation</b>	—	\$ 168,282	\$ 168,282

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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	—	\$ 814,228	\$ 814,228
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(266,376)	—
Internal Service Fund Adjustments	—	(271,676)	(814,228)
Other Required Adjustments	—	(276,176)	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Budget Previously Unallocated PTAP funds	—	—	275,781
Decision Packages			
1. Allocate Previously Unspent PTAP Reserve Funds	—	275,781	—
Allocate previously unspent PTAP Reserve funds for the following areas:			
◆ BPM Phase 1 - \$202,000			
◆ Program Support - \$73,781			
Subtotal (Recommended Changes)	—	\$ 275,781	\$ 275,781
<b>Total Recommendation</b>	—	\$ 275,781	\$ 275,781



# Measure B Transportation Improvement Program





## 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. Staff support was also provided to the Citizens Watchdog Committee through FY 2007, which has an annual external audit performed of the Measure B Transportation Improvement Program in FY 2006.

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. Additionally, Measure B programs and projects are implemented in collaboration with the County Roads and Airports Department.

Since the half-cent County sales tax ceased on March 30, 2006, the Measure B Program has collected over \$6.1 million in residual sales tax revenues through

- Completed right-of-way acquisition for the Route

March 2008. This funding has been allocated by the Board, primarily through Amendments to the Master Agreement.

There are continued administrative and oversight needs of the Program as key projects are continuing, in both the design and construction phases, and the majority of projects are in the critical closeout phase.

### Highway Program

#### Fiscal Year 2008 Accomplishments:

- Initiated Highway Planting construction for Route 87 HOV Lanes.
- Completed Highway Planting construction for Route 85/101 (N) Interchange and Route 17 and started the 3-year plant establishment period.
- Continued monitoring and maintenance activities for Combined Biological Mitigation Site - Phase III.
- Continued plant establishment for the Route 85/87 Interchange.
- Continued plant establishment for the Route 85/101 (S) Interchange, Route 880 Widening.

85/101 (N) Interchange project.

- Continued with closeout activities for all highway projects, with the exception of the Route 101 Widening and the Route 85 Noise Mitigation projects, which have achieved complete closeout and acceptance.

#### **Planned Accomplishments for Fiscal Year 2009:**

- Complete Highway Planting for Route 87 HOV Lanes, and start the 3-year plant establishment period.
- Continue plant establishment for Route 880 Widening, Route 85/101 (S) Interchange, Route 85/101 (N) Interchange, and Route 17.
- Continue monitoring and maintenance activities for Combined Biological Mitigation Site - Phase III.
- Continue with closeout activities for all highway projects, with the exception of the Route 101 Widening and the Route 85 Noise Mitigation projects, which have achieved complete closeout and acceptance.

### **Transit and Rail Program**

#### **Fiscal Year 2008 Accomplishments:**

- Continued Closeout activities on light rail projects.
- JPB (Caltrain) began construction of California Avenue and Palo Alto Station Underpass projects.
- Completed San Martin Station improvement project.

#### **Planned Accomplishments for Fiscal Year 2009:**

- Complete Closeout activities on light rail projects.
- Complete Closeout of San Martin project.
- Complete California Avenue and Palo Alto Station Underpass projects.

### **Measure B Bond Proceeds 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 was utilized for reimbursement of eligible expenditures. This debt was fully retired, as scheduled and required, in FY 2007. This

Fund, 0194, has been closed in FY 2008; therefore no budget has been recommended for this fund in future fiscal years.

### **Measure B Budget Approval Process**

Historically, through 2006, in June of each year, the Board of Supervisors and the VTA Board of Directors have convened in a joint meeting to consider and adopt a Revenue and Expenditure Plan (the Plan) for the Measure B Program. Since then, Progress Reports have been transmitted periodically to the Board of Supervisors, with the most recent report in December 2007.

The budget for FY 2009 is based primarily on a multi-year strategic plan and cashflow with the focus on continued project delivery and closeout, and is prepared in conjunction with implementing agencies' staff. The next Progress Report is expected to be transmitted in the Fall of 2008.

While the Program is in the Closeout phase, until projects are fully completed and accepted, there is continuing fiduciary responsibility maintained by the Santa Clara County Board of Supervisors. Therefore, while staffing was reduced to zero in FY 2008, the budget includes minimal consultant costs to continue the monitoring of the remaining elements of the Program.

All previously deferred Measure B Projects have been funded to be constructed and will be completed from Measure B Program funds.



## County Executive's Recommendation

Maintain the current level budget for FY 2009.

### Measure B — Budget Unit 117 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1117	Measure B Default Index Fund 0011	\$ 73,136,188	\$ —	\$ —	\$ —	\$ —	—
1118	Measure B Bond Proceeds Fund 0194	14,449,077	—	850,767	—	—	—
1701	Measure B Admin Fund 0011	313,343	158,267	240,767	204,100	45,833	29.0%
1702	Measure B Prog Mgmt Oversight Fund 0011	890,333	126,730	369,730	125,000	(1,730)	-1.4%
1703	Measure B Hway Proj Fund 0011	27,556,574	1,022,000	11,022,000	2,800,000	1,778,000	174.0%
1704	Measure B Railway Proj Fund 0011	5,724,526	—	18,000,000	1,200,000	1,200,000	—
1705	Measure B Bicycle Proj Fund 0011	2,522,971	—	1,500,000	—	—	—
1706	Measure B Co Expy Lev Of Serv Fund 0011	1,262,639	1,778,000	6,271,118	1,778,000	—	—
1707	Measure B Co Expy Signal Prg Fund 0011	4,376,642	2,028,500	3,630,079	2,028,500	—	—
1709	Measure B Swap I Fund 0011	10,353,229	—	3,460,000	1,038,000	1,038,000	—
1712	Measure B Prog Wide Mitigation Fund 0011	479,066	1,173,000	1,173,000	520,000	(653,000)	-55.7%
<b>Total Net Expenditures</b>		<b>\$ 141,064,587</b>	<b>\$ 6,286,497</b>	<b>\$ 46,517,461</b>	<b>\$ 9,693,600</b>	<b>\$ 3,407,103</b>	<b>54.2%</b>

### Measure B — Budget Unit 117 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1117	Measure B Default Index Fund 0011	\$ 73,136,188	\$ —	\$ —	\$ —	\$ —	—
1118	Measure B Bond Proceeds Fund 0194	14,449,077	—	850,767	—	—	—
1701	Measure B Admin Fund 0011	313,343	158,267	240,767	204,100	45,833	29.0%
1702	Measure B Prog Mgmt Oversight Fund 0011	890,333	126,730	369,730	125,000	(1,730)	-1.4%
1703	Measure B Hway Proj Fund 0011	27,556,574	1,022,000	11,022,000	2,800,000	1,778,000	174.0%
1704	Measure B Railway Proj Fund 0011	5,724,526	—	18,000,000	1,200,000	1,200,000	—
1705	Measure B Bicycle Proj Fund 0011	2,522,971	—	1,500,000	—	—	—



### Measure B — Budget Unit 117 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1706	Measure B Co Expy Lev Of Serv Fund 0011	1,262,639	1,778,000	6,271,118	1,778,000	—	—
1707	Measure B Co Expy Signal Prg Fund 0011	4,376,642	2,028,500	3,630,079	2,028,500	—	—
1709	Measure B Swap I Fund 0011	10,353,229	—	3,460,000	1,038,000	1,038,000	—
1712	Measure B Prog Wide Mitigation Fund 0011	479,066	1,173,000	1,173,000	520,000	(653,000)	-55.7%
<b>Total Gross Expenditures</b>		<b>\$ 141,064,587</b>	<b>\$ 6,286,497</b>	<b>\$ 46,517,461</b>	<b>\$ 9,693,600</b>	<b>\$ 3,407,103</b>	<b>54.2%</b>

### Measure B — Budget Unit 117 Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 166,096	\$ —	\$ —	\$ —	\$ —	—
Services And Supplies	47,812,234	6,286,497	39,571,997	9,693,600	3,407,103	54.2%
Other Charges	72,997,900	—	—	—	—	—
Operating/Equity Transfers	20,088,358	—	6,945,464	—	—	—
<b>Subtotal Expenditures</b>	<b>141,064,587</b>	<b>6,286,497</b>	<b>46,517,461</b>	<b>9,693,600</b>	<b>3,407,103</b>	<b>54.2%</b>
<b>Total Net Expenditures</b>	<b>141,064,587</b>	<b>6,286,497</b>	<b>46,517,461</b>	<b>9,693,600</b>	<b>3,407,103</b>	<b>54.2%</b>

### Measure B — Budget Unit 117 Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1117	Measure B Default Index Fund 0011	\$ 6,631,166	\$ 1,324,000	\$ 3,924,767	\$ 2,000,000	\$ 676,000	51.1%
1118	Measure B Bond Proceeds Fund 0194	258,760	—	—	—	—	—
1701	Measure B Admin Fund 0011	315	—	—	—	—	—
<b>Total Revenues</b>		<b>\$ 6,890,241</b>	<b>\$ 1,324,000</b>	<b>\$ 3,924,767</b>	<b>\$ 2,000,000</b>	<b>\$ 676,000</b>	<b>51.1%</b>

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

	Positions	Appropriations	Revenues
<b>Measure B Trans Improve Prog Fund (Fund Number 0011)</b>			
FY 2008 Approved Budget	—	\$ —	\$ 1,324,000
Board Approved Adjustments During FY 2008	—	—	2,600,767
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—



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

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	(160)	—
Other Required Adjustments	—	160	(1,924,767)
Subtotal (Current Level Budget)	—	\$ —	\$ 2,000,000
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ —	\$ 2,000,000

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

	Positions	Appropriations	Revenues
<b>Measure B Trans Improve Prog Fund (Fund Number 0011)</b>			
FY 2008 Approved Budget	—	\$ 158,267	\$ —
Board Approved Adjustments During FY 2008	—	82,500	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(10,167)	—
Other Required Adjustments	—	(26,500)	—
Subtotal (Current Level Budget)	—	\$ 204,100	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 204,100	\$ —

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

	Positions	Appropriations	Revenues
<b>Measure B Trans Improve Prog Fund (Fund Number 0011)</b>			
FY 2008 Approved Budget	—	\$ 126,730	\$ —
Board Approved Adjustments During FY 2008	—	243,000	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(51,730)	—
Other Required Adjustments	—	(193,000)	—
Subtotal (Current Level Budget)	—	\$ 125,000	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 125,000	\$ —



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

	Positions	Appropriations	Revenues
<b>Measure B Trans Improve Prog Fund (Fund Number 0011)</b>			
FY 2008 Approved Budget	—	\$ 1,022,000	\$ —
Board Approved Adjustments During FY 2008	—	10,000,000	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(8,222,000)	—
Subtotal (Current Level Budget)	—	\$ 2,800,000	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 2,800,000	\$ —

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

	Positions	Appropriations	Revenues
<b>Measure B Trans Improve Prog Fund (Fund Number 0011)</b>			
FY 2008 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2008	—	18,000,000	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(16,800,000)	—
Subtotal (Current Level Budget)	—	\$ 1,200,000	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 1,200,000	\$ —

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

	Positions	Appropriations	Revenues
<b>Measure B Trans Improve Prog Fund (Fund Number 0011)</b>			
FY 2008 Approved Budget	—	\$ 1,778,000	\$ —
Board Approved Adjustments During FY 2008	—	4,493,118	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(4,493,118)	—
Subtotal (Current Level Budget)	—	\$ 1,778,000	\$ —



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

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 1,778,000	\$ —

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

	Positions	Appropriations	Revenues
<b>Measure B Trans Improve Prog Fund (Fund Number 0011)</b>			
FY 2008 Approved Budget	—	\$ 2,028,500	\$ —
Board Approved Adjustments During FY 2008	—	1,601,579	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(1,601,579)	—
Subtotal (Current Level Budget)	—	\$ 2,028,500	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 2,028,500	\$ —

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

	Positions	Appropriations	Revenues
<b>Measure B Trans Improve Prog Fund (Fund Number 0011)</b>			
FY 2008 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2008	—	3,460,000	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(2,422,000)	—
Subtotal (Current Level Budget)	—	\$ 1,038,000	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 1,038,000	\$ —



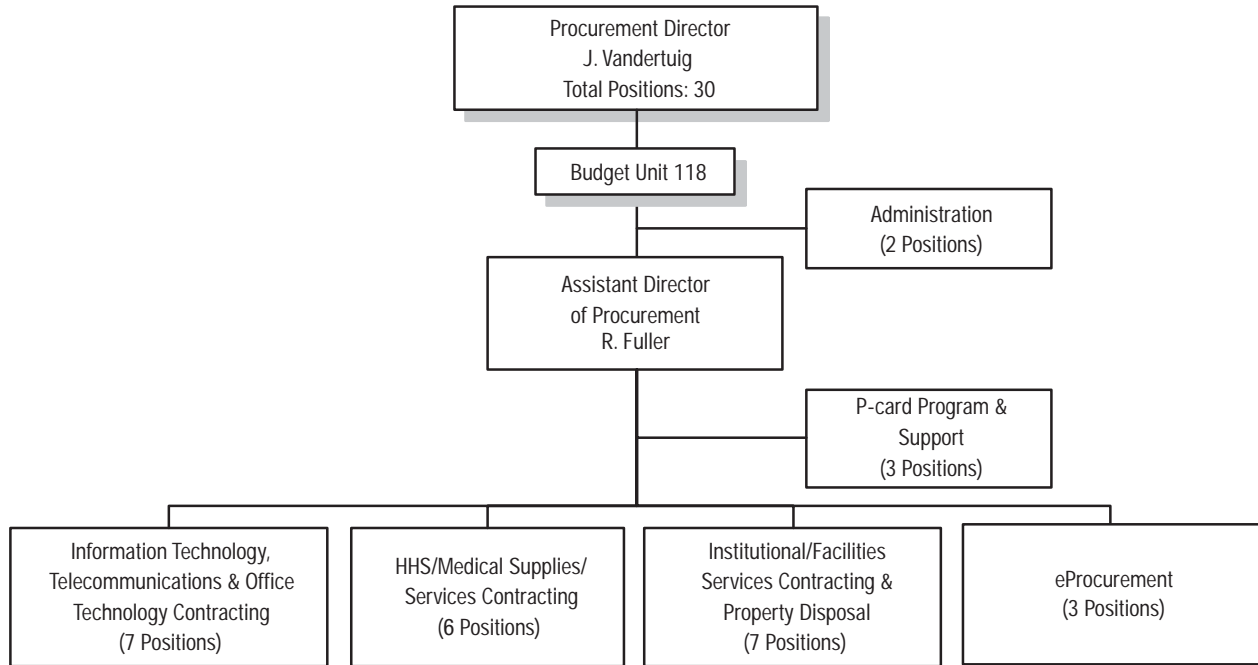
**Measure B Prog Wide Mitigation Fund 0011 — Cost Center 1712**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Measure B Trans Improve Prog Fund (Fund Number 0011)</b>			
FY 2008 Approved Budget	—	\$ 1,173,000	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(653,000)	—
Subtotal (Current Level Budget)	—	\$ 520,000	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 520,000	\$ —

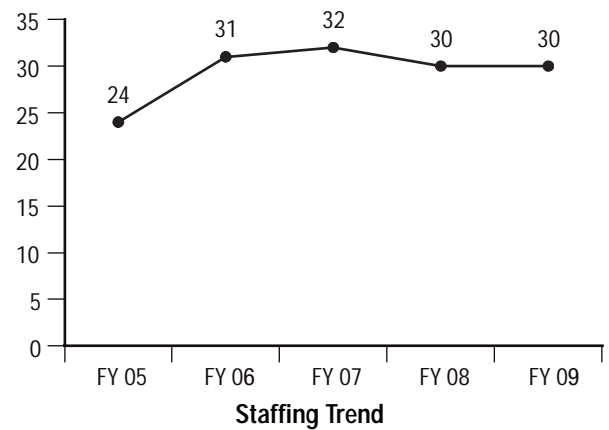
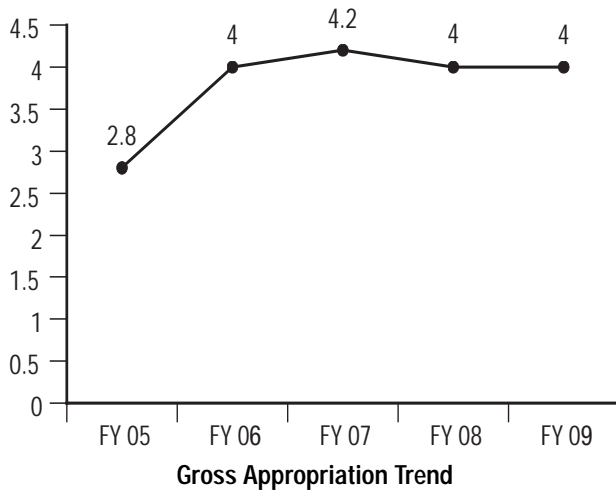




# Procurement Department



Section 1: Finance and Government



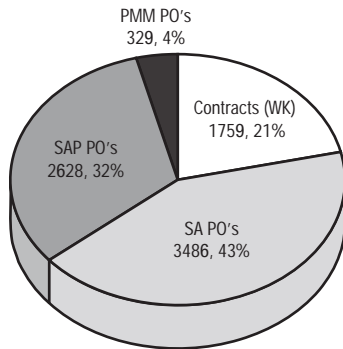
## Public Purpose

- Highest standard of professional procurement through integrity, trust and ethical practices.
- To promote fair and open competition, procure quality goods and services and meet the needs of our customers while maintaining public trust.

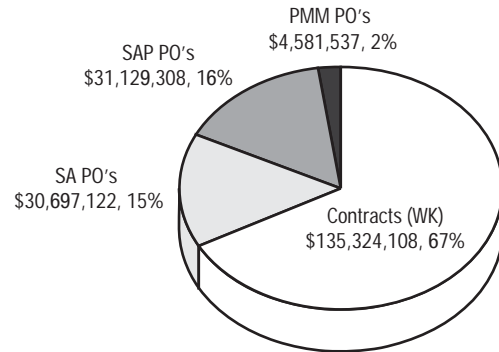


## Desired Results

Appropriate Goods and Services to Provide Quality Public Service which the Procurement Department promotes by purchasing safe, durable products and services in a timely fashion

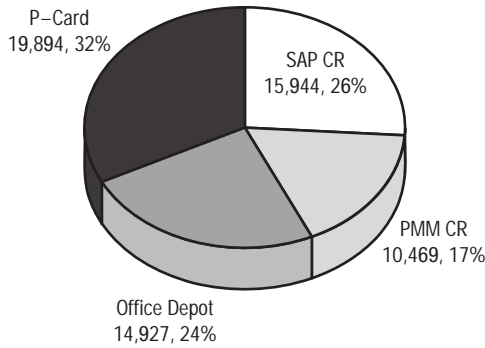


Number of Purchase Orders, Purchase Contracts and Service Agreements (Total: 8,202)

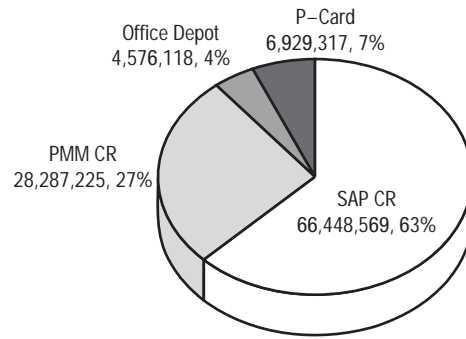


Value of Purchase Orders, Purchase Contracts and Service Agreements (Total: \$201,732,075)

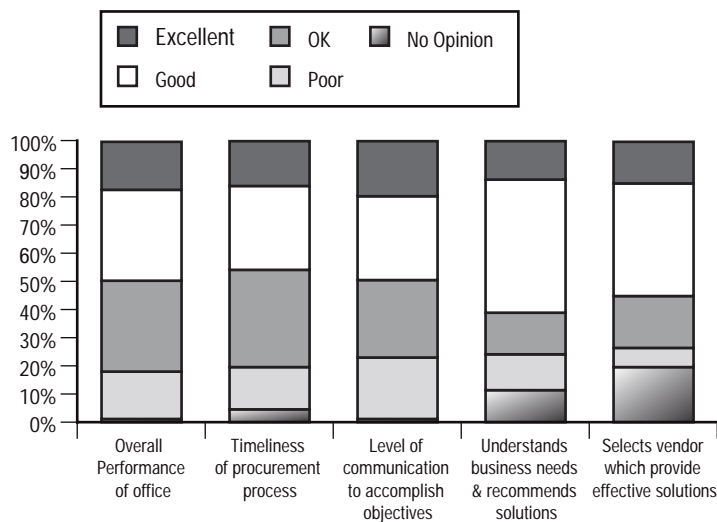
Appropriate Goods and Services to Provide Quality Public Service (continued)



Number of Purchasing Transactions Issued against Procurement Contracts (Total: 61,234)



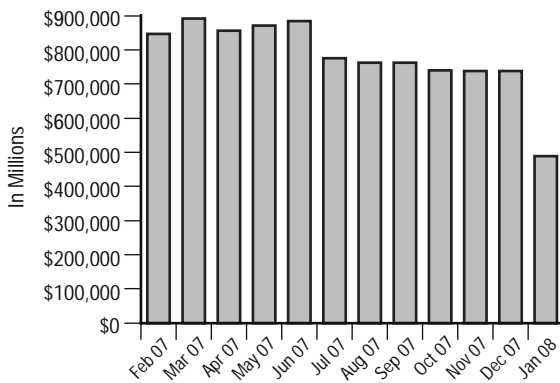
Value of Purchasing Transactions Issued against Procurement Contracts (Total: \$106,241,229)



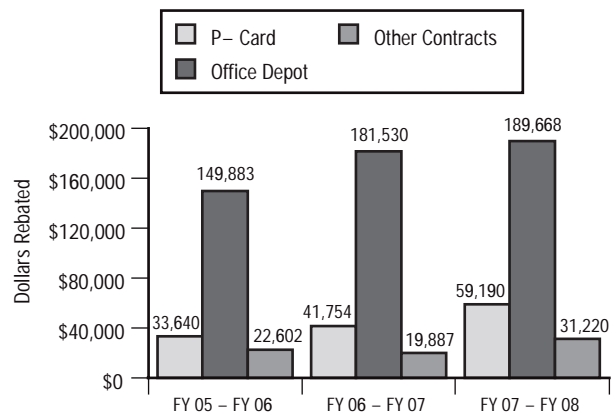
Customer Satisfaction Survey for FY 2006

(Based on countywide surveys)

Best Value, Negotiated Prices and Maximum Rebates and Discounts by effective negotiation and management of the Procurement Card (P-Card) and renegotiated contracts



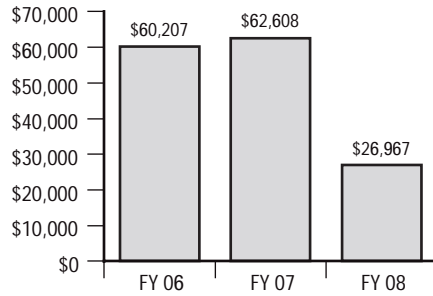
Countywide Cost Savings on Various Contracts (Total: \$9,351,126)



Rebates Realized from the P-Card Program and Office Supplies Contract



**Maximum Investment Recovery of Public Property** through auctions to the members of the public



**Revenue from Property Disposal**  
FY 08 Revenue from 7/1/07 – 2/15/08

**Description of Major Services**

The Procurement Department provides procurement services, negotiates fair and equitable long and short-term contracts, and the disposal of public property services for County departments. The Department promotes fair and open competition, and equal opportunity for all qualified vendors.

The Procurement Department’s leadership and expertise in the areas of strategic contract negotiations and the procurement of goods and services has resulted in millions of dollars in cost savings for the County.

**Procurement Services**

- Strategically negotiates and procures goods and services for the County at best-evaluated prices with reliable suppliers.

- Reviews and executes service agreements initiated by County agencies and departments.
- Manages countywide implementation and training for the Procurement Card and eProcurement programs.
- Manages rebate programs and other discount programs for selected contracts for goods and equipment.
- Properly disposes of public property by auction, re-use and recycle options.
- Aggressively pursues cost saving measures.

**Programs and Functions**

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Office and Technology Contracting Program	Yes	Mandated		■
eProcurement	Yes	Non-Mandated		■
Administration and Support	Yes	Non-Mandated		■
P-Card Program	Yes	Non-Mandated		■
Institutional Procurement and Contracting	Yes	Mandated		■

Impact on Current Level of Service:

□ = Eliminated ▼ = Reduced ◼ = Modified ▲ = Enhanced ■ = No Change



Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Medical Procurement and Contracting	Yes	Mandated		■
Property Disposal	Yes	Mandated		■

Impact on Current Level of Service:

□ = Eliminated ▼ = Reduced ◼ = Modified ▲ = Enhanced ■ = No Change

## County Recommendation

Maintain the current level budget for FY 2009.

### Procurement — Budget Unit 118 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
2300	Procurement Dept Fund 0001	\$ 2,879,759	\$ 3,487,074	\$ 4,357,567	\$ 3,466,586	\$ (20,488)	-0.6%
<b>Total Net Expenditures</b>		\$ 2,879,759	\$ 3,487,074	\$ 4,357,567	\$ 3,466,586	\$ (20,488)	-0.6%

### Procurement — Budget Unit 118 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
2300	Procurement Dept Fund 0001	\$ 3,320,416	\$ 3,984,408	\$ 4,854,901	\$ 3,976,259	\$ (8,149)	-0.2%
<b>Total Gross Expenditures</b>		\$ 3,320,416	\$ 3,984,408	\$ 4,854,901	\$ 3,976,259	\$ (8,149)	-0.2%

### Procurement — Budget Unit 118 Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 2,744,616	\$ 3,502,915	\$ 2,702,915	\$ 3,536,100	\$ 33,185	0.9%
Services And Supplies	575,800	481,493	2,151,986	440,159	(41,334)	-8.6%
<b>Subtotal Expenditures</b>	3,320,416	3,984,408	4,854,901	3,976,259	(8,149)	-0.2%
Expenditure Transfers	(440,657)	(497,334)	(497,334)	(509,673)	(12,339)	2.5%
<b>Total Net Expenditures</b>	2,879,759	3,487,074	4,357,567	3,466,586	(20,488)	-0.6%



**Procurement — Budget Unit 118**  
**Revenues by Cost Center**

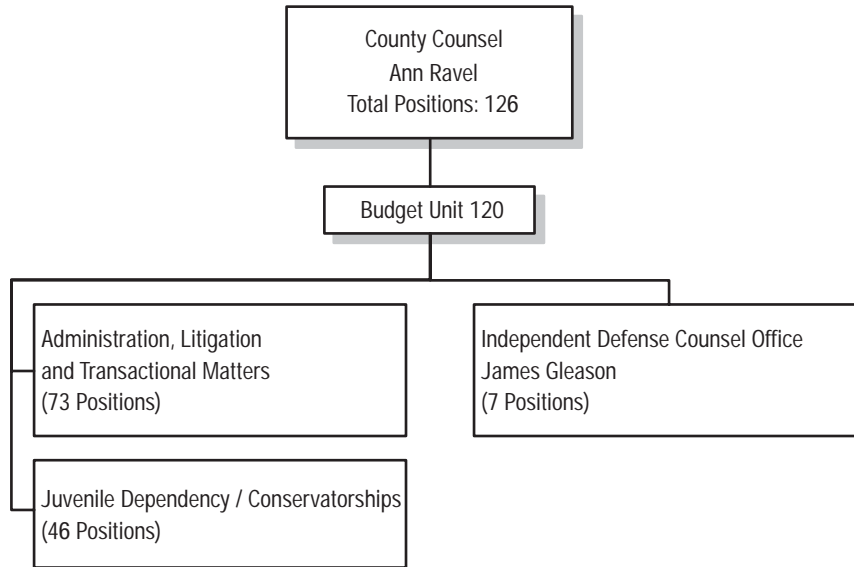
CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
2300	Procurement Dept Fund 0001	\$ 114,046	\$ 50,000	\$ 50,000	\$ 50,000	\$ —	—
<b>Total Revenues</b>		\$ 114,046	\$ 50,000	\$ 50,000	\$ 50,000	\$ —	—

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

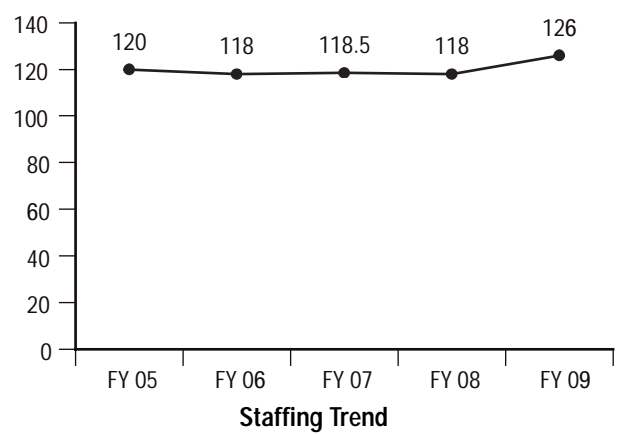
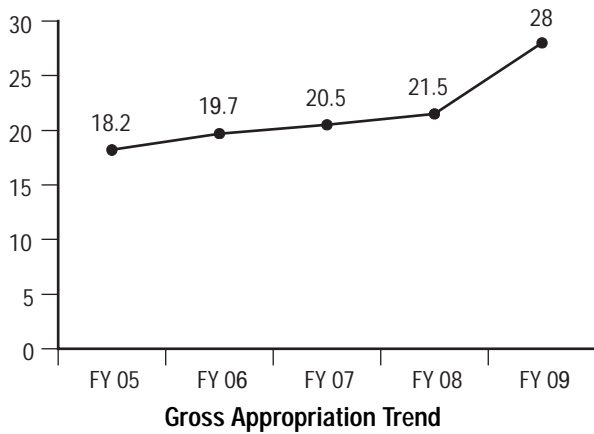
	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	30.0	\$ 3,487,074	\$ 50,000
Board Approved Adjustments During FY 2008	—	870,493	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	833,185	—
Internal Service Fund Adjustments	—	(3,679)	—
Other Required Adjustments	—	(1,720,493)	—
Subtotal (Current Level Budget)	30.0	\$ 3,466,580	\$ 50,000
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Phone Rate Adjustment	—	6	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 6	\$ —
<b>Total Recommendation</b>	30.0	\$ 3,466,586	\$ 50,000



# Office of the County Counsel



Section 1: Finance and Government



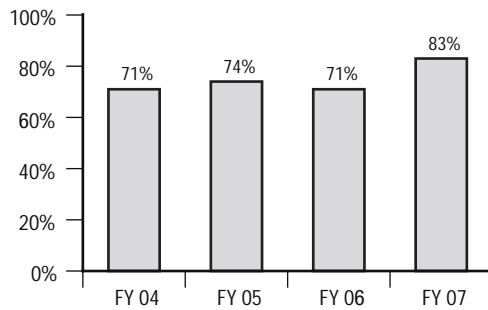
## Public Purpose

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



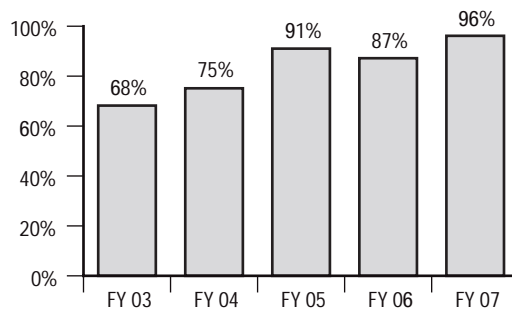
## Desired Results

**Minimize County Exposure to Risk** by providing timely legal analyses and training to the Board and County Departments.



**Percent of Good or Excellent Responses From Client Departments**

**Provide Legal Advice and Representation on Legislative issues** which ensure effective service delivery and advance the public policy goals of the Board.

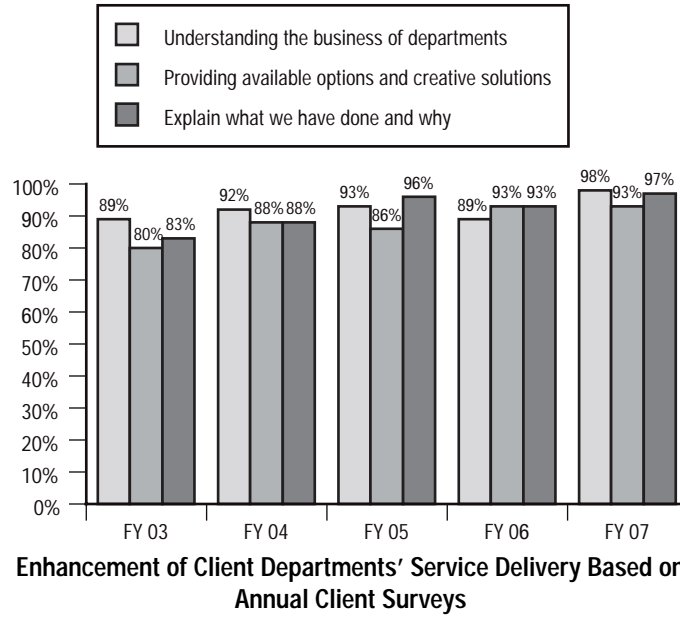


**Clients' Rating of Services Provided**

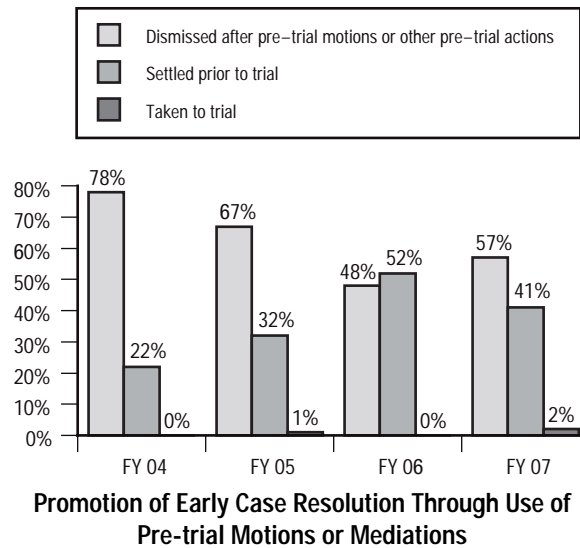




**Provide Creative and Legally Sound Solutions** which enhance County Departments' service delivery to the public.



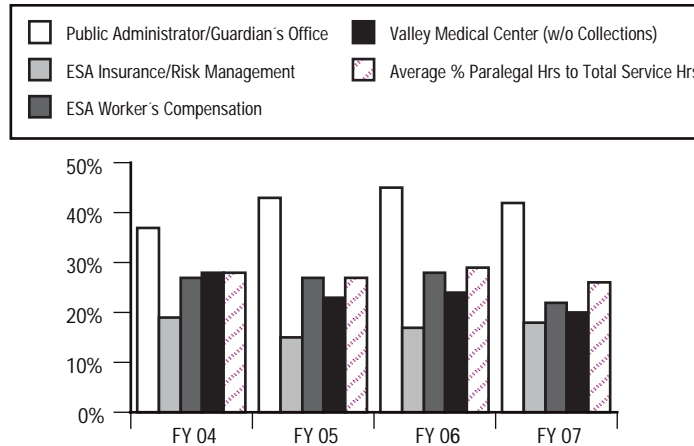
**Promote Favorable Dispute Resolution** by providing innovative and effective legal strategies at the earliest possible stage.



Section 1: Finance and Government



**Provide Legal Services at a Reasonable Cost** through the effective use of support services.



**Effectively utilize support services to minimize legal costs by using paralegal staff to augment billed attorney hours in major client departments.**

## 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, the County Counsel also represents County Officers, Departments and Agencies, the Superior Court, the Civil Grand Jury, Special Districts and certain other public agencies.

The County Counsel 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 County Counsel brings cases and claims to effectuate the policies and mission of the Board and to bring revenue into the County. The Department assists in policy development and provides general legal counsel, including advocacy, training on legal issues, and advice and opinions in the following practice areas:

**Juvenile Dependency and Conservatorships** provides legal services to the Department of Family and Children Services for juvenile dependency and child welfare matters and to Public Administrator/Guardian's Office for probate and mental health conservatorships.

**Transactional Matters and General Government** provides legal services to the County's General Fund and Non-General Fund Departments on matters related to their service areas and prevents or mitigates the County's exposure to any potential legal findings or actions. Each of the areas listed in the Programs and Functions table below covers an area of County government which is assisted by Counsel.

**Litigation and Workers' Compensation** represents the County in defense of tort actions, third party claims, personnel and civil rights matters and Workers' Compensation litigation. The Department utilizes the court system and code enforcement to further the community interest goals of the County.

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

**Indigent Criminal Defense System** provides legal representation to indigent defendants accused of crimes where the Public Defender and the Alternate Defender have a conflict. The Legal Aid Society has provided this service to the County for over ten years. Effective June 30, 2008, it will cease providing this service. At its April 8, 2008 meeting, the Board restructured this service and assigned it to the County Counsel, the Public Defender and the Alternate

Defender. In the Office of the County Counsel, a new, separate and completely independent unit - the Independent Defense Counsel Office was created.

Funds were transferred from the Criminal Justice Support Budget to fund the cost of the new division that will handle the criminal defense cases, including 7.0 FTEs positions:

- 1.0 FTE Attorney IV (U27) to act as Director, with a 10% differential to manage the unit
- 2.5 FTEs Attorney IV (U27)
- 1.0 FTE Senior Paralegal (V73)
- 1.0 FTE Accountant II (B78)
- 1.0 FTE Legal Secretary (D66)
- 0.5 FTE Information Systems Technician I (G51)

Effective July 1, 2008 the Independent Defense Counsel Office will administer, manage and oversee a panel of experienced private criminal defense attorneys with whom the County will contract to handle the conflict panel program, the indigent Family Court civil contempt cases, and misdemeanor appeals for indigent appellants. With this restructuring the County of Santa Clara will be the first County in the state of California to manage the indigent defense panel in this manner.

### Emerging Issues

A pending case in the Supreme Court that may impact the County involves increased liability by the District Attorney's Office for how they manage their prosecutorial functions. The Office of the County Counsel may be impacted by increased litigation in the Federal Court due to the decision on possible immunity.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Administration and Support	Yes	Mandated	Department's aging systems will be replaced. The upgrades will reduce work-related injury claims and enhance security and increase operational efficiencies.	▲
Conservatorships	Yes	Mandated	No change to current level service.	■
Hospital and Health Services	Yes	Mandated	No change to current level service.	■
Indigent Criminal Defense System	Yes	Mandated	New unit to manage the Panel Attorneys who handle indigent defense cases	■
Juvenile Dependency	Yes	Mandated	No change to current level service.	■
Law and Justice	Yes	Mandated	No change to current level service.	■
Litigation	Yes	Mandated	No change to current level service.	■
Personnel and Labor	Yes	Mandated	No change to current level service.	■
Social Services	Yes	Mandated	No change to current level service.	■
Transactional Matters & General Government	Yes	Mandated	No change to current level service.	■
Workers' Compensation	Yes	Mandated		■

▲ = Enhanced    ▣ = Modified    ■ = No Change    ▼ = Reduced    □ = Eliminated



## County Executive's Recommendation

### Administration and Support

**Fund Infrastructure Replacement Project:** A one-time allocation is recommended by the Information Technology Executive Committee (ITEC) to fund the replacement of 166 workstations and monitors and 420 network cable segments. The department will change its current operating system to a Windows platform to enable compatibility with its legal software program (ProLaw Management Software). The workstations require higher data storage spaces to accommodate the volume of data used, and multiple drives to access the media files shared by the department.

The current monitors are CRT monitors no longer supported by the manufacturer, and are also limited in the number of windows/documents that can be opened

concurrently, thus not fully maximizing the ProLaw program. The new monitors will also address some of the ergonomic concerns related to the size of the CRT monitors. With these upgrades, the existing cabling patches will be replaced to accommodate the increased data transfer rates (in gigabit range) required to run the ProLaw program.

**Service Impact:** The recommendation will improve technology safety and security and increase operational efficiencies in the Department.

**Total One-time Cost: \$190,600**

### County Council — Budget Unit 120 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
12001	County Counsel Fund 0001	\$ 6,541,221	\$ 5,338,869	\$ 5,727,769	\$ 10,559,081	\$ 5,220,212	97.8%
<b>Total Net Expenditures</b>		\$ 6,541,221	\$ 5,338,869	\$ 5,727,769	\$ 10,559,081	\$ 5,220,212	97.8%

### County Council — Budget Unit 120 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
12001	County Counsel Fund 0001	\$ 21,074,606	\$ 21,542,225	\$ 21,931,125	\$ 27,970,129	\$ 6,427,904	29.8%
<b>Total Gross Expenditures</b>		\$ 21,074,606	\$ 21,542,225	\$ 21,931,125	\$ 27,970,129	\$ 6,427,904	29.8%

### County Council — Budget Unit 120 Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 19,432,770	\$ 20,032,721	\$ 20,109,491	\$ 22,734,491	\$ 2,701,770	13.5%
Services And Supplies	1,634,436	1,509,504	1,777,634	5,235,638	3,726,134	246.8%
Fixed Assets	7,400	—	44,000	—	—	—
<b>Subtotal Expenditures</b>	21,074,606	21,542,225	21,931,125	27,970,129	6,427,904	29.8%
Expenditure Transfers	(14,533,385)	(16,203,356)	(16,203,356)	(17,411,048)	(1,207,692)	7.5%
<b>Total Net Expenditures</b>	6,541,221	5,338,869	5,727,769	10,559,081	5,220,212	97.8%



## County Counsel — Budget Unit 120

### Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
12001	County Counsel Fund 0001	\$ 2,040,632	\$ 1,586,774	\$ 1,586,774	\$ 1,320,470	\$ (266,304)	-16.8%
<b>Total Revenues</b>		\$ 2,040,632	\$ 1,586,774	\$ 1,586,774	\$ 1,320,470	\$ (266,304)	-16.8%

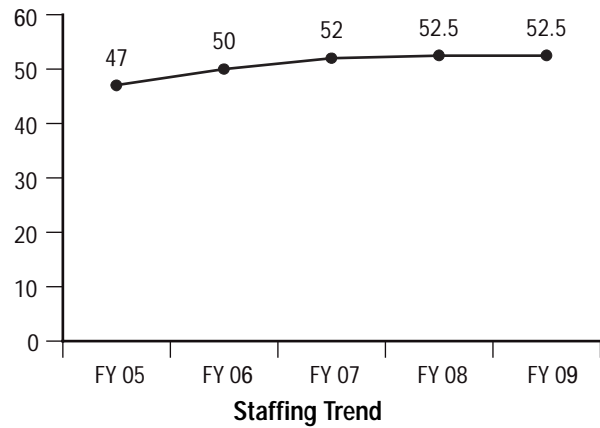
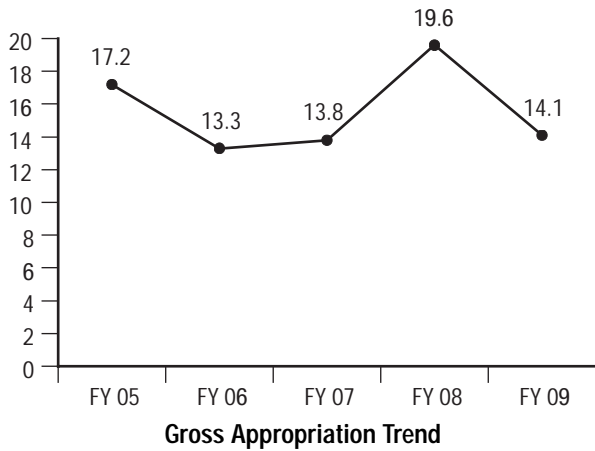
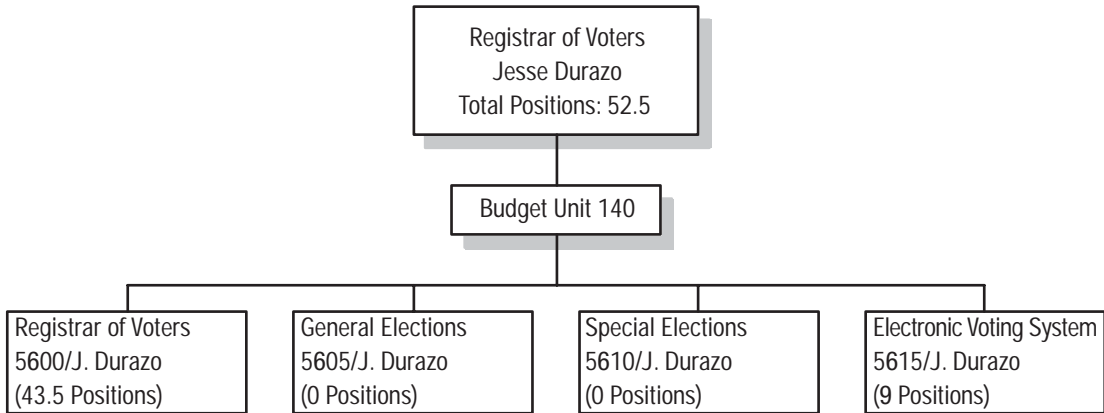
## County Counsel Fund 0001 — Cost Center 12001

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	118.0	\$ 5,338,869	\$ 1,586,774
Board Approved Adjustments During FY 2008	8.0	388,900	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	2,625,000	—
Internal Service Fund Adjustments	—	(1,315,415)	—
Other Required Adjustments	—	3,333,320	(266,304)
Subtotal (Current Level Budget)	126.0	\$ 10,370,674	\$ 1,320,470
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Data Processing Adjustment	—	(2,194)	—
FY 2009 Phone Rate Adjustment	—	1	—
Decision Packages			
1. One-time Funding for Information Technology Replacement	—	190,600	—
One-time funding allocated for the replacement of dated/obsolete systems which may include servers, printers, copiers and computers.			
Subtotal (Recommended Changes)	—	\$ 188,407	\$ —
<b>Total Recommendation</b>	126.0	\$ 10,559,081	\$ 1,320,470



# Registrar of Voters



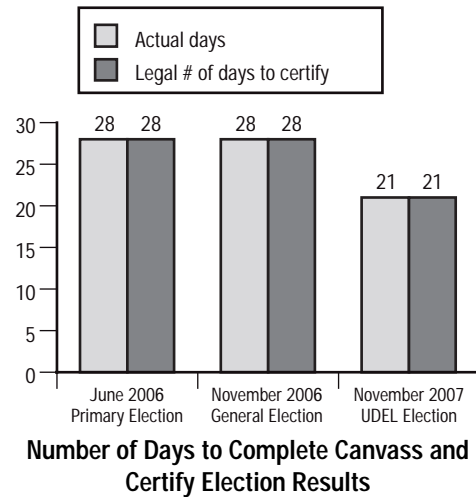
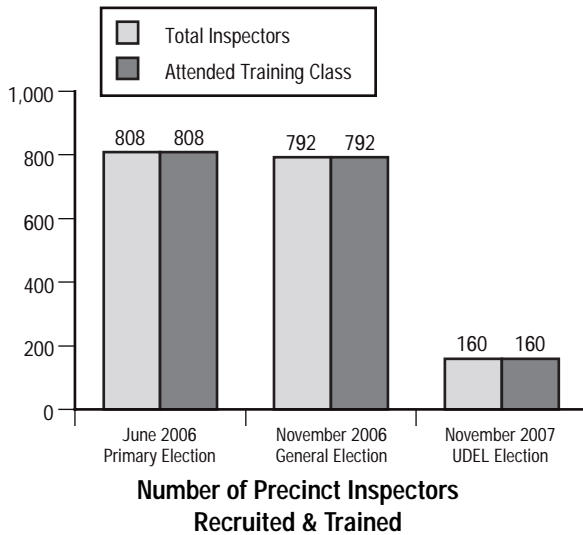
## Public Purpose

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

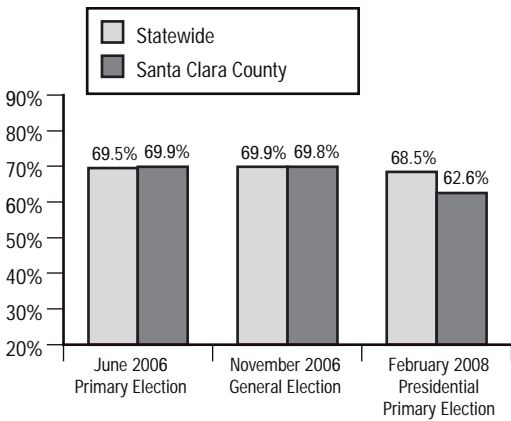


## Desired Results

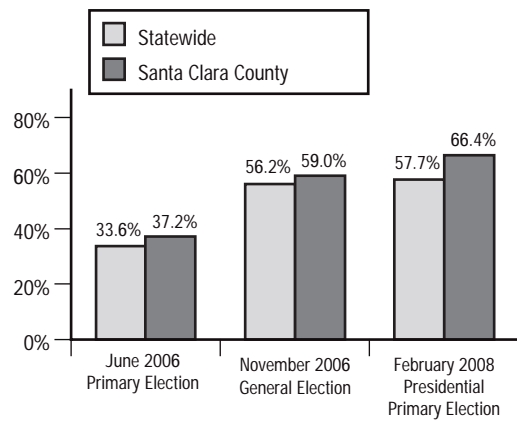
An **Efficient Election Process**, which this Department promotes by assuring timely and accurate tabulation of ballots, well-trained Election Officers, timely distribution of election materials, and provision of convenient polling places.



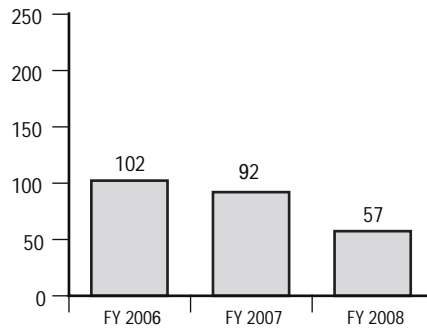
**An Election Process that is Accessible to all Citizens**, which this Department promotes by providing voter registration outreach; assistance to potential candidates, jurisdictions and citizens seeking ballot placement; verbal and written language accommodations; absentee and early voting opportunities;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



**Percent of Eligible Registered Voters Compared to Statewide Average**

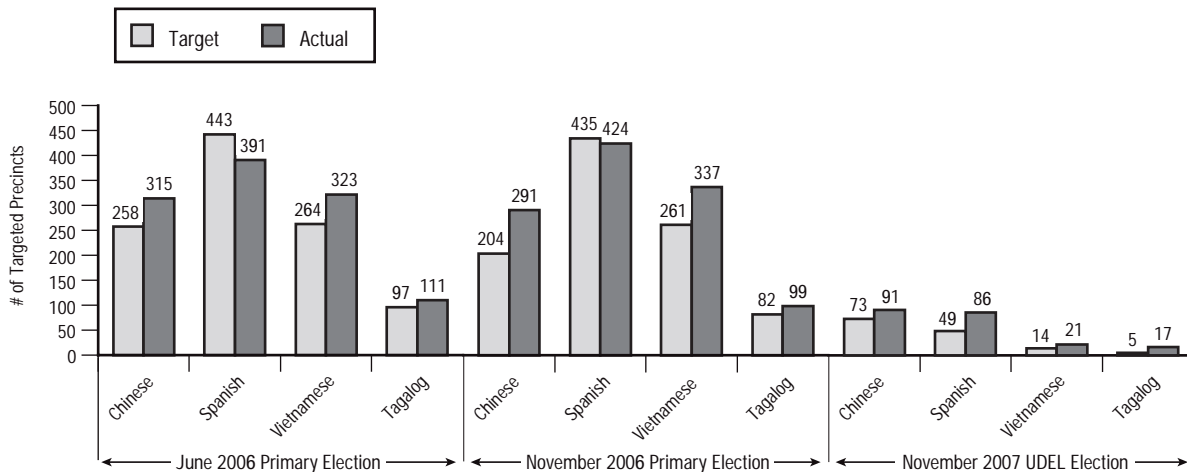


**Percent of Voters Participating in Election, Compared to Statewide**



**Number of Voter Education and Outreach Activities**

**A Legal Election Process**, which this Department ensures by complying with State and Federal laws regulating the election process. An important federal and state mandate requires that ballot materials must be available in Spanish, Chinese, Vietnamese and Tagalog, and that bilingual Election Officers fluent in these languages are to be stationed at targeted precincts on Election Day.



**Number of Bilingual Election Officers in Targeted Precincts**





## Description of Major Services

The Registrar of Voters (ROV) 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. Vote by Mail 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.

### Vote by Mail (VBM) Voting

The ROV launched its Vote by Mail campaign in 2007 to increase the number of Permanent Vote by Mail (PVBM) voters. The number has increased to over 57% of the County's 711,000 registered voters. Vote by Mail allows residents to vote in the convenience of their own home and at their leisure without worrying about waiting lines or finding parking on Election Day.

A ballot is mailed to voters 3 - 4 weeks prior to each election. Ballots can be mailed back in advance, delivered to the Registrar of Voters office, or to any polling place within the County on Election Day. Voting by Mail is safe and secure.

The ROV will continue advertising on VTA buses and with mailings to voters and hopes to expand the number of PVBMs to as many as 500,000 voters by the end of 2008. For the February 5, 2008 election, the ROV sent out 435,240 Vote by Mail ballots and 68.03% were returned.

### February 5, 2008 Presidential Election

On August 3, 2007, the Secretary of State decertified electronic voting in California. Santa Clara County's voting system was decertified and recertified with 41 conditions. The conditions were related to voting system security, auditing and documentation of events. Optical scan ballots became the primary voting method and the County was allowed to send out a single touch screen voting machine to each voting precinct to meet federal accessibility requirements. The ROV met all the conditions in time for the first Bifurcated Presidential Primary Election on February 5, 2008. The overall voter turnout Countywide was a record-breaking 66.42% of registered voters, 8.71% above the Statewide average of 57.71%.

### Legal Mandates

ROV's mandates are as follows:

- Ballot Layout
- Precinct Operations/Outreach
- Administration and Support
- Warehouse Operations
- Voter Registration
- Candidate Services

- Training and Staff Development
- Precinct Mapping
- Vote by Mail (formerly Absentee Processing)

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Ballot Layout	Yes	Mandated	No adverse impact.	■
Vote by Mail	Yes	Mandated	Vote by Mail ballots will be tabulated quickly.	▲
Precinct Operations/Outreach	Yes	Mandated	Voters will learn how to properly register and correctly use voting equipment.	▲
Training and Staff Development	Yes	Mandated	Election officers will be recruited and thoroughly trained ensuring HAVA compliance in polling places.	▲

Impact on Current Level of Service:

□ = Eliminated ▼ = Reduced ■ = Modified ▲ = Enhanced ■ = No Change

## County Executive's Recommendation

### ■ Ballot Layout

**Reduce \$475,000 in Sample Ballot Printing Costs:** The success of the department's outreach efforts has allowed the department to decrease the number of sample ballots printed for targeted populations.

**Service Impact:** None. Although the availability of printed sample ballots is being reduced, this action enables the ROV to meet its reduction target without any adverse impact to its current level of service.

**Ongoing Savings: \$475,000**

### ▲ Vote by Mail

**Allocate Funds in the Amount of \$152,000 to Augment Supplies and Seasonal Staff:** This is an increase in ongoing expense related to the projected increase in Vote By Mail voters, however, it is fully reimbursable by the State of California. \$100,000 is for supplies and \$52,000 is for seasonal staff.

**Service Impact:** The ROV will be able to purchase supplies and hire the additional seasonal staff required to support the increase in Vote by Mail ballots.

**Ongoing Revenue: \$152,000**  
**Ongoing Cost: \$152,000**

### ▲ Precinct Operations/Outreach

**Allocate One-time Funds in the Amount of \$153,000 for Services and Supplies Related to Voter Education:** The ROV will implement the Federal Help America Vote Act (HAVA) Voter Education Plan to educate voters in the process of voter registration and the change from DRE voting machines to the use of optical scan cards to cast ballots. Additional seasonal staff, voter education materials and advertising will be required for successful implementation. This is an increase in one-time expense, reimbursable by HAVA.

**Service Impact:** The ROV will have dedicated staff and materials to facilitate the education of voters in voter registration options (i.e Vote by Mail) and in the recent changes to voting equipment.

**One-time Revenue: \$153,000**  
**One-time Cost: \$153,000**

## ▲ Training and Staff Development

### Allocate One-time Funds in the Amount of \$252,000 for Services and Supplies Related to Election Officer Training:

The ROV will coordinate the training of Election Officers in the use of the two voting systems, voting rights and in the provision of accessibility to voters with physical and language disabilities. Additional staff, voter education materials and a training video will be required to support the Election Officer Training. This is an increase in one-time expense, reimbursable by HAVA.

**Service Impact:** The ROV will be able to facilitate the recruitment and training of Election Officers and thereby ensure compliance with HAVA requirements in polling places.

**One-time Revenue: \$252,000**  
**One-time Cost: \$252,000**

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

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
5600	Registrar Of Voters Fund 0001	\$ 5,149,795	\$ 9,955,249	\$ 10,032,249	\$ 7,560,353	\$ (2,394,896)	-24.1%
5605	Registrar Gen Elections Fund 0001	5,705,637	5,459,586	4,882,586	5,274,142	(185,444)	-3.4%
5610	Registrar Spec Elections Fund 0001	935,202	3,105,699	3,105,699	58,516	(3,047,183)	-98.1%
5615	Electronic Voting Sys Fund 0001	454,692	1,128,009	1,128,009	1,184,835	56,826	5.0%
<b>Total Net Expenditures</b>		<b>\$ 12,245,326</b>	<b>\$ 19,648,543</b>	<b>\$ 19,148,543</b>	<b>\$ 14,077,846</b>	<b>\$ (5,570,697)</b>	<b>-28.4%</b>

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

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
5600	Registrar Of Voters Fund 0001	\$ 5,149,795	\$ 9,955,249	\$ 10,032,249	\$ 7,560,353	\$ (2,394,896)	-24.1%
5605	Registrar Gen Elections Fund 0001	5,705,637	5,459,586	4,882,586	5,274,142	(185,444)	-3.4%
5610	Registrar Spec Elections Fund 0001	935,202	3,105,699	3,105,699	58,516	(3,047,183)	-98.1%
5615	Electronic Voting Sys Fund 0001	454,692	1,128,009	1,128,009	1,184,835	56,826	5.0%
<b>Total Gross Expenditures</b>		<b>\$ 12,245,326</b>	<b>\$ 19,648,543</b>	<b>\$ 19,148,543</b>	<b>\$ 14,077,846</b>	<b>\$ (5,570,697)</b>	<b>-28.4%</b>



## Registrar Of Voters — Budget Unit 140

### Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 6,686,173	\$ 9,103,414	\$ 9,103,414	\$ 7,009,940	\$ (2,093,474)	-23.0%
Services And Supplies	5,518,527	10,545,129	9,428,129	7,067,906	(3,477,223)	-33.0%
Fixed Assets	40,625	—	617,000	—	—	—
<b>Subtotal Expenditures</b>	<b>12,245,326</b>	<b>19,648,543</b>	<b>19,148,543</b>	<b>14,077,846</b>	<b>(5,570,697)</b>	<b>-28.4%</b>
<b>Total Net Expenditures</b>	<b>12,245,326</b>	<b>19,648,543</b>	<b>19,148,543</b>	<b>14,077,846</b>	<b>(5,570,697)</b>	<b>-28.4%</b>

## Registrar Of Voters — Budget Unit 140

### Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
5600	Registrar Of Voters Fund 0001	\$ 168,276	\$ 870,600	\$ 870,600	\$ 1,022,600	\$ 152,000	17.5%
5605	Registrar Gen Elections Fund 0001	11,357	100,000	100,000	200,000	100,000	100.0%
5610	Registrar Spec Elections Fund 0001	7,423,453	8,353,992	8,353,992	2,853,992	(5,500,000)	-65.8%
5615	Electronic Voting Sys Fund 0001	2,727,489	1,192,614	692,614	582,622	(609,992)	-51.1%
	<b>Total Revenues</b>	<b>\$ 10,330,575</b>	<b>\$ 10,517,206</b>	<b>\$ 10,017,206</b>	<b>\$ 4,659,214</b>	<b>\$ (5,857,992)</b>	<b>-55.7%</b>

## Registrar Of Voters Fund 0001 — Cost Center 5600

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	43.5	\$ 9,955,249	\$ 870,600
Board Approved Adjustments During FY 2008	—	77,000	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(2,452,300)	—
Internal Service Fund Adjustments	—	24,016	—
Other Required Adjustments	—	(363,000)	100,000
Subtotal (Current Level Budget)	43.5	\$ 7,240,965	\$ 970,600
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Data Processing Adjustment	—	20,915	—
FY 2009 Phone Rate Adjustment	—	(3,527)	—
Decision Packages			
1. Allocate Ongoing Seasonal Help and Overtime Funding for Vote By Mail	—	52,000	52,000
To support the increase in Vote By Mail voters, an ongoing appropriation of \$52,000 is recommended. These costs are fully reimbursable by the State.			
2. Allocate One-time Seasonal Help and Overtime Funding for Voter Education	—	53,000	—



## Registrar Of Voters Fund 0001 — Cost Center 5600

### Major Changes to the Budget

	Positions	Appropriations	Revenues
To support the outreach plan to educate voters, a one-time appropriation of \$53,000 is recommended. The cost is fully reimbursable by HAVA, the revenue of which, is shown in cost center 5615.			
3. Allocate One-time Season Help and Overtime Funding for Election Officer Training	—	197,000	—
To support election officer recruitment and training, a one-time appropriation of \$197,000 is recommended. These costs are fully reimbursable by HAVA, the revenue of which, is shown in cost center 5615.			
Subtotal (Recommended Changes)	—	\$ 319,388	\$ 52,000
<b>Total Recommendation</b>	43.5	\$ 7,560,353	\$ 1,022,600

## Registrar Gen Elections Fund 0001 — Cost Center 5605

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	—	\$ 5,459,586	\$ 100,000
Board Approved Adjustments During FY 2008	—	(577,000)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	34,556	—
Other Required Adjustments	—	577,000	—
Subtotal (Current Level Budget)	—	\$ 5,494,142	\$ 100,000
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Reduce Ongoing Funding for Printing Sample Ballots	—	(475,000)	—
Reduce an ongoing \$475,000 in external printing expenditures related to the printing of sample ballots.			
2. Allocate Ongoing Funding for Vote By Mail Supplies	—	100,000	100,000
To support the increase in Vote by Mail voters, an ongoing appropriation of \$100,000 is recommended. These costs are fully reimbursable by the State.			
3. Allocate One-time Services and Supplies Funding for Voter Education	—	100,000	—
To support voter education materials and advertising, a one-time appropriation of \$100,000 is recommended. This cost is fully reimbursable by HAVA, the revenue of which, is shown in cost center 5615.			
4. Allocate One-time Services and Supplies Funding for Election Officer Training	—	55,000	—
To support web based training materials and the creation of a training video, a one-time appropriation of \$55,000 is recommended. These costs are fully reimbursable by HAVA, the revenue of which, is shown in cost center 5615.			
Subtotal (Recommended Changes)	—	\$ (220,000)	\$ 100,000
<b>Total Recommendation</b>	—	\$ 5,274,142	\$ 200,000

## Registrar Spec Elections Fund 0001 — Cost Center 5610

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	—	\$ 3,105,699	\$ 8,353,992
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—



### Registrar Spec Elections Fund 0001 — Cost Center 5610 Major Changes to the Budget

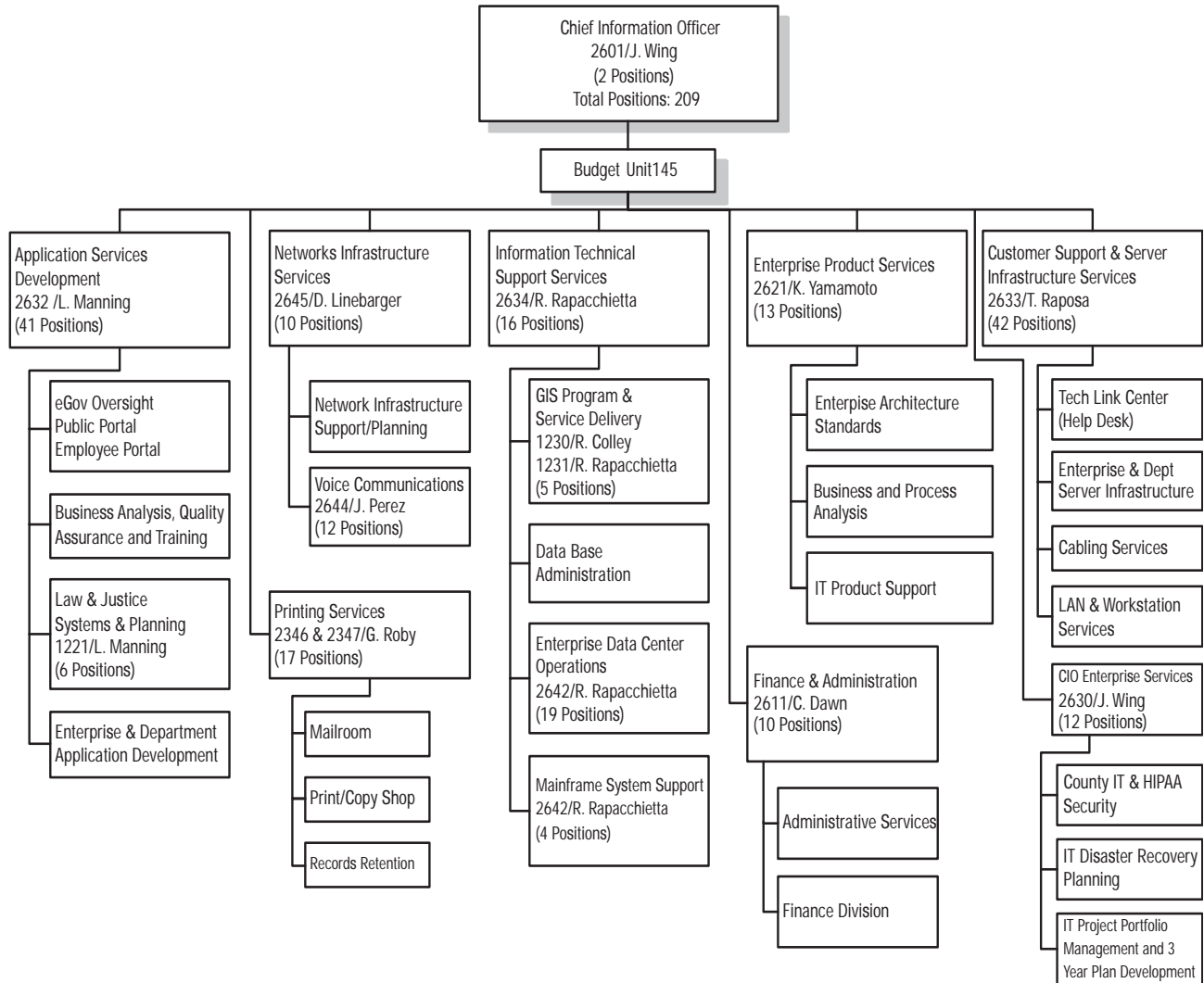
	Positions	Appropriations		Revenues
Internal Service Fund Adjustments	—		(17,688)	—
Other Required Adjustments	—		(3,000,000)	(5,500,000)
Subtotal (Current Level Budget)	—	\$	88,011	\$ 2,853,992
<b>Recommended Changes for FY 2009</b>				
Internal Service Fund Adjustments	—		(29,495)	—
Decision Packages	—			
Subtotal (Recommended Changes)	—	\$	(29,495)	\$ —
<b>Total Recommendation</b>	—	\$	58,516	\$ 2,853,992

### Electronic Voting Sys Fund 0001 — Cost Center 5615 Major Changes to the Budget

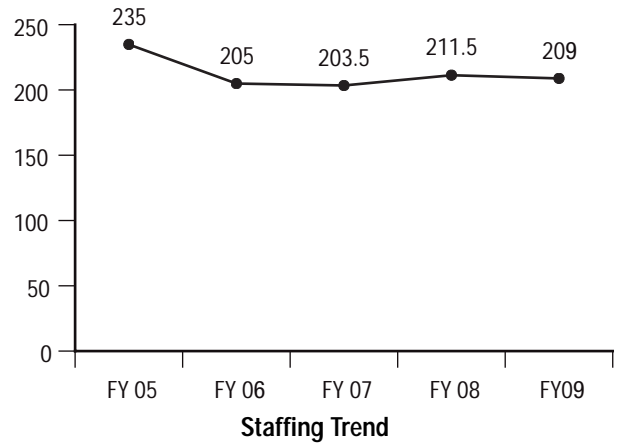
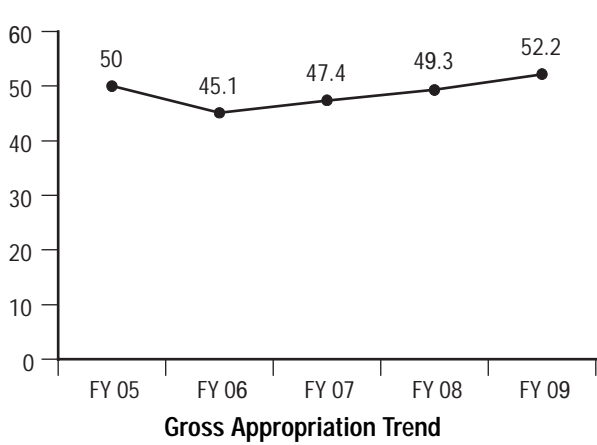
	Positions	Appropriations		Revenues
<b>General Fund (Fund Number 0001)</b>				
FY 2008 Approved Budget	9.0	\$	1,128,009	\$ 1,192,614
Board Approved Adjustments During FY 2008	—		—	(500,000)
<b>Cost to Maintain Current Program Services</b>				
Salary and Benefit Adjustments	—		56,826	—
Internal Service Fund Adjustments	—		—	—
Other Required Adjustments	—		—	(514,992)
Subtotal (Current Level Budget)	9.0	\$	1,184,835	\$ 177,622
<b>Recommended Changes for FY 2009</b>				
Internal Service Fund Adjustments	—			
Decision Packages	—			
1. Recognize One-time Federal Help Americal Vote Act Funding for Voter Education	—		—	153,000
Use one-time HAVA funds of \$153,000 to fully offset voter education materials, advertising and seasonal help related to Voter Education Outreach Plan.				
2. Recognize One-time Federal Help Americal Vote Act Funding for Election Officer Training	—		—	252,000
Use one-time HAVA funds of \$252,000 to fully offset seasonal help, overtime, online voter education materials and training video realted to Election Officer Training.				
Subtotal (Recommended Changes)	—	\$	—	\$ 405,000
<b>Total Recommendation</b>	9.0	\$	1,184,835	\$ 582,622



# Information Services Department



Section 1: Finance and Government



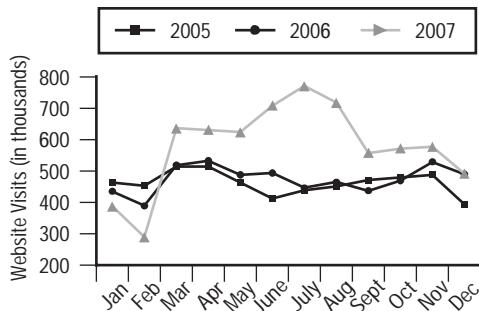
## Public Purpose

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



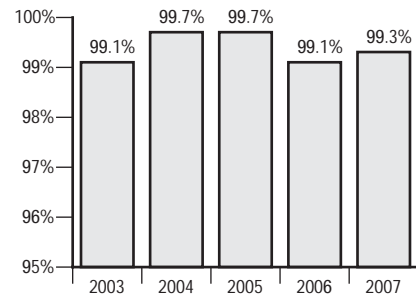
## Desired Results

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: SCCgov usage has increased from 5.7 million visits in calendar year 2006 to 6.9 million in 2007. The portal includes 27 online applications, which offer the public 24x7 access to a number of services the County provides. There are now over 100 sites on the County's public and employee portals, including new websites for 29 of the County's Advisory Boards & Commissions. The number of visits to the County's service-oriented public portal has increased with enhancements to the Department of Correction's Online Visit Reservation system, and received awards for both best business process improvements and best application serving the public in the state of California in 2007. Additionally, 2007 saw the launch of the new Vote by Mail and Voter Registration Status applications. Consistently of interest to residents are online parks reservations, employment opportunities, and the opportunity to research and order official records online.



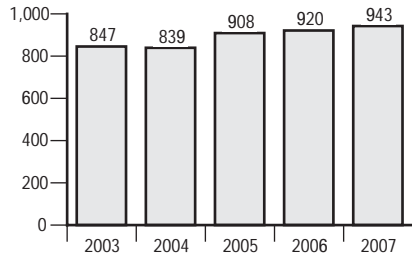
**Availability of CJIC for Law Enforcement**

Why this is important: In order to be effective, CJIC (Criminal Justice Information Control) Information must be readily available to law enforcement personnel on a continuous basis, which this performance measure displays.



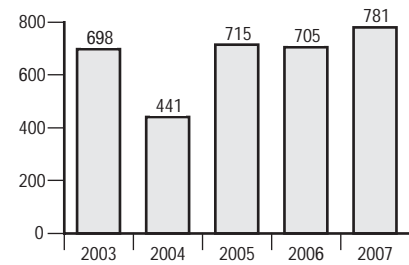


Provide information that supports strategic, operational and tactical decisions for daily operations which this Department achieves using a wide array of skills and advanced applications.



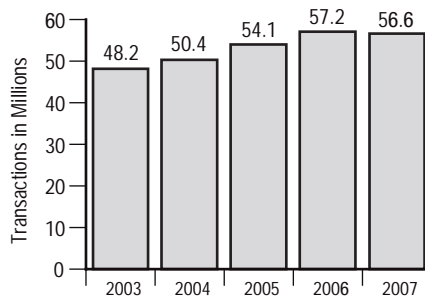
**Maximum Concurrent CJIC Users**

Why this is important: The number of CJIC users able to access the applications within the CJIC architecture, concurrently and without degradation in response time, continued to grow in 2007.



**New CJIC Users Trained**

Why this is important: Training is absolutely critical to the accurate interpretation of criminal justice and juvenile probation data for officer and public safety. ISD's training team continues to meet the demands for additional CJIC and JRS2 training while also providing training for new applications such as the Victim Restitution Application.

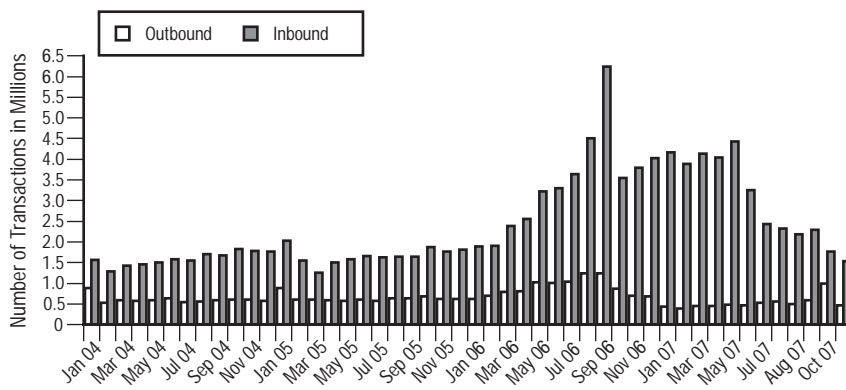
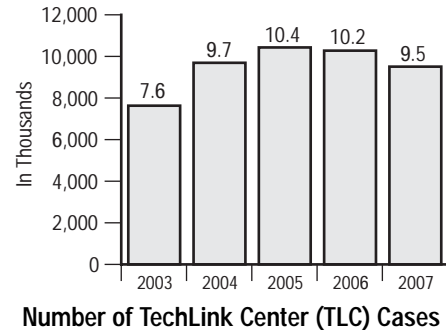
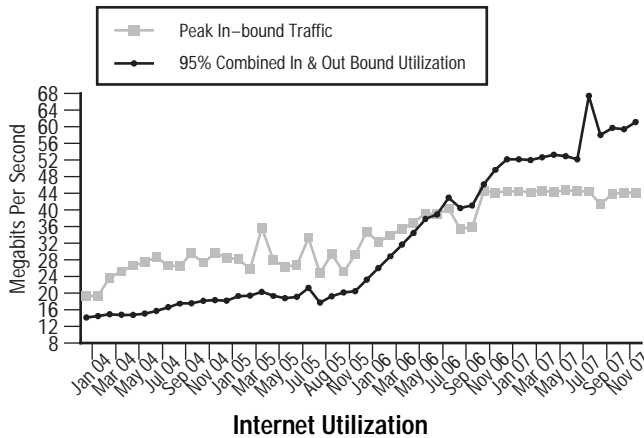


**Annual CJIC Transaction Usage**

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.

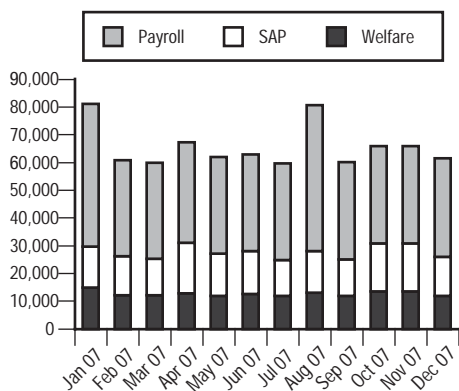
Section 1: Finance and Government





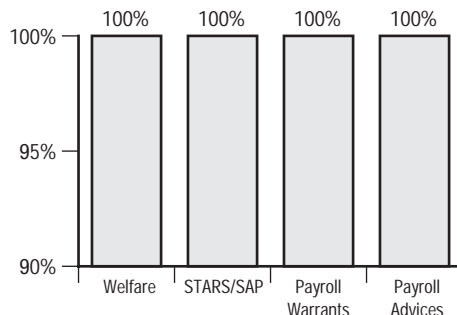
**Internet Email Message volumes Transported by CLARAnet January 04– December 07**

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 website hits, e-mail, and TechLink Center (the County’s IT Help Desk), traffic.



**Number of Warrants Printed**

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

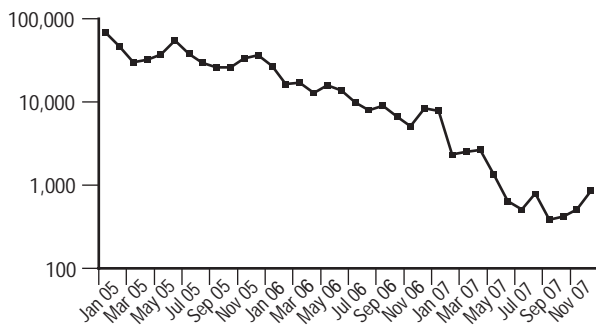


**Percentage of Warrants Printed on Time**

Why this is important: In combination with the volume of warrants printed is the measure of timeliness. Getting warrants out in a timely manner benefits the community and the County’s image to the community and suppliers.

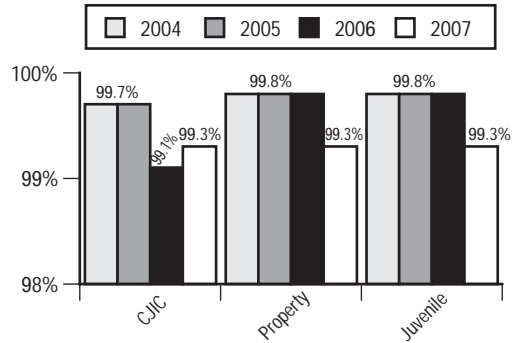


Achieve Customer Confidence which this Department promotes by ensuring timely, accurate, and cost-effective services.



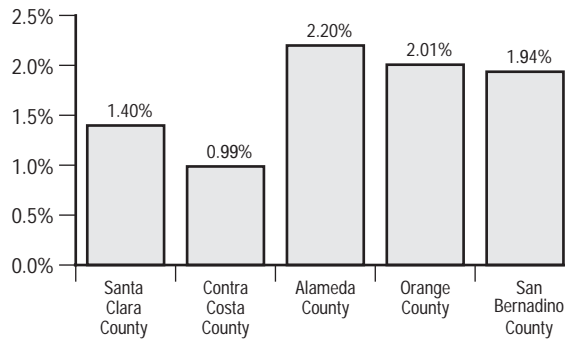
**Email Viruses Intercepted and Quarantined**

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 useless. This performance measure shows the number of e-mail viruses intercepted and quarantined on a monthly basis.



**Systems 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.



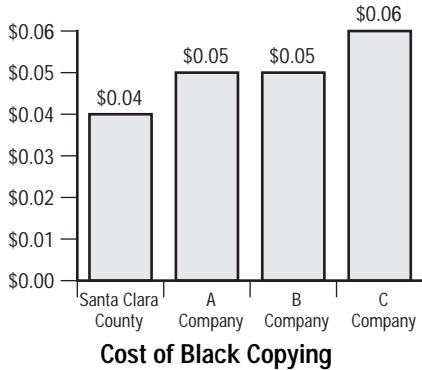
**Information Technology Costs as a Percent of the Total Budget of Comparable Counties**

Why this is important: This chart displays the total IT costs of comparable counties compared to the countywide budgets. This information shows that Santa Clara County is below average in IT costs.

Section 1: Finance and Government

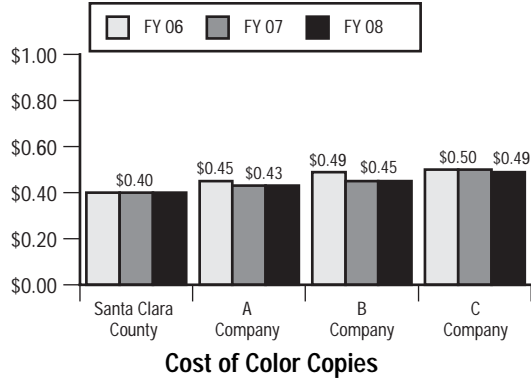


High Quality, timely copy and printing services at a price competitive with private companies.



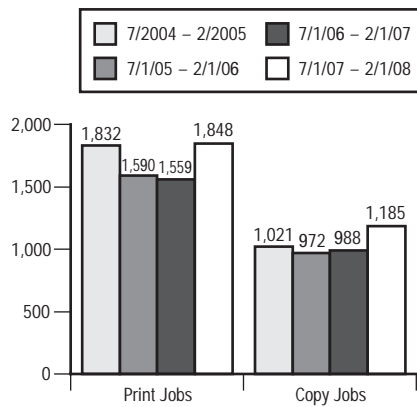
**Cost of Black Copying**

Why this is important: This is a comparison of what Printing Services 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 the printing in-house service is competitively priced. Depending upon the job, longer run printing jobs are discounted to even lower rates.



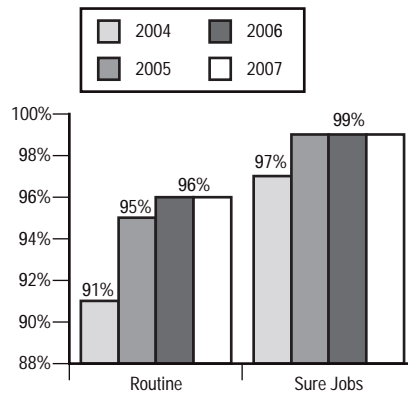
**Cost of Color Copies**

Why this is important: This is a comparison of what Printing Services 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 is 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 these services.



**Number of Jobs Completed Between July 2003 and February 2008**

The above charts show that the number of complex printing jobs as well as the number of quick copy jobs increased during 2007. Despite these increases, Printing Services has managed to maintain highly responsive levels of customer service and met critical printing deadlines. Utilization of staff and equipment are efficient and cost effective and despite increases in supply costs, FY 2007 budget levels were met. The need for Printing Services is strong and with careful workflow management and cost saving suggestions made to customers, printing and copying charge back rates for FY 2008 will not need to be increased.



**Average Percent of Print Jobs Completed On Time (Routine=no dated deadline - Sure Jobs=dated deadline)**

## Description of Major Services

### Office of the Chief Information Officer (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 collection of resources. One goal of the CIO's Office is to provide leadership in the collaborative efforts required to ensure a strong scalable, and adaptable technical foundation to support the various business services the County provides. In addition, the leadership in providing a roadmap to



implement newer or appropriate technology to provide efficiencies, productivity enhancements, and new service offerings to meet public and business service levels.

The strategies and objectives to accomplish these goals are to:

- Reduce the cost of doing business Countywide and within business service units through the use of technology and contract negotiations;
- Reduce costs by simplifying technical environments through standards, consolidation, and use of mainstream tools and methodologies;
- Promote process improvement and technology to enable departments to do more with fewer workers;
- Identify technology investment priorities;
- Implement a shared infrastructure to reduce costs, simplify the technical environment, and provide operational efficiencies;
- Reduce costs and threats by implementing IT Security and HIPAA regulations and best practices;
- Reduce costs by consolidating or implementing shared disaster recovery infrastructure/contracts for Countywide use;
- Identify and assist with business process improvements to reduce costs and implement more mainstream technology for easier and consistent support; and
- Communicate and coordinate strategic efforts through an IT Governance structure.

### Information Services Department

The CIO manages the Information Services Department (ISD) that 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 enables their customer departments to meet their own responsibilities.

### E-Government

The usage of SCCgov has increased from 5.7 million visits in calendar year 2006 to 6.9 million in 2007. The portal includes 27 online applications, which offer the public 24x7 access to a number of services the County provides. There are now over 100 sites on the County's public and employee portals, including new websites for 20 of the County's Advisory Boards & Commissions. The number of visits to the County's service-oriented public portal has increased with enhancements to the Department of Correction's Online Visit Reservation system, which allows the public to pre-schedule inmate visits and look up inmate information, and received awards for both best business process improvements and best applications serving the public in the State of California in 2007. Additionally, 2007 saw the launch of the new Vote by Mail and Voter Registration Status applications. Consistently of interest to residents are online parks reservations, employment opportunities, and the opportunity to research and order official records online.

### Restructure

With the budgetary deficit, turnover in management and other factors, the CIO restructured the organization to accomplish the following goals:

- Reduce levels of management in order to combine and produce cohesive teams with the appropriate level of management to support critical applications and services.
- Simplify the reporting structure to produce efficiencies in internal processes and service levels.
- Balance critical operational support requirements with planning and development efforts for new service offerings and technology.
- Provide leadership to identify and implement solutions to satisfy unmet requirements, and provide value-added functionality and capabilities to various business service areas through technology.
- Improve the span of control.

- Establish succession planning for staff that support critical applications and services, and who are considering retirement in the next 2 to 5 years.

The restructure provides eight areas of service, which will all report directly to the CIO:

- CIO Enterprise Services
- Enterprise Product Services
- Application Development Services
- Information Technical Support Services
- Network Infrastructure Services
- Customer Support and Server Infrastructure Services
- Printing Services/Mail & Pony Service/Records Retention
- Finance and Administration Department Services

## CIO Enterprise Services

### IT Project Portfolio Management Services

- Management of the IT Project Portfolio, assist departments with project guidelines and templates, review and report on IT Project status, and funding requests.
- Coordination of customers/stakeholder focus groups consisting of advisory groups, focus groups, product forums, etc.
- Participate/coordinate in the IT Governance responsibilities, covering the Three Year Plan for Information Technology, architecture standards, and project standards.

### County IT and HIPAA Security and IT Disaster Recovery Planning Services

- Coordination and oversight of the County's IT and HIPAA Security Program that provides policy, procedures, best practices, and department plan development and mitigation progress to ensure compliance with Board approved policies and HIPAA regulations.
- Coordination of annual IT Security Assessment and compliance.

- Coordination of Disaster Recovery Planning for identified critical applications and technology infrastructure.

### IT Service on Demand Program

In 2006, 10 permanent unclassified IT positions were added in ISD in order to provide:

- Necessary volume and variety of skills in order to temporarily meet departments' unexpected and unplanned needs and demands due to medical or retirement reasons or loss of vendor support; and reduce the burden on departments to locate, obtain, and manage the needed technical expertise.
- A means to react quickly to revenue generating and grant opportunities.
- The ability for ISD to maintain oversight of standards and practices that may impact system security and access control.
- The flexibility to obtain the required skill sets currently unavailable internally, including the hiring of subject matter experts to grow new services and provide training to existing staff.
- Reduced use of consulting services and extra help.
- A means to backfill staff to provide staff the option to learn new technology.

### Enterprise Product Services

This area of service covers Enterprise Product services and is comprised of the following:

#### Enterprise Architecture and Standards Services

- Planning and development of enterprise shared infrastructure, such as document/content management services.
- Selection and implementation of the tools and methodology to support the shared infrastructure and services.
- Transition of new technology support to the operational services within ISD.

#### Enterprise Product Support

- Analysis, design, selection, implementation, maintenance and enhancement of Information Technology products and packages, including: 1) HaRP - PeopleSoft payroll system 2) SAP - Financial Accounting System 3) ERD - Electronic Reporting

and Distribution Tools 4) Document Management and Imaging systems 5) Cognos – Business Intelligence and Analytical Reporting Tools.

### **Business and Process Analysis**

- Business and Process analysis responsibilities that consist of analysis, requirements development, documentation and RFP assistance for IT products and packages;
- Facilitation, documentation and analysis of “As is” processes and development of “To be” processes to enable streamlining and efficiencies through the use of technology.

### **Application Development Services**

This area of service covers enterprise and department application development and delivery services and the development of new services. It is comprised of the following service areas:

#### **e-Government Oversight**

- Analysis, design, development, implementation, maintenance and enhancement of the public and employee portals and on-line applications;
- Management of public and employee portal plans and services;
- Development of e-Government Policies and Information Architecture (i.e. what and how information is organized and accessed on the portals);
- Project management; and
- Governance support.

#### **Law and Justice Systems and Planning**

- Analysis, design, development, implementation, maintenance, and enhancement of Law and Justice systems, including CJIC and JRS;
- Strategic planning for enhanced law and justice technology services;
- Law and justice architecture planning and development; and
- Coordination with external and internal law and justice agencies to support and lead Countywide strategic and operational system development.

### **Enterprise and Department Applications**

- Analysis, design, development, implementation, maintenance and enhancement of enterprise and department systems, including Keyboard, 911 Dispatch System, Property, e-Government web applications, e-Forms, and internal ISD systems.

### **Business Analysis, Quality Assurance, and Training**

- Business analysis responsibilities that consist of analysis, requirements development, documentation and RFP assistance for Application development projects;
- Quality assurance and quality control testing of software deployments;
- Performance testing of new and enhanced applications and features;
- Management of tools and methodologies for application development; and
- Development and delivery of user training, documentation, guides, manuals and on-line help.

### **Information Technical Support Services**

This area of service covers Information Technical Support Services for Geographical Information Systems Services, Database Administration Services, Mainframe System Support Services, and Enterprise Data Center Operation Services. It is comprised of the following service areas:

#### **Geographical Information Systems (GIS) Services**

- ISD is responsible for managing the Santa Clara Regional GIS Basemap Partnership to enhance regional information quality and consistency. The basemap is designed to serve a diversity of needs within cities, County departments, utilities, and regional agencies. The basemap is an enabling and integrating GIS framework, supporting a broad diversity of needs such as: Homeland Security, Public Safety, Emergency Preparedness, 911, Justice, Utilities, and Planning.

- Additional services and responsibilities include:
  - Participating in local and regional forums;
  - Coordinating the GIS strategic efforts within the County and region;
  - Analyzing, designing, developing, administrating, implementing, and maintaining the Enhanced Regional Basemap, Department Layer Adjustments, Orthophotography integration, as well as new external and internal requests; and
  - Maintaining and monitoring the GIS repository and portal.

#### **Database Administration Services**

- Provide technical and analytical support of data and database management systems for critical Countywide business operations;
- Configure the associated technical environments;
- Design databases according to County standards and procedures;
- Implement databases and ensure data integrity;
- Monitor and tune databases for optimal performance;
- Backup and recover databases;
- Maintain database security.

#### **Mainframe System Support Services and Enterprise Data Center Operation Services**

- Plan, implement, maintain and support the appropriate hardware and software to meet our customers' needs while maintaining acceptable levels of performance and availability for the mainframe computer system, which houses critical and essential County applications;
- Manage batch processing jobs;
- Create, print, and distribute a variety of reports, vendor warrants, payroll warrants and advices, Welfare warrants, W2s, and tax bills, etc.;
- Manage back-up of operating system software, critical applications, and data for off-site storage used for disaster recovery;
- Maintain and monitor the ISD facilities to ensure efficient operation, safety, and security.

### **Customer Support And Server Infrastructure Services**

This division covers Customer Support and Infrastructure Services for Servers, Local Area Networks and workstations. It is comprised of the following service areas:

#### **Enterprise and Department Server Infrastructure Services**

- Analysis, design, administration, implementation and maintenance of enterprise and departments' servers that support critical applications, and file-sharing services, including operating systems, database systems, and file management software across multiple platforms; and
- Day-to-day management and administration of enterprise and department servers, including but not limited to, the County's financial and payroll applications, and the County's Intranet and Internet Portals.

#### **Local Area Network and Workstation Services**

- Analysis, design, implementation, and maintenance of department LAN's and workstations; and
- Day-to-day management and administration of department LAN's and workstations.

#### **Help Desk and Customer Support Services**

- TechLink Center (TLC) provides help desk services and first line support for hardware, software, and communication problems for critical applications, infrastructure, security alerts, and application password assistance.

#### **Cabling Services**

- Analysis, design, implementation, and maintenance of various department cabling infrastructures.

### **Networks Infrastructure Services**

This area of service covers the wide area network for the County (CLARAnet) and Voice Communications. It is comprised of the following service areas:

#### **Network Infrastructure Support and Planning Services**

- Analysis, design, administration, implementation and maintenance of 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 that pertain to vital public safety, health and welfare operations;

- Day-to-day management and administration of the interdepartmental and public access to County services through the County's Internet portal, telephone systems and telephone call centers, voice mail, and e-mail applications; and
- Management of IT security notification and coordination of department operational responders.

#### Voice Communications Services

- Analysis, design, administration, implementation, and maintenance of voice communication systems;
- Day-to-day management and administration of voice communication systems; and
- Help desk services and first line support for hardware, software, and communication problems for critical and essential voice communication systems.

#### Printing Services

This area of service covers County printing and copying services through an Internal Service Fund, and mail handling, postage, messenger delivery, and stored records services, through the General Fund. It is comprised of the following service areas:

#### County Printing and Copying Services

- Produce 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;
- Consult with departments on document and job planning as well as specialized printing specifications that need to be competitively bid;
- Design graphics and artwork for department documents;
- Provide digital color copying, high-speed network copying/printing, one or two color offset printing, binding, folding, stapling, addressing and sealing;
- Provide full service document production centers located at two locations: Berger Drive, Building 2-Lower Level, and Valley Medical Center;
- Evaluate cost benefits associated with the purchase of state-of-the-art equipment and software on an ongoing basis.

#### Mail Handling, Postage, Messenger Delivery and Records Retention

- Distribute U.S. and Pony mail to most County facilities within 24 hours or less;
- Assist departments with bulk mailing projects;
- Administer and maintain a Record Retention Center for inactive or semi-inactive records.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Printing Services	Yes	Non-Mandated	No impact related to position deletion.	■
Data Processing and Voice Communications	Yes	Mandated and Non-Mandated	No impact related to position deletion.	■
Geographic Information Svcs.	Yes	Non-Mandated		■
Criminal Justice Info. Control	Yes	Mandated		■
Enterprise IT Planning	Yes	Non-Mandated		■
GIS-Regional Budget Fund	Yes	Non-Mandated		■

Impact on Current Level of Service:

□ = Eliminated ▼ = Reduced ◻ = Modified ▲ = Enhanced ■ = No Change



Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Network Infrastructure	No	Mandated		■
Mail/Retention/Pony	Yes	Non-Mandated		■
HIPAA Security Officer	Yes	Mandated		■
Administration and Support	Yes	Required		■
Technology Projects	Yes	Mandated		▲

Impact on Current Level of Service:  
 = Eliminated    ▼ = Reduced    ◻ = Modified    ▲ = Enhanced    ■ = No Change

## County Executive's Recommendation

### Printing Services – Fund 77

**Delete Vacant 0.5 FTE Bindery Worker II Position:** This position has been vacant for some time and the workload has since been absorbed by existing staff.

**Service Impact:** None. The deletion of this position will not impact the current level of service nor existing staff.

**Ongoing Savings: \$31,897**

**Reduce \$29,495 in Funding from Reimbursements from General Fund Departments:** Printing Services operating costs were reduced, and, as such, the rates for this ISD service were reduced. In various County department budgets, these reduced adjustments can be found in the Internal Service Fund Adjustment section of this budget document.

**Service Impact:** None. There is no known impact to the current level of service.

**Ongoing General Fund Savings: \$29,495**

### Data Processing and Voice Communications – Fund 74

**Reduce \$175,300 in Funding for Services and Supplies in Finance and Administration:** The reductions are in communications and phones, equipment-other, and building and improvement expenses. As a result of an FY 2008 audit, several of ISD's phone lines were

- 1.0 FTE Local Area Network Analyst I (filled),

disconnected, rarely-used pagers were disconnected, and ISD relinquished almost 6,000 sq. ft. of office and warehouse space.

**Service Impact:** None. These reductions are not expected to have a negative impact on the current level of service.

**Ongoing Savings: \$175,300**

**Reduce \$85,153 in Funding for Services and Supplies in Server Infrastructure Services:** The reduction is in PC software expenses.

**Service Impact:** None. The reduction is not expected to have a negative impact on the current level of service.

**Ongoing Savings: \$85,153**

**Reduce \$42,072 in Funding for Services and Supplies in Enterprise Data Center:** The reductions are in maintenance, equipment-other, and in operating expenses. ISD will no longer need to carry maintenance on the Impact Printers and related costs such as toner.

**Service Impact:** None. The reductions are not expected to have a negative impact on the current level of service.

**Ongoing Savings: \$42,072**

**Delete 2.0 FTE Positions in Customer Support:**

- 1.0 FTE Information Systems Technician II (vacant), \$105,754

\$131,244

**Service Impact:** None. The reduction of these positions will not impact the current level of service.

**Ongoing Savings: \$236,998**

**Reduce \$470,505 in Funding from Reimbursements from General Fund Departments:** Data Processing and Voice Communications operating costs were reduced, and, as such, the rates for these ISD services were reduced. In

various County department budgets, these reduced adjustments can be found in the Internal Service Fund Adjustment section of this budget document.

**Service Impact:** None. There is no known impact to the current level of service.

**Ongoing General Fund Savings: \$470,505**

## Fiscal Year 2009 – 2011 Three-Year Information Technology (IT) Plan

In accordance with Board Policy Resolution 0206, adopted January 14, 2003 and Board Policy 4.19 regarding Information Technology (IT) Capital Investment Policy adopted December 6, 2005, the IT Plan is produced to provide an overview of the County's IT Strategy. Project descriptions and analyses were

evaluated and prioritized initially by the Information Technology Governance Council (ITGC), comprised of Department Managers and IT Managers and then subsequently by the Information Technology Executive Committee (ITEC), comprised of the Assistant County Executive and Agency and Department Heads.

## County Executive's Recommendation

The County Executive is recommended a one-time Technology appropriation of \$8,224,133 and an ongoing amount of \$155,761.

### FY 2009 Technology Projects

Funding is recommended for the following General Fund Technology Projects:

Description <sup>a</sup>	Amount
County Comm. Microwave Radio Replacement	\$520,000
Tax Collector's Office BancTec Pay Courier	\$103,860
Tax Collector's Office TCAS	\$3,101,211
Assessor's Systems + Reengineering Project	\$1,400,000
Clerk of the Board Assessment Appeal System	\$100,000
DA's CRIMES.Net	\$888,968
HHS (General Fund) Secure Messaging	\$63,344
HHS (General Fund) COGNOS 8 Expansion	\$80,000
Probation's Document Management System	\$279,929
Probation's Juvenile Business Analytics	\$145,000
Probation's Notes Decoupling	\$100,000
Departmental IT Infrastructure Replacement <sup>b</sup>	\$1,597,582
<b>Total</b>	<b>\$8,379,894</b>
<b>One-time Cost</b>	<b>\$8,224,133</b>
<b>Ongoing Cost</b>	<b>\$155,761</b>

a. Project descriptions are contained within designated Departmental Budget Narratives.

b. Please see below table for detail.

### FY 2009 IT Infrastructure Replacement Projects

The following list is a breakdown of General Fund IT Infrastructure Projects, including affected County departments, approximate amounts and budgeted funding locations. These projects will replace various aging hardware throughout the County that meets or exceeds the Information Technology replacement criteria. In some cases, there are security and safety issues as well. Items in this request include: servers, routers/switches, printers, laptops and software.

### Information Technology Infrastructure Replacement

Department	Amount	Funding Budgeted in
County Communications	\$28,811	Co. Comm.
Agriculture and Environmental Management (AEM)	\$12,665	ISD
ASAP (Finance Agency)	\$7,794	ISD
County Executive's Office (CEO)	\$46,748	ISD
Board Chambers, Districts 3 & 4	\$24,347	ISD
Clerk of the Board	\$31,175	ISD
Controller's Office	\$10,468	ISD
County Counsel's Office (CCO)	\$190,600	CCO
District Attorney's Office (DA)	\$123,100	DA
DA - Crime Laboratory	\$73,300	DA
Board of Supervisors - District 1	\$6,020	ISD



## Information Technology Infrastructure Replacement

Department	Amount	Funding Budgeted in
Board of Supervisors - District 2	\$13,545	ISD
Board of Supervisors - District 5	\$10,213	ISD
Department of Correction (DOC)	\$121,684	DOC
Department of Revenue (DOR)	\$51,910	DOR
Employee Services Agency (ESA)	\$83,500	ESA
Health & Hospital System-CH (HHS)	\$138,545	HHS
Health & Hospital System-PH (HHS)	\$75,000	HHS
ISD/General Fund Division	\$12,232	ISD
Medical Examiner/Coroner	\$6,393	ISD
Office of Affordable Housing	\$1,716	ISD
CEO/Office of Budget & Analysis	\$4,222	ISD
CEO/Office of Emergency Services	\$71,445	ISD
CEO/Office of Human Relations	\$911	ISD
Public Defender's Office (PDO)	\$137,424	PDO
Probation Department (PROB)	\$210,679	PROB
Pretrial Services	\$67,683	ISD
Tax Collector's Office (TCO)	\$35,452	TCO
<b>Total</b>	<b>\$1,597,582</b>	

### FY 2009 Enterprise Technology Projects

Funding is recommended for the following Enterprise Technology projects, in a one-time amount of \$2,852,527 and an ongoing amount of \$80,000. These Projects benefit Countywide systems such as CLARAnet, CJIC; and both the Public and Employee Portals.

**Allocate \$339,000 in One-time Funding and \$22,000 in Ongoing Funding for the CLARAnet Infrastructure Replacement Project:** This project is the annual County data network infrastructure and technology refresh. The project includes replacement and/or upgrade of obsolete routers, network switches, servers providing network services, and other data network devices. This project supports service delivery and the ability to implement ongoing IT security patches.

**One-time Cost: \$339,000**  
**Ongoing Cost: \$22,000**

**Allocate \$325,000 in One-time Funding for the 70 W. Hedding Voice Mail Hub Replacement Project:** This project replaces the current Avaya voice mail system, which was installed in 2002, with a new Nortel voice mail system. With the advent of Voice Over IP (VOIP) Technology, the Avaya system is obsolete and reaching the end of its life. The installation of the new Nortel

voice mail system will provide another five to six years of life for this equipment as the Voice Over IP (VOIP) technology can gradually be implemented pending funding availability over time.

**One-time Cost: \$325,000**

**Allocate \$852,000 in One-time Funding for the Criminal Justice Information Control (CJIC) Law and Justice Plan Project:** This project will focus on technical and functional systems planning, quick wins and research in various areas to provide a comprehensive strategy to address multiple challenges and opportunities.

The Criminal Justice Information Control (CJIC) system was first developed in the 1970's. In 1995, the system underwent a major rewrite to increase the reliability, security and functionality of the application and to improve the technical platform. Today, CJIC is accessed by over 4,000 individuals in the law and justice community in County, Local, State and Federal agencies.

There are multiple risks if CJIC architecture and continuity planning are not performed, environmental challenges are not addressed in a timely manner, and key enhancement requirements and reporting needs of the justice community are not met. Analytics and reporting information may not be available in a timely manner or available at all. Data may become inaccurate, leading errors in criminal processing. Time delays in business processes due to system downtime may cause the County to be out of compliance with legislation and mandates. Inmates may be erroneously released from jail. Additionally, without process improvement across the criminal justice community, agencies may become frustrated with barriers that hinder change and automation and may create information "silos" or stand-alone technologies that would negatively impact information sharing and collaboration.

**One-time Cost \$852,000**

**Allocate \$125,000 in One-time Funding and \$25,000 in Ongoing Funding for the Security Information Management System (SIMS) Project:** This project will implement a system that will automatically sort, parse through and correlate all of the log translations which contain a large range of information including security device reporting of denied connections related to virus/worm outbreaks

and other suspect network activity. This system will be able to correlate logs from many different devices and warn of immediate threats, and it can be configured to send threat alerts to designated ISD staff in order to minimize response time.

**One-time Cost: \$125,000**  
**Ongoing Cost: \$25,000**

**Allocate \$956,527 in One-time Funding and \$33,000 in Ongoing Funding for the following Server Storage Local Area Network (LAN) Projects:**

- Files and Data Storage Security - \$110,000
- Storage Area Network (SAN) Expansion - \$243,956
- eGovernment Servers and Arrays - \$145,371
- IT Disaster Recovery Strategy - \$160,000 one-time and \$22,000 ongoing
- eGovernment Pilot for Disaster Recovery - \$79,000
- E-mail Archiving - \$218,200 one-time and \$11,000 ongoing

**One-time Cost: \$956,527**  
**Ongoing Cost: \$33,000**

**Allocate \$255,000 in One-time Funding for the eGovernment Shared Services Improvement Project:** This project expands the e-Government (eGov) environment and applications to use new technology solutions. Interactive web communications, also known as “Web 2.0” offer real time information updates and the capability for people to easily contribute information and collaborate over the web. New devices used for website access, such as personal digital assistants (PDAs) and cell phones can enhance and speed up information delivery and are being used increasingly by County staff.

Mobile devices will provide critical access to information in the event of an emergency, but can also be used to render current and future business applications for County employees to use in mobile workforce situations, such as doctors at Valley Medical Center or agriculture and environmental resources staff in the field. County agencies and departments could also make information such as election information

from the Registrar of Voters available via podcasts, and educational content data web feeds from Public Health on topics such as Avian Flu.

**One-time Cost: \$255,000**

**One-time Funding for the County Integrated Emergency Management System (CIEMS):**

This County regional public and internal notification system will serve the Santa Clara County area with instant or pre-scheduled automated mass emergency notification through various devices to the public, government workforce, and contractor resources. These devices include telephone, text messages, FAX, email, pager, internet, and others. This will also include multi-lingual messaging configurable to specific broadcast or recipient profile. Some examples of uses of the CIEMS would relate to Crimes (hostage situation, kidnapping); Environment (HazMat incidents, West Nile Virus alerts); Disasters (Bomb threats, terrorist alerts); Health (Pandemic Flu information, contaminated food warnings); Utilities (power outages, road closures); General Information (community/policy meetings, media notifications); and Internal Uses (IT security notifications such as virus attacks, IT software change notices).

Funding for this project will be taken from the recommended Reserve for State and Federal Budget Impacts, once the Request for Proposals (RFP) process has been completed.

**One-time Cost: To be Determined**

### Information Services — Budget Unit 145 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
14501	Information Services Fund 0001	\$ 14,056,363	\$ 12,599,364	\$ 14,001,105	\$ 16,593,115	\$ 3,993,751	31.7%
14574	Information Services Fund 0074	27,755,230	30,887,686	31,995,735	29,805,500	(1,082,186)	-3.5%
14577	Printing Operations Fund 0077	1,852,505	2,180,007	2,180,007	2,192,993	12,986	0.6%
14502	Messenger Driver - Records Ret Fund 0001	374,915	494,919	494,919	431,764	(63,155)	-12.8%
1231	GIS SCC Regional Budgetary Fund 0242	422,926	1,548,063	1,560,343	1,534,332	(13,731)	-0.9%
<b>Total Net Expenditures</b>		<b>\$ 44,461,939</b>	<b>\$ 47,710,039</b>	<b>\$ 50,232,109</b>	<b>\$ 50,557,704</b>	<b>\$ 2,847,665</b>	<b>6.0%</b>

### Information Services — Budget Unit 145 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
14501	Information Services Fund 0001	\$ 14,105,163	\$ 12,631,164	\$ 14,032,905	\$ 16,626,915	\$ 3,995,751	31.6%
14574	Information Services Fund 0074	27,755,230	30,887,686	31,995,735	29,838,500	(1,049,186)	-3.4%
14577	Printing Operations Fund 0077	1,852,505	2,180,007	2,180,007	2,192,993	12,986	0.6%
14502	Messenger Driver - Records Ret Fund 0001	1,722,303	2,040,777	2,040,777	1,977,622	(63,155)	-3.1%
1231	GIS SCC Regional Budgetary Fund 0242	422,926	1,548,063	1,560,343	1,534,332	(13,731)	-0.9%
<b>Total Gross Expenditures</b>		<b>\$ 45,858,127</b>	<b>\$ 49,287,697</b>	<b>\$ 51,809,767</b>	<b>\$ 52,170,362</b>	<b>\$ 2,882,665</b>	<b>5.8%</b>

### Information Services — Budget Unit 145 Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 25,425,976	\$ 26,876,558	\$ 26,876,558	\$ 28,348,525	\$ 1,471,967	5.5%
Services And Supplies	20,145,554	22,103,535	24,423,705	23,721,143	1,617,608	7.3%
Fixed Assets	286,597	206,910	248,810	—	(206,910)	-100.0%
Operating/Equity Transfers	—	48,589	208,589	48,589	—	—
Reserves	—	52,105	52,105	52,105	—	—
<b>Subtotal Expenditures</b>	<b>45,858,127</b>	<b>49,287,697</b>	<b>51,809,767</b>	<b>52,170,362</b>	<b>2,882,665</b>	<b>5.8%</b>
Expenditure Transfers	(1,396,188)	(1,577,658)	(1,577,658)	(1,612,658)	(35,000)	2.2%
<b>Total Net Expenditures</b>	<b>44,461,939</b>	<b>47,710,039</b>	<b>50,232,109</b>	<b>50,557,704</b>	<b>2,847,665</b>	<b>6.0%</b>



## Information Services — Budget Unit 145

### Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
14501	Information Services Fund 0001	\$ 105,222	\$ 643,714	\$ 643,714	\$ 153,589	\$ (490,125)	-76.1%
14574	Information Services Fund 0074	29,545,517	33,535,893	33,695,893	33,388,794	(147,099)	-0.4%
14577	Printing Operations Fund 0077	1,969,934	2,211,995	2,211,995	2,197,239	(14,756)	-0.7%
1231	GIS SCC Regional Budgetary Fund 0242	367,721	200,000	200,000	200,000	—	—
<b>Total Revenues</b>		<b>\$ 31,988,394</b>	<b>\$ 36,591,602</b>	<b>\$ 36,751,602</b>	<b>\$ 35,939,622</b>	<b>\$ (651,980)</b>	<b>-1.8%</b>

## Information Services Fund 0001 — Cost Center 14501

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	28.0	\$ 12,599,364	\$ 643,714
Board Approved Adjustments During FY 2008	—	1,401,741	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	419,158	—
Internal Service Fund Adjustments	—	574,833	48,589
Other Required Adjustments	—	(1,840,305)	(538,714)
Subtotal (Current Level Budget)	28.0	\$ 13,154,791	\$ 153,589
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
E-Mail Archiving	—	11,000	—
FY 2009 Data Processing Adjustment	—	177,813	—
FY 2009 Phone Rate Adjustment	—	407	—
IT Disaster Recovery Strategy	—	22,000	—
Decision Packages			
1. Allocate One-time Funding for CLARAnet Project	—	339,000	—
Allocate one-time funds in the amount of \$339,000 for CLARAnet IT Infrastructure Replacement project.			
2. Allocate Funds for Countywide IT Infrastructure Replacement Services	—	327,577	—



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

	Positions	Appropriations	Revenues
◆ \$12,665 to be used for Agriculture and Environmental Management			
◆ \$7,794 to be used for ASAP			
◆ \$46,748 to be used for the Office of the County Executive			
◆ \$24,347 to be used for the Board Chambers and District 3 & 4			
◆ \$31,175 to be used for the Clerk of the Board			
◆ \$10,468 to be used for the Controller's Office			
◆ \$6,020 to be used for District 1			
◆ \$13,545 to be used for District 2			
◆ \$10,213 to be used for District 5			
◆ \$12,232 to be used for the Information Services Department			
◆ \$6,393 to be used for the Medical Examiner-Coroner's Office			
◆ \$1,716 to be used for the Office of Affordable Housing			
◆ \$4,222 to be used for the Office of Budget and Analysis			
◆ \$71,445 to be used for the Office of Emergency Services			
◆ \$911 to be used for the Office of Human Relations			
◆ \$67,683 to be used for the Office of Pretrial Services			
3. Allocate One-time Funds for Enterprise Justice and Shared Services Projects	—	1,107,000	—
Allocate one-time funds in the amount of \$1,107,000 for the following Enterprise Projects:			
◆ Criminal Justice Information Control (CJIC) Law and Justice Project - \$852,000			
◆ eGOV Shared Services Project - \$255,000			
4. Allocate One-time Funding for Enterprise Network Projects	—	475,000	—
Allocate one-time and ongoing funds in the amount of \$450,000 for the following Enterprise Network Projects:			
◆ 70 W. Hedding Voice Mail Hub Replacement - \$325,000 one-time			
◆ Security Information Management System (SIMS) - \$125,000 one-time and \$25,000 ongoing			
5. Allocate Ongoing Funding for CLARAnet Project	—	22,000	—
Allocate ongoing funds in the amount of \$22,000 for CLARAnet Infrastructure Replacement.			
6. Allocate One-time Funds for Server Storage Projects	—	956,527	—
Allocate one-time funds in the amount of \$956,527 for the following Server Storage Projects:			
◆ Files and Data Storage Security - \$110,000			
◆ SAN Storage Exp - \$243,956			
◆ eGOV Servers and Arrays - \$145,371			
◆ IT Disaster Recovery Strategy - \$160,000			
◆ eGov Pilot for Disaster Recovery - \$79,000			
◆ E-mail Archiving - \$218,200			
Subtotal (Recommended Changes)	—	\$ 3,438,324	\$ —
<b>Total Recommendation</b>	28.0	\$ 16,593,115	\$ 153,589





## Information Services Fund 0074 — Cost Center 14574

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Data Processing ISF (Fund Number 0074)</b>			
FY 2008 Approved Budget	163.0	\$ 30,887,686	\$ 33,535,893
Board Approved Adjustments During FY 2008	—	1,108,049	160,000
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	1,218,407	—
Internal Service Fund Adjustments	—	38,591	1,765,306
Other Required Adjustments	—	(2,907,621)	(2,212,440)
Subtotal (Current Level Budget)	163.0	\$ 30,345,112	\$ 33,248,759
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Data Processing Adjustment	—	—	(510,416)
FY 2009 Phone Rate Adjustment	—	—	(24,061)
E-Mail Archiving	—	(11,000)	—
IT Disaster Recovery Strategy	—	(22,000)	—
Decision Packages			
1. Allocate Ongoing Funds for Enterprise Server Storage Projects	—	33,000	—
Allocate ongoing funds in the amount of \$33,000 for the following Enterprise Server Storage Projects:			
◆ IT Disaster Recovery Strategy - \$22,000			
◆ E-mail Archiving - \$11,000			
2. ISD Ad Hoc Services Posting	—	—	674,512
3. Delete 2.0 FTE Positions	-2.0	(236,998)	—
Delete vacant 1.0 FTE Information Systems Technician II (G50) and filled 1.0 FTE LAN Analyst I (K36) in Customer Support.			
4. Reduce Funding in Services and Supplies	—	(175,300)	—
In the Finance and Administration division, reduce funding in Communications and Phones, Equipment, and in Building and Improvement costs.			
5. Reduce Funding in Services and Supplies	—	(42,161)	—
In the Enterprise Data Center, reduce funding in Maintenance Equipment-Other, and in Operating Expense costs.			
6. Reduce Funding in Services and Supplies	—	(85,153)	—
In the Server Infrastructure Services division, reduce funding in PC Software costs.			
Subtotal (Recommended Changes)	-2.0	\$ (539,612)	\$ 140,035
<b>Total Recommendation</b>	<b>161.0</b>	<b>\$ 29,805,500</b>	<b>\$ 33,388,794</b>

## Printing Operations Fund 0077 — Cost Center 14577

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Printing Services ISF (Fund Number 0077)</b>			
FY 2008 Approved Budget	12.5	\$ 2,180,007	\$ 2,211,995
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	53,362	—
Internal Service Fund Adjustments	—	(17,775)	16,452
Other Required Adjustments	—	7,658	(1,713)
Subtotal (Current Level Budget)	12.5	\$ 2,223,252	\$ 2,226,734
<b>Recommended Changes for FY 2009</b>			



### Printing Operations Fund 0077 — Cost Center 14577 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Internal Service Fund Adjustments</b>			
	—	—	(29,495)
FY 2009 Data Processing Adjustment	—	1,874	—
FY 2009 Phone Rate Adjustment	—	(236)	—
<b>Decision Packages</b>			
1. Delete Vacant .5 FTE Position	-0.5	(31,897)	—
Delete vacant .5 FTE Bindery Worker II position in Printing Services.			
Subtotal (Recommended Changes)	-0.5	\$ (30,259)	\$ (29,495)
<b>Total Recommendation</b>	<b>12.0</b>	<b>\$ 2,192,993</b>	<b>\$ 2,197,239</b>

### Messenger Driver - Records Ret Fund 0001 — Cost Center 14502 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	5.0	\$ 494,919	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	13,402	—
Internal Service Fund Adjustments	—	(13,559)	—
Other Required Adjustments	—	(63,000)	—
Subtotal (Current Level Budget)	5.0	\$ 431,762	\$ —
<b>Recommended Changes for FY 2009</b>			
<b>Internal Service Fund Adjustments</b>			
FY 2009 Phone Rate Adjustment	—	2	—
<b>Decision Packages</b>			
Subtotal (Recommended Changes)	—	\$ 2	\$ —
<b>Total Recommendation</b>	<b>5.0</b>	<b>\$ 431,764</b>	<b>\$ —</b>

### GIS SCC Regional Budgetary Fund 0242 — Cost Center 1231 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>GIS SCC Regional Fund (Fund Number 0242)</b>			
FY 2008 Approved Budget	3.0	\$ 1,548,063	\$ 200,000
Board Approved Adjustments During FY 2008	—	12,280	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	36,533	—
Internal Service Fund Adjustments	—	9,336	—
Other Required Adjustments	—	(60,869)	—
Subtotal (Current Level Budget)	3.0	\$ 1,545,343	\$ 200,000
<b>Recommended Changes for FY 2009</b>			

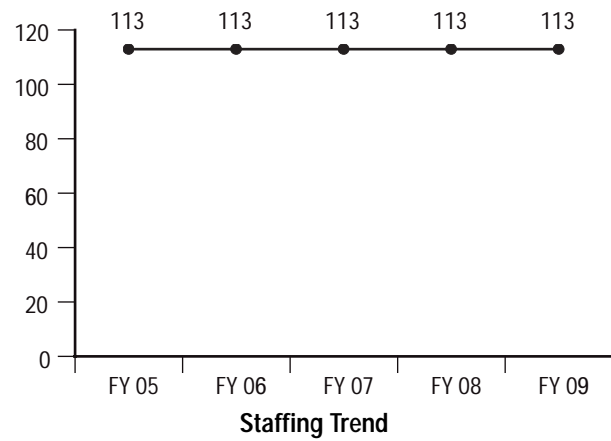
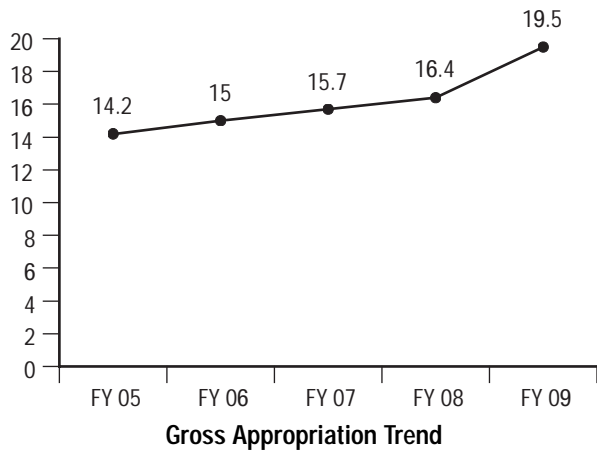
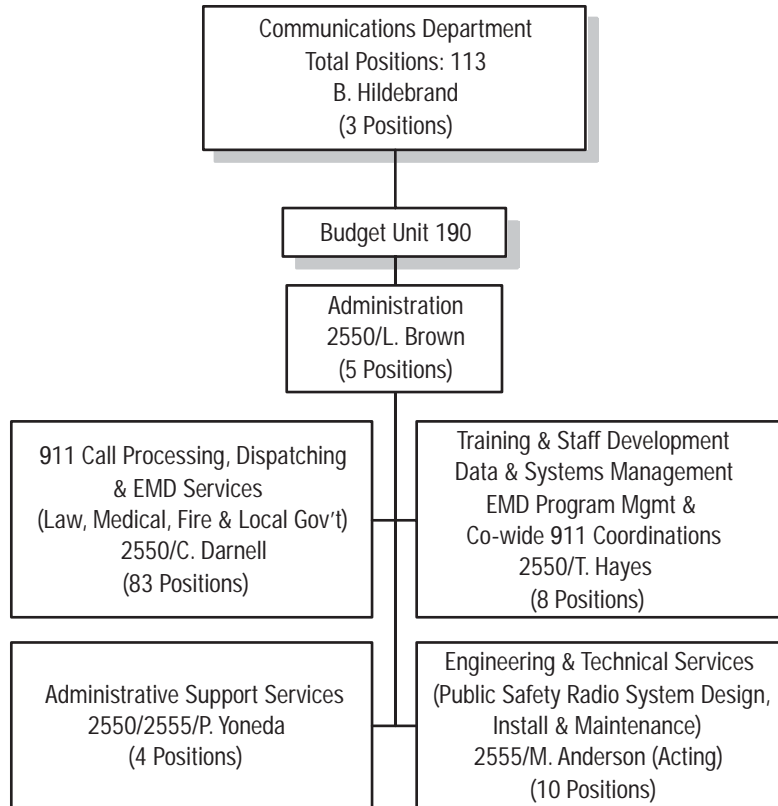


**GIS SCC Regional Budgetary Fund 0242 — Cost Center 1231**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments			
FY 2009 Data Processing Adjustment	—	(11,011)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (11,011)	\$ —
<b>Total Recommendation</b>	3.0	\$ 1,534,332	\$ 200,000



# County Communications



## Public Purpose

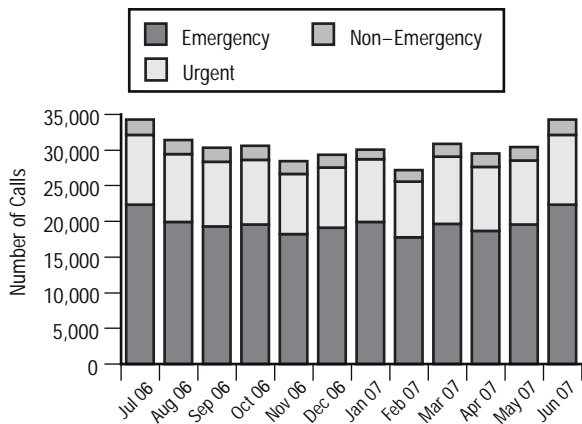
- Protection of the Public
- Safety of Emergency Personnel
- Protection of Property



Mobile Communications Dispatching at Emergency Medical Services (EMS)  
Multiple Casualty Incident Exercise

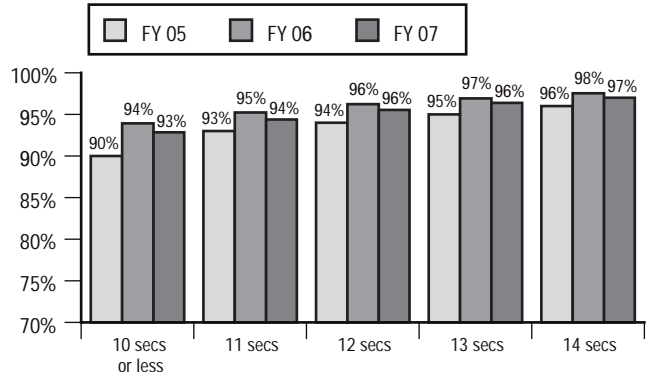
## Desired Results

**Prompt access to Public Safety Services** by quickly answering and screening emergency telephone calls, eliciting information needed to dispatch the appropriate response and resources.



**FY 07 Emergency, Urgent and Non-Emergency Monthly Call Volumes**

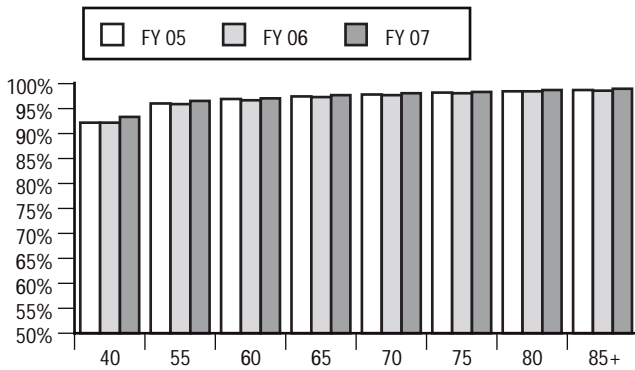
A total of 366,737 calls were handled in FY 07. Of these calls, approximately 64% were emergency, 30% were urgent, and 6% were non-emergency in nature. Emergency calls are received via 9-1-1 lines; 7-digit emergency numbers; PCS; building alarms; Light Rail, Transit and PG&E tip/ring lines; and emergency calls routed from other 9-1-1 centers.



**9-1-1 and Emergency Call Answering Times**

In FY 07, 93% of emergency calls were answered within 10 seconds (2.5 rings) or less.

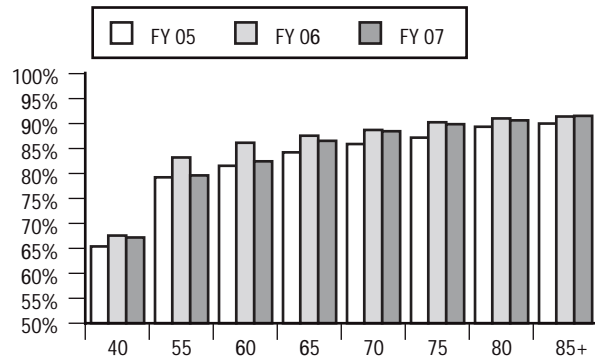
**Prompt delivery of public safety services** by quickly dispatching processed emergency calls for service.



**Fire Dispatch Times**

This graph illustrates the percentage of calls dispatched to field units over time. Also known as "time to dispatch." In FY 07, 93% of calls received for fire services were dispatched within 40 seconds or less.

A fire dispatch involves evaluating for appropriate response, determining fire equipment availability, and alerting the emergency unit(s).

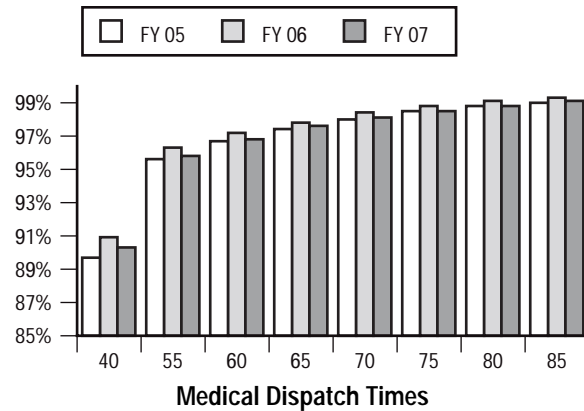


**Law Dispatch Times**

This graph illustrates the percentage of calls dispatched to field units over time, also known as "time to dispatch." In FY 07, 90% of calls received for law enforcement services were dispatched within less than 75 seconds.

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 in the field.

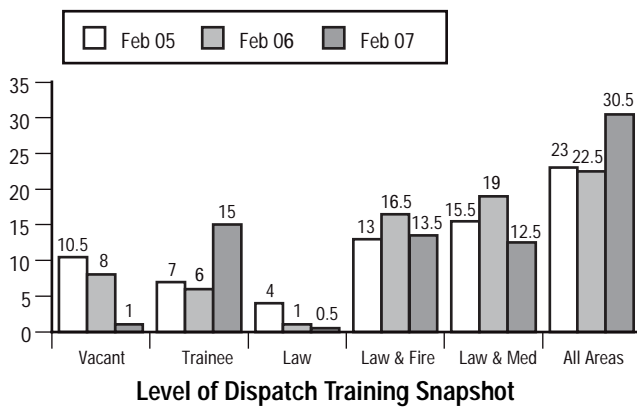




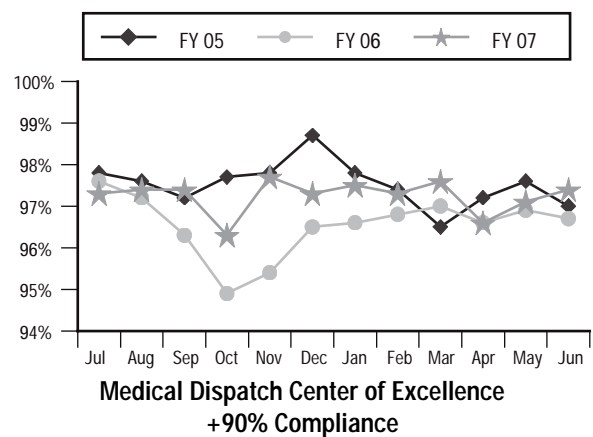
This graph illustrates the percentage of medical calls dispatched to field units over time, also known as “time to dispatch.” In FY 07, 91% of calls received for medical services were dispatched in 40 seconds or less.

A medical dispatch involves evaluating for appropriate response, determining resource availability, and alerting paramedic unit(s) on medical calls in the county, including cities and CHP.

**Accurate Dispatching services** by improving recruitment, training and retention of 911 dispatchers.



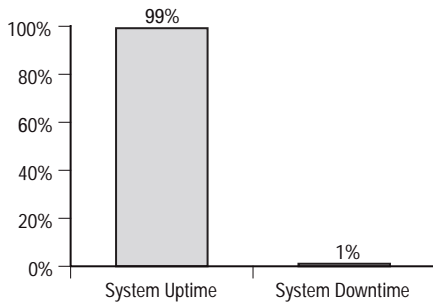
Extensive training is required to reach productive levels: minimum of 1 year for Law only level, minimum of 1.5 years for either Law/Fire or Law/Med level, and a minimum of 2.5 years to complete All Areas level training.



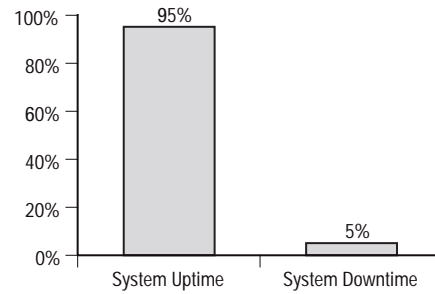
Santa Clara County was the first county in the state, and the 11th county nationwide, to achieve national “Center of Excellence” accreditation in January 2002. Fluctuations in overall average correspond with staffing level changes. Staff’s performance continues to exceed the 90% overall program compliance standard in providing pre-arrival medical instructions to 9-1-1 callers. The FY 07 average overall program compliance score was 96.5%.



## Public Safety audio systems reliability.



**Major System Problems FY 2007**



**Minor System Problems FY 2007**

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. Desired results shown above pertain to the following services:

### Dispatch Operations

- Coordinated emergency radio dispatching services for Sheriff, County Fire, Emergency Medical Services, and various other local government agencies.
- State-mandated 911 emergency call answering service to the public calling from unincorporated areas of the County and from communities served by Sheriff and County Fire Departments.
- Provision of appropriate physician-approved medical instruction to 911 callers while paramedics are en route to the scene of a medical emergency.
- Expanded training, planning and coordination in support of County's increased responsibilities during large-scale emergency events for fire and public health operational area emergency service coordination.
- Coordination and compliance for 911 functions required by the State 911, including information dissemination and maintenance of the 911 telephone/number/address information database, on behalf of all 911 centers in Santa Clara County.

### Technical Services

- Design, implementation, and maintenance of complex communications systems and equipment, such as sophisticated radio and computer infrastructure systems used by Dispatch Operations and numerous public safety agencies for countywide emergency communications
- Implementation and maintenance of hardware such as a state-of-the-art 168-channel data logger, which supports information systems providing automated functions and management data for Dispatch Operations and the agencies it serves.
- Engineering design, project management installation, repair and other technical consultation in support of various interoperable communications projects, such as Silicon Valley Regional Interoperability Project (SVRIP) BayMACS radio system and Monterey Bay Area Microwave System (MBAMS).

Twelve of fourteen functions currently performed by the Department are mandated by Federal and State law, regulation and County ordinance. The remaining two functions, although not mandated, relate to critical services. 9-1-1 Coordination includes maintenance of the master database used by all local 9-1-1 call centers in the County to route 9-1-1 calls, identify caller locations, and identify appropriate law enforcement, medical and fire service providers and resources. The Emergency Medical Dispatch (EMD) Program provides callers with medical instruction prior to the arrival of paramedics at the scene of a medical emergency



## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Law Dispatching	Yes	Mandated	Replaces aging dispatching equipment with new equipment based on more modern and supported technology and leverages existing equipment (microwave dishes) to reduce costs.	▲
Medical Dispatching	Yes	Mandated	Replaces aging dispatching equipment with new equipment based on more modern and supported technology and leverages existing equipment (microwave dishes) to reduce costs.	▲
Fire Dispatching	Yes	Mandated	Replaces aging dispatching equipment with new equipment based on more modern and supported technology and leverages existing equipment (microwave dishes) to reduce costs.	▲
Local Government Dispatching	Yes	Mandated	Replaces aging dispatching equipment with new equipment based on more modern and supported technology and leverages existing equipment (microwave dishes) to reduce costs.	▲
Administration & Support	Yes	Required	Enhance service delivery, to include safety and security issues.	▲
Communications Infrastructure Installation and Maintenance	Yes	Mandated		■
9-1-1 and Non-Emergency Phone Answering	Yes	Mandated		■
Training and Staff Development	Yes	Mandated		■
Data Management	Yes	Mandated		■
Communications System Engineering & Design	Yes	Mandated		■
Portable and Mobile Radio Installation and Maintenance	Yes	Mandated		■
Information Systems Management	Yes	Mandated		■
Federal Communications Commission Licensing	Yes	Mandated		■
Emergency Medical Dispatch Program	Yes	Non-Mandated		■
Countywide 9-1-1 Coordination	Yes	Non-Mandated		■

Impact on Current Level of Service:

□ = Eliminated   ▼ = Reduced   ◻ = Modified   ▲ = Enhanced   ■ = No Change



## County Executive's Recommendation

### ▲ Law, Medical, Fire, & Local Government Dispatching

**Allocate Technology Funding for Microwave Radio System Replacement:** This project will replace the microwave radio communication backbone system, which is used to connect six remote sites throughout the County. The existing equipment is 11 to 12 years old and because of its age, the manufacturer has dropped this equipment from their product line and it will no longer be supported. The chance of system failure is increased due to the age of the equipment and maintenance costs are high. The project will also add automatic switches to the equipment, enabling the redirection of transmission paths in the event of failure at either of the two key transmitter locations.

**Service Impact:** This Microwave Radio System supports critical simulcast broadcast and receives audio traffic for many key radio communication systems, including the Sheriff, County Fire, Emergency Medical Services, District Attorney, Department of Correction, Parks and Recreation, the County's Emergency Channel (F-10), and several others.

**One-time Cost: \$520,000**

### ▲ Administration and Support

**Allocate One-time Funding of \$28,811 for Information Technology Infrastructure Replacement:** This project will replace aging/obsolete equipment that meets or exceeds the County's Information Technology Replacement criteria. Items in this request may include servers, printers, routers/switches, laptops, and software. This project is recommended by the Information Technology Executive Committee (ITEC).

**Service Impact:** Continued and enhanced service delivery to include safety and security issues.

**One-time Cost: \$28,811**

### ▲ Regional Voice and Data Interoperability

**Allocate One-time Funding for Computer Aided Dispatching (CAD-to-CAD) Project:** Initially designed for Fire and Medical operations, this project allows disparate computer-aided dispatching systems to interface (CAD-to-CAD) to coordinate resource management.

**Service Impact:** The CAD-to-CAD project will provide significant improvements in the delivery of public safety services by linking the 13 Primary 9-1-1 Communication Centers and field personnel to share active event information and resource status for improved coordination of law, medical, fire auto, and reduce resource response times to calls requiring automatic and mutual aid. Funding identified in County Communications FY 2009 Recommended Budget request will be utilized to fulfill local grant match requirements.

**One-time Cost: \$810,000**

**Allocate One-time Funding for Silicon Valley Regional Communications System (SVRCS) Project:** This project is one of three hybrid radio systems that will be linked to provide radio interoperability over the east, west, and south bay areas.

**Service Impact:** The Silicon Valley Regional Communications System operates on multiple frequencies allowing for improved communications on the scene of the event. The Bay Area has initiated a multi-phased Interoperable Communications Initiative which includes public safety and transportation partners with a goal of establishing a standards-based shared system that provides seamless interoperability throughout the Bay Area and along the Interstate 80 corridor to Sacramento. Funding identified in County Communications FY 2009 Recommended Budget request will be utilized to ensure local grant match requirements, and to expand system coverage and use by the County.

**One-time Cost: \$500,000**

**Emerging Issue:**

County Communications is participating in multiple projects aimed at improving local and regional interoperable voice and data communications. This includes the Records Management Systems (RMS-to-RMS) and the Geographical Information System- (GIS) based services. The RMS-to-RMS allows law enforcement to search multiple regional law enforcement database records for the presence of

criminal activity. The RMS-to-RMS pilot, which includes Alameda, San Mateo, and Santa Clara Counties, is receiving a \$1 million State Department of Homeland Security grant. The GIS-based services include the development of a regional GIS Basemap which has not only improved the quality and consistency of regional information, but has also provided the foundation for many future enhancements.

**Communications Department — Budget Unit 190  
Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
2550	Communications Dispatching/Admin Fund 0001	\$ 11,021,769	\$ 11,341,363	\$ 11,341,363	\$ 9,959,699	\$ (1,381,664)	-12.2%
19002	Communications Tech Svcs Div Fund 0001	144,681	96,620	96,620	44,457	(52,163)	-54.0%
<b>Total Net Expenditures</b>		<b>\$ 11,166,451</b>	<b>\$ 11,437,983</b>	<b>\$ 11,437,983</b>	<b>\$ 10,004,156</b>	<b>\$ (1,433,827)</b>	<b>-12.5%</b>

**Communications Department — Budget Unit 190  
Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
2550	Communications Dispatching/Admin Fund 0001	\$ 13,872,345	\$ 14,532,045	\$ 14,532,045	\$ 17,519,495	\$ 2,987,450	20.6%
19002	Communications Tech Svcs Div Fund 0001	1,793,056	1,901,331	1,901,331	1,992,069	90,738	4.8%
<b>Total Gross Expenditures</b>		<b>\$ 15,665,401</b>	<b>\$ 16,433,376</b>	<b>\$ 16,433,376</b>	<b>\$ 19,511,564</b>	<b>\$ 3,078,188</b>	<b>18.7%</b>

**Communications Department — Budget Unit 190  
Expenditures by Object**

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 12,520,250	\$ 13,300,285	\$ 13,300,285	\$ 14,511,969	\$ 1,211,684	9.1%
Services And Supplies	2,942,597	3,133,091	3,133,091	4,999,595	1,866,504	59.6%
Fixed Assets	202,554	—	—	—	—	—
<b>Subtotal Expenditures</b>	<b>15,665,401</b>	<b>16,433,376</b>	<b>16,433,376</b>	<b>19,511,564</b>	<b>3,078,188</b>	<b>18.7%</b>
Expenditure Transfers	(4,498,950)	(4,995,393)	(4,995,393)	(9,507,408)	(4,512,015)	90.3%
<b>Total Net Expenditures</b>	<b>11,166,451</b>	<b>11,437,983</b>	<b>11,437,983</b>	<b>10,004,156</b>	<b>(1,433,827)</b>	<b>-12.5%</b>



## Communications Department — Budget Unit 190

### Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
2550	Communications Dispatching/Admin Fund 0001	\$ 1,469,604	\$ 4,260,740	\$ 4,260,740	\$ 1,462,405	\$ (2,798,335)	-65.7%
19002	Communications Tech Svcs Div Fund 0001	106,720	70,000	70,000	75,000	5,000	7.1%
<b>Total Revenues</b>		<b>\$ 1,576,324</b>	<b>\$ 4,330,740</b>	<b>\$ 4,330,740</b>	<b>\$ 1,537,405</b>	<b>\$ (2,793,335)</b>	<b>-64.5%</b>

## Communications Dispatching/Admin Fund 0001 — Cost Center 2550

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	99.0	\$ 11,341,363	\$ 4,260,740
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	1,137,532	—
Internal Service Fund Adjustments	—	(4,240,132)	—
Other Required Adjustments	—	(137,000)	(2,798,335)
Subtotal (Current Level Budget)	99.0	\$ 8,101,763	\$ 1,462,405
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Data Processing Adjustment	—	(4)	—
FY 2009 Phone Rate Adjustment	—	(871)	—
Decision Packages			
1. Silicon Valley Regional Communications System FY09	—	500,000	—
Allocate one-time funding in the amount of \$500,000 for the Silicon Valley Regional Communications System, which is part of the Regional Voice and Data Interoperability project that aims to improve interoperable voice and data communications locally and regionally within the Bay Area.			
2. CAD-to-CAD Pilot Phase FY09 Recommended	—	810,000	—
Allocate one-time funding in the amount of \$810,000 for the Computer Aided Dispatching (CAD-to-CAD) pilot project, which is part of the Regional Voice and Data Interoperability project that aims to improve interoperable voice and data communications locally and regionally within the Bay Area.			
3. IT Infrastructure Replacment of 9-1-1 Servers	—	28,811	—
This project will replace aging/obsolete equipment that meets or exceeds the County's Information Technology Replacement criteria.			
4. Microwave Radio System Replacement	—	520,000	—
Allocate one-time funding (\$520,000) to update and enhance the countywide microwave radio communication backbone system that connects six remote sites.			
Subtotal (Recommended Changes)	—	\$ 1,857,936	\$ —
<b>Total Recommendation</b>	<b>99.0</b>	<b>\$ 9,959,699</b>	<b>\$ 1,462,405</b>

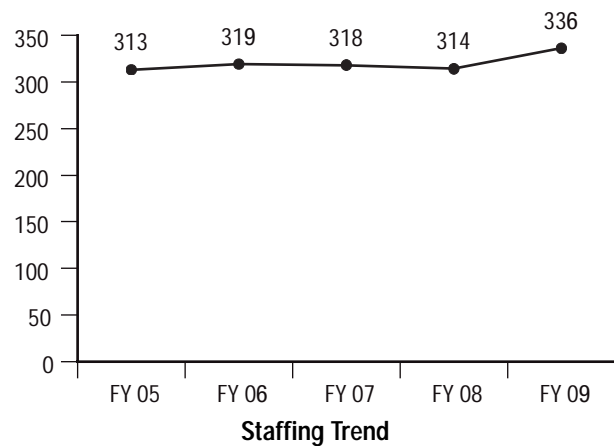
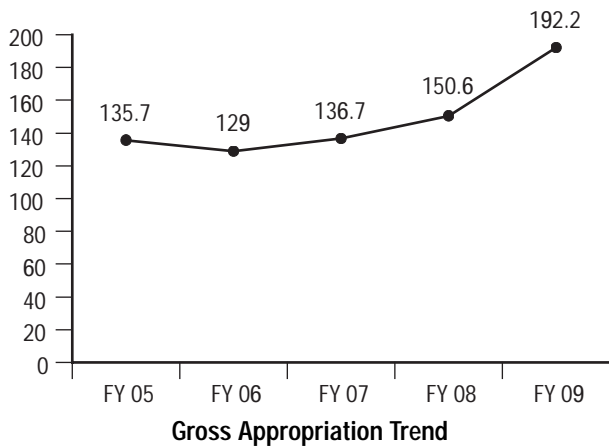
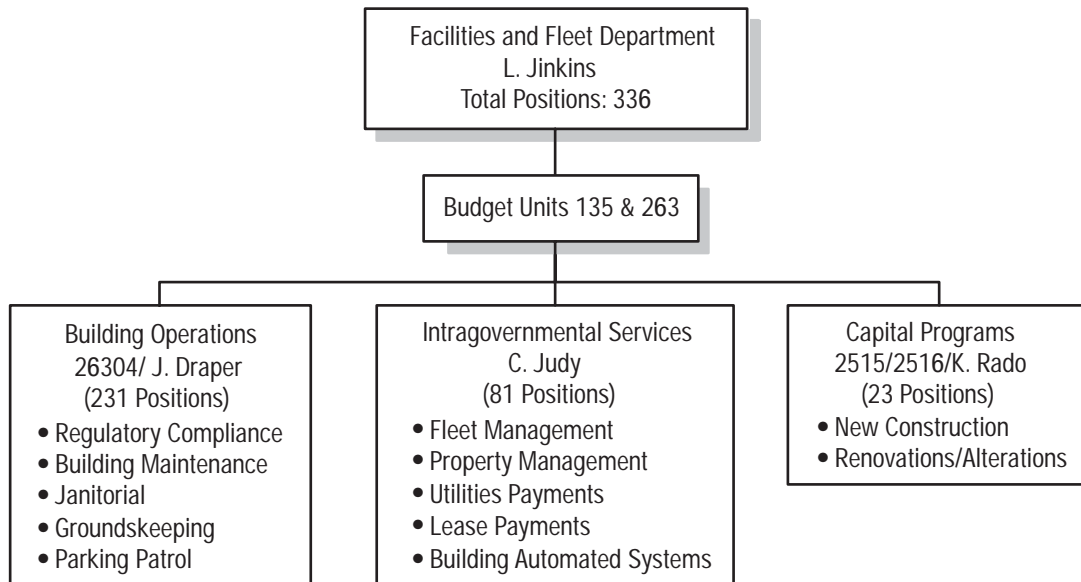


**Communications Tech Svcs Div Fund 0001 — Cost Center 19002**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	14.0	\$ 96,620	\$ 70,000
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	74,152	—
Internal Service Fund Adjustments	—	(126,119)	—
Other Required Adjustments	—	—	5,000
Subtotal (Current Level Budget)	14.0	\$ 44,653	\$ 75,000
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Phone Rate Adjustment	—	(196)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (196)	\$ —
<b>Total Recommendation</b>	14.0	\$ 44,457	\$ 75,000



# Facilities and Fleet Department



## Public Purpose

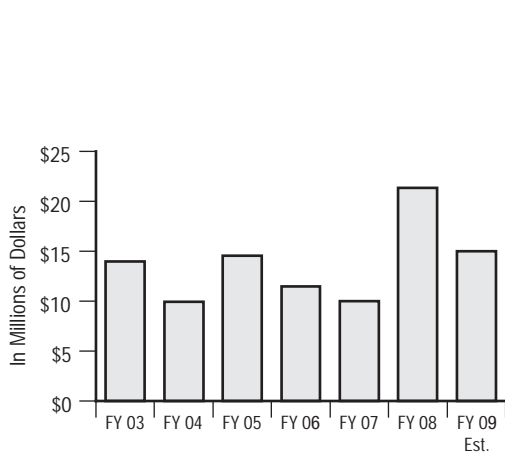
- Design, Construction Management, Planning, Property Management and Building Maintenance services that assure the most effective use of taxpayer monies in support of services to County residents
- Energy Conservation, Fleet, Utilities, Waste Disposal and Cafeteria Management in a manner that assures the most effective use of taxpayer monies in support of services to County residents



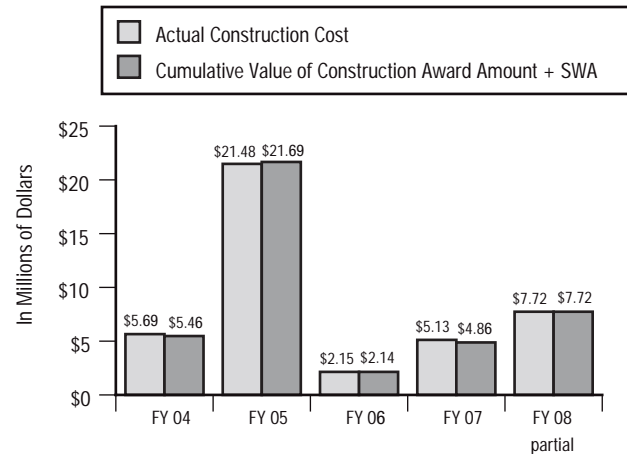
Valley Health Center at Fair Oaks

## Desired Results

Appropriate, safe, functional and healthy work environments for public service by acquiring, constructing, remodeling and maintaining County-owned and leased buildings.



Capital Budget by Fiscal Year

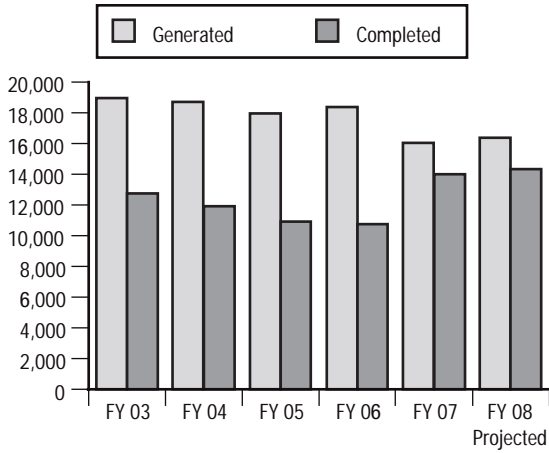


Cumulative Comparison of Construction Award Amount Plus Supplementary Work Allowance (SWA) vs. Actual Cost for Completed Projects by Fiscal Year

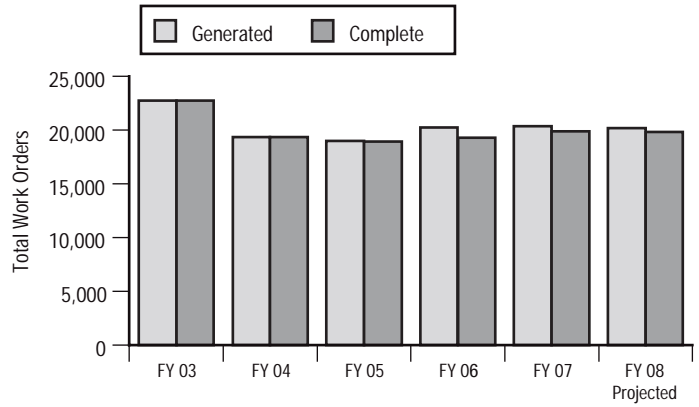
This graph charts, for projects closed during the fiscal year, the actual cost of construction vs. the "construction budget amount:" value of the construction contract award amount plus supplemental work allowance (SWA-contingency). The County goal is to complete construction projects for less than the 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.



**Maximum Life of Buildings and Building Systems**

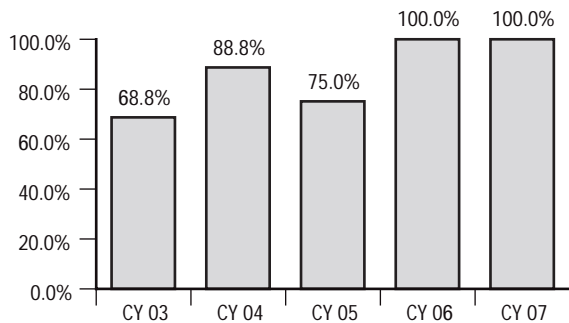


**Number of Preventive Maintenance Work Orders**

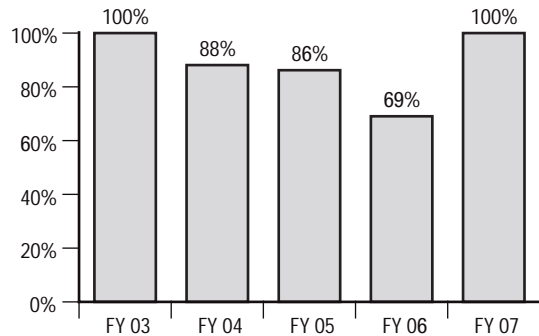


**Corrective Maintenance Work Orders**

**Protected County Investments and Resources**



**Percent of New or Renewed Leases Negotiated at or Below Market Value by Calendar Year**



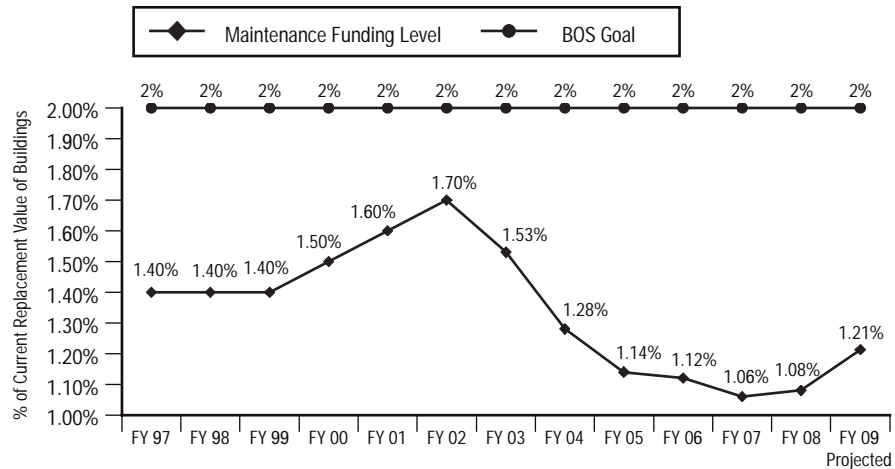
**Percent of Lease Renewals Completed Prior to Expiration by Fiscal Year**

Rate of renewals less due to unexpected vacancy.





Protected County Investments and Resources (Continued)

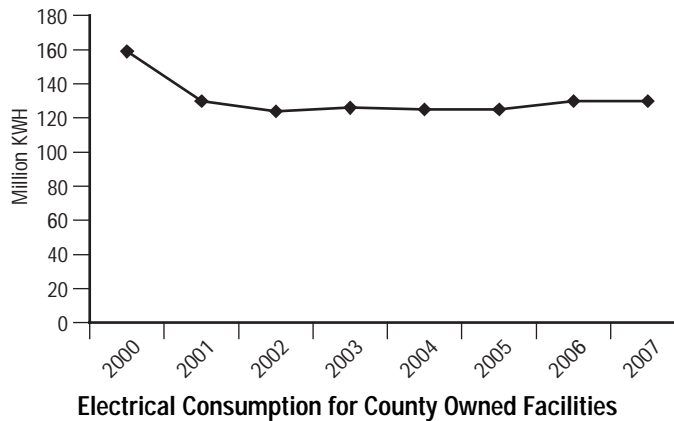


Maintenance Funding Levels

Reductions sustained from FY 2002 through those anticipated in FY 2008 result in building maintenance at levels below the Board's existing policy standard of 2% of the Current Replacement Value (CRV) of County facilities. When comparing the FY 2007 % CRV - Actual to the FY 2008 % CRV - Budgeted, the recommended budget continues to reduce maintenance funding levels, while at the same time, the square footage of space to be maintained is increasing and construction inflationary costs are driving the building replacement values upward.

Countywide Energy Saving Measures that Result in Cost Reductions for the County.

Contributing factors to energy reduction were the installation of motion sensor power strips in work station cubicles, the reprogramming of HVAC thermostats according to the County's energy policies, installation of lockable thermostat covers, reprogramming of lighting control systems and the disabling of high wattage decorative lighting. This is one example of many energy conservation measures implemented by Facilities. Note: New data chart for FY 2009 Recommended Budget which shows a county-wide perspective for all county owned facilities.

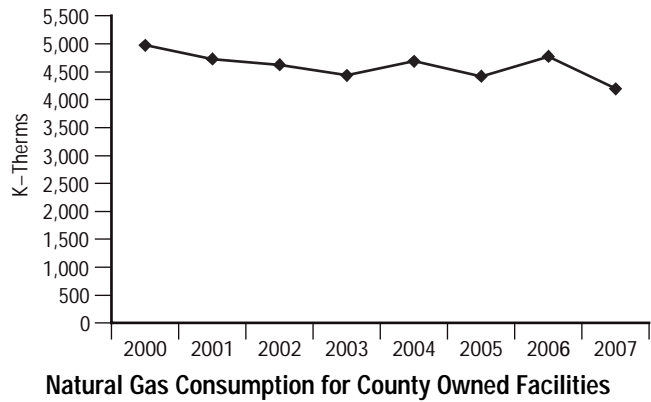
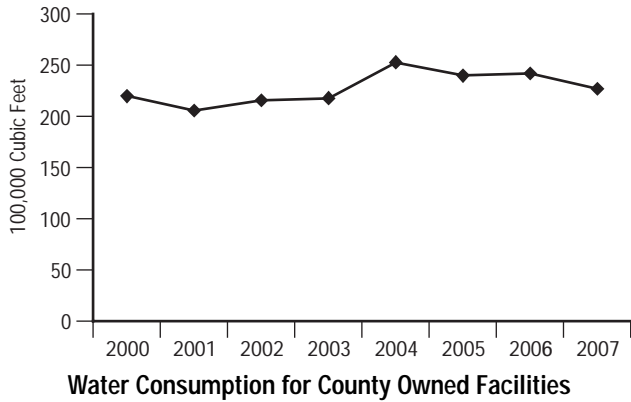


Electrical Consumption for County Owned Facilities

Section 1: Finance and Government



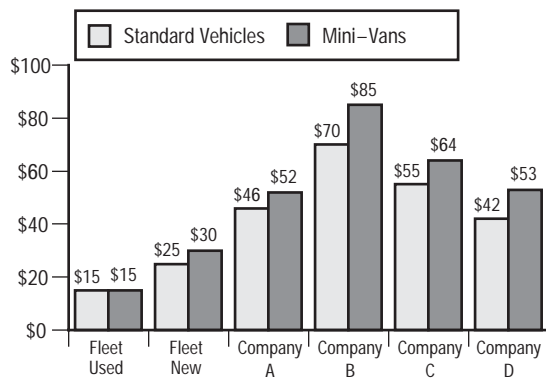
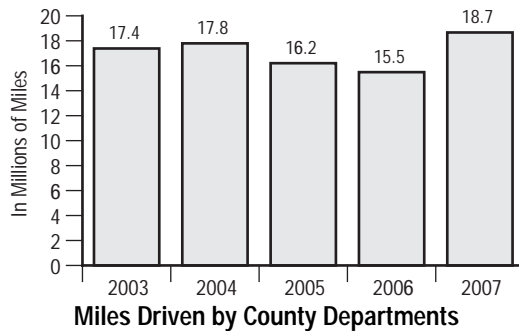
Countywide Energy Saving Measures (Continued)



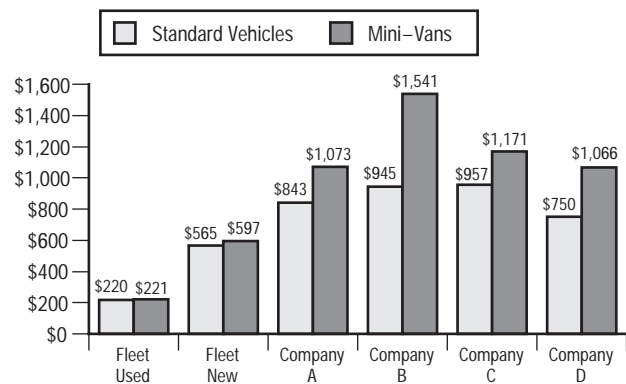
The following charts no longer support relevant measures and will no longer appear in this document.

- ◆ Customer Satisfaction Survey
- ◆ Backlog Funding Allocations

**Provision of Reliable Vehicles** in order for County Departments to render services which Fleet Management promotes by acquiring best-value vehicles that support Department needs.



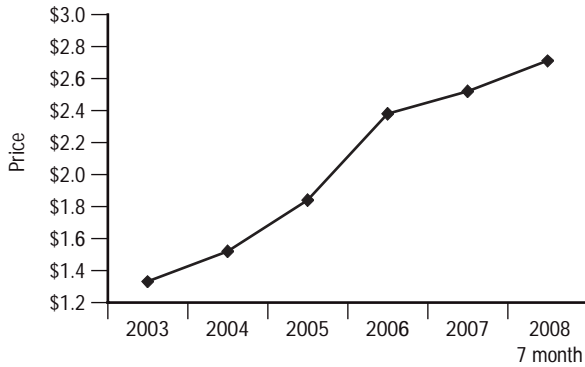
Daily Cost of County Vehicle Compared to Daily Cost of Nationally Recognized Car Rental Companies as of 1/08



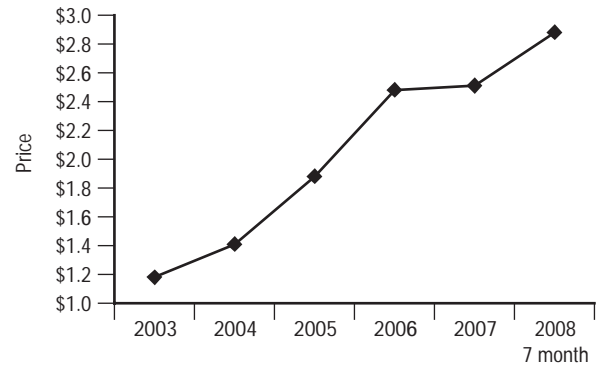
Monthly Cost of County Vehicle Compared to Monthly Cost of Nationally Recognized Car Rental Companies as of 1/08



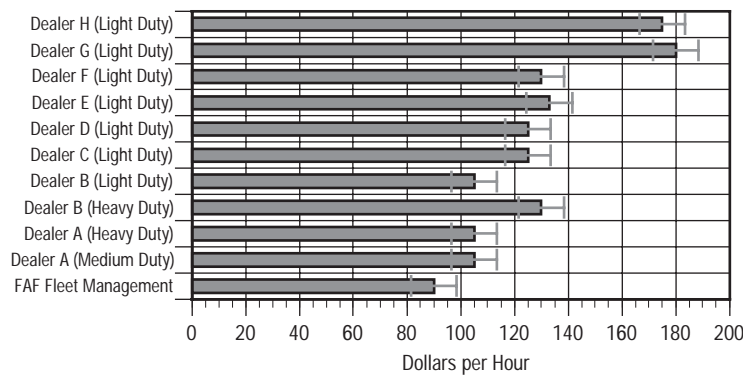
Provision of Reliable Vehicles (Continued)



County Average Price of Unleaded Fuel by Fiscal Year



County Average Price of Diesel Fuel by Fiscal Year



Comparative Labor Rates — January 2007

The following charts no longer support relevant measures and will no longer appear in this document:

- ◆ 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
- ◆ Number of Vehicles by Department

(This information is available upon request to Fleet Services Department.)

The department is currently analyzing alternative measures that better represent their overall performance. These new measures will be published in the FY 2010 Recommended Budget.

Description of Major Services

The Facilities and Fleet (FAF) Department is comprised of three major divisions:

- Capital Programs
- Building Operations
- Intragovernmental Services

Capital Programs

Capital Programs is funded through the Capital Improvement Fund 0050. Capital Programs is currently managing the largest construction program in the County's history, and Capital Programs staff is currently "fully challenged" with work. This is resulting in some lower priority projects moving more slowly while higher priority projects are being completed on schedule. Two



bond-funded projects (Milpitas Valley Health Center and the Consolidated Fleet Facility) will be in construction during calendar year 2009. The following eleven major projects will be completed by the end of calendar year 2008:

- Berger 1 Building Renovation / Seismic Upgrade
- Valley Specialty Center
- New Crime Laboratory
- County Center at Charcot
- Morgan Hill Courthouse Complex
- Gilroy Valley Health Center
- Sunnyvale Valley Health Center
- Palo Alto Court Seismic Retrofit
- Los Gatos Court Seismic Retrofit
- Santa Clara Court Seismic Retrofit
- Hall of Justice (West) Court Seismic Retrofit

FY 2009 will be a transition year for Capital Programs. A major portion of the bond-funded program will be completed; staff will be catching up on the “pay-as-you-go” capital projects; staff will be assigned to assist the Valley Medical Center with the Seismic Compliance and Modernization Program projects; and three contracted program and project management staff will be departing.

### **Building Operations**

The Building Operations Division provides mandated maintenance and repair to over 5,000,000 square feet of County-owned facilities in order to ensure a safe and healthy environment in which to conduct County business and serve the public. The Division also manages the County utilities budget and provides energy savings technical support. The Division consists of a small administrative and planning group, a smaller logistics team, a 2-person parking patrol, and four branches that deliver the core service lines of:

- Custodial and Grounds
- Corrective Maintenance
- Preventive Maintenance
- Major Repairs

During FY 2002 through FY 2008, Building Operations has received a 36% reduction in maintenance funding (adjusted for inflation), eliminated 55 staff positions; and gained maintenance responsibility for 11 new buildings, totaling a net gain of 423,604 square feet of additional building maintenance responsibility.

In FY 2009, Building Operations will gain maintenance responsibility for an additional five (5) new buildings totaling a net gain of 242,172 square feet of additional building maintenance responsibility.

In FY 2010, Building Operations will gain maintenance responsibility for the Valley Health Center at Milpitas, a 60,000 square foot building.

To meet the continuing budget reductions and increasing maintenance workload, Building Operations has:

- Reorganized to place program management responsibilities lower in the organization;
- Reorganized to eliminate duplicative efforts;
- Made job descriptions more flexible and reduced the number of job descriptions;
- Focused on eliminating management and administrative staff positions in order to retain the maximum number of building and trades positions;
- Extended preventive maintenance cycles beyond manufacturers' recommendations on core building systems (e.g. heating, ventilation, air conditioning, electrical, valves, pumps, etc.) while striving to meet minimum statutory health and safety requirements, minimize risks of property damage or operational disruptions, and maintain required Federal and State certifications on medical and detention facilities;
- Restructured the methodology for assigning and tracking preventative maintenance work;
- Extended custodial cleaning cycles and eliminated window washing and parking lot sweeping contracts;
- Implemented charging departments for vandalism, discretionary facilities improvements, and non-building equipment support;
- Implemented the use of Job Order Contracting and other newer contract tools;



- Reduced staff presence/evening shift premium pay and energy usage costs during evening shifts, while keeping minimally sufficient evening shift employees for responding to emergencies;
- Established a small technical staff of trained engineers to assist trades staff and develop major maintenance contracts;
- Continued the Facilities Condition Assessment efforts to aid in identifying and prioritizing deferred maintenance projects; and,
- Realigned staff to have adequate resources for responding to the growing occurrence of building system emergencies which, unfortunately, is resulting in a reduction of preventative and scheduled maintenance efforts.

The County has three negative maintenance funding situations occurring simultaneously. That is, there are (1) fewer maintenance people/less maintenance funding to provide maintenance on (2) a growing inventory of building systems, and (3) concurrently the existing building systems are aging. This situation could be alleviated, to some extent, by using additional one-time funds to replace/modernize aged building systems. This modernization could reduce some of the maintenance workload on the reduced maintenance staffing.

#### Changes in Building Inventory:

Fiscal Year	Building	Square Feet
FY2004	County Center at Charcot (Building 2314)	100,000
FY 2004	County Center at Charcot (Building 2310)	100,000
FY 2004	Vector Control at Berger Drive	7,694
FY 2005	Valley Health Center at Tully	55,000
FY 2005	James and Holden Ranch Program Buildings	4,932
FY 2005	House on the Hill	17,000
FY 2006	Old Juvenile Hall Demolition	-51,696
FY 2006	2220 Moorpark and McKenna Demolition	-114,760
FY 2007	Muriel Wright Program Building	4,794
FY 2007	Juvenile Hall Phase 2	75,368
FY 2007	Vector Control – 1580 Berger Drive	20,192
FY 2007	Consolidated Fleet – 2265 Junction	68,320
FY 2008	Korean Baptist Church	22,000
FY 2008	Valley Specialty Center	244,000
FY 2009	Morgan Hill Courthouse	69,250
FY 2009	Morgan Hill Justice Agencies Building	17,000
FY 2009	San Martin Courthouse Demolition	-38,000

Fiscal Year	Building	Square Feet
FY 2009	Crime Lab	90,072
FY 2009	Valley Health Center at Gilroy	59,100
FY 2009	Valley Health Center at Fair Oaks	44,750
FY 2009	Fair Oaks PH/MH Demolition	-19,200
FY 2010	Valley Health Center at Milpitas	60,000
FY 2010	VMC Parking Garage	479,900
FY 2010	VHC Milpitas Parking Garage	65,532
<b>Total</b>		<b>1,381,248</b>

### Intragovernmental Support Services

Intragovernmental Support Services (ISS) Division includes support organizations for both FAF and Countywide functions:

- Fiscal Services
- Building Automated and Information Technology Systems
- Human Resources
- Fleet Management
- Property Management

The Fiscal unit provides Countywide support for utility bills and lease payments in addition to supporting FAF programmatic and Department functions. The Information Technology unit supports computerized building systems that operate elevators, HVAC and security systems, and also provides system administration services to FAF divisions. The Human Resources unit supports Procurement and County Communications Departments in addition to FAF. Finally, ISS includes two units providing Countywide services; Property Management and Fleet Management.

### Fleet Management

Fleet Management operates as an Internal Service Fund (ISF) fully supported by other funds. Fleet Management's mission is to provide and maintain the most appropriate, safe and reliable vehicles at competitive rates that reflect the true cost of vehicle ownership for County-wide departments. The vehicles are either assigned to specific departments and charged through an internal service fund rate structure, or held in the County pool and charged to users on a daily basis.

In FY 2008, Fleet Management continued to pursue external sources of revenue. The contracts with VTA and Outreach and Escort, Inc. provided revenue to Fleet



operations. The Outreach contract provides services and fuel to 250 vehicles. This contract supports services to the County Guaranteed Ride Home program and Give-Kids-A-Lift programs, in addition to Valley Transportation Authority-supported programs under the Americans with Disabilities Act. As a result of the Outreach contract, Fleet anticipates annualized revenue of \$2,152,357 in FY 2009. Fleet also receives revenue through an agreement to provide fuel to the California Highway Patrol.

In FY 2008 twelve vehicles were identified as under-utilized by Fleet management and have been eliminated from the fleet. The FY 2009 Board-approved Vehicle Replacement Recommendation resulted in savings to the General Fund of more than \$110K: an aerial bucket truck chassis was replaced by an under utilized chassis rather than with a new chassis; three conventional V-8 cargo vans were replaced by less expensive zero emission electric vehicles; and four sport utility vehicles were replaced by less expensive compact hybrid and conventional sedans.

Fuel continues to represent the highest per/mile operating cost for the fleet. Fleet Management proactively recommended more than 46 Alternate Fuel vehicles in the FY 2009 purchases to offset Green House Gas (GHG) emissions and to reduce the County's dependency on fossil fuels. A portion of the resulting increase in acquisition costs will be offset by various local and federal incentives and grants. Recent oil futures prices reached record highs of more than \$100/barrel and the cost to the County to purchase fuel throughout FY 2009 is forecast to increase.

### **Fiscal, Information Technology and Human Resources**

The Fiscal, Information Technology and Human Resources staff provide fiscal planning, billing accounts payable, information technology and human relations support for Building Operations, Property Management, Fleet and Capital Programs Divisions.

### **Property Management**

The Property Management Division continues to implement elements of the Real Estate Master Plan, focusing on reducing lease costs, consolidating departments as appropriate for efficient service delivery, and moving departments from leased space to County-owned space. The Property Management

savings of \$1,853,257 from FY 2009 reduced lease costs were credited directly to the General Fund within the CLB.

The Property Management Division continues to incur costs moving County departments out of leased facilities and requests continued funding for this purpose. The remaining FY 2008 moving cost budget contains \$930,000. The department anticipates incurring moving expenses associated with the following department moves, and recommends the remaining FY 2008 moving cost budget be transferred into FY 2009 to cover the costs of these moves:

- Relocating a section of the Registrar of Voters from 2265 Junction to the newly renovated Berger Drive, Building 1.
- Several leases for Social Services Agency (SSA) will be expiring and/or up for renewal in FY 2009 and 2010. SSA has presented a plan to the Assistant County Executive to consolidate and centralize many of the service operations located at King Road and Las Plumas into the Senter Road area of San Jose. This effort would establish one to two new leases in newer, updated facilities and allow the termination of two existing leases at Las Plumas. As part of this consolidation effort, two expiring leases, one on Senter Road and one on Wool Creek, would not be renewed and these operations would be relocated into one of the new buildings on Senter Road. Not only do these relocations centralize SSA operations, they will provide improved facility environments, operational adjacencies, and cost saving efficiencies.
- Mental Health will be moving several groups into the 1st and second floors of 1075 Santa Clara Street, including MHSA Support Training and Learning Partnership Division.
- Three Fleet maintenance sites will be consolidated into one site at 2265 Junction.
- Emergency Management Services will move supplies stored at Berger to a newly leased warehouse.

### **Other Budget Concerns**

OBA and FAF are planning budget set-asides for anticipated Court Facilities Payments for court facilities transfers to the State under the provisions of SB 1732. Nine leased facilities are anticipated to be transferred in

FY 2009. The County lease, maintenance, and utility costs for these leased buildings will be retained in a designated cost center to be used for ongoing County Facilities Payments to the State after the buildings are

transferred. Given the Administrative Office of the Courts and State Department of Finance approval processes it is likely that the remaining nine Court facilities will not transfer until FY 2010.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Corrective Maintenance	Yes	Mandated	Add positions offset with reduction in Temporary Help to achieve a 1.08% CRV for Existing Facilities and 2% for new Facilities.	▣
Corrective Maintenance	Yes	Mandated	Add new positions to achieve a 1.15% CRV for existing facilities.	▲
Preventive Maintenance	Yes	Mandated	Add positions offset with reduction in Temporary Help to achieve a 1.08% CRV for Existing Facilities and 2% for new Facilities.	▣
Preventative Maintenance	Yes	Mandated	Add new positions to achieve a 1.15% CRV for existing facilities.	▲
Landscape Maintenance/Fire Protection	Yes	Mandated	Add positions offset with reduction in Temporary Help to accommodate the addition of 200,000 square feet of new facilities. No net cost.	▣
Capital Programs - New Construction	Yes	Non-Mandated	Add position offset with project funds for flexibility in staffing. No net cost.	▣
Administrative Support in the Facilities Department	Yes	Required		■
Utilities	Yes	Mandated		■
Capital Programs - Renovations/Alterations	Yes	Mandated		■
Lifecycle Infrastructure Investment/Backlog Maintenance Program -- LIIP	Yes	Mandated		■
Property Lease Management	Yes	Non-Mandated		■
Safety	Yes	Mandated		■
Environmental Compliance	Yes	Mandated		■
Energy Conservation	Yes	Mandated		■
Building Cleaning/Pest Control	Yes	Mandated		■
Property Acquisition and Disposal	Yes	Mandated		■
Civic Center Garage	Yes	Mandated		■
Emergency Operations Logistics Support	Yes	Mandated		■
Reimbursed Maintenance for Client Departments	Yes	Non-Mandated		■
Emergency Biohealth	Yes	Mandated		■
Parking Patrol	Yes	Non-Mandated		■

Impact on Current Level of Service:

□ = Eliminated   ▼ = Reduced   ▣ = Modified   ▲ = Enhanced   ■ = No Change



Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Event Set-Up/Furniture Moving	Yes	Non-Mandated		■
Cafeteria Contract Mgt.	Yes	Non-Mandated		■
Fleet Maintenance/Repair	Yes	Non-Mandated		■
Fueling Services	Yes	Non-Mandated		■
Vehicle Procurement/Disposal	Yes	Non-Mandated		■
Administration/Support-Fleet	Yes	Required		■

Impact on Current Level of Service:

☐ = Eliminated ▼ = Reduced ◻ = Modified ▲ = Enhanced ■ = No Change

## County Executive’s Recommendation

### Corrective Maintenance and Preventative Maintenance

**Add 10.0 FTE Various Positions and Reduce Temporary Help Budget to Maintain CRV at 1.08% for Existing Facilities and 2% for New Facilities:** The Board has a policy of annually funding preventative and corrective maintenance at 2% of the Current Replacement Value (% CRV) of the building inventory. The FY 2009 CLB contains funding in the Temporary Help budget to maintain the new building inventory at 2.0% CRV and the existing inventory at 1.08% CRV.

This action creates permanent classifications to maintain the CRV at these levels with no added costs to the base budget as the expense is offset with a reduction in the department’s Temporary Help budget.

**Service Impact:** Adding the staff necessary to increase the level of maintenance for new County facilities will keep these facilities in good condition from the beginning, and extend the life of these facilities over time.

FTE	Job Code	Description	Amount
1.0	M51	Carpenter	\$110,376
1.0	M75	Plumber	\$126,944
1.0	M81	Refrigeration Mechanic	\$126,944
3.0	M47	General Maintenance Mechanic II/I	\$222,954
1.0	M56	General Maintenance Mechanic III	\$80,142
1.0	K94	Electronic Repair Technician	\$86,602
1.0	G28	Information Systems Analyst II/I	\$112,889
1.0	G38	Information Systems Technician III/II/I	\$105,754
<b>10.0</b>		<b>Total</b>	<b>\$972,605</b>

**Positions Added: 10.0**

**Total Ongoing Cost: \$0**

Position costs are offset by a reduction in Temporary Help of \$972,605

### Corrective Maintenance and Preventative Maintenance

**Add 5.0 FTE Various Positions and Services and Supplies Budget to Achieve a 1.15% CRV for Existing Facilities:** To move closer to achieving the Board policy of 2% CRV for all County-owned facilities, the addition of the following positions with an additional increase in funding of Services and Supplies of \$778,338 will bring all existing facilities up to 1.15% of the Current Replacement Value.





FTE	Job Code	Description	Amount
1.0	M59	Electrician	\$126,944
1.0	M68	Painter	\$110,376
1.0	M47	General Maintenance Mechanic II/I	\$74,318
1.0	N96	Hospital Stationary Engineer	\$90,380
1.0	M81	Refrigeration Mechanic	\$126,944
<b>5.0</b>		<b>Total</b>	<b>\$528,962</b>

**Service Impact:** Adding the staff necessary to increase the level of maintenance for existing County facilities will extend the life of the facilities and provide a quality environment for the public and employees using the buildings. Over time, the level of staffing will need to be increased incrementally each year to bring it up to the 2% of CRV level.

Fiscal Year	Desired Level of Replacement Value - Existing Facilities
FY 2008	1.08%
FY 2009	1.15%
FY 2010	1.26%
FY 2011	1.37%
FY 2012	1.48
FY 2013	1.59
FY 2014	1.70
FY 2015	1.81%
FY 2016	1.92%
FY 2017	2.0%

**Positions Added: 5.0**  
**Total Ongoing Cost: \$1,307,300**

## █ Landscape Maintenance - Custodial and Grounds

**Add 5.0 FTE Various Positions in Custodial and Grounds:** The Custodial and Grounds Branch is assigned responsibility to provide custodial services for roughly 1.3 million square feet of space and grounds maintenance services for roughly 120 acres. In FY 2008 and FY 2009, the Custodial and Grounds Branch will be assigned an additional 200,000 square feet of building space and 20 acres of landscaping requiring custodial and grounds services.

The following positions are necessary to accommodate this increase in square footage and acreage. The costs of these positions are fully offset by a matching reduction in the Temporary Help budget:

- 3.0 FTE Janitor (H18) - \$194,700
- 1.0 FTE Janitor Supervisor (H12) - \$90,431
- 1.0 FTE Gardener (H28) - \$77,435

**Positions Added: 5.0**  
**Total Ongoing Cost: \$0**

Position costs are offset by a reduction in Temporary Help of \$362,566

## █ Capital Programs

**Add 1.0 FTE Capital Projects Manager III to Support Capital Projects:** There is a possibility that 27% of the Capital Programs project managers may retire in FY 2009. Projects must be kept moving, especially when they are in construction, despite staff turnover. This action adds 1.0 FTE Capital Projects Manager III (L67) position, funded from Fund 50 projects, be established in the organization with a direct offset from Fund 50 in the amount of \$144,693.

This position will be used to start recruiting actions, if needed, in advance of retirements in order to maintain project schedules and protect the County from project financial loss during staff turnover. Conversely, the position will not be recruited if the retirements do not materialize or the workload does not justify recruitment.

**Positions Added: 1.0**  
**Total Ongoing Cost: \$0**

Position costs are funded from Fund 50 Projects

## Emerging Issues

FAF, as a general service department responsible for facilities and property maintenance, faces a continuously changing regulatory environment, accompanied by a growing movement to "green" facilities and business practices, and finally the changing facility needs of County departments.

- Fire, Life Safety and Environmental - Mandated functions relating to Fire, Life Safety and Environmental compliance will undergo significant changes in 2009-2010 with the tri-annual process to update State Building Codes; California Building Code, California Fire Code, California Electrical



Code, California Mechanical Code, California Plumbing Code and the California Historical Building Code.

- JACHO Certification - Health Clinics maintained by FAF will require re-certification in 2009. This process may require additional Corrective Maintenance expenses to enable successful re-certification.
- AB 32 Implementation and Green Legislation - The California Air Resources Board continues to develop implementing rules and regulations associated with AB 32 the Global Warming Solutions Act. This process will continue through 2009. In addition, the State Legislature is actively considering many bills that may require facilities improvements and/or modifications in business practices to further “green” public facilities.
- Changing Facilities Needs - Juvenile Detention Reform and a variable census at the Ranches is contributing to recent increased facilities requirements for the Ranch properties. In addition, Real Estate Master Planning efforts are underway that will likely spur further lease consolidations and property moves.
- Maintenance Requirements of New County Facilities - the County will be adding 7 new buildings to its inventory in FY 2009 and FY 2010 that will require maintenance funding.
- Energy costs - Natural gas prices are reflecting supply shortfalls, and higher than normal nationwide heating fuel demands. These trends will likely continue into FY 2009 as both of the County's main natural gas providers, DGS and ABAG, adjust rates to reflect market conditions.

## Fiscal Year 2009 Capital Budget

In accordance with Board Policy 4.10 regarding Capital Outlay, Capital Programs initiated the Fiscal Year 2009 Capital Outlay process in August, 2007 with a request for departments to submit conceptual descriptions of proposed projects. Project descriptions and analyses were evaluated and prioritized by Facilities and Fleet Department Capital Programs staff, and by the Administrative Capital Committee made up of County Department Heads and the Assistant County Executive. The Finance and Government Operations Committee

in December 2007 and subsequently the full Board in January 2008 approved projects for further budget development. The Administrative Capital Committee met again in March, 2008 to establish funding priorities, which were agendized at the Finance and Government Operations Committee on April 3, 2008 and approved by the Board on April 22, 2008. Detailed descriptions of the following Capital projects are available in the Ten Year Capital Improvement Plan FY 2009 – FY 2018 and on the Facilities and Fleet website at [www.faf.sccgov.org](http://www.faf.sccgov.org).

## County Executive's Recommendation

The County Executive is recommending a one-time Capital appropriation of \$25,530,000 for FY 2009. Funding sources include a one-time allocation of \$22,030,000 from the General Fund and \$3.5 million from redevelopment funds.

An additional \$19.1 million in redevelopment funds are transferred to Santa Clara Valley Medical Center for the Seismic Compliance and Modernization Project (SCMP).

\$7.5 million in revenue from the 2nd of three payments related to the Fair Settlement agreement is also recognized for FY 2009.

It is important to note that the use of redevelopment funds is governed by statute restricting how these funds can be spent. The Administration is aware of these restrictions and will allocate these funds where appropriate and qualified, consistent with current statutes and terms of the Fair Settlement agreement. (In FY 2008 the first settlement payment was allocated to support the Crime Lab Project).

The following Capital Projects are recommended for FY 2009:

## FY 2009 Capital Projects

Description	Amount
Backlog/Life Cycle Infrastructure Maintenance	\$5,500,000
FY 2010 Capital Budget Planning	\$50,000
Elmwood Fire Code Upgrades (Construction)	\$3,000,000
Public Health Tenant Improvements	\$3,500,000
James Ranch Facilities Master Plan Study	\$500,000
Main Jail Cell Conversion 4th and 5th Floors, Windows and New Doors (Construction)	\$7,000,000
Elmwood Security Lighting (Construction)	\$2,000,000
Expand ISD Server Room (Construction)	\$950,000
Energy Conservation Board-Identified Program	\$700,000
Central Mental Health/Don Lowe Pavillion/645 South Bascom Maintenance Backlog	\$560,000
Muriel Wright Portable Building Demolition	\$150,000
Elmwood Facility Surveillance Equipment (Design)	\$300,000
County Communications New Security Fence and Gate (Design and Construction)	\$900,000
Elmwood Perimeter Enhancements (Construction)	\$420,000
<b>Total</b>	<b>\$25,530,000</b>

### Backlog/Life Cycle Infrastructure Investment

The Life Cycle Infrastructure Investment Program (LIIP) 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 the 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 2009, equipment or structures fail unexpectedly that are not on this list, unexpected failures will take precedence over certain projects on this list.

As presented at the Finance and Government Operations Committee meeting on April 3, 2008, the deferred maintenance project list is growing at \$3 million to \$4 million annually at the current funding level of \$5 million per year. For that reason, it is recommended to fund the Backlog/Deferred Maintenance projects at \$5,500,000.

### FY 2010 Capital Budget Planning

This project establishes a specific project to cover staff time required in planning, developing and submitting

## FY 2009 Backlog Project Description

Description	Budget
Repair Elmwood M2 HVAC (5 of 6 units)	\$150,000
Replace 2265 Junction Roof and AHU	\$900,000
Replace Elmwood W4 Boilers	\$200,000
Repair Elmwood Barracks 10 Exterior Walls	\$75,000
Replace CC-Hedding Sewer Line	\$100,000
Repair Mariposa Lodge Residence 2	\$255,000
Repair Main Jail North Cell Doors Phase 2	\$120,000
Repair Elmwood Barracks 4, 5 Interior	\$380,000
Repaint Elmwood Barracks 4 and 5	\$165,000
Replace County Wide Generator Batteries	\$50,000
Repair Main Jail (North and South) Gates	\$100,000
Repaint and Recarpet 840 Guadalupe Parkway Second Floor	\$425,000
Repair CC-Hedding Loading Dock Roadway	\$135,000
Repaint and Repair CC-Hedding Atrium and Connector	\$35,000
Replace South County Modular B Carpet	\$20,000
Replace Holden Ranch Building D (Classroom D & E) HVAC	\$225,000
Replace Main Jail Domestic and Fire Line	\$150,000
Repair Sam Della Maggiore Restrooms	\$100,000
Repaint Juvenile Hall Sally Port	\$20,000
Repalce Old Juvenile Hall Boilers	\$180,000
Repaint Juvenile Hall Parents Wait/Restroom	\$45,000
Repaint Juvenile Hall Girls Receiving Area	\$40,000
Replace Juvenile Hall Ceiling Tile	\$25,000
Repaint Juvenile Hall Clinic	\$50,000
Repair CC-Charcot Exterior Wall Waterproofing at Planter Area	\$75,000
Repair Elmwood M8 Dorm A thru H Restrooms	\$250,000
Repair Elmwood Commissioning Trailer Exterior Siding	\$150,000
Repair Elmwood W4 Kitchen Including Door and Electrical	\$30,000
Repair Elmwood W2 Pantry	\$10,000
Repaint Timpany Center Pool Area	\$75,000
Replace Park Alameda Chiller (EC)	\$150,000
Facilities Condition Assessment Phase 2	\$100,000
Design CC-Berger 2 Building Foundation and Mechanical Room Drainage Repairs	\$75,000
Repair Elmwood W2 Control Center Station	\$55,000
Replace Timpany Center Ceiling Tile	\$125,000
Repair Elmwood ROW Restroom	\$30,000
Repair James Ranch Walk-In Freezer	\$100,000
Repair Elmwood M6 Dorm A thru H Restrooms	\$253,000
Repair Elmwood M5 Dorm D HVAC	\$77,000
<b>Total</b>	<b>\$5,500,000</b>

the Capital Budget Plan.



Capital Programs staff develop and analyze Capital Budget papers, prepare documents for the Administrative Capital Committee, prepare transmittals to both the Board and Finance and Government Operations Committee and prepare Ten-Year Capital Planning documents. This project allots funds for reimbursement of staff time.

**Total One-time Cost: \$50,000**

### Elmwood Fire Code Upgrade

Design funding was provided for this project in FY 2006 in response to recommendations from a Fire Protection Engineering Consultant Study. Design costs funded in FY 2006 were \$250,000.

This recommendation is to fund the construction of this project which will improve fire/safety at Elmwood by upgrading detection and alarm devices and installing addressable detection systems.

**Total One-time Cost: \$3,000,000**

### Public Health Tenant Improvements

This project designs and constructs tenant improvements in a warehouse environment. Building requirements will include shelving, climate-controlled space, and refrigeration.

Partial design funding was approved for this project in FY 2008. This additional funding will allow for design completion and improvements.

**Total One-time Cost: \$3,500,000**

### James Ranch Facilities Master Plan Study

A Probation Strategic Programs Plan is being prepared that will identify future changes in Probation clientele both in number and needs, and future changes in Probation programs.

A subsequent facility Master Plan will be needed to identify facilities and the associated infrastructure needed to support future programs at James Ranch.

**Total One-time Cost: \$500,000**

### Main Jail Cell Conversion, Window Reinforcement and Door Renovation

Design funding for this project was provided in FY 2006 in the amount of \$650,000. In an effort to maintain a safe and secure environment for inmates, staff and the public due to the increasing jail population, this project will accomplish the construction of the following:

- Reinforce the cell windows for floors 5, 6, 7 and 8.
- Convert Main Jail security cells to “maximum security” on floors 4 and 5.
- Renovate all doors at the Main Jail

**Total One-time Cost: \$7,000,000**

### Elmwood Security Lighting

This project will fund through construction, the installation of new and updated lighting throughout the Elmwood facility in the Department of Correction.

The lighting at Elmwood consists of a combination of incandescent and fluorescent lighting that is inefficient, hard to maintain and provides poor lighting coverage. In FY 2006, \$300,000 was allocated for design of this project.

**Total One-time Cost: \$2,000,000**

### Expand ISD Server Room

This project will expand the Information Services Department (ISD) server area by extending into the adjacent printer and storage room. In FY 2008 \$100,000 was allocated for design.

The existing server room at Berger Drive Building 2, 2nd floor is cramped and the cooling system is at its capacity. ISD requires more servers, but there is insufficient space in the existing room. The cooling and fire protection systems will be upgraded, and a partition wall constructed in the new room.

**Total One-time Cost: \$950,000**

### Board Identified Program: Energy Conservation

The Facilities and Fleet Department has identified energy conservation projects totaling over \$12 million with paybacks that justify investment.

In 2002 the County Board of Supervisors responded to the California energy crisis by creating an Emergency Energy Task Force co-chaired by two Board members.

Capital funding of \$700,000 is recommended to address energy conservation projects. Additional details can be found in the Ten Year Capital Improvement Plan.

**Total One-time Cost: \$700,000**

### Central Mental Health/Don Lowe Pavilion/645 South Bascom Maintenance Backlog

Several buildings on the Santa Clara Valley Health and Hospital System (SCVHHS) main campus originally were constructed to accommodate General Fund-supported programs of the then-Santa Clara County Health Department. No funding has been made available for these buildings since the transfer of building maintenance responsibilities on the campus to Valley Medical Center (VMC). Three buildings in particular have accumulated significant maintenance backlog problems: the Central Mental Health Center, Don Lowe Pavilion, and 645 S. Bascom Avenue. A three-year program has been developed to address the backlog of maintenance work on these existing capital assets.

This is the second year of the three year plan. In FY 2008 a Capital funding amount of \$500,000 was allocated for this effort.

**Total One-time Cost: \$560,000**

### Muriel Wright Portable Building Demolition

This project will demolish a large portable building at Muriel Wright Center. This building is no longer in use and is deteriorating. The County Fire Marshal also requires removal of this building for adequate site access for fire fighting equipment.

**Total One-time Cost: \$150,000**

### Elmwood Alarm and Surveillance Upgrade

This project will replace and expand facility surveillance equipment and upgrade the perimeter fence alarm at Elmwood. This funds the design phase of this project in FY 2009.

**Total One-time Cost: \$300,000**

### County Communications Perimeter Fence Upgrade

This project upgrades the perimeter fence around County Communications Department. The existing perimeter fence has been in service since 1959. As stated in the Sheriff's Office Threat Assessment Report, the existing perimeter chain link fencing and top triple strand barbed wire are in a state of disrepair and in some areas inadequate in height. Funding is recommended for both design and construction.

**Total One-time Cost: \$900,000**

### Elmwood Perimeter Enhancements

This project will enhance security and prevent inmates from burrowing under the perimeter fence to escape. In FY 2008 \$120,000 was allocated for design funding. This amount is to fund construction.

**Total One-time Cost: \$420,000**

## Facilities Department — Budget Unit 263 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
2309	Facilities Utility Fund 0001	\$ 13,491,181	\$ 14,817,992	\$ 14,817,992	\$ 16,481,595	\$ 1,663,603	11.2%
26301	Facilities Admin Fund 0001	1,436,992	1,560,717	1,585,717	1,353,914	(206,803)	-13.3%
26302	Capital Programs Division	173,328,871	34,211,221	114,825,985	70,247,393	36,036,172	105.3%
26303	Property Management Fund 0001	2,857,557	2,776,970	4,051,975	1,814,922	(962,048)	-34.6%
26304	Building Operations-Fund 0001	21,664,938	22,658,044	22,784,371	27,715,980	5,057,936	22.3%
<b>Total Net Expenditures</b>		<b>\$ 212,779,539</b>	<b>\$ 76,024,944</b>	<b>\$ 158,066,040</b>	<b>\$ 117,613,804</b>	<b>\$ 41,588,860</b>	<b>54.7%</b>



### Facilities Department — Budget Unit 263 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
2309	Facilities Utility Fund 0001	\$ 13,642,428	\$ 14,817,992	\$ 14,817,992	\$ 16,481,595	\$ 1,663,603	11.2%
26301	Facilities Admin Fund 0001	2,698,528	2,647,282	2,672,282	2,692,535	45,253	1.7%
26302	Capital Programs Division	176,315,275	38,286,013	118,900,777	74,466,878	36,180,865	94.5%
26303	Property Management Fund 0001	45,348,401	45,763,096	47,031,347	45,626,359	(136,737)	-0.3%
26304	Building Operations-Fund 0001	26,713,218	27,089,317	27,215,644	32,166,852	5,077,535	18.7%
<b>Total Gross Expenditures</b>		<b>\$ 264,717,849</b>	<b>\$ 128,603,700</b>	<b>\$ 210,638,042</b>	<b>\$ 171,434,219</b>	<b>\$ 42,830,519</b>	<b>33.3%</b>

### Facilities Department — Budget Unit 263 Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 27,186,219	\$ 28,110,973	\$ 28,150,536	\$ 30,793,284	\$ 2,682,311	9.5%
Services And Supplies	66,654,970	66,237,217	74,997,232	70,480,935	4,243,718	6.4%
Other Charges	568,090	141,244	141,244	—	(141,244)	-100.0%
Fixed Assets	159,205,763	13,057,133	86,236,897	25,530,000	12,472,867	95.5%
Operating/Equity Transfers	11,102,807	21,057,133	21,112,133	44,630,000	23,572,867	111.9%
<b>Subtotal Expenditures</b>	<b>264,717,849</b>	<b>128,603,700</b>	<b>210,638,042</b>	<b>171,434,219</b>	<b>42,830,519</b>	<b>33.3%</b>
Expenditure Transfers	(51,938,311)	(52,578,756)	(52,572,002)	(53,820,415)	(1,241,659)	2.4%
<b>Total Net Expenditures</b>	<b>212,779,539</b>	<b>76,024,944</b>	<b>158,066,040</b>	<b>117,613,804</b>	<b>41,588,860</b>	<b>54.7%</b>

### Facilities Department — Budget Unit 263 Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
2309	Facilities Utility Fund 0001	\$ 7,069	\$ —	\$ —	\$ —	\$ —	—
26301	Facilities Admin Fund 0001	71,308	41,800	66,800	31,200	(10,600)	-25.4%
26302	Capital Programs Division	6,266,586	28,057,133	191,672,542	55,630,000	27,572,867	98.3%
26303	Property Management Fund 0001	3,065,004	2,827,655	2,827,655	2,751,554	(76,101)	-2.7%
26304	Building Operations-Fund 0001	69,487	—	39,563	—	—	—
<b>Total Revenues</b>		<b>\$ 9,479,454</b>	<b>\$ 30,926,588</b>	<b>\$ 194,606,560</b>	<b>\$ 58,412,754</b>	<b>\$ 27,486,166</b>	<b>88.9%</b>



### Facilities Utility Fund 0001 — Cost Center 2309 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	1.0	\$ 14,817,992	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	2,142	—
Internal Service Fund Adjustments	—	295,440	—
Other Required Adjustments	—	1,366,021	—
Subtotal (Current Level Budget)	1.0	\$ 16,481,595	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>1.0</b>	<b>\$ 16,481,595</b>	<b>\$ —</b>

### Facilities Admin Fund 0001 — Cost Center 26301 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	23.0	\$ 1,560,717	\$ 41,800
Board Approved Adjustments During FY 2008	—	25,000	25,000
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	30,843	—
Internal Service Fund Adjustments	—	(241,819)	—
Other Required Adjustments	—	(20,830)	(35,600)
Subtotal (Current Level Budget)	23.0	\$ 1,353,911	\$ 31,200
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Phone Rate Adjustment	—	3	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 3	\$ —
<b>Total Recommendation</b>	<b>23.0</b>	<b>\$ 1,353,914</b>	<b>\$ 31,200</b>

### Capital Programs Division — Cost Center 26302 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	22.0	\$ 13,512,844	\$ 7,500,000
Board Approved Adjustments During FY 2008	—	7,460,000	(40,000)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	111,644	—
Internal Service Fund Adjustments	—	(13,337,133)	(7,500,000)
Other Required Adjustments	—	(7,660,000)	40,000
Subtotal (Current Level Budget)	22.0	\$ 87,355	\$ —
<b>Recommended Changes for FY 2009</b>			



## Capital Programs Division — Cost Center 26302

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Internal Service Fund Adjustments</b>			
Transfer RDA Delegated Funds from Fund 1623 to Fund 0001	—	—	22,600,000
FY 2009 Capital Budget	—	22,030,000	—
FY 2009 Phone Rate Adjustment	—	38	—
Transfer RDA Delegated Funds from Fund 0001 to Capital Fund 0050 for PH Warehouse	—	3,500,000	—
Transfer RDA Delegated Funds from Fund 0001 to SCVMC Fund 0059 for SCMP	—	19,100,000	—
<b>Decision Packages</b>			
1. Fair Settlement Agreement Revenue	—	—	7,500,000
This revenue represents the second of three payments from the Fair Settlement Agreement.			
2. Add 1.0 Capital Projects Manager III	1.0	—	—
Add 1.0 FTE Capital Projects Manager III funded by Fund 50 projects. This position will be crucial in managing the transitions of current projects while the department faces potential staff turnover in the next fiscal year due to pending retirements. This position is fully funded by Fund 50 projects.			
Subtotal (Recommended Changes)	1.0	\$ 44,630,038	\$ 30,100,000
<b>Total Recommendation</b>	23.0	\$ 44,717,393	\$ 30,100,000
<b>General Capital Improvements (Fund Number 0050)</b>			
FY 2008 Approved Budget	—	\$ 20,698,377	\$ 20,557,133
Board Approved Adjustments During FY 2008	—	73,154,764	163,655,409
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(7,500,000)	(13,057,133)
Other Required Adjustments	—	(86,353,141)	(171,155,409)
Subtotal (Current Level Budget)	—	\$ —	\$ —
<b>Recommended Changes for FY 2009</b>			
<b>Internal Service Fund Adjustments</b>			
FY 2009 Capital Budget	—	—	22,030,000
Transfer RDA Delegated Funds from Fund 0001 to Capital Fund 0050 for PH Warehouse	—	—	3,500,000
<b>Decision Packages</b>			
3. FY 2009 Backlog Maintenance Projects	—	5,500,000	—
Appropriate one-time funding in the amount of \$5,500,000 for the FY 2009 Backlog Maintenance projects.			
4. FY 2010 Capital Budget Planning	—	50,000	—
Appropriate one-time funding in the amount of \$50,000 for the FY 2010 Capital Budget Papers and Ten Year Capital Plan.			
5. Elmwood Fire Code Upgrades	—	3,000,000	—
Appropriate one-time funding in the amount of \$3,000,000 for Elmwood Fire Code Upgrades (Construction).			
6. Public Health Department Tenant Improvements	—	3,500,000	—
Appropriate one-time funding in the amount of \$3,500,000 for Public Health Department Tenant Improvements.			
7. James Ranch Facilities Master Plan Study	—	500,000	—
Appropriate one-time funding in the amount of \$500,000 for the James Ranch Facilities Master Plan Study.			
8. Main Jail Improvements	—	7,000,000	—
Appropriate one-time funding in the amount of \$7,000,000 for the conversion of medium security cells to maximum security, install new doors to cells and to reinforce windows in the Department of Correction Main Jail fourth and fifth floors.			
9. Elmwood Security Lighting	—	2,000,000	—
Appropriate one-time funding in the amount of \$2,000,000 for the installation of new security lighting at Elmwood.			
10. Expand ISD Server Room	—	950,000	—





## Capital Programs Division — Cost Center 26302

### Major Changes to the Budget

	Positions	Appropriations	Revenues
Appropriate one-time funding in the amount of \$950,000 for the expansion of the Information Services Department server room at Berger Drive.			
11. Energy Conservation Identified Program	—	700,000	—
Appropriate one-time funding in the amount of \$700,000 for the Board-Identified Program: Energy Conservation. The will facilitate the Building Operations Division efforts to identify more than \$12 million in energy saving projects.			
12. SCVMC General Fund Buildings Maintenance Phase II	—	560,000	—
Appropriate one-time funding in the amount of \$560,000 for Santa Clara Valley Medical Center General Fund Buildings Maintenance Backlog Phase II.			
13. Muriel Wright Portable Building Demolition	—	150,000	—
Appropriate one-time funding in the amount of \$150,000 for the demolition of a portable building at Muriel Wright Center.			
14. Replace and Expand Elmwood Facility Surveillance Equipment	—	300,000	—
Appropriate one-time funding in the amount of \$300,000 for the replacement and expansion of facility surveillance equipment at Elmwood (Design).			
15. Install New Security Fence and Gate at County Communications	—	900,000	—
Appropriate one-time funding in the amount of \$900,000 for the new security fence and gate at County Communications (Design and Construction).			
16. Elmwood Facility Perimeter Fence Enhancements	—	420,000	—
Appropriate one-time funding in the amount of \$420,000 for the enhancements to the Elmwood facility perimeter fence (Construction).			
	Subtotal (Recommended Changes)	\$ 25,530,000	\$ 25,530,000
<b>Total Recommendation</b>	—	\$ 25,530,000	\$ 25,530,000

## Property Management Fund 0001 — Cost Center 26303

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	8.0	\$ 2,776,970	\$ 2,827,655
Board Approved Adjustments During FY 2008	—	1,275,005	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	30,007	—
Internal Service Fund Adjustments	—	(836,417)	—
Other Required Adjustments	—	(1,430,648)	(76,101)
	Subtotal (Current Level Budget)	\$ 1,814,917	\$ 2,751,554
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Transfer lease costs for Gilroy WIC Program in Public Health Department to Mental Health Department programs to be supported by MHSA funds	—	31,320	—
Transfer lease costs from Public Health Department to Mental Health Department MHSA programs in Gilroy	—	(31,320)	—
FY 2009 Phone Rate Adjustment	—	5	—
Decision Packages			
	Subtotal (Recommended Changes)	\$ 5	\$ —
<b>Total Recommendation</b>	8.0	\$ 1,814,922	\$ 2,751,554



## Building Operations-Fund 0001 — Cost Center 26304

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	210.0	\$ 22,658,044	\$ —
Board Approved Adjustments During FY 2008	1.0	126,327	39,563
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	1,794,457	—
Internal Service Fund Adjustments	—	2,137,614	—
Other Required Adjustments	—	(306,379)	(39,563)
Subtotal (Current Level Budget)	211.0	\$ 26,410,063	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Phone Rate Adjustment	—	(1,383)	—
Decision Packages			
1. Add 1.0 Gardener to Accommodate Increase in Grounds at New Facilities	1.0	77,435	—
Add 1.0 FTE Gardener to accommodate the increase in grounds by 20 acres. Funding in the Temporary Help budget will be reduced for a net-zero impact (Cost Center 2466).			
2. Add 1.0 FTE Carpenter for CRV Maintenance	1.0	110,376	—
Add 1.0 FTE Carpenter position and reduce budget for temporary staffing (in Cost Center 2471) to accommodate the Current Replacement Value (CRV) for existing facilities at the CLB level of 1.08% and new buildings at 2% in accordance with Board Policy. This is a net-zero action which replaces budget for Extra Help for permanent positions.			
3. Add 1.0 FTE Plumber for CRV Maintenance	1.0	126,944	—
Add 1.0 FTE Plumber position and reduce budget for temporary staffing (in Cost Center 2471) to accommodate the Current Replacement Value (CRV) for existing facilities at the CLB level of 1.08% and new buildings at 2% in accordance with Board Policy. This is a net-zero action which replaces budget for Extra Help for permanent positions.			
4. Add 1.0 FTE Refrigeration Mechanic for CRV Maintenance	1.0	126,944	—
Add 1.0 FTE Refrigeration Mechanic position and reduce budget for temporary staffing (in Cost Center 2471) to accommodate the Current Replacement Value (CRV) for existing facilities at the CLB level of 1.08% and new buildings at 2% in accordance with Board Policy. This is a net-zero action which replaces budget for Extra Help for permanent positions.			
5. Add 4.0 FTE General Maintenance Mechanics for CRV Maintenance	4.0	303,096	—
Add 4.0 FTE General Maintenance Mechanic positions and reduce budget for temporary staffing (in Cost Center 2471) to accommodate the Current Replacement Value (CRV) for existing facilities at the CLB level of 1.08% and new buildings at 2% in accordance with Board Policy. This is a net-zero action which replaces budget for Extra Help for permanent positions.			
6. Add 3.0 FTE Various Positions for CRV Maintenance	3.0	305,245	—
Add 1.0 FTE Information Systems Analyst II, 1.0 FTE Information Systems Technician III and 1.0 FTE Electronic Repair Technician position, and reduce budget for temporary staffing (in Cost Center 2471) to accommodate the Current Replacement Value (CRV) for existing facilities at the CLB level of 1.08% and new buildings at 2% in accordance with Board Policy. This is a net-zero action which replaces budget for Extra Help for permanent positions.			
7. Add 1.0 FTE Electrician for CRV Increase	1.0	126,944	—
Add 1.0 FTE Electrician position to accommodate an increase in the Current Replacement Value (CRV) for existing facilities from 1.08% to 1.15%.			
8. Add 1.0 FTE Painter for CRV Increase	1.0	110,376	—
Add 1.0 FTE Painter position to accommodate an increase in the Current Replacement Value (CRV) for existing facilities from 1.08% to 1.15%.			
9. Add 2.0 FTE Various Positions for CRV Increase	2.0	164,698	—
Add 1.0 FTE General Maintenance Mechanic and 1.0 FTE Hospital Stationary Engineer position to accommodate an increase in the Current Replacement Value (CRV) for existing facilities from 1.08% to 1.15%.			
10. Add 1.0 FTE Refrigeration Mechanic for CRV Increase	1.0	126,944	—
Add 1.0 FTE Refrigeration Mechanic position to accommodate an increase in the Current Replacement Value (CRV) for existing facilities from 1.08% to 1.15%.			



## Building Operations-Fund 0001 — Cost Center 26304

### Major Changes to the Budget

	Positions	Appropriations	Revenues
11. Reduce Temporary Help Budget for CRV Maintenance	—	(972,605)	—
Reduce the Temporary Help budget by \$972,605 to offset the costs associated with position additions in various cost centers to accommodate the maintenance of the Current Replacement Value (CRV) of existing facilities at 1.08% and new buildings at 2% in accordance to Board Policy. This action has a net-zero impact with expense increases in various cost centers.			
12. Add 4.0 FTE Various Positions to Accommodate Increase in Facility Square Footage	4.0	(77,435)	—
Add 1.0 FTE Janitor Supervisor and 3.0 FTE Janitors to accommodate a 200,000 square foot increase in facilities. Funding in the Temporary Help budget will be reduced for a net-zero impact.			
13. Increase Object 2 Budget for CRV Increase	—	778,338	—
Increase the Services and Supplies budget to accommodate the increase in Current Replacement Value from 1.08% to 1.15%.			
Subtotal (Recommended Changes)	20.0	\$ 1,305,917	\$ —
<b>Total Recommendation</b>	<b>231.0</b>	<b>\$ 27,715,980</b>	<b>\$ —</b>

## Fleet Services — Budget Unit 135

### Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
2320	Fleet Management Capital Fund 0073	\$ 3,097,912	\$ 745,456	\$ 3,843,565	\$ 505,247	(240,209)	-32.2%
2321	Fleet Operating Fund 0070	16,767,675	21,302,876	21,302,876	20,290,588	(1,012,288)	-4.8%
	<b>Total Net Expenditures</b>	<b>\$ 19,865,587</b>	<b>\$ 22,048,332</b>	<b>\$ 25,146,441</b>	<b>\$ 20,795,835</b>	<b>(1,252,497)</b>	<b>-5.7%</b>

## Fleet Services — Budget Unit 135

### Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
2320	Fleet Management Capital Fund 0073	\$ 3,097,912	\$ 745,456	\$ 3,843,565	\$ 505,247	(240,209)	-32.2%
2321	Fleet Operating Fund 0070	16,767,675	21,302,876	21,302,876	20,290,588	(1,012,288)	-4.8%
	<b>Total Gross Expenditures</b>	<b>\$ 19,865,587</b>	<b>\$ 22,048,332</b>	<b>\$ 25,146,441</b>	<b>\$ 20,795,835</b>	<b>(1,252,497)</b>	<b>-5.7%</b>

## Fleet Services — Budget Unit 135

### Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 4,527,922	\$ 4,904,778	\$ 4,904,778	\$ 5,126,872	222,094	4.5%
Services And Supplies	10,306,646	13,808,931	13,748,931	12,607,133	(1,201,798)	-8.7%
Other Charges	98,866	800,222	800,222	527,429	(272,793)	-34.1%



## Fleet Services — Budget Unit 135 Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Fixed Assets	3,100,746	—	3,158,109	—	—	—
Operating/Equity Transfers	1,831,407	2,500,000	2,500,000	2,500,000	—	—
Reserves	—	34,401	34,401	34,401	—	—
<b>Subtotal Expenditures</b>	<b>19,865,587</b>	<b>22,048,332</b>	<b>25,146,441</b>	<b>20,795,835</b>	<b>(1,252,497)</b>	<b>-5.7%</b>
<b>Total Net Expenditures</b>	<b>19,865,587</b>	<b>22,048,332</b>	<b>25,146,441</b>	<b>20,795,835</b>	<b>(1,252,497)</b>	<b>-5.7%</b>

## Fleet Services — Budget Unit 135 Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
2320	Fleet Management Capital Fund 0073	\$ 328,665	\$ 2,934,100	\$ 2,934,100	\$ 2,726,880	\$ (207,220)	-7.1%
2321	Fleet Operating Fund 0070	18,343,546	21,059,553	21,059,553	20,413,339	(646,214)	-3.1%
	<b>Total Revenues</b>	<b>\$ 18,672,211</b>	<b>\$ 23,993,653</b>	<b>\$ 23,993,653</b>	<b>\$ 23,140,219</b>	<b>\$ (853,434)</b>	<b>-3.6%</b>

## Fleet Management Capital Fund 0073 — Cost Center 2320 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Garage ISF (Fund Number 0073)</b>			
FY 2008 Approved Budget	—	\$ 745,456	\$ 2,934,100
Board Approved Adjustments During FY 2008	—	3,098,109	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	2,544	2,101,500
Other Required Adjustments	—	(3,340,862)	(2,308,720)
Subtotal (Current Level Budget)	—	\$ 505,247	\$ 2,726,880
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 505,247	\$ 2,726,880

## Fleet Operating Fund 0070 — Cost Center 2321 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Fleet Operating Fund (Fund Number 0070)</b>			
FY 2008 Approved Budget	50.0	\$ 21,302,876	\$ 21,059,553
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	222,094	—

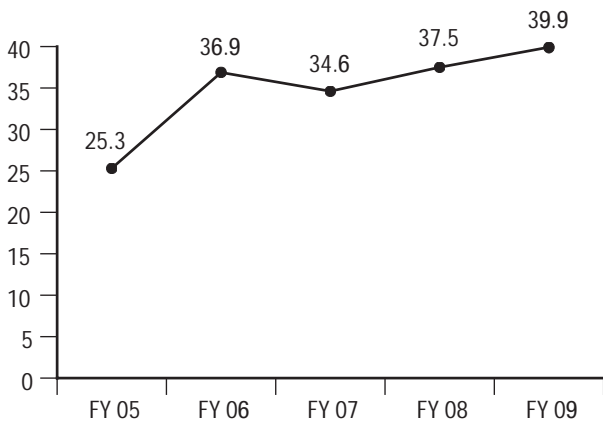
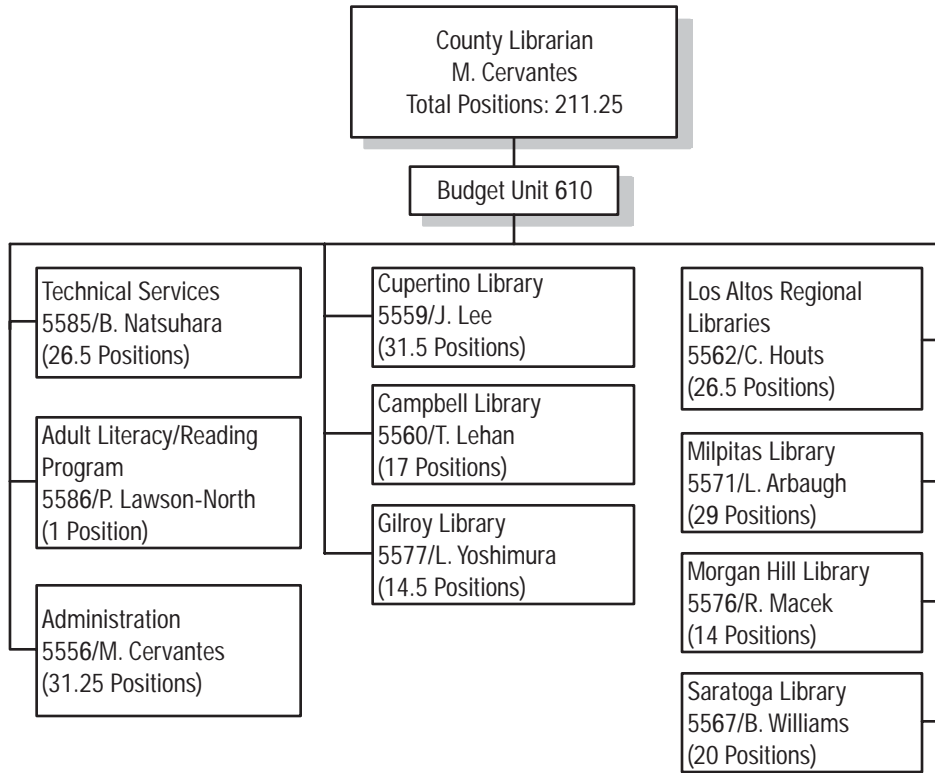


**Fleet Operating Fund 0070 — Cost Center 2321**  
**Major Changes to the Budget**

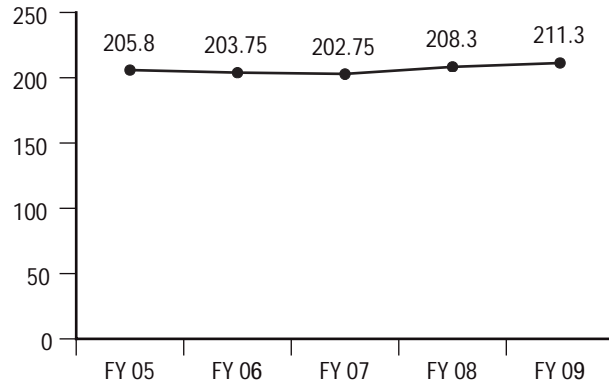
	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	802,409	(624,748)
Other Required Adjustments	—	(2,036,080)	18,014
Subtotal (Current Level Budget)	50.0	\$ 20,291,299	\$ 20,452,819
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Eliminate reimbursement from Mental Health Department to Facilities & Fleet Department for redesign of Central Mental Health Center	—	—	(39,480)
FY 2009 Phone Rate Adjustment	—	(711)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (711)	\$ (39,480)
<b>Total Recommendation</b>	50.0	\$ 20,290,588	\$ 20,413,339



# County Library



Gross Appropriation Trend

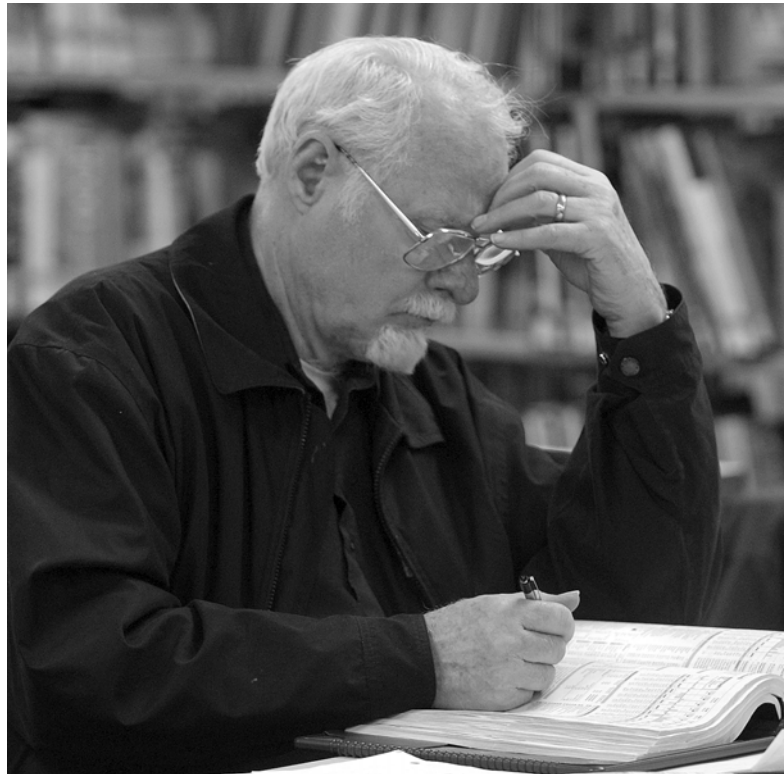


Staffing Trend



## 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 view-points and helps people to use these resources.



## Description of Major Services

Santa Clara County Library is one of the top 100 libraries in the United States. For six years, it has ranked as the best in the nation for its size by *Hennen's American Public Library Ratings* which uses 25 different measures such as collections, circulation, visits and customer service. With more than three million visits each year, Santa Clara County Library is one of the most-used public resources in the region.

Santa Clara County Library serves a population of 420,000 including residents of unincorporated County neighborhoods and residents of the cities of Campbell, Cupertino, Gilroy, Los Altos, Los Altos Hills, Milpitas, Monte Sereno, Morgan Hill and Saratoga. The Library is a dependent special district governed by a Joint Powers

Authority (JPA) comprised of representatives of each of these nine cities and two representatives from the County Board of Supervisors.

The annual budget of Santa Clara County Library is \$40 million. Its revenues come from property tax and from a special tax approved by voters in 2005 that continues until June 2015. A previous 10-year benefit assessment, approved by voters in 1994, generated \$5.4 million in revenues for the Library through FY 2005. The current special tax will generate the same amount. Santa Clara County Library's budget also includes a small amount of revenue from grants, fees and fines, and subsidies from some cities and community organizations for enhanced services in their community libraries. The Library's budget as a district will be approved by the Library JPA in June 2008 and must be formally adopted by the County Board of Supervisors as well.

The headquarters of Santa Clara County Library, located in Los Gatos, includes a central warehouse plus administration, technical services, collection development and outreach support. Library services are provided to the public through seven community libraries located in Campbell, Cupertino, Gilroy, Los Altos, Milpitas, Morgan Hill and Saratoga, and a branch library in Los Altos. In each community, the library building is owned by the municipality with collections and operations provided by Santa Clara County Library. A new 28,000-square-foot library opened in Morgan Hill in 2007 and a new library building is under construction in Milpitas with an anticipated opening in late 2008. The cities of Campbell, Gilroy and Los Altos are in various stages of planning for new or expanded library facilities.

Santa Clara County Library extends the reach of library services beyond these community libraries with its Bookmobile service which takes books, DVDs, CDs and other materials to 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 homebound and underserved populations in the community through its Adult and Family Literacy Program.

The national trend is for increased use of public libraries, despite the proliferation of computers at home and at work and increased access to the Internet. Santa Clara County Library is also seeing high usage with circulation surpassing 9.8 million in 2007, an increase of

9.5% over the past year. New library cards were issued to 42,282 library community residents last year, bringing the total of library cardholders to 286,531, or two out of every three residents. Resident borrowers are 166,319, or about two out of every five library community residents. A concerted effort is made to add materials to the collection in languages that reflect the diversity of the County, including Spanish, Chinese, Vietnamese, Russian, Japanese, Hindi, Korean, German and French.

Library patrons use computers in the Library [their own or high speed terminals provided] or computers at home or at work to access a wide variety of online services available through the Library's website. These Electronic Library 24/7 resources include content-rich databases, round-the-clock student homework resources, video storybooks and interactive online books for young children. Students in grades 3-12 can get one-on-one online tutoring with the Brainfuse service every day between 1-10 p.m. Collaboration with other libraries allows Santa Clara County Library patrons access to online reference help 24/7 as well as in-person assistance from Reference Librarians at each community library.

Technology enhances Library services in other ways. Each community library now features free wireless Internet access for patrons who want to log on to the Internet with their own laptop computer, PDA or other mobile device. Convenient automated check-out and check-in systems are increasingly popular with library users. On average, 45% of all materials checked out of Santa Clara County Library are through self-checkout machines. At the Cupertino Library, over 80% of all return transactions were handled with the automated materials return machines.

Programs remain an important component of Library service. Each community library offers a wide array of programs - from storytimes for children and families to activities for teens, how-to-do-it workshops for adults, speakers on timely subjects, and drop-in book discussion groups. Santa Clara County Library looks for opportunities to work with other organizations such as the Small Business Administration, the Tech Museum of Innovation, and The Health Trust to offer compelling programs on issues of interest to Library patrons. One of the most well attended series of events every year at Santa Clara County Library is Silicon Valley Reads, which asks everyone in the community to read the same book and discuss its relevant themes. Each of the



community libraries offers events in conjunction with Silicon Valley Reads, and often they are standing-room-only.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Library Administration	No	Not part of Mandate Study.	Patron and general library services will be enhanced with the addition of fixed assets.	▲
Campbell Library	No	Not part of Mandate Study.		■
Cupertino Library	No	Not part of Mandate Study.		■
Morgan Hill Library	No	Not part of Mandate Study.		■
Gilroy Library	No	Not part of Mandate Study.		■
Milpitas Library	No	Not part of Mandate Study.		■
Los Altos Regional Libraries	No	Not part of Mandate Study.		■
Saratoga Library	No	Not part of Mandate Study.		■
Adult Literacy/Reading Program	No	Not part of Mandate Study.		■
Technical Services	No	Not part of Mandate Study.		■

Impact on Current Level of Service:

□ = Eliminated ▼ = Reduced ◻ = Modified ▲ = Enhanced ■ = No Change

## County Executive's Recommendation

The Santa Clara County Library's recommended budget reflects the budget reviewed by the Santa Clara County Library JPA on April 24, 2008, including services and supply expenditures totaling \$12.8 million, Building and Technology reserves of \$2.3 million and a revenue projection of \$32.6 million. The fixed asset expenditures are detailed below.



## ▲ Library Administration

Allocate One-time funding in the amount of \$757,085 to purchase the following fixed assets:

Item	Amount
Automated self-check machines, to enable patrons to check out materials independently.	\$369,265
UPS Batteries, to replace exhausted batteries in the systems office server room.	\$12,900
Computer server, to replace current outdated server which runs the Integrated Library System.	\$18,500
Network attached server, to serve as additional server to establish central shared storage on the library network.	\$11,300
Digital microfilm reader/printer, to replace old mechanical machines.	\$78,500
Corridor RFID detection systems-security gates, to replace old security gates that utilized magnetic strip technology.	\$183,775
RFID inventory control appliances, to allow fast retrieval of misplaced books.	\$82,845
<b>Total</b>	<b>\$757,085</b>

Total One-time Cost: \$757,085

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

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations			FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted				
5556	Library Admin Fund 0025	\$ 12,528,604	\$ 16,499,375	\$ 16,499,375	\$ 18,674,520	\$ 2,175,145	13.2%	
5586	Literacy Program Fund 0025	507,658	347,067	347,067	353,310	6,243	1.8%	
5559	Cupertino Library Fund 0025	2,576,326	2,954,359	2,954,359	3,460,377	506,018	17.1%	
5560	Campbell Library Fund 0025	1,628,356	1,822,935	1,822,935	1,887,031	64,096	3.5%	
5562	Los Altos Library Fund 0025	2,699,921	2,571,524	2,571,524	2,649,655	78,131	3.0%	
5567	Saratoga Comm Library Fund 0025	1,969,020	2,093,894	2,093,894	2,195,226	101,332	4.8%	
5571	Milpitas Comm Library Fund 0025	2,756,502	2,928,901	2,928,901	3,041,631	112,730	3.8%	
5575	Alum Rock Library Fund 0025	327,264	437,840	437,840	437,840	—	—	
5576	Morgan Hill Library Fund 0025	1,415,697	1,470,294	1,470,294	1,540,804	70,510	4.8%	
5577	Gilroy Library Fund 0025	1,442,258	1,505,547	1,505,547	1,582,887	77,340	5.1%	
5585	Technical Svcs Fund 0025	2,974,769	4,831,219	4,831,219	4,050,153	(781,066)	-16.2%	
<b>Total Net Expenditures</b>		<b>\$ 30,826,374</b>	<b>\$ 37,462,955</b>	<b>\$ 37,462,955</b>	<b>\$ 39,873,434</b>	<b>\$ 2,410,479</b>	<b>6.4%</b>	



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

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
5556	Library Admin Fund 0025	\$ 12,528,604	\$ 16,499,375	\$ 16,499,375	\$ 18,674,520	\$ 2,175,145	13.2%
5586	Literacy Program Fund 0025	507,658	347,067	347,067	353,310	6,243	1.8%
5559	Cupertino Library Fund 0025	2,576,326	2,954,359	2,954,359	3,460,377	506,018	17.1%
5560	Campbell Library Fund 0025	1,628,356	1,822,935	1,822,935	1,887,031	64,096	3.5%
5562	Los Altos Library Fund 0025	2,699,921	2,571,524	2,571,524	2,649,655	78,131	3.0%
5567	Saratoga Comm Library Fund 0025	1,969,020	2,093,894	2,093,894	2,195,226	101,332	4.8%
5571	Milpitas Comm Library Fund 0025	2,756,502	2,928,901	2,928,901	3,041,631	112,730	3.8%
5575	Alum Rock Library Fund 0025	327,264	437,840	437,840	437,840	—	—
5576	Morgan Hill Library Fund 0025	1,415,697	1,470,294	1,470,294	1,540,804	70,510	4.8%
5577	Gilroy Library Fund 0025	1,442,258	1,505,547	1,505,547	1,582,887	77,340	5.1%
5585	Technical Svcs Fund 0025	2,974,769	4,831,219	4,831,219	4,050,153	(781,066)	-16.2%
<b>Total Gross Expenditures</b>		<b>\$ 30,826,374</b>	<b>\$ 37,462,955</b>	<b>\$ 37,462,955</b>	<b>\$ 39,873,434</b>	<b>\$ 2,410,479</b>	<b>6.4%</b>

### County Library Headquarters — Budget Unit 610 Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 18,417,882	\$ 20,254,846	\$ 20,254,846	\$ 21,580,902	\$ 1,326,056	6.5%
Services And Supplies	9,404,667	11,903,780	11,903,780	12,897,083	993,303	8.3%
Fixed Assets	3,003,825	665,965	665,965	757,085	91,120	13.7%
Reserves	—	4,638,364	4,638,364	4,638,364	—	—
<b>Subtotal Expenditures</b>	<b>30,826,374</b>	<b>37,462,955</b>	<b>37,462,955</b>	<b>39,873,434</b>	<b>2,410,479</b>	<b>6.4%</b>
<b>Total Net Expenditures</b>	<b>30,826,374</b>	<b>37,462,955</b>	<b>37,462,955</b>	<b>39,873,434</b>	<b>2,410,479</b>	<b>6.4%</b>

### County Library Headquarters — Budget Unit 610 Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
5556	Library Admin Fund 0025	\$ 32,357,271	\$ 30,429,564	\$ 30,429,564	\$ 32,379,650	\$ 1,950,086	6.4%
5586	Literacy Program Fund 0025	239,441	225,000	225,000	225,000	—	—
5560	Campbell Library Fund 0025	23	—	—	—	—	—
5567	Saratoga Comm Library Fund 0025	4	—	—	—	—	—
5576	Morgan Hill Library Fund 0025	25	—	—	—	—	—
5585	Technical Svcs Fund 0025	432	—	—	—	—	—
<b>Total Revenues</b>		<b>\$ 32,597,195</b>	<b>\$ 30,654,564</b>	<b>\$ 30,654,564</b>	<b>\$ 32,604,650</b>	<b>\$ 1,950,086</b>	<b>6.4%</b>



## Library Admin Fund 0025 — Cost Center 5556

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>County Library Fund (Fund Number 0025)</b>			
FY 2008 Approved Budget	31.3	\$ 16,499,375	\$ 30,429,564
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	186,222	—
Internal Service Fund Adjustments	—	165,568	—
Other Required Adjustments	—	1,066,270	1,950,086
Subtotal (Current Level Budget)	31.3	\$ 17,917,435	\$ 32,379,650
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Allocate One-time Funding for Fixed Asset Purchases	—	757,085	—
Appropriate one-time funding for the purchase of:			
◆ Automated self-check machines, to enable patrons to check out materials independently - \$369,265			
◆ UPS Batteries, to replace exhausted batteries in the systems office server room - \$12,900			
◆ Computer server, to replace current outdated server which runs the Integrated Library System - \$18,500			
◆ Network attached server, to serve as additional server to establish central shared storage on the library network - \$11,300			
◆ Digital microfilm reader/printer, to replace old mechanical machines - \$78,500			
◆ Corridor RFID detection systems-security gates, to replace old security gates that utilized magnetic strip technology - \$183,775			
◆ RFID inventory control appliances, to allow fast retrieval of misplaced books - \$82,845			
Subtotal (Recommended Changes)	—	\$ 757,085	\$ —
<b>Total Recommendation</b>	<b>31.3</b>	<b>\$ 18,674,520</b>	<b>\$ 32,379,650</b>

## Literacy Program Fund 0025 — Cost Center 5586

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>County Library Fund (Fund Number 0025)</b>			
FY 2008 Approved Budget	1.0	\$ 347,067	\$ 225,000
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	6,243	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	1.0	\$ 353,310	\$ 225,000
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>1.0</b>	<b>\$ 353,310</b>	<b>\$ 225,000</b>



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

	Positions	Appropriations	Revenues
<b>County Library Fund (Fund Number 0025)</b>			
FY 2008 Approved Budget	27.5	\$ 2,954,359	\$ —
Board Approved Adjustments During FY 2008	3.5	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	0.5	506,018	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	31.5	\$ 3,460,377	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>31.5</b>	<b>\$ 3,460,377</b>	<b>\$ —</b>

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

	Positions	Appropriations	Revenues
<b>County Library Fund (Fund Number 0025)</b>			
FY 2008 Approved Budget	17.5	\$ 1,822,935	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-0.5	64,096	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	17.0	\$ 1,887,031	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>17.0</b>	<b>\$ 1,887,031</b>	<b>\$ —</b>

### Los Altos Library Fund 0025 — Cost Center 5562 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>County Library Fund (Fund Number 0025)</b>			
FY 2008 Approved Budget	27.0	\$ 2,571,524	\$ —
Board Approved Adjustments During FY 2008	-0.5	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	78,131	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	26.5	\$ 2,649,655	\$ —



### Los Altos Library Fund 0025 — Cost Center 5562 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	26.5	\$ 2,649,655	\$ —

### Saratoga Comm Library Fund 0025 — Cost Center 5567 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>County Library Fund (Fund Number 0025)</b>			
FY 2008 Approved Budget	20.0	\$ 2,093,894	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	101,332	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	20.0	\$ 2,195,226	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	20.0	\$ 2,195,226	\$ —

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

	Positions	Appropriations	Revenues
<b>County Library Fund (Fund Number 0025)</b>			
FY 2008 Approved Budget	29.0	\$ 2,928,901	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	112,730	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	29.0	\$ 3,041,631	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	29.0	\$ 3,041,631	\$ —



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

	Positions	Appropriations	Revenues
<b>County Library Fund (Fund Number 0025)</b>			
FY 2008 Approved Budget	—	\$ 437,840	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 437,840	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 437,840	\$ —

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

	Positions	Appropriations	Revenues
<b>County Library Fund (Fund Number 0025)</b>			
FY 2008 Approved Budget	14.0	\$ 1,470,294	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	70,510	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	14.0	\$ 1,540,804	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	14.0	\$ 1,540,804	\$ —

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

	Positions	Appropriations	Revenues
<b>County Library Fund (Fund Number 0025)</b>			
FY 2008 Approved Budget	14.5	\$ 1,505,547	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	77,340	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	14.5	\$ 1,582,887	\$ —



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

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	14.5	\$ 1,582,887	\$ —

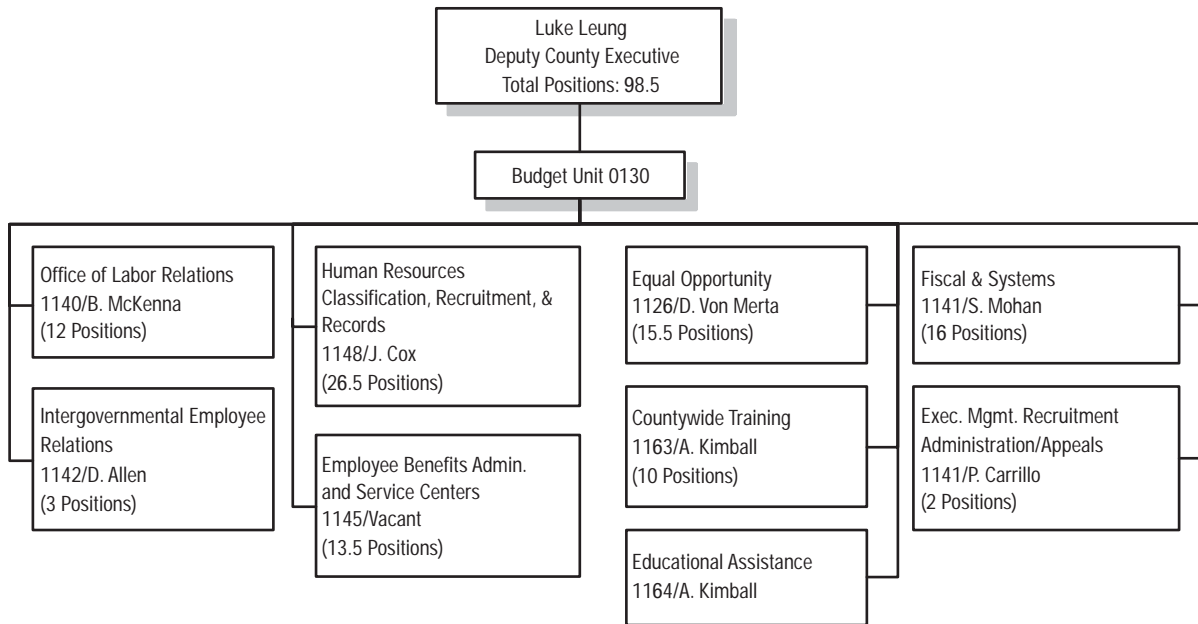
**Technical Svcs Fund 0025 — Cost Center 5585**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>County Library Fund (Fund Number 0025)</b>			
FY 2008 Approved Budget	26.5	\$ 4,831,219	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	123,434	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(904,500)	—
Subtotal (Current Level Budget)	26.5	\$ 4,050,153	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	26.5	\$ 4,050,153	\$ —

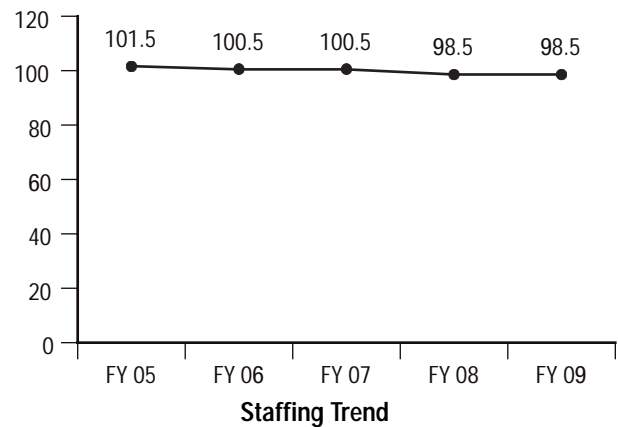
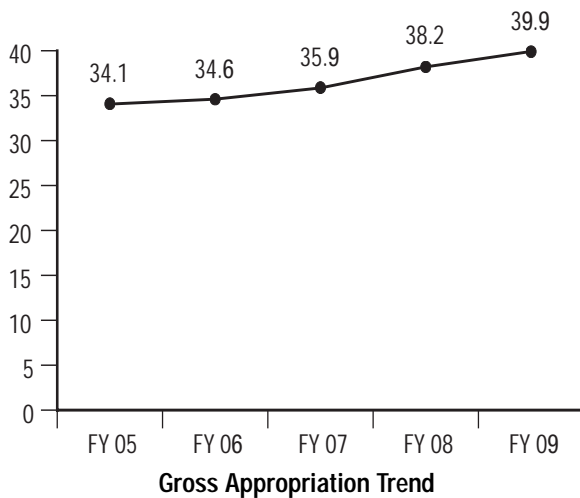




# Human Resources, Labor Relations, and Equal Opportunity & Employee Development



Section 1: Finance and Government



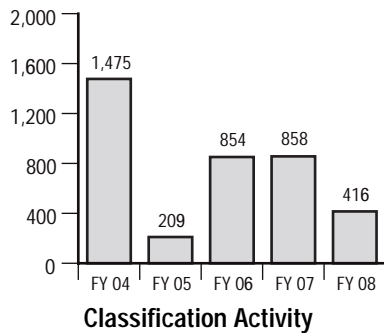
## Public Purpose

- Promote a productive, skillful and diverse workforce to assure effective and efficient services for County residents
- Provide a range of services in human resources, benefits, training and staff development, equal opportunity, and labor relations in support of County departments, County employees, and the community

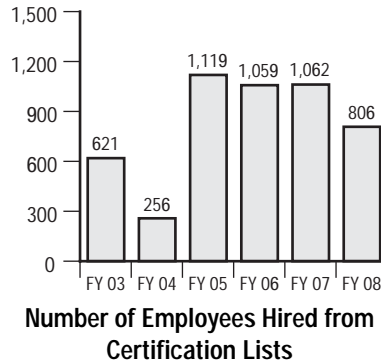


## Desired Results

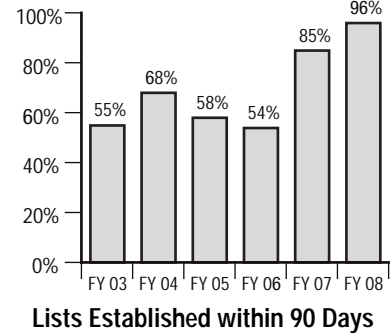
**Recruit quality candidates for County positions** by conducting highly strategic, comprehensive and timely recruitments, and securing the appointment of highly competent and skilled candidates to the appropriate positions.



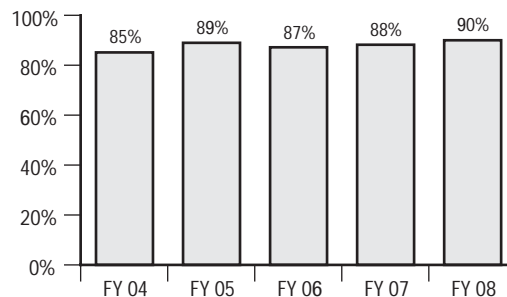
This chart demonstrates the level of activity for classification studies conducted and completed under the County's classification policy. The chart reflects the completion of the entire process of the studies. FY 04 illustrates a high level of activity because of the countywide clerical study. FY 06 includes studies completed as a result of a contractual reallocation window. FY 07 included studies completed as a result of a contractual reclassification window. As implemented in December 2007, a revision to the Merit System Rules allows certain updates and revisions to class specifications to be effected administratively which will further streamline the recruiting and classification process.



These charts demonstrate the level of activity for recruitment. The decrease in hires from certification lists was the result of a stronger hiring freeze, which was implemented due to County budget reductions. Many vacancies through the year were filled by transfers of existing employees thus mitigating lay-off impacts. Ninety-six percent of the eligibility lists that were established were available to hiring managers within ninety days thus providing qualified candidates in a timelier manner than in prior years.



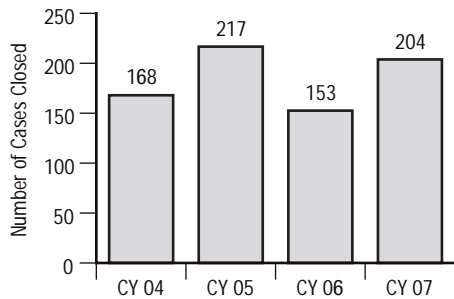
**Proper administration of a full range of benefits to employees, retirees and dependents** through accurate processing of benefit transactions, and by providing training programs about benefits to employees and retirees.



This measure encompasses all transactions county-wide in all Employee Service Centers for which ESA-Benefits has overall oversight and responsibility. The accuracy rate reflects correct processing of benefits transactions pertaining to employees, retirees and their dependents.

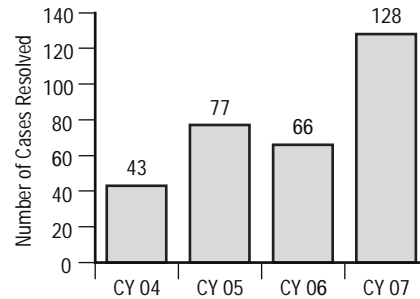


**Maintain productive employer-employee relationships in the County** through timely completion of labor contract negotiations; timely and accurate implementation of labor contract provisions; effective implementation of policies and procedures affecting terms and conditions of employment; constructive 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.



**Discipline Cases Closed During the Calendar Year**

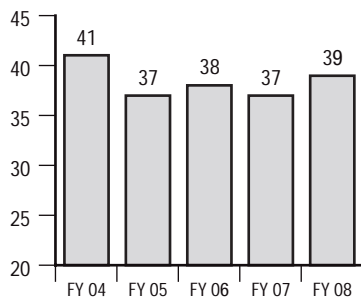
Track the Office of Labor Relations' performance in the area of discipline cases closed during the calendar year. Key measures for disciplines will include the number of probationary releases, suspensions, demotions, & discharges that were not appealed, were settled, & that were resolved through either a Personnel Board or arbitration hearing. The number of discipline cases opened in 2007 increased 26% from CY06.



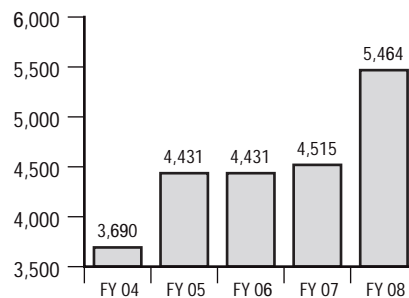
**Grievances Resolved During the Calendar Year**

Track the Office of Labor Relations' performance in the area of grievances resolved during the calendar 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. The number of formal grievances opened in CY07 decreased by 10% from CY06 and the number of grievances resolved increased 88% from CY06.

**Contribute to cost-effective Human Resources and Employee Relations functions within the region** by maintaining the structure and content of a web site that distributes essential salary, benefit, classification, bargaining unit data and information to member agencies of a Joint Powers Authority; by developing web site features and content to meet the needs of current members and to attract prospective ones; by functioning as staff to the Joint Powers Authority and marketing the products and related services.

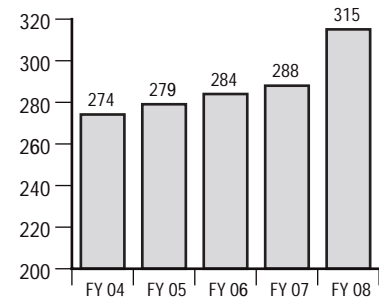


**Number of JPA members**



**Total Number of Compensation Classification Records**

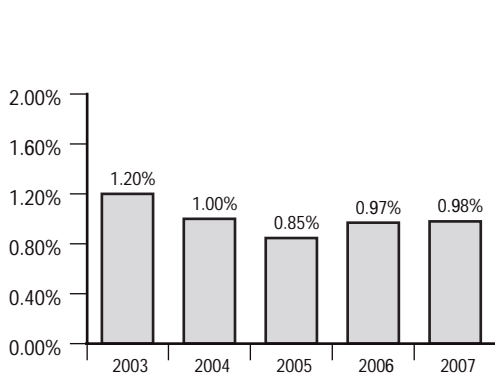
A total compensation record can reveal the maximum monthly cost for a classification including salary and up to 16 benefits. This enables the web site to deliver continuously updated "total compensation" surveys in over 40 occupational categories.



**Bargaining Unit Contract Summaries**

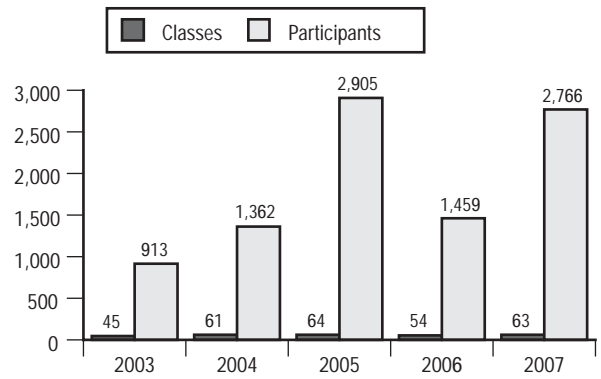


**Maintain a harassment and discrimination-free working environment** by complying with County Equal Opportunity Policies and related laws; creating, maintaining and supporting a diverse workforce, and ensuring equitable access to County employment and program services.



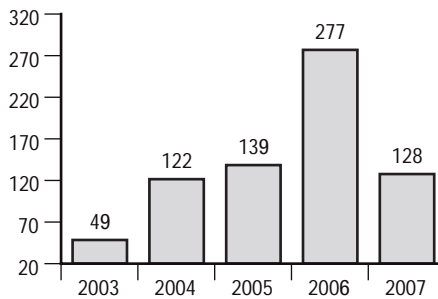
**Percentage of Complaints Compared to Employee Population**

Through training, intervention, resolution, and investigation of complaints and related workplace issues, work toward reducing complaints to less than 1% of employee population.



**Training Classes and Participants**

The increase reflected in 2005 and 2007 are due to the State mandating employers to provide Sexual Harassment training every two years to supervisors/managers, and within 6 months of a supervisory/manager hire/promotion. Therefore, we will continue to have increases in the number of training classes and participants every year.

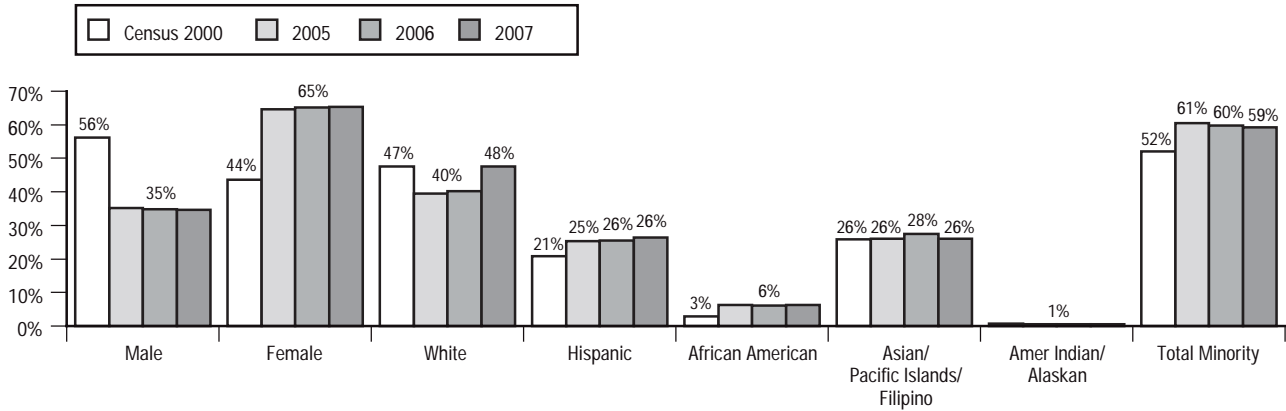


**Reasonable Accommodations**

Number of employee reasonable accommodation assessments for modifications in current position or placement into another vacant position, and percentage compared to workforce total for each year shown.

Section 1: Finance and Government

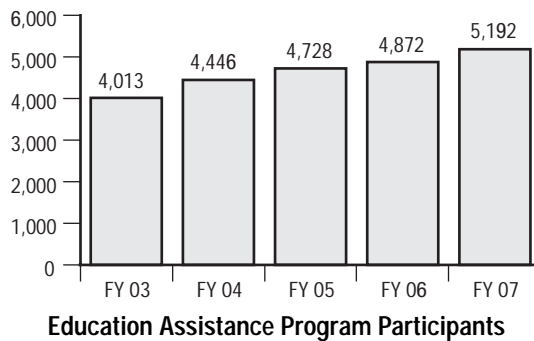
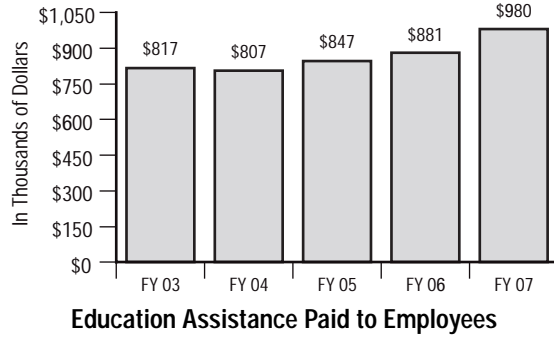
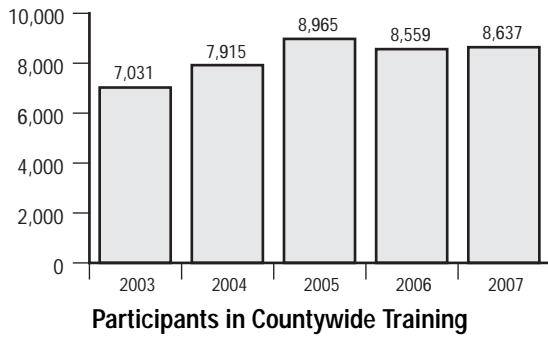




**Workforce Representation**

Through our Diversity efforts, Equal Opportunity Plan activities and training, we continue to promote the value and importance of having a diverse workforce in providing equal employment opportunities, and to better serve our community. The chart reflects the County's diverse workforce representation compared to the Census 2000 data for total civilian labor force available in the County of Santa Clara based on gender and race. Percentages may not add to total due to rounding and does not include the percentage for 2 or more races (approx. 1.83%).

**Develop employees** by offering courses and training in interpersonal, management and technical skills, administering the Education Assistance funds and coordinating on-site degree programs.



## Description of Major Services

### Recruitment and Classification Services

Human Resources provides a full range of comprehensive human resources services to enable the County to continue to attract and retain a merit-based, high-quality, diverse workforce necessary to meet the needs of the County of Santa Clara.

Human Resources ensures that positions are filled in a timely manner by employing a variety of methods to recruit quality candidates. This division conducts validated examinations and other personnel assessment processes in order to establish eligible lists for hiring. Responsibilities of the division also include maintenance of the Countywide position classification plan by conducting classification and reallocation studies.

### 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 division administers health, dental, life, vision, and optional insurance programs. The division analyzes employee benefit enrollment trends, and provides information and training to employees and retirees in order to maximize their usage of benefits. It is responsible for negotiating premium rates and contracts with all benefit plan providers.

Other programs that the division coordinates are Deferred Compensation, the EcoPass Program, the Labor/Management Health Care Cost Containment Committee and Disability Retirement.

### Labor Relations Services

The Office of Labor Relations is responsible for the collective bargaining process between the County and 22 bargaining units represented by 15 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 over 14,166 In-Home Support Services (IHSS) Public Authority employees. Major services include:

### Bay Area Employee Relations Services

Bay Area Employee Relations provides advisory and consultation services to 37 member public agencies under a joint powers agreement (JPA). The division provides salary, benefit and contractual information to member agencies, as well as conducts compensation surveys and classification studies for JPA members and non-members.

### Equal Opportunity Services

Equal Opportunity is responsible for providing Countywide leadership in advancing the goals of opportunity, equal access and diversity. This division provides training in the areas of discrimination and sexual harassment prevention, Reasonable Job Accommodation, Equal Opportunity and Diversity. Responsibilities include implementing County policies, guidelines and procedures to comply with federal and state laws and regulations.

Plans and implements "Unity in Diversity" activities in partnership with the Board of Supervisors, and the Human Relations Office to promote diversity as a positive value in the community.

The division is responsible for facilitating reasonable accommodation placements for employees, and the placement 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 training programs: Leadership Seminar Series Program, Working Together Workshop Program, CountyWide Employee Development Courses, and New Employee Orientation.

Employee Development coordinates the Education Assistance Program which provides monetary support to employees for education-related activities, and the Accelerated Associate Degree Program.

Employee Development provides special services to employees in crisis and their survivors, like Vacation Donation for employees prevented from working by a critical life incident, Precautionary Retirement for

qualified survivors, and Critical Incident Stress Debriefing to serve groups of employees that have experienced a trauma or loss.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Executive Management Recruiting	Yes	Mandated		■
Equal Opportunity - Non-Discrimination and Confidential Records	Yes	Mandated		■
Human Resources Operations	Yes	Mandated		■
Intergovernmental Relations	Yes	Non-Mandated		■
Administration/Support	Yes	Required	Increased revenue related to flexible spending accounts and Medicare Part D. One-time funding for Information Technology Infrastructure Replacement.	▣
Employee Benefits	Yes	Non-Mandated	Replacement benefit plan for employees affected by IRS code section 401.	▣
Benefits Administration	Less than 5%	Mandated		■
Labor Relations	Yes	Mandated		■
Equal Opportunity - Plan and Programs	Yes	Mandated		■
Employee Development	Yes	Non-Mandated		■

Impact on Current Level of Service:  
 = Eliminated    ▼ = Reduced    ▣ = Modified    ▲ = Enhanced    ■ = No Change

## County Executive's Recommendation

### ▣ Administration/Support

**Increased General Fund Revenue:** Recognize increased General Fund revenue of \$200,000 related to the Medicare Part D Federal Retiree Drug Subsidy. This is a reimbursement from the Federal government for the cost of prescription drug benefits that the County provides to its retirees. The Governmental Accounting Standards Board (GASB) precludes the use of this subsidy to reduce the liabilities of the retiree medical plan or to lower the employee's annual required contribution.

In FY2008 the Board recognized a total of \$1,651,911 from this revenue source, including \$1.1 million for the General Fund. Updated analysis by Employee Services Agency fiscal staff shows that a greater share of the revenue can be recognized in the General Fund on an ongoing basis.

**Ongoing Revenue: \$200,000**

**Information Technology Infrastructure Replacement:** This project will replace aging/obsolete equipment that meets or exceeds the County Information Technology Replacement criteria. Items in this request may include





servers, printers, routers/switches, laptops, and software. This project is recommended by the Information Technology Executive Committee (ITEC).

**Service Impact:** Continued and enhanced service delivery.

**One-time Cost: \$83,500**

funded from reductions to our PERS rate. This plan applies to existing employees hired after 1996 and whose future retirement is impacted by section 401 of the Internal Revenue Code. Current and future employees will be notified of the provisions of section 401 and will not participate in the plan. Over time, costs for this plan will diminish as the number of affected employees declines.

**FY 2009 Cost: \$1,700,000**

## Employee Benefits

**Replacement Benefit Plan:** Funding in the amount of \$1,700,000 is required to provide initial funding of the replacement benefit plan. 50% of this amount will be

### Human Resources, LR, and EOED — Budget Unit 130 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1145	Employee Benefit Services Fund 0001	\$ 410,920	\$ 861,896	\$ 861,896	\$ 2,378,164	\$ 1,516,268	175.9%
1163	Employee Dev Fund 0001	1,340,916	1,446,095	1,553,881	1,210,001	(236,094)	-16.3%
1140	Office Of Labor Relations Fund 0001	1,226,461	1,319,299	1,319,299	1,323,333	4,034	0.3%
1148	Human Resources Fund 0001	4,303,718	4,634,683	5,001,900	4,743,647	108,964	2.4%
1141	Agency Admin, Fiscal & Sys Fund 0001	933,243	953,718	1,953,718	1,014,782	61,064	6.4%
1164	Educational Asst Prog Fund 0001	1,207,422	1,064,912	1,064,912	1,064,912	—	—
1142	Bay Area Employee Relations Serv Fund 0001	372,724	387,721	387,721	390,079	2,358	0.6%
1126	Equal Opportunity Fund 0001	1,136,690	1,199,809	1,199,809	1,120,031	(79,778)	-6.6%
1127	Life Ins Prog Fund 0280	622,318	915,986	1,415,986	914,546	(1,440)	-0.2%
1129	Delta Dental Ins Prog Fund 0282	19,364,974	21,059,061	21,059,061	21,060,203	1,142	0.0%
<b>Total Net Expenditures</b>		<b>\$ 30,919,385</b>	<b>\$ 33,843,181</b>	<b>\$ 35,818,184</b>	<b>\$ 35,219,699</b>	<b>\$ 1,376,518</b>	<b>4.1%</b>

### Human Resources, LR, and EOED — Budget Unit 130 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1145	Employee Benefit Services Fund 0001	\$ 2,047,307	\$ 2,567,904	\$ 2,567,904	\$ 4,359,305	\$ 1,791,401	69.8%
1163	Employee Dev Fund 0001	1,577,716	1,641,095	1,748,881	1,405,001	(236,094)	-14.4%
1140	Office Of Labor Relations Fund 0001	1,576,734	1,647,460	1,647,460	1,648,419	959	0.1%
1148	Human Resources Fund 0001	4,662,771	5,108,107	5,475,324	5,175,675	67,568	1.3%
1141	Agency Admin, Fiscal & Sys Fund 0001	2,533,108	2,469,316	3,469,316	2,585,846	116,530	4.7%



### Human Resources, LR, and EOED — Budget Unit 130

#### Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1164	Educational Asst Prog Fund 0001	1,207,422	1,064,912	1,064,912	1,064,912	—	—
1142	Bay Area Employee Relations Serv Fund 0001	372,724	387,721	387,721	390,079	2,358	0.6%
1126	Equal Opportunity Fund 0001	1,237,964	1,325,560	1,325,560	1,250,195	(75,365)	-5.7%
1127	Life Ins Prog Fund 0280	622,318	915,986	1,415,986	914,546	(1,440)	-0.2%
1129	Delta Dental Ins Prog Fund 0282	19,364,974	21,059,061	21,059,061	21,060,203	1,142	0.0%
<b>Total Gross Expenditures</b>		<b>\$ 35,203,038</b>	<b>\$ 38,187,123</b>	<b>\$ 40,162,126</b>	<b>\$ 39,854,182</b>	<b>\$ 1,667,059</b>	<b>4.4%</b>

### Human Resources, LR, and EOED — Budget Unit 130

#### Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 9,973,026	\$ 10,463,238	\$ 10,463,238	\$ 10,680,970	\$ 217,732	2.1%
Services And Supplies	25,131,161	27,701,685	29,676,688	29,151,012	1,449,327	5.2%
Other Charges	3,951	22,200	22,200	22,200	—	—
Fixed Assets	94,900	—	—	—	—	—
<b>Subtotal Expenditures</b>	<b>35,203,038</b>	<b>38,187,123</b>	<b>40,162,126</b>	<b>39,854,182</b>	<b>1,667,059</b>	<b>4.4%</b>
Expenditure Transfers	(4,283,653)	(4,343,942)	(4,343,942)	(4,634,483)	(290,541)	6.7%
<b>Total Net Expenditures</b>	<b>30,919,385</b>	<b>33,843,181</b>	<b>35,818,184</b>	<b>35,219,699</b>	<b>1,376,518</b>	<b>4.1%</b>

### Human Resources, LR, and EOED — Budget Unit 130

#### Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1145	Employee Benefit Services Fund 0001	\$ 132,047	\$ 94,280	\$ 94,280	\$ 97,405	\$ 3,125	3.3%
1163	Employee Dev Fund 0001	380	—	—	—	—	—
1140	Office Of Labor Relations Fund 0001	2,402	—	—	—	—	—
1148	Human Resources Fund 0001	2,917	—	—	—	—	—
1141	Agency Admin, Fiscal & Sys Fund 0001	932,369	1,128,306	1,128,306	1,328,306	200,000	17.7%
1164	Educational Asst Prog Fund 0001	3,022	—	—	—	—	—
1142	Bay Area Employee Relations Serv Fund 0001	335,432	376,824	376,824	394,354	17,530	4.7%
1126	Equal Opportunity Fund 0001	173	—	—	—	—	—
1127	Life Ins Prog Fund 0280	1,125,620	1,148,369	1,148,369	1,140,554	(7,815)	-0.7%
1129	Delta Dental Ins Prog Fund 0282	20,137,977	20,281,984	20,281,984	20,296,472	14,488	0.1%
<b>Total Revenues</b>		<b>\$ 22,672,339</b>	<b>\$ 23,029,763</b>	<b>\$ 23,029,763</b>	<b>\$ 23,257,091</b>	<b>\$ 227,328</b>	<b>1.0%</b>



### Employee Benefit Services Fund 0001 — Cost Center 1145 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	13.5	\$ 861,896	\$ 94,280
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	74,253	—
Internal Service Fund Adjustments	—	2,527	—
Other Required Adjustments	—	(262,412)	3,125
Subtotal (Current Level Budget)	13.5	\$ 676,264	\$ 97,405
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Data Processing Adjustment	—	1,900	—
Decision Packages			
1. One-time Expense for PERS Cap	—	1,700,000	—
Subtotal (Recommended Changes)	—	\$ 1,701,900	\$ —
<b>Total Recommendation</b>	<b>13.5</b>	<b>\$ 2,378,164</b>	<b>\$ 97,405</b>

### Employee Dev Fund 0001 — Cost Center 1163 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	10.0	\$ 1,446,095	\$ —
Board Approved Adjustments During FY 2008	—	107,786	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	56,009	—
Internal Service Fund Adjustments	—	(293,480)	—
Other Required Adjustments	—	(107,786)	—
Subtotal (Current Level Budget)	10.0	\$ 1,208,624	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Data Processing Adjustment	—	1,377	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 1,377	\$ —
<b>Total Recommendation</b>	<b>10.0</b>	<b>\$ 1,210,001</b>	<b>\$ —</b>

### Office Of Labor Relations Fund 0001 — Cost Center 1140 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	12.0	\$ 1,319,299	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(2,670)	—
Internal Service Fund Adjustments	—	5,537	—



### Office Of Labor Relations Fund 0001 — Cost Center 1140 Major Changes to the Budget

	Positions	Appropriations	Revenues
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	12.0	\$ 1,322,166	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Data Processing Adjustment	—	1,167	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 1,167	\$ —
<b>Total Recommendation</b>	12.0	\$ 1,323,333	\$ —

### Human Resources Fund 0001 — Cost Center 1148 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	26.5	\$ 4,634,683	\$ —
Board Approved Adjustments During FY 2008	—	367,217	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(35,572)	—
Internal Service Fund Adjustments	—	54,684	—
Other Required Adjustments	—	(367,217)	—
Subtotal (Current Level Budget)	26.5	\$ 4,653,795	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Data Processing Adjustment	—	90,050	—
FY 2009 Phone Rate Adjustment	—	(198)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 89,852	\$ —
<b>Total Recommendation</b>	26.5	\$ 4,743,647	\$ —

### Agency Admin, Fiscal & Sys Fund 0001 — Cost Center 1141 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	18.0	\$ 953,718	\$ 1,128,306
Board Approved Adjustments During FY 2008	—	1,000,000	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	85,282	—
Internal Service Fund Adjustments	—	(59,257)	—
Other Required Adjustments	—	(1,051,120)	—
Subtotal (Current Level Budget)	18.0	\$ 928,623	\$ 1,128,306
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Data Processing Adjustment	—	2,658	—
FY 2009 Phone Rate Adjustment	—	1	—
Decision Packages			



## Agency Admin, Fiscal & Sys Fund 0001 — Cost Center 1141

### Major Changes to the Budget

	Positions	Appropriations	Revenues
1. Allocate One-time Funds for Technology Project	—	83,500	—
Allocate one-time funds in the amount of \$83,500 for IT Infrastructure Replacement Project.			
2. Retiree Drug Subsidy-Medicare Part D	—	—	200,000
Recognize \$200,000 in additional ongoing General Fund revenue from the Federal Retiree Drug Subsidy- Medicare Part D program. General Fund revenue from this source was budgeted at \$1,128,306 in FY 2008. The current actuarial study indicates that the General Fund revenue from this source can be increased by \$200,000 on an ongoing basis.			
Subtotal (Recommended Changes)	—	\$ 86,159	\$ 200,000
<b>Total Recommendation</b>	<b>18.0</b>	<b>\$ 1,014,782</b>	<b>\$ 1,328,306</b>

## Educational Asst Prog Fund 0001 — Cost Center 1164

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	—	\$ 1,064,912	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 1,064,912	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>—</b>	<b>\$ 1,064,912</b>	<b>\$ —</b>

## Bay Area Employee Relations Serv Fund 0001 — Cost Center 1142

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	3.0	\$ 387,721	\$ 376,824
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	1,822	—
Internal Service Fund Adjustments	—	103	—
Other Required Adjustments	—	—	17,530
Subtotal (Current Level Budget)	3.0	\$ 389,646	\$ 394,354
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments	—	—	—
FY 2009 Data Processing Adjustment	—	433	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ 433	\$ —
<b>Total Recommendation</b>	<b>3.0</b>	<b>\$ 390,079</b>	<b>\$ 394,354</b>



### Equal Opportunity Fund 0001 — Cost Center 1126 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	15.5	\$ 1,199,809	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	38,608	—
Internal Service Fund Adjustments	—	(126,435)	—
Other Required Adjustments	—	7,250	—
Subtotal (Current Level Budget)	15.5	\$ 1,119,232	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Data Processing Adjustment	—	799	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 799	\$ —
<b>Total Recommendation</b>	15.5	\$ 1,120,031	\$ —

### Life Ins Prog Fund 0280 — Cost Center 1127 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>County Life Insurance Plan ISF (Fund Number 0280)</b>			
FY 2008 Approved Budget	—	\$ 915,986	\$ 1,148,369
Board Approved Adjustments During FY 2008	—	500,000	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(1,440)	—
Other Required Adjustments	—	(500,000)	(7,815)
Subtotal (Current Level Budget)	—	\$ 914,546	\$ 1,140,554
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 914,546	\$ 1,140,554

### Delta Dental Ins Prog Fund 0282 — Cost Center 1129 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>CA Delta Dental Service Plan ISF (Fund Number 0282)</b>			
FY 2008 Approved Budget	—	\$ 21,059,061	\$ 20,281,984
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	1,142	—
Other Required Adjustments	—	—	14,488
Subtotal (Current Level Budget)	—	\$ 21,060,203	\$ 20,296,472

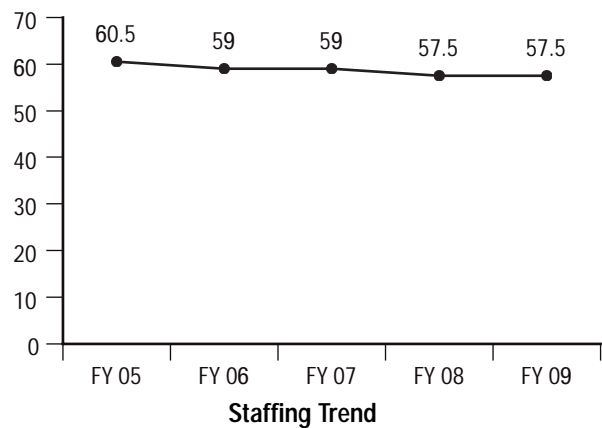
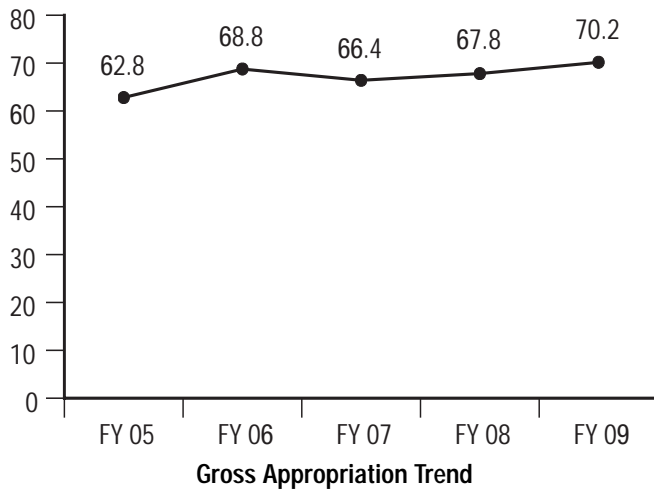
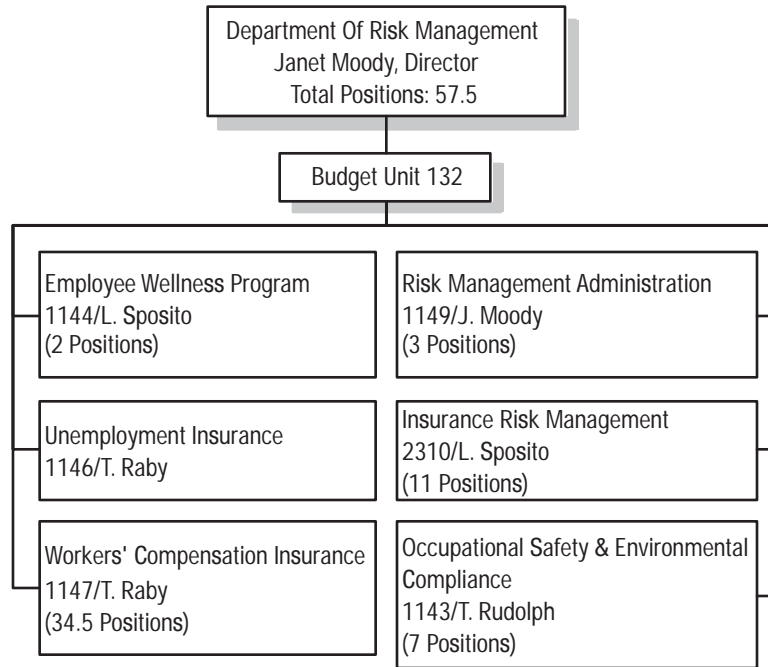


**Delta Dental Ins Prog Fund 0282 — Cost Center 1129**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 21,060,203	\$ 20,296,472



# Department of Risk Management





## 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

<b>Service Area:</b> General Government		<b>Program:</b> Workers' Compensation			
<b>Activity:</b> Claims Management		<b>Organization:</b> Department of Risk Management			
<b>Public Purpose:</b> Minimize the cost of providing government services by controlling workers' compensation costs.					
<b>Program Objectives</b>					
1. Achieve cost-efficiency in administration of workers' compensation program.					
2. Maintain program compliance with State regulations.					
<b>Performance Indicators</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Actual*</b>	<b>FY 2009 Estimate#</b>	<b>FY 2009 Adopted</b>
<b>Workload</b>					
1. Number of indemnity claims opened	636	605	664	600	
2. Number of medical only claims opened	1,144	1,021	972	1,000	
3. Total number of claims opened	1,680	1,626	1,636	1,600	
4. Percentage of new claims which were classified as indemnity (severity of employee injuries)	38%	37%	40%	38%	
<b>Productivity</b>					
1. Average number of indemnity claims per adjuster	166	141.5	147	147	
2. Closing ratio for indemnity claims	147%	135%	100%	100%	
3. Total benefits paid out	\$16,258,564	\$15,107,699	\$15,890,036	\$16,000,000	
<b>Effectiveness</b>					
1. Employee injury rate/hundred	12.1	11.5	10.6	10.6	
2. Cost of penalties for past due payments	\$27,130	\$33,133	\$31,780	\$32,000	
3. Penalties as a percentage of benefits	0.15%	0.22%	0.20%	0.20%	

\* FY 2008 values are estimates based on data as of December 31, 2007. FY 2009 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 or is working in a modified duty capacity. 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 has increased slightly and the injury rate decreased.

After several years of decline due to the Workers' Compensation reforms, the Workers' Compensation medical costs are beginning to rise. Further, mandated indemnity benefits continue to increase. To effectively manage these costs, it remains 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 was at or above the goal of 100%. For FY 2007 the closing ratio was 135%. The Workers' Compensation Division will continue to

monitor the claims administration and take positive steps to maintain 100% closing ratio. It is estimated that the ratio will be at or above 100% for FY 2008.

The Workers' Compensation Division has a goal of keeping penalties at or below 0.20% (one-twentieth of one percent) of total benefits paid. When a Workers' Compensation benefit payment or medical bill is paid past the required due dates, a 10 percent penalty is due. The Workers' Compensation Division pays a self-imposed penalty to avoid additional penalties that may be 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. Penalties for FY 2007 were 0.22% of total benefits paid.

The Division continues to assess the impact of recent changes in the Workers' Compensation law that could have a beneficial impact on the cost of the County's program. Additionally, the Division will continue to implement a number of critical programs that have helped contain costs in the program and will look for new methods of controlling costs in the future.

<b>Service Area:</b> General Government		<b>Program:</b> Workers' Compensation			
<b>Activity:</b> Medical and Disability Management Program		<b>Organization:</b> Department of Risk Management			
<b>Public Purpose:</b> Minimize the cost of providing government services by controlling workers' compensation costs.					
<b>Program Objectives</b>					
1. Contain Workers' Compensation medical costs through bill review.					
2. Provide aggressive nurse case management services.					
<b>Performance Indicators</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Actual*</b>	<b>FY 2009 Estimate**</b>	<b>FY 2009 Adopted</b>
<b>Demand</b>					
1. Number of dedicated onsite vendor staff	4	4	4	4	
2. Number of dedicated telephonic vendor staff	2	2	2	2	
<b>Workload</b>					
1. Number of bills reviewed	32,272	31,790	34,032	34,000	
2. Number of claims with case management services	1,258	1,548	1,192	1,200	
<b>Productivity</b>					
1. Cost of medical management program	\$1,590,798	\$1,636,810	\$1,722,220	\$1,791,109	
2. Savings/Cost ratio for medical management	8.3	11.0	11.5	11.6	
<b>Effectiveness</b>					
1. Costs avoided through medical management	\$13,272,317	\$14,853,084	\$15,000,000	\$15,000,000	

\* FY 2008 information is based on data as of 12/31/2007. FY 2009 data are estimates.

\*\* This figure contains approximately 200 first aid claims which are not reflected in the other fiscal years noted.



## Analysis

The Workers' Compensation Division contracts with an outside vendor to provide medical management services that include bill review, state mandated utilization review process, 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 on-site nurses and telephonic support. Case management is aimed at getting the most appropriate treatment for injured employees.

The savings are primarily captured in the bill review program. Bill review takes medical bills and reduces the billed charges to the State Medical Fee Schedule or to contract rates. The difference between the billed

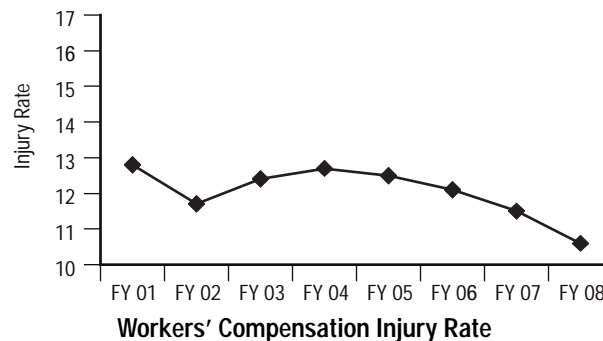
charges and paid medical costs are the savings. Savings from reducing medical bills has increased. The medical management program has an early intervention component where case management nurses get involved in directing the care of injured workers as soon as the claim is received. The results of the early intervention program are that injured employees are getting the most appropriate medical care which reduces unnecessary treatment and costs. The early intervention nurse case management model has proven to be successful with additional modified duty placements for county employees, more defined treatment plans and improved communication with injured employees.

\*FY 08 information is based on data as of 12/31/2007.

\*\*FY 09 data are estimates.

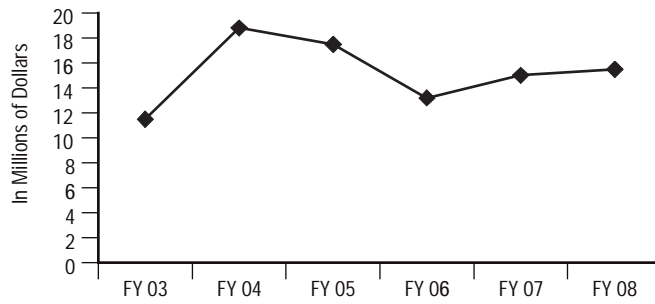
## Desired Results

**Protect the County's employees and assets** through safety, wellness, and insurance-related activities.



The injury rate is calculated as the ratio of the number of injuries to total hours worked by County employees, and is comparable to the number of injuries per 100 full-time equivalent employees.

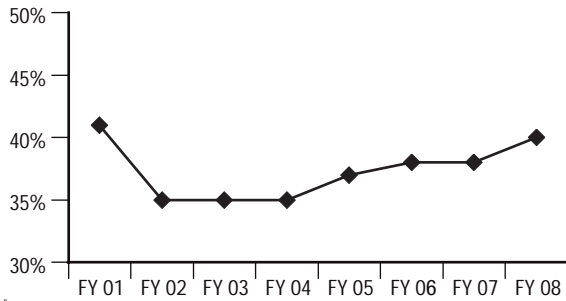
**Control workers' compensation, liability/property and unemployment insurance costs** through preventative action, training, efficient claim management and prudent self-insurance practice.



**Costs Avoided Through Oversight of Medical and Disability Management Program and Temporary Modified Return to Work Program**

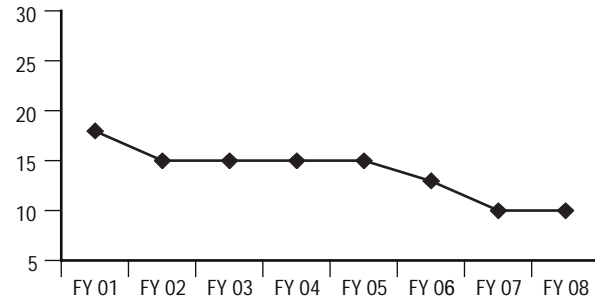
Workers' Compensation manages two cost avoidance programs with the aim of saving the County money while administering the mandated Workers' Compensation program. The graph displays the combined savings of the two programs.

**Reduce workplace and environmental hazards.**



**Severity of County Employee Injuries**

The severity of injuries is measured as the percentage of injuries that require medical attention and result in time lost from work compared to the total number of injuries. Less severe injuries might require medical attention, but not result in any time lost from work.



**Number of County Site Environmental Mitigation Projects Open at Fiscal Year-End**

OSEC works with departments to assist with site cleanup. OSEC's ability to reduce the number of open mitigation projects is affected by 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 Santa Clara County Fire District employees injured in the course of their employment. Major services include:

- Provide accurate and timely benefits to workers injured in the course and scope of their employment.
- Provide supervisory training and claims status updates for County departments.

- Monitor and facilitate the County's Medical 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 risk whenever possible through the following services:

- Field investigation of accidents



- 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.
- Pursue recovery of County costs through third-party subrogation activities.
- Contract insurance compliance.

### 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:

- Employee health, safety, and environmental oversight and compliance support.
- Facility inspection and auditing.
- Maintenance of Countywide occupational safety and hazardous materials management program.
- Safety and environmental training support.

### 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 offered through the 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 for employees.
- Activity programs designed to motivate employees to make positive lifestyle changes.

### Unemployment Insurance Services

The Unemployment Insurance Division administers the State-mandated 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.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Administration of Workers Compensation	Yes	Mandated		■
Wellness Program	Yes	Non-Mandated		■
Insurance/Claims	Yes	Mandated		■
Unemployment Insurance	Yes	Mandated		■
Adjusters Training	Yes	Mandated		■
Self Insurance and Commercial Insurance	Yes	Mandated		■
Job Placement for Injured Workers	Yes	Mandated		■

Impact on Current Level of Service:

□ = Eliminated ▼ = Reduced ▣ = Modified ▲ = Enhanced ■ = No Change



Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Loss Prevention	Yes	Mandated		■
Medical and Disability Program	Yes	Mandated		■
Workers Compensation Training	Yes	Mandated		■
Contract Insurance	Yes	Mandated		■
Occupational Safety and Environmental Compliance	Yes	Mandated		■
Administration/Support	Yes	Required		■
Emergency Response Team	Yes	Non-Mandated		■
Third-Party Subrogation	Yes	Non-Mandated		■

Impact on Current Level of Service:  
 = Eliminated    ▼ = Reduced    ◻ = Modified    ▲ = Enhanced    ■ = No Change

## County Executive's Recommendation

Maintain the current level budget for FY 2009.

### Risk Management Department — Budget Unit 132 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1149	Risk Mgt Admin Fund 0001	\$ 15,300	\$ 0	\$ 0	\$ (3,932)	\$ (3,932)	1,404,285.7 %
1147	Workers Comp Fund 0078	31,942,611	34,341,656	34,341,656	35,215,374	873,718	2.5%
2310	Insur/Claims Fund 0075	21,512,406	29,130,852	29,130,852	30,661,093	1,530,241	5.3%
1143	OSEC Fund 0001	1,726	0	0	(2,448)	(2,448)	- 1,224,000.0 %
1146	Unemployment Ins Fund 0076	1,922,725	1,937,191	1,937,191	1,940,405	3,214	0.2%
1144	Employee Wellness Fund 0001	(29,899)	8,768	8,768	(29,648)	(38,416)	-438.1%
<b>Total Net Expenditures</b>		<b>\$ 55,364,868</b>	<b>\$ 65,418,467</b>	<b>\$ 65,418,467</b>	<b>\$ 67,780,844</b>	<b>\$ 2,362,377</b>	<b>3.6%</b>

### Risk Management Department — Budget Unit 132 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1149	Risk Mgt Admin Fund 0001	\$ 430,249	\$ 434,365	\$ 434,365	\$ 444,629	\$ 10,264	2.4%
1147	Workers Comp Fund 0078	32,004,021	34,409,046	34,409,046	35,282,969	873,923	2.5%



## Risk Management Department — Budget Unit 132

### Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
2310	Insur/Claims Fund 0075	21,512,406	29,130,852	29,130,852	30,661,093	1,530,241	5.3%
1143	OSEC Fund 0001	1,288,750	1,253,042	1,253,042	1,293,143	40,101	3.2%
1146	Unemployment Ins Fund 0076	1,922,725	1,937,191	1,937,191	1,940,405	3,214	0.2%
1144	Employee Wellness Fund 0001	516,217	635,278	635,278	555,511	(79,767)	-12.6%
<b>Total Gross Expenditures</b>		<b>\$ 57,674,367</b>	<b>\$ 67,799,774</b>	<b>\$ 67,799,774</b>	<b>\$ 70,177,750</b>	<b>\$ 2,377,976</b>	<b>3.5%</b>

## Risk Management Department — Budget Unit 132

### Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 6,322,257	\$ 6,434,282	\$ 6,434,282	\$ 6,659,383	\$ 225,101	3.5%
Services And Supplies	47,444,568	61,365,492	61,360,292	63,518,367	2,152,875	3.5%
Other Charges	3,904,564	—	—	—	—	—
Fixed Assets	2,977	—	5,200	—	—	—
<b>Subtotal Expenditures</b>	<b>57,674,367</b>	<b>67,799,774</b>	<b>67,799,774</b>	<b>70,177,750</b>	<b>2,377,976</b>	<b>3.5%</b>
Expenditure Transfers	(2,309,499)	(2,381,307)	(2,381,307)	(2,396,906)	(15,599)	0.7%
<b>Total Net Expenditures</b>	<b>55,364,868</b>	<b>65,418,467</b>	<b>65,418,467</b>	<b>67,780,844</b>	<b>2,362,377</b>	<b>3.6%</b>

## Risk Management Department — Budget Unit 132

### Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1149	Risk Mgt Admin Fund 0001	\$ 93	\$ —	\$ —	\$ —	\$ —	—
1147	Workers Comp Fund 0078	35,971,049	32,125,400	32,125,400	31,627,528	(497,872)	-1.5%
2310	Insur/Claims Fund 0075	19,879,681	25,803,001	25,803,001	25,258,964	(544,037)	-2.1%
1143	OSEC Fund 0001	190	—	—	—	—	—
1146	Unemployment Ins Fund 0076	997,851	1,062,763	1,062,763	1,855,746	792,983	74.6%
1144	Employee Wellness Fund 0001	14	—	—	—	—	—
<b>Total Revenues</b>		<b>\$ 56,848,879</b>	<b>\$ 58,991,164</b>	<b>\$ 58,991,164</b>	<b>\$ 58,742,238</b>	<b>\$ (248,926)</b>	<b>-0.4%</b>

## Risk Mgt Admin Fund 0001 — Cost Center 1149

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	3.0	\$ 0	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	19,029	—
Internal Service Fund Adjustments	—	(23,406)	—



### Risk Mgt Admin Fund 0001 — Cost Center 1149 Major Changes to the Budget

	Positions	Appropriations	Revenues
Other Required Adjustments	—	0	—
Subtotal (Current Level Budget)	3.0	\$ (4,377)	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Data Processing Adjustment	—	445	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 445	\$ —
<b>Total Recommendation</b>	<b>3.0</b>	<b>\$ (3,932)</b>	<b>\$ —</b>

### Workers Comp Fund 0078 — Cost Center 1147 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Worker's Compensation (Fund Number 0078)</b>			
FY 2008 Approved Budget	34.5	\$ 34,341,656	\$ 32,125,400
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	90,583	—
Internal Service Fund Adjustments	—	558,308	—
Other Required Adjustments	—	220,000	(497,872)
Subtotal (Current Level Budget)	34.5	\$ 35,210,547	\$ 31,627,528
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Data Processing Adjustment	—	4,825	—
FY 2009 Phone Rate Adjustment	—	2	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 4,827	\$ —
<b>Total Recommendation</b>	<b>34.5</b>	<b>\$ 35,215,374</b>	<b>\$ 31,627,528</b>

### Insur/Claims Fund 0075 — Cost Center 2310 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Insurance ISF (Fund Number 0075)</b>			
FY 2008 Approved Budget	11.0	\$ 29,130,852	\$ 25,803,001
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	67,408	—
Internal Service Fund Adjustments	—	640,140	1,519,691
Other Required Adjustments	—	822,147	(2,063,728)
Subtotal (Current Level Budget)	11.0	\$ 30,660,547	\$ 25,258,964
<b>Recommended Changes for FY 2009</b>			





### Insur/Claims Fund 0075 — Cost Center 2310 Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments			
FY 2009 Data Processing Adjustment	—	546	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 546	\$ —
<b>Total Recommendation</b>	11.0	\$ 30,661,093	\$ 25,258,964

### OSEC Fund 0001 — Cost Center 1143 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	7.0	\$ 0	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	53,975	—
Internal Service Fund Adjustments	—	(57,222)	—
Other Required Adjustments	—	0	—
Subtotal (Current Level Budget)	7.0	\$ (3,247)	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Data Processing Adjustment	—	799	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 799	\$ —
<b>Total Recommendation</b>	7.0	\$ (2,448)	\$ —

### Unemployment Ins Fund 0076 — Cost Center 1146 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Unemployment Insurance ISF (Fund Number 0076)</b>			
FY 2008 Approved Budget	—	\$ 1,937,191	\$ 1,062,763
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	3,214	—
Other Required Adjustments	—	—	792,983
Subtotal (Current Level Budget)	—	\$ 1,940,405	\$ 1,855,746
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 1,940,405	\$ 1,855,746

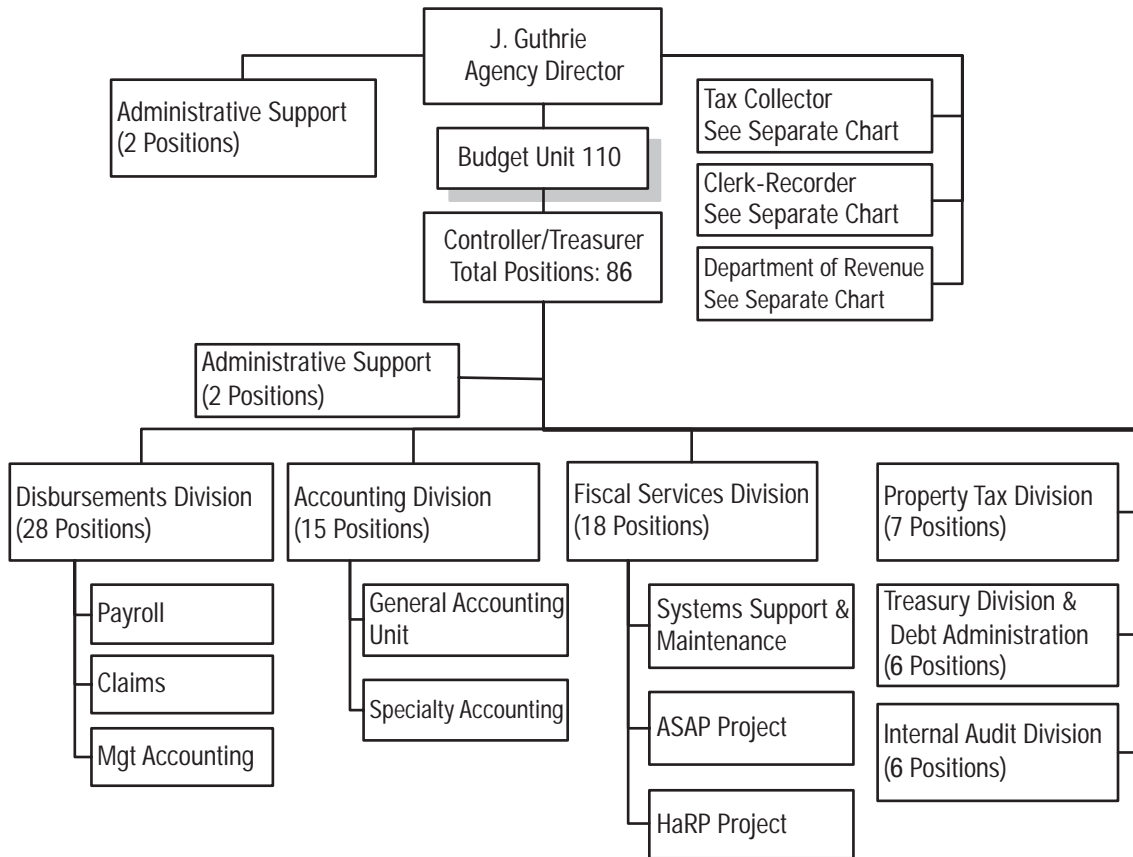


**Employee Wellness Fund 0001 — Cost Center 1144**  
**Major Changes to the Budget**

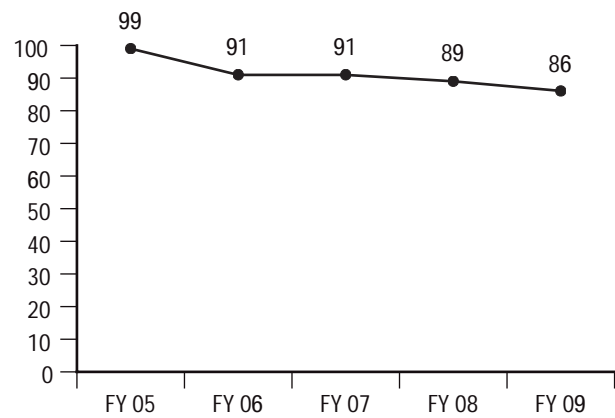
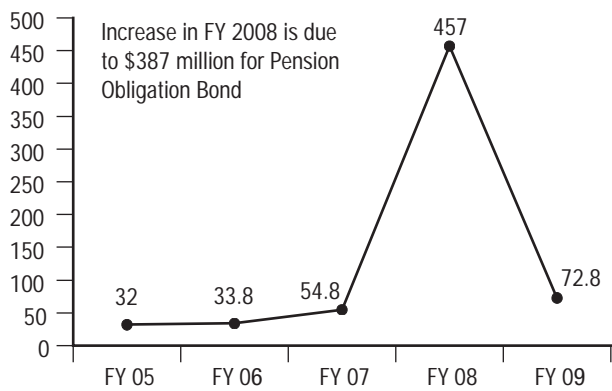
	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	2.0	\$ 8,768	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(5,894)	—
Internal Service Fund Adjustments	—	(74,306)	—
Other Required Adjustments	—	41,351	—
Subtotal (Current Level Budget)	2.0	\$ (30,081)	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Data Processing Adjustment	—	433	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 433	\$ —
<b>Total Recommendation</b>	2.0	\$ (29,648)	\$ —



# Controller-Treasurer Department



Section 1: Finance and Government



Data reflects July 1 appropriation level for each fiscal year for both the Controller-Treasurer (BU 110) and County Debt Service (BU 810).



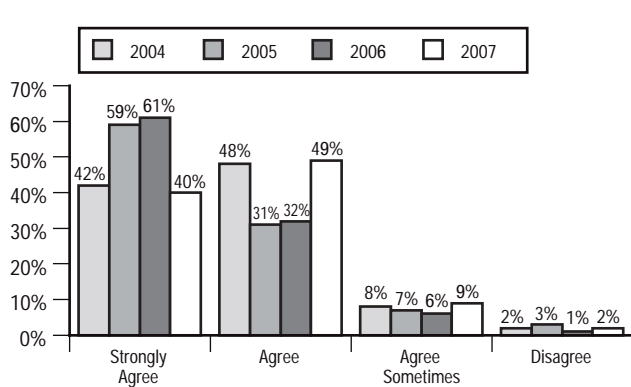
## Public Purpose

- ➔ Maintain the financial integrity of County government in order to assure the cost-effective use of taxpayer monies to support services for County residents



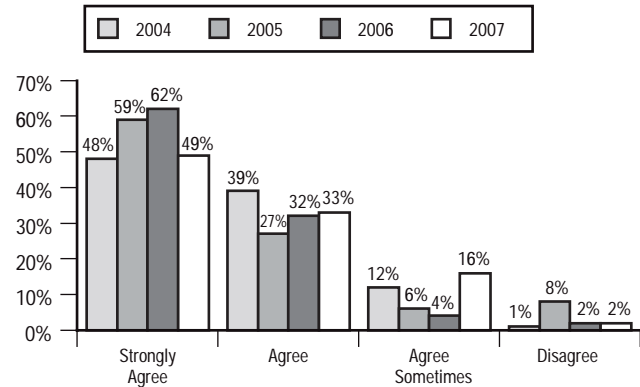
## Desired Results

Effective Financial Management which this department provides through timely and accurate financial operations and internal audits.



**Results of Customer Satisfaction Survey: "We communicate in a manner that is easily understood."**

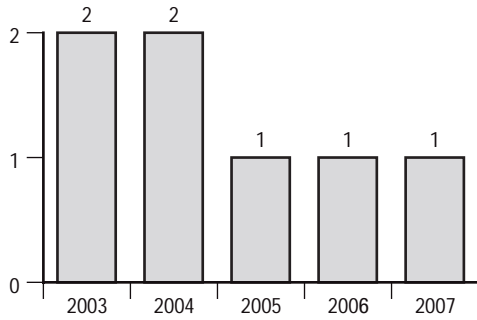
In FY 2004 the department initiated the development of a customer satisfaction survey to track performance related to the department's role as the central fiscal authority for the County.



**Results of Customer Satisfaction Survey: "You receive timely responses to your inquiries."**

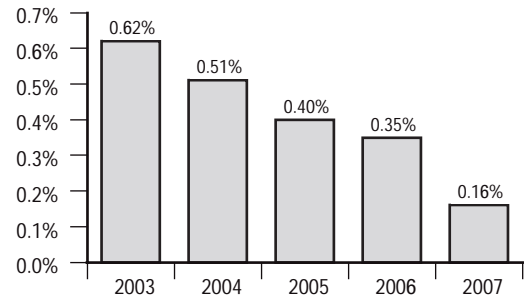


Effective Financial Management (Continued)



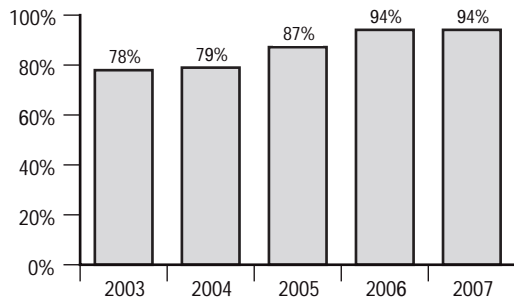
**Average Days from Receipt of Payment Voucher to Disbursement of Funds**

This measure reflects the timeliness of the disbursement function.



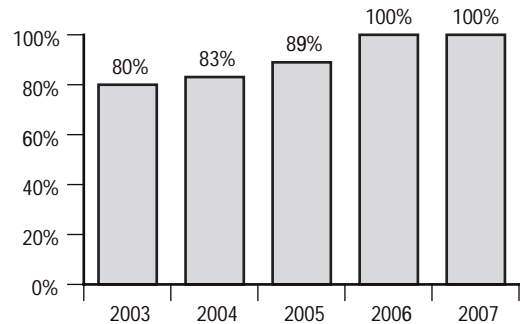
**Value of Manual Payroll Warrants as a Percentage of Total Payroll Warrants**

This measure reflects the accuracy of the payroll function.



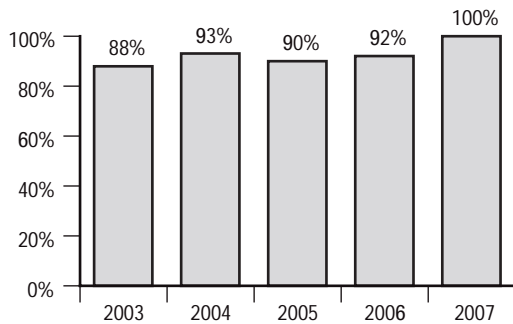
**% of Customers Reporting that Property Tax Apportionments are Timely**

This measure reflects the timeliness of the Property Tax Apportionment function.



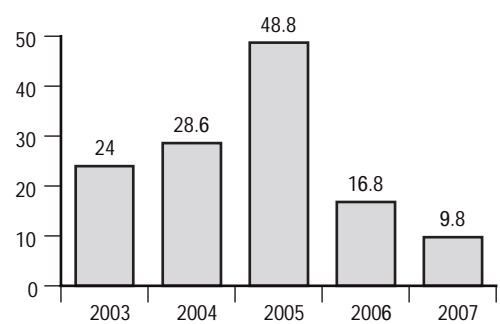
**% of Customers Reporting that Property Tax Apportionments are Accurate**

This measure reflects the accuracy of the Property Tax Apportionment function.



**Overall Satisfaction with Service with Prop Tax Apportionments**

This measure reflects the overall customer satisfaction with processing of Tax Apportionments.

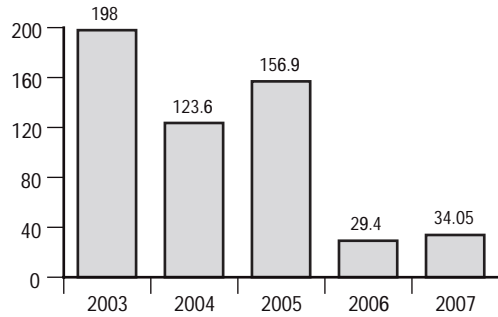


**Average Days from Completion of Internal Audit Field Work to Issuance of Draft Report**

This measure reflects the timeliness of the Internal Audit function.

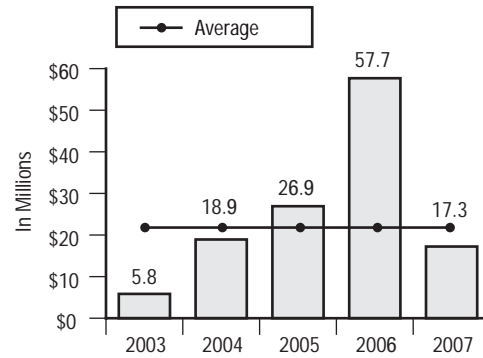
Section 1: Finance and Government





**Average Days to Complete Custody Audits**

This measure reflects the timeliness of the Internal Audit function.



**Internal Audit Division Cost Savings**

This measure reflects the cost savings of the Internal Audit function and the average as reported by Nat'l Association of Local Gov't Auditors.

## 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 Controller-Treasurer Department is composed of the following Divisions; Treasury and Investments, Debt Services, General Accounting, Disbursements, Property Tax Apportionments, ASAP (accounting and procurement system), HaRP and Internal Audit Division. 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; manage and control disbursements and deposits for accuracy, timeliness and cash management. Major areas of accounting include revenue receipt and distribution, apportionment of interest earnings, support for operating departments, and financial reporting; comply with state and federal reporting requirements and generally accepted governmental accounting principles. Responsible for oversight of annual single audit and production of the Comprehensive Annual Financial Report (CAFR).

**Disbursements:** Process payment of County funds to employees and vendors on time and in accordance with laws, regulations, procedures and contractual provision. The Disbursement division is responsible for SB 90 mandated cost reimbursement program, cost allocation and fees and charges for the County. Responsible for maximizing General Fund reimbursement via the Cost Plan.

**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.

**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 payments on the long-term debt issued by the County and the general obligation bonds issued by the school districts and special districts.

**HaRP Development Team:** Serve as system administrators and developers for the County's human resource-payroll system (HaRP). The HaRP Development Team is responsible for business process

improvement analysis, problem solving, custom reports including the County's electronic report distribution system (ERD), user training, system development and customization as well as ongoing system maintenance.

**ASAP Development Team:** Serve as system administrators and developers for the County's accounting and procurement system (SAP). The ASAP Development Team is responsible for SAP business process improvement analysis and problem solving, user training, system development and ongoing system maintenance.

**Internal Audit Division:** Assist County management and the Board of Supervisors in their role of establishing and maintaining internal control systems that ensure the

safeguarding of assets, reliability of financial records, compliance with laws and regulations, efficiency of operations, and the achievement of objectives.

## Emerging Issues

**New Auditing Standards:** The new Auditing Standards issued by the American Institute of Certified Public Accountants (AICPA) will require the County to document internal controls over its financial operations. These standards require external auditors to assess and report on effectiveness of the County's internal controls. These new standards also require the auditors to conduct risk assessments in the audit of financial statements, and will impose substantial new procedural and documentation requirements.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
General Accounting Unit	Yes	Mandated		■
Fiscal Services	Yes	Mandated		■
Administration and Support	Yes	Required		■
Treasury	Yes	Mandated		■
Disbursements and Cost Management	Yes	Mandated		■
Property Tax Apportion	Yes	Mandated		■
Internal Audit	Yes	Mandated	Reduced capacity to conduct internal audits	▼

Impact on Current Level of Service:

□ = Eliminated   ▼ = Reduced   ◻ = Modified   ▲ = Enhanced   ■ = No Change



## County Executive's Recommendation

### Administration and Support

#### Delete the Following 2.0 Vacant FTE Positions:

**Delete Management Analyst B1P:** This CEMA position was assigned directly to the Controller and was involved primarily in special projects, especially the banking services project, but also budget preparation, personnel management, and other similar tasks. The banking project was a major effort, but the project is now in the implementation phase where a different skill set is needed. Other tasks assigned to this position have been successfully reassigned to the Administrative Support Officer and Senior Management Analyst.

**Delete Executive Assistant C29:** This SEIU 521 position was originally assigned to the ASAP team under the Fiscal Services Manager and assisted with the initial implementation of SAP, the County's financial system. As SAP achieved full functionality, the need for this type of resource on the ASAP team diminished. The position was moved to the Controller, and was assigned numerous special projects. The position has been vacant since June 2007, and since then duties have been distributed to other staff with manageable impact on individual workload.

**Service Impact:** There is minimal service impact due primarily to two factors: 1) the evolving nature of important projects that have, or are closer to, full implementation and functionality, and 2) the department has successfully hired new employees whose skills are a better suited to the current needs of the department.

**Positions Reduced: 2.0**  
**Total Ongoing Savings: \$205,317**  
 Management Analyst: \$122,696  
 Executive Assistant: \$86,621

### Internal Audit

**Delete 1.0 Vacant FTE Position:** Delete one Internal Auditor II.

**Service Impact:** The loss of this position will have minimal service impact given the current structure of the department. This CEMA position has been vacant since March 2007, and reduces staffing for the Division from seven to six. Work of this nature requires close supervision and extensive training. While reducing staff will impact the department, having a single person supervise the complex nature of the work and train the staff limits the number of staff who can effectively function in the unit.

**Positions Reduced: 1.0**  
**Total Ongoing Savings: \$90,814**

### Controller-Treasurer — Budget Unit 110 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
2113	Controller-Treasurer Fund 0001	\$ (26,917,025)	\$ (30,288,324)	\$ (28,453,454)	\$ (36,820,870)	\$ (6,532,546)	21.6%
1115	Internal Audit Fund 0001	796,430	873,985	873,985	849,626	(24,359)	-2.8%
2116	Accounting System & Procurement Proj Fund 0001	4,144,158	4,279,664	4,279,664	4,420,010	140,346	3.3%
<b>Total Net Expenditures</b>		<b>\$ (21,976,437)</b>	<b>\$ (25,134,675)</b>	<b>\$ (23,299,805)</b>	<b>\$ (31,551,234)</b>	<b>\$ (6,416,559)</b>	<b>25.5%</b>





### Controller-Treasurer — Budget Unit 110 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
2113	Controller-Treasurer Fund 0001	\$ 10,031,816	\$ 10,532,710	\$ 12,367,580	\$ 11,244,516	\$ 711,806	6.8%
1115	Internal Audit Fund 0001	796,430	873,985	873,985	849,626	(24,359)	-2.8%
2116	Accounting System & Procurement Proj Fund 0001	4,144,074	4,279,664	4,279,664	4,420,010	140,346	3.3%
<b>Total Gross Expenditures</b>		\$ 14,972,320	\$ 15,686,359	\$ 17,521,229	\$ 16,514,152	\$ 827,793	5.3%

### Controller-Treasurer — Budget Unit 110 Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 9,782,358	\$ 10,007,994	\$ 10,007,994	\$ 10,386,175	\$ 378,181	3.8%
Services And Supplies	5,056,113	5,678,365	7,513,235	6,127,977	449,612	7.9%
Fixed Assets	133,849	—	—	—	—	—
<b>Subtotal Expenditures</b>	14,972,320	15,686,359	17,521,229	16,514,152	827,793	5.3%
Expenditure Transfers	(36,948,757)	(40,821,034)	(40,821,034)	(48,065,386)	(7,244,352)	17.7%
<b>Total Net Expenditures</b>	(21,976,437)	(25,134,675)	(23,299,805)	(31,551,234)	(6,416,559)	25.5%

### Controller-Treasurer — Budget Unit 110 Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
2113	Controller-Treasurer Fund 0001	\$ 293,846,495	\$ 309,435,465	\$ 314,003,654	\$ 307,430,231	\$ (2,005,234)	-0.6%
1115	Internal Audit Fund 0001	14,850	12,000	12,000	12,000	—	—
2116	Accounting System & Procurement Proj Fund 0001	154	—	—	—	—	—
<b>Total Revenues</b>		\$ 293,861,499	\$ 309,447,465	\$ 314,015,654	\$ 307,442,231	\$ (2,005,234)	-0.6%

### Controller-Treasurer Fund 0001 — Cost Center 2113 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	70.0	\$ (30,288,324)	\$ 309,435,465
Board Approved Adjustments During FY 2008	—	1,834,870	4,568,189
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	1.0	606,236	—
Internal Service Fund Adjustments	—	(6,902,623)	—
Other Required Adjustments	—	(1,834,870)	(6,573,423)
Subtotal (Current Level Budget)	71.0	\$ (36,584,711)	\$ 307,430,231
<b>Recommended Changes for FY 2009</b>			



### Controller-Treasurer Fund 0001 — Cost Center 2113 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Internal Service Fund Adjustments</b>			
FY 2009 Data Processing Adjustment	—	(31,384)	—
FY 2009 Phone Rate Adjustment	—	1	—
<b>Decision Packages</b>			
1. Delete Two Vacant Positions	-2.0	(204,776)	—
<p>This action deletes one vacant Management Analyst position (B1P) and one vacant Executive Assistant position (C29). The Management Analyst position reported directly to the Controller-Treasurer and was involved primarily in special projects, especially the banking services project. The banking services project is now in the implementation phase where a different skill set is needed. Other remaining tasks performed by this position have been successfully reassigned.</p> <p>The Executive Assistant position was initially assigned to the ASAP team under the Fiscal Services Manager and assisted with the initial implementation of SAP, the County's financial system. With SAP fully operational, the position was moved to the Controller and assigned numerous projects. The position has been vacant since June 2007, and duties distributed to other staff.</p>			
Subtotal (Recommended Changes)	-2.0	\$ (236,159)	\$ —
<b>Total Recommendation</b>	<b>69.0</b>	<b>\$ (36,820,870)</b>	<b>\$ 307,430,231</b>

### Internal Audit Fund 0001 — Cost Center 1115 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	7.0	\$ 873,985	\$ 12,000
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	65,146	—
Internal Service Fund Adjustments	—	838	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	7.0	\$ 939,969	\$ 12,000
<b>Recommended Changes for FY 2009</b>			
<b>Internal Service Fund Adjustments</b>			
FY 2009 Data Processing Adjustment	—	471	—
<b>Decision Packages</b>			
1. Delete One Vacant Position from the Internal Auditor	-1.0	(90,814)	—
<p>This action deletes one Internal Auditor II (B30). The position has been vacant since March 2007. Deleting this position potentially reduces the amount of work performed by the Internal Audit function, but staffing is still adequate to achieve the primary goals of the division.</p>			
Subtotal (Recommended Changes)	-1.0	\$ (90,343)	\$ —
<b>Total Recommendation</b>	<b>6.0</b>	<b>\$ 849,626</b>	<b>\$ 12,000</b>

### Accounting System & Procurement Proj Fund 0001 — Cost Center 2116 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	12.0	\$ 4,279,664	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-1.0	2,389	—
Internal Service Fund Adjustments	—	71,025	—
Other Required Adjustments	—	—	—



## Accounting System & Procurement Proj Fund 0001 — Cost Center 2116

### Major Changes to the Budget

	Positions	Appropriations	Revenues
Subtotal (Current Level Budget)	11.0	\$ 4,353,078	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Data Processing Adjustment	—	66,932	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 66,932	\$ —
<b>Total Recommendation</b>	<b>11.0</b>	<b>\$ 4,420,010</b>	<b>\$ —</b>

## County Debt Service — Budget Unit 810

### Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
2111	County Debt Service Fund 0001	\$ 14,191,415	\$ 17,566,554	\$ 17,566,554	\$ 20,705,001	\$ 3,138,447	17.9%
2112	POB Debt Service Fund 0079	—	399,781,498	399,781,498	18,383,684	(381,397,814)	-95.4%
2117	Co Debt Serv Fund 0045	6,571,038	6,569,850	6,569,850	6,577,550	7,700	0.1%
2119	Co Debt Serv Fund 0043	1,161,975	1,426,692	1,426,692	1,507,739	81,047	5.7%
2115	VMC Hospital Bonds Fund 0483	17,000,000	—	—	—	—	—
2110	Fire District Bonds Fund 0197	—	580,000	580,000	25,000	(555,000)	-95.7%
2121	MH Courthouse Project Fund 0491	—	—	6,127,268	—	—	—
2122	MH Courthouse Cap Int Fund 0492	1,150,248	854,000	854,000	100,000	(754,000)	-88.3%
2125	Multiple Facilities - Projects Funds	—	—	13,061,222	—	—	—
2126	Multiple Facilities - Capitalized Interest	—	600,000	600,000	100,000	(500,000)	-83.3%
2130	SCCFA Hospital - Project Fund 0485	—	—	46,029,708	—	—	—
2131	SCCFA Hospital - Capitalized Int Fund 0486	5,013,715	5,357,015	5,357,015	—	(5,357,015)	-100.0%
2134	Multiple Fac 2006-Projects Fund 0500	41,595,984	—	42,811,524	—	—	—
2135	Multiple Fac 2006 Cap Int Fund 0501	3,474,398	3,600,000	3,600,000	3,600,000	—	—
2136	Multiple Fac 2006 Inv Int Fund 0502	—	—	3,965,518	—	—	—
2138	SCCFA 2006 Hospital Project Fund 0504	39,834,994	—	55,577,692	—	—	—
2139	SCCFA 2006 Hospital Cap Int Fund 0505	4,495,188	5,000,000	5,000,000	5,000,000	—	—
2140	SCCFA 2006 Hospital Investment Int Fund 0506	—	—	5,175,068	—	—	—
2144	SCCFA 2007 Hospital - Project Fund 0510	—	—	73,523,612	—	—	—



### County Debt Service — Budget Unit 810 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
2145	SCCFA 2007 Hospital - Cap Int Fund 0511	—	—	2,976,991	306,205	306,205	—
2146	Multiple Facilities 2007 Inv Int Fund 0512	—	—	3,627,036	—	—	—
2149	SCCFA 2007 non-VMC Project Fund 0514	—	—	23,415,636	—	—	—
2150	SCCFA 2007 Inv Int Fund 0515	—	—	374,514	—	—	—
<b>Total Net Expenditures</b>		<b>\$ 134,488,955</b>	<b>\$ 441,335,609</b>	<b>\$ 718,001,398</b>	<b>\$ 56,305,179</b>	<b>\$ (385,030,430)</b>	<b>-87.2%</b>

### County Debt Service — Budget Unit 810 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
2111	County Debt Service Fund 0001	\$ 14,191,415	\$ 17,566,554	\$ 17,566,554	\$ 20,705,001	\$ 3,138,447	17.9%
2112	POB Debt Service Fund 0079	—	399,781,498	399,781,498	18,383,684	(381,397,814)	-95.4%
2117	Co Debt Serv Fund 0045	6,571,038	6,569,850	6,569,850	6,577,550	7,700	0.1%
2119	Co Debt Serv Fund 0043	1,161,975	1,426,692	1,426,692	1,507,739	81,047	5.7%
2115	VMC Hospital Bonds Fund 0483	17,000,000	—	—	—	—	—
2110	Fire District Bonds Fund 0197	—	580,000	580,000	25,000	(555,000)	-95.7%
2121	MH Courthouse Project Fund 0491	—	—	6,127,268	—	—	—
2122	MH Courthouse Cap Int Fund 0492	1,150,248	854,000	854,000	100,000	(754,000)	-88.3%
2125	Multiple Facilities - Projects Funds	—	—	13,061,222	—	—	—
2126	Multiple Facilities - Capitalized Interest	—	600,000	600,000	100,000	(500,000)	-83.3%
2130	SCCFA Hospital - Project Fund 0485	—	—	46,029,708	—	—	—
2131	SCCFA Hospital - Capitalized Int Fund 0486	5,013,715	5,357,015	5,357,015	—	(5,357,015)	-100.0%
2134	Multiple Fac 2006-Projects Fund 0500	41,595,984	—	42,811,524	—	—	—
2135	Multiple Fac 2006 Cap Int Fund 0501	3,474,398	3,600,000	3,600,000	3,600,000	—	—
2136	Multiple Fac 2006 Inv Int Fund 0502	—	—	3,965,518	—	—	—
2138	SCCFA 2006 Hospital Project Fund 0504	39,834,994	—	55,577,692	—	—	—
2139	SCCFA 2006 Hospital Cap Int Fund 0505	4,495,188	5,000,000	5,000,000	5,000,000	—	—
2140	SCCFA 2006 Hospital Investment Int Fund 0506	—	—	5,175,068	—	—	—
2144	SCCFA 2007 Hospital - Project Fund 0510	—	—	73,523,612	—	—	—



### County Debt Service — Budget Unit 810 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
2145	SCCFA 2007 Hospital - Cap Int Fund 0511	—	—	2,976,991	306,205	306,205	—
2146	Multiple Facilities 2007 Inv Int Fund 0512	—	—	3,627,036	—	—	—
2149	SCCFA 2007 non-VMC Project Fund 0514	—	—	23,415,636	—	—	—
2150	SCCFA 2007 Inv Int Fund 0515	—	—	374,514	—	—	—
<b>Total Gross Expenditures</b>		<b>\$ 134,488,955</b>	<b>\$ 441,335,609</b>	<b>\$ 718,001,398</b>	<b>\$ 56,305,179</b>	<b>\$ (385,030,430)</b>	<b>-87.2%</b>

### County Debt Service — Budget Unit 810 Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Services And Supplies	1,047,005	1,434,875	1,434,875	1,171,875	(263,000)	-18.3%
Other Charges	34,253,202	51,802,665	56,566,702	54,153,020	2,350,355	4.5%
Operating/Equity Transfers	99,188,747	388,098,069	659,999,821	980,284	(387,117,785)	-99.7%
<b>Subtotal Expenditures</b>	<b>134,488,955</b>	<b>441,335,609</b>	<b>718,001,398</b>	<b>56,305,179</b>	<b>(385,030,430)</b>	<b>-87.2%</b>
<b>Total Net Expenditures</b>	<b>134,488,955</b>	<b>441,335,609</b>	<b>718,001,398</b>	<b>56,305,179</b>	<b>(385,030,430)</b>	<b>-87.2%</b>

### County Debt Service — Budget Unit 810 Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
2111	County Debt Service Fund 0001	\$ 1,469,645	\$ 1,100,265	\$ 1,100,265	\$ 1,109,255	\$ 8,990	0.8%
2112	POB Debt Service Fund 0079	—	399,781,498	399,781,498	18,383,684	(381,397,814)	-95.4%
2117	Co Debt Serv Fund 0045	6,579,103	6,569,850	6,569,850	6,577,550	7,700	0.1%
2119	Co Debt Serv Fund 0043	334,845	1,426,692	1,426,692	1,507,739	81,047	5.7%
2115	VMC Hospital Bonds Fund 0483	1,949,773	—	—	—	—	—
2110	Fire District Bonds Fund 0197	28,150	—	—	—	—	—
2122	MH Courthouse Cap Int Fund 0492	12,312	—	—	—	—	—
2126	Multiple Facilities - Capitalized Interest	20,335	—	—	—	—	—
2131	SCCFA Hospital - Capitalized Int Fund 0486	18,053	—	—	—	—	—



## County Debt Service — Budget Unit 810

### Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
2134	Multiple Fac 2006-Projects Fund 0500	(295)	—	—	—	—	—
2135	Multiple Fac 2006 Cap Int Fund 0501	7,574	8,397	8,397	—	(8,397)	-100.0%
2138	SCCFA 2006 Hospital Project Fund 0504	(376)	—	—	—	—	—
2139	SCCFA 2006 Hospital Cap Int Fund 0505	28,950	26,772	26,772	—	(26,772)	-100.0%
<b>Total Revenues</b>		<b>\$ 10,448,070</b>	<b>\$ 408,913,474</b>	<b>\$ 408,913,474</b>	<b>\$ 27,578,228</b>	<b>\$ (381,335,246)</b>	<b>-93.3%</b>

## County Debt Service Fund 0001 — Cost Center 2111

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	—	\$ 17,566,554	\$ 1,100,265
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	39,106	—
Other Required Adjustments	—	3,099,341	8,990
Subtotal (Current Level Budget)	—	\$ 20,705,001	\$ 1,109,255
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 20,705,001	\$ 1,109,255

## POB Debt Service Fund 0079 — Cost Center 2112

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Pension Obligation Bond - Debt Service Fund (Fund Number 0079)</b>			
FY 2008 Approved Budget	—	\$ 399,781,498	\$ 399,781,498
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(381,397,814)	(381,397,814)
Subtotal (Current Level Budget)	—	\$ 18,383,684	\$ 18,383,684
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 18,383,684	\$ 18,383,684



### Co Debt Serv Fund 0045 — Cost Center 2117 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Public Facilities Corp Debt Service (Fund Number 0045)</b>			
FY 2008 Approved Budget	—	\$ 6,569,850	\$ 6,569,850
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	7,700	7,700
Subtotal (Current Level Budget)	—	\$ 6,577,550	\$ 6,577,550
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 6,577,550	\$ 6,577,550

### Co Debt Serv Fund 0043 — Cost Center 2119 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Health Facilities Debt Service (Fund Number 0043)</b>			
FY 2008 Approved Budget	—	\$ 1,426,692	\$ 1,426,692
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	39,106
Other Required Adjustments	—	81,047	41,941
Subtotal (Current Level Budget)	—	\$ 1,507,739	\$ 1,507,739
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 1,507,739	\$ 1,507,739

### Fire District Bonds Fund 0197 — Cost Center 2110 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Fire District Bonds (Fund Number 0197)</b>			
FY 2008 Approved Budget	—	\$ 580,000	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(555,000)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 25,000	\$ —



### Fire District Bonds Fund 0197 — Cost Center 2110 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 25,000	\$ —

### MH Courthouse Cap Int Fund 0492 — Cost Center 2122 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Morgan Hill Courthouse Capitalized Interest (Fund Number 0492)</b>			
FY 2008 Approved Budget	—	\$ 854,000	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(754,000)	—
Subtotal (Current Level Budget)	—	\$ 100,000	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 100,000	\$ —

### Multiple Facilities - Capitalized Interest — Cost Center 2126 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Multiple Facilities - Capitalized Interest (Fund Number 0496)</b>			
FY 2008 Approved Budget	—	\$ 600,000	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(500,000)	—
Subtotal (Current Level Budget)	—	\$ 100,000	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 100,000	\$ —





### Multiple Fac 2006 Cap Int Fund 0501 — Cost Center 2135 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Multiple 2006 Bonds-Capitalized Interest (Fund Number 0501)</b>			
FY 2008 Approved Budget	—	\$ 3,600,000	\$ 8,397
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	(8,397)
Subtotal (Current Level Budget)	—	\$ 3,600,000	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 3,600,000	\$ —

### SCCFA 2006 Hospital Cap Int Fund 0505 — Cost Center 2139 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>SCCFA 2006 Hospital Capitalized Interest Fund (Fund Number 0505)</b>			
FY 2008 Approved Budget	—	\$ 5,000,000	\$ 26,772
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	(26,772)
Subtotal (Current Level Budget)	—	\$ 5,000,000	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 5,000,000	\$ —

### SCCFA 2007 Hospital - Cap Int Fund 0511 — Cost Center 2145 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>SCCFA 2007 Hospital Capitalized Int Fund (Fund Number 0511)</b>			
FY 2008 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2008	—	2,976,991	3,228,759
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(2,670,786)	(3,228,759)
Subtotal (Current Level Budget)	—	\$ 306,205	\$ —

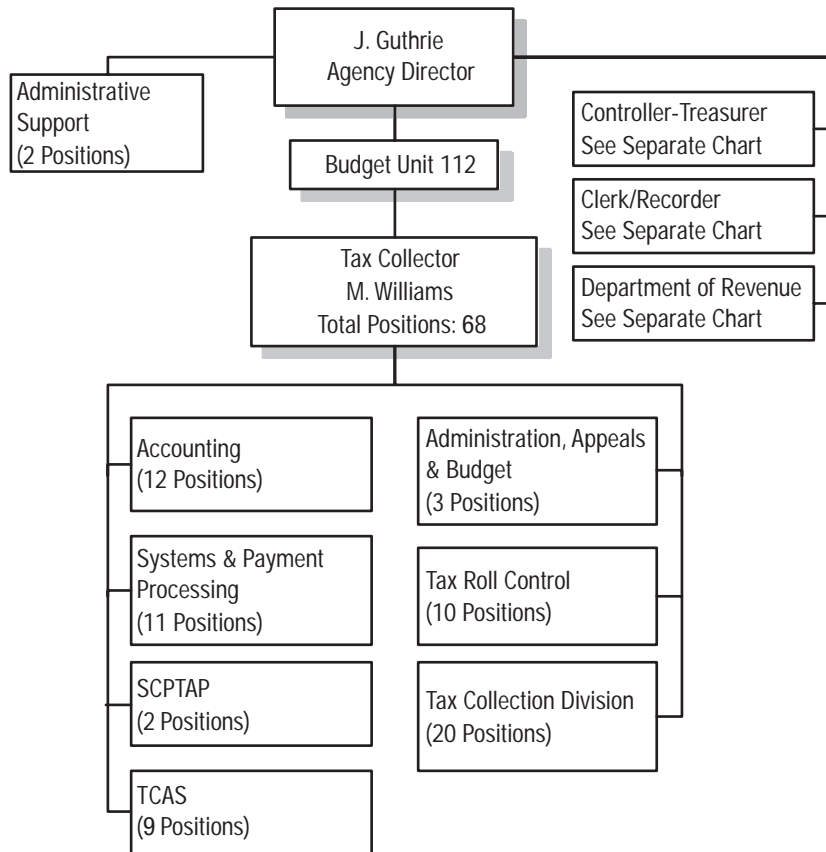


**SCCFA 2007 Hospital - Cap Int Fund 0511 — Cost Center 2145**  
**Major Changes to the Budget**

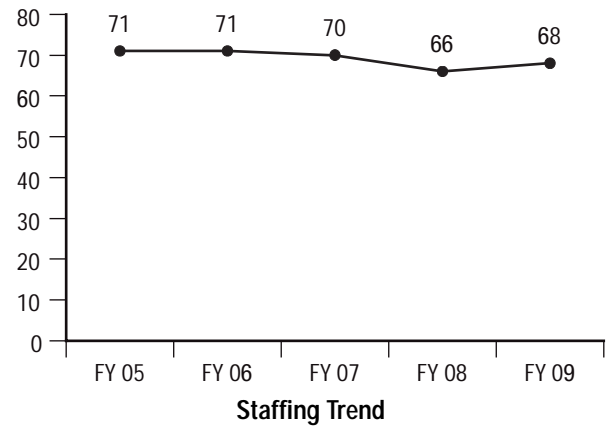
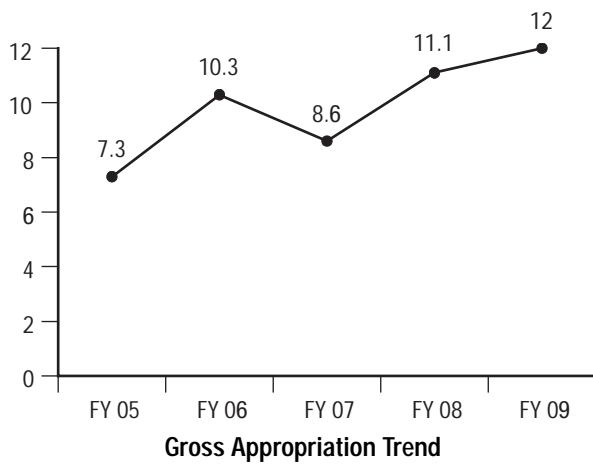
	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 306,205	\$ —



# Tax Collector's Office



Section 1: Finance and Government



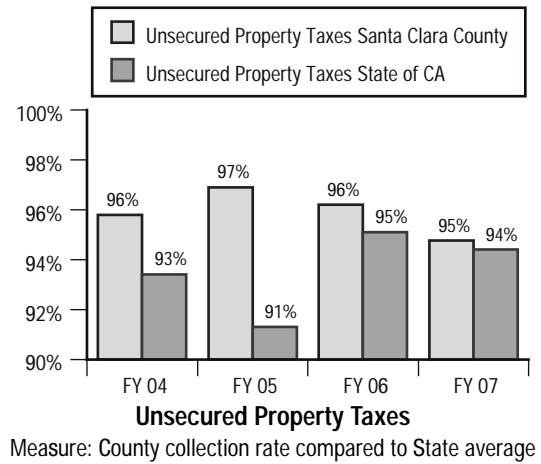
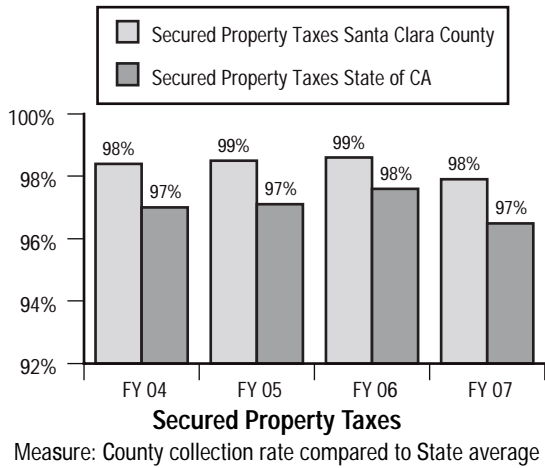
## Public Purpose

- ➔ Maximize tax revenue to support services to County residents

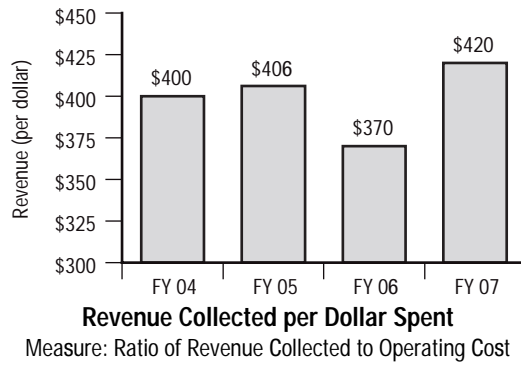


## Desired Results

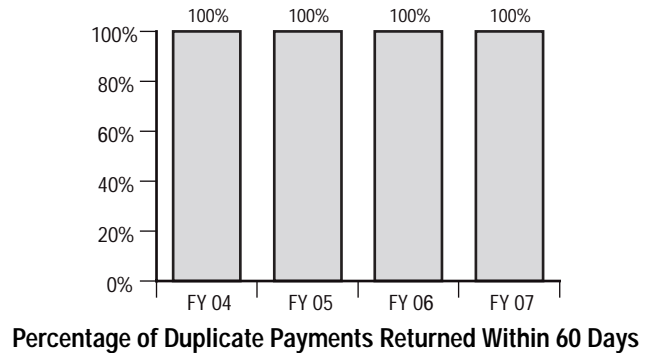
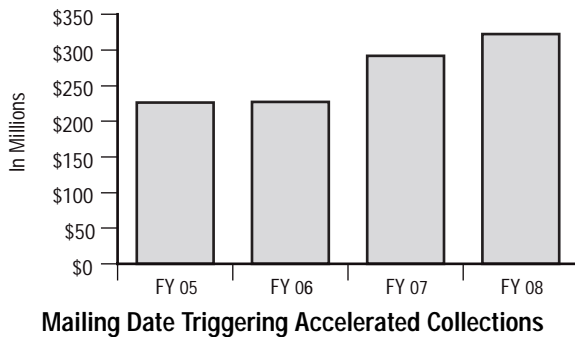
**Achieve High Collection Rate** by sending out timely and accurate information to the taxpayers, the department is able to achieve a high collection rate.



**Achieve Cost Efficient Collection** by ensuring that operating expenses are kept at the lowest level possible without negatively impacting service quality.



**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.



## 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 3.7



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 2007/2008 tax charge on these four tax rolls was 3.7 billion dollars.

In one form or another, all of the department's employees partake in the Tax Collection program. However, the department currently operates three (3) specialized collection programs: automated payment processing, field collections and tax-defaulted property administration.

### **Automated Payment Processing**

Payments are received by mail, in the Tax Collector's Office and over the Internet. 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 (1) 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. These payments are now shown as paid via the Internet and IVR the evening of the day processed. Same day processing also minimizes duplicate payments and improves taxpayer information. Credit card and e-check payments show as paid the instant the approved authorization is posted to the Tax Information System.

### **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 debtor's 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 supports public services.

### **Tax-Defaulted Property Administration**

Designed to ensure compliance with all legal requirements before real property is offered for sale at public auction or sold by Agreement. Program personnel must adhere to strict publishing and noticing deadlines; perform extensive title searches; and employ skip-tracing techniques before establishing a "Power-to-Sell" classification. Mandated by the California Revenue and Taxation Code, selling tax-defaulted property returns the property to a tax paying status.

### **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**

Programming and implementation of the new Tax Collection and Apportionment System (TCAS) is currently underway. The core computerized programs currently 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 1998, the Tax Information System was implemented that allows staff to view the tax information via a browser on their PC. Also, the Tax Office acquired and implemented a modern interactive voice response system, a modern payment processing system and a modern document management system to continue incremental improvements for support of staff. In April 2003 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 accepts property tax payments by credit cards. E-check payments were added in March 2004. TCAS developments thus far include the calculation of tax rates and the apportionment factors, jurisdiction management and debt rate processing which are ready for FY 2008-2009. A combination of technology funds and the Delinquent Property Tax Improvement Funds currently fund TCAS.

The project goals for FY 2009 are to complete the tax billing and collection functions for the Tax Collector's Office and to place the core TCAS functionality into production.

### Roll Correction

This service promotes a high collection rate and complies with the tax code by ensuring the integrity of the tax roll. All roll corrections are audited before they are executed in order to certify their validity. Before and after values are inspected, tax-rate areas are scrutinized and program staff 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

Information Systems provides for the support of all the computer systems used by the Tax Collector's Office including the Tax Information System, the Document Management System, the Internet Bill Presentment and Property Tax E-payment System, the Interactive Voice Response System, the BancTec Remittance Processing System along with managing the legacy mainframe system at ISD. Staff is committed in providing reliable, secure computing environment including 24/7 access to tax information for the tax-paying public via the Internet.

### Emerging Issues

**Property Tax Application Support on the County's Mainframe:** The Tax Collection and Apportionment System (TCAS) project is in the process of automating all the property tax functions in modern JAVA using an Oracle database. However, until all functions are

implemented, the County is still dependent on COBOL programming support and the County Information Services Department has to continue to support old batch processing environments, which puts the County at risk of not being able to collect taxes nor make changes caused by changes in law, policy, and/or procedures.

Santa Clara County is ahead of other counties in the area of automated tax processing, and other California counties are interested in the TCAS technology. After the system is completed in FY 2010, we will be in a better position to recoup development costs in the future.

**Economic Conditions and State Budget Crisis Impact on Property Tax Collections:** Current economic conditions are expected to reduce the rate of growth of property tax revenues for the upcoming fiscal year. The Assessor has reduced the values of over 41,000 homes because of declining property values caused by the downturn in the housing market. Also, examining the year-to-year delinquency rates shows that around 5,000 more annual tax bills are delinquent as compared to last year at the same time. It is anticipated that this trend will also affect the collection of business property taxes next fiscal year.

It is possible that the State may choose to change the formulas of property tax revenue-sharing and implement some special assessments to support state operations. One under discussion now is to place an assessment on properties that receive fire protection from the California Department of Forestry & Fire Protection - Cal Fire. These items could change the tax rates, affect billing and collections and affect the apportionment of property tax revenues. All of these will require careful analysis by the TCAS team and require the reprogramming of functions already in production within TCAS, as well as COBOL programming in the legacy ISD-run tax applications.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Secured Collections	Yes	Mandated		■
Tax Collection and Apportionment System	Yes	Non-Mandated	Continue to provide ITEC funding for TCAS implementation	▲
General Collections (A Grouping of All Collections)	Yes	Mandated	Continue to fund two revenue-generating positions in FY 2009 by utilizing one-time PTAP funds	■
Unsecured Collections	Yes	Mandated		■
Payment Processing	Yes	Mandated	ITEC funding to upgrade BancTec Pay Courier	▲
Tax Roll Control	Yes	Mandated	Add 2.0 unclassified FTE as an interim measure until the Assessor's Office builds an interface for the TCAS	▣
Accounting	Yes	Mandated		■
Administration and Support	Yes	Required	Generate new revenue selling formatted Tax Information Data files and ITEC funding for IT infrastructure replacement	▲

Impact on Current Level of Service:

□ = Eliminated ▼ = Reduced ▣ = Modified ▲ = Enhanced ■ = No Change

## County Executive's Recommendation

### ▲ Tax Collection and Apportionment System (TCAS)

#### Allocate ITEC Funding for the Fifth Year of the TCAS

**Project:** This critical multi-year project is on schedule and within budget. It will replace an obsolete, 40 year old COBOL legacy system.

While progress with TCAS is on schedule, this project has an important relationship with, and reliance on, the Assessor's equally important Property Assessment Appraisal Management System (PAAMS). TCAS has progressed to the point where it is ready to accept electronic data directly from the Assessor's system, the Assessment Information Management System (AIMS). There is no interface for AIMS, so manual intervention will be required in the interim until an interface is built for PAAMS.

**Service Impact:** The full implementation of TCAS will eliminate approximately 36,000 hours of staff time annually (18 FTEs). Some staff will be redirected to increased collection efforts, and will perform functions

that cannot be performed today. The Finance Agency plans to use 50% to accelerate collections and see 50% attrition. The project is estimated to be completed in FY 2009, and will have an annual salary savings of \$900,000 per year from the attrition of 9 FTEs.

**Total One-Time Cost: \$3,101,211**

Fund 1474 - Delinquent Property Tax Improvement Fund: \$400,000

Total Funding Available for FY 2009: \$3,501,211

### ▲ Payment Processing

**ITEC Funding for BancTec Pay Courier Upgrade:** Fund an upgrade which will allow the BancTec PayCourier software to remain current with the latest updates to Oracle and work with Windows XP and newer operating systems. The newest release also provides enhanced features such as auto assist to reduce keying, and permutation balancing to reduce out-of-balance conditions. Another important improvement is the ability to enter lists of parcel numbers instead of printing individual payment stubs.





**Service Impact:** The function of processing checks will be improved, the security and sustainability of the system will be enhanced, and data entry errors reduced.

**Total One-Time Cost: \$103,860**

## ▲ Administration and Support

**New Fee - Tax Information System Data Files:** Due to recent requests from title and mortgage companies, the Tax Collector's office has established a new prototype method of formatting data and electronic delivery of current tax information data files. Customers are charged an hourly rate of \$240 for data consulting services. The consultant queries the property tax database and helps the customer to interpret and analyze the information.

**Service Impact:** This service adds value to existing tax data by customizing data extracts to individual customer needs, delivering the information on a schedule set by the customer using the internet. The previous method of delivering data required the customer to purchase a tape, convert the tape to a format that they could use, and then refine the data for their specific needs. This new service is a clear advancement in the use of technology to better serve customers.

**Total Ongoing Revenue: \$75,000**

**ITEC Funding for Information Technology Infrastructure Replacement:** Purchase 15 new workstations, monitors and necessary software.

**Service Impact:** All workstations being replaced are located at the front-desk and are used to serve the public. Existing workstations are prone to failure and slow performance. The public will be better served with faster and more reliable workstations at this key location.

**Total One-Time Cost: \$35,452**

## ■ General Collections

**Fund Two Existing Filled Positions From Unexpended Property Tax Administration Program (PTAP) Funds:** 11.0 FTE Account Clerk II, and 2.0 FTE Senior Revenue Collections Officers (RCO) were formerly funded by PTAP through the Assessor's Office. Of those positions,

two are still funded with remaining PTAP funds. These two positions generated a total revenue of \$49,432,382 in FY 2007 and must be retained. The County's share of that total was \$7,267,112.

During the annual PTAP reconciliation conducted by the Assessor's Office, it was determined that the Tax Collector's share of PTAP has a remaining balance of \$366,480. This amount is enough to fund these positions, (as well two additional positions required in the Tax Collector's Office). The duties of each position are as follows:

- Delinquent Unsecured Collection - Senior RCO: concentrates on delinquent unsecured accounts that are approaching the three-year statute for property seizure.
- Returned Mail - Senior Account Clerk: researches all undeliverable secured and supplemental bills and remails them to a valid address.

**Service Impact:** Service is maintained at current level.

**Positions Funded: 2.0**

**Total One-Time Non-General Fund Cost: \$179,370**

## ■ Tax Roll Control

### Fund 2.0 FTE Unclassified Account Clerk Positions From Unexpended Property Tax Administration Program (PTAP)

**Funds:** The TCAS project has advanced to the point where the system is ready to receive data from the Assessor's system, but the two projects have not progressed at the same pace. Efficiencies made possible by the TCAS system cannot be realized until an

interface is built with the Assessor's system, currently undergoing replacement. Until then, intervention will be required. These positions will expire in 12 months.

**Service Impact:** Processing of securing collection will be maintained at the current level.

**Positions Funded: 2.0**

**Total one-Time Non-General Fund Cost: \$154,288**

### Tax Collector — Budget Unit 112 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
2212	Tax Collector Fund 0001	\$ 8,027,177	\$ 7,733,274	\$ 7,733,274	\$ 8,255,617	\$ 522,343	6.8%
2213	Tax Collector-AB 589 Fund 0001	4,650	—	—	(152,557)	(152,557)	—
2214	Tax Collection & Apportionment Sys Fund 0001	2,884,398	3,092,691	3,092,691	3,547,519	454,828	14.7%
<b>Total Net Expenditures</b>		<b>\$ 10,916,225</b>	<b>\$ 10,825,965</b>	<b>\$ 10,825,965</b>	<b>\$ 11,650,579</b>	<b>\$ 824,614</b>	<b>7.6%</b>

### Tax Collector — Budget Unit 112 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
2212	Tax Collector Fund 0001	\$ 8,027,177	\$ 7,733,274	\$ 7,733,274	\$ 8,255,617	\$ 522,343	6.8%
2213	Tax Collector-AB 589 Fund 0001	250,926	271,676	271,676	213,923	(57,753)	-21.3%
2214	Tax Collection & Apportionment Sys Fund 0001	2,921,629	3,092,691	3,092,691	3,547,519	454,828	14.7%
<b>Total Gross Expenditures</b>		<b>\$ 11,199,732</b>	<b>\$ 11,097,641</b>	<b>\$ 11,097,641</b>	<b>\$ 12,017,059</b>	<b>\$ 919,418</b>	<b>8.3%</b>

### Tax Collector — Budget Unit 112 Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 5,264,435	\$ 5,541,173	\$ 5,541,173	\$ 5,863,943	\$ 322,770	5.8%
Services And Supplies	5,912,316	5,556,468	5,556,468	6,153,116	596,648	10.7%
Fixed Assets	22,981	—	—	—	—	—
<b>Subtotal Expenditures</b>	<b>11,199,732</b>	<b>11,097,641</b>	<b>11,097,641</b>	<b>12,017,059</b>	<b>919,418</b>	<b>8.3%</b>
Expenditure Transfers	(283,507)	(271,676)	(271,676)	(366,480)	(94,804)	34.9%
<b>Total Net Expenditures</b>	<b>10,916,225</b>	<b>10,825,965</b>	<b>10,825,965</b>	<b>11,650,579</b>	<b>824,614</b>	<b>7.6%</b>



## Tax Collector — Budget Unit 112

### Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
2212	Tax Collector Fund 0001	\$ 420,604,099	\$ 466,690,000	\$ 466,690,000	\$ 500,265,000	\$ 33,575,000	7.2%
2214	Tax Collection & Apportionment Sys Fund 0001	1,376,000	362,709	362,709	400,000	37,291	10.3%
<b>Total Revenues</b>		\$ 421,980,099	\$ 467,052,709	\$ 467,052,709	\$ 500,665,000	\$ 33,612,291	7.2%

## Tax Collector Fund 0001 — Cost Center 2212

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	54.0	\$ 7,733,274	\$ 466,690,000
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	1.0	224,161	—
Internal Service Fund Adjustments	—	266,457	—
Other Required Adjustments	—	9,616	33,500,000
Subtotal (Current Level Budget)	55.0	\$ 8,233,508	\$ 500,190,000
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Data Processing Adjustment	—	(271,497)	—
FY 2009 Phone Rate Adjustment	—	6	—
Decision Packages			
1. ITEC Funded Projects for FY 2009	—	139,312	—
This action funds two ITEC projects:			
a. BancTec Pay Courier Upgrade - \$103,860			
b. IT Infrastructure Replacement - \$35,452			
2. New Revenue from the Sales of Tax Information Data Files	—	—	75,000
Due to requests from Title and Mortgage companies, the Tax Collector has developed new methods of formatting and delivering current tax information data files. The department now adds value to this service by delivering a prepared, ready-to-use data file over the internet, as compared to a raw file on tape. The old method required a conversion process and extensive interpretation of the data.			
3. Fund Two Unclassified Account Clerk I/II with Remaining PTAP Funds	2.0	154,288	—
Due to TCAS progressing more quickly than the Assessor's new Property Appraisal Assessment Management Systems (PAAMS), the Office of the Tax Collector requires two Account Clerk I/II to help process data from the Assessor. These are unclassified positions that are fully funded with remaining PTAP money with no General Fund impact.			
Subtotal (Recommended Changes)	2.0	\$ 22,109	\$ 75,000
<b>Total Recommendation</b>	<b>57.0</b>	<b>\$ 8,255,617</b>	<b>\$ 500,265,000</b>



## Tax Collector-AB 589 Fund 0001 — Cost Center 2213

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	3.0	\$ —	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-1.0	(267,871)	—
Internal Service Fund Adjustments	—	271,676	—
Other Required Adjustments	—	(2,074)	—
Subtotal (Current Level Budget)	2.0	\$ 1,731	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Fund 2 Existing Positions in Tax Collector from PTAP	—	(179,082)	—
Fund 2 Unclassified Clerical Positions from PTAP	—	(154,288)	—
Fund One-time Extra Help Expense from PTAP	—	(33,110)	—
Decision Packages			
1. Fund Two Existing Positions with Remaining PTAP Funds	—	212,192	—
This action continues to fund two existing PTAP positions and a small amount of temporary help with the last remaining balance of PTAP funds. This includes one Senior Revenue Collection Officer (V34), one Account Clerk I (D98) and \$33,110 in funding for extra help staff. The Senior Revenue Collection Officer, who concentrates on delinquent unsecured accounts, generated over \$14 million in revenue for Fiscal Year 2007, with over \$2 million going to the County. The Account Clerk I, who researches and mails secured tax bills, was responsible for over \$34 million in total revenue, of which approximately \$5 million went to the County. By using remaining PTAP funding, there is no impact to the general fund in FY 2009.			
Subtotal (Recommended Changes)	—	\$ (154,288)	\$ —
<b>Total Recommendation</b>	<b>2.0</b>	<b>\$ (152,557)</b>	<b>\$ —</b>

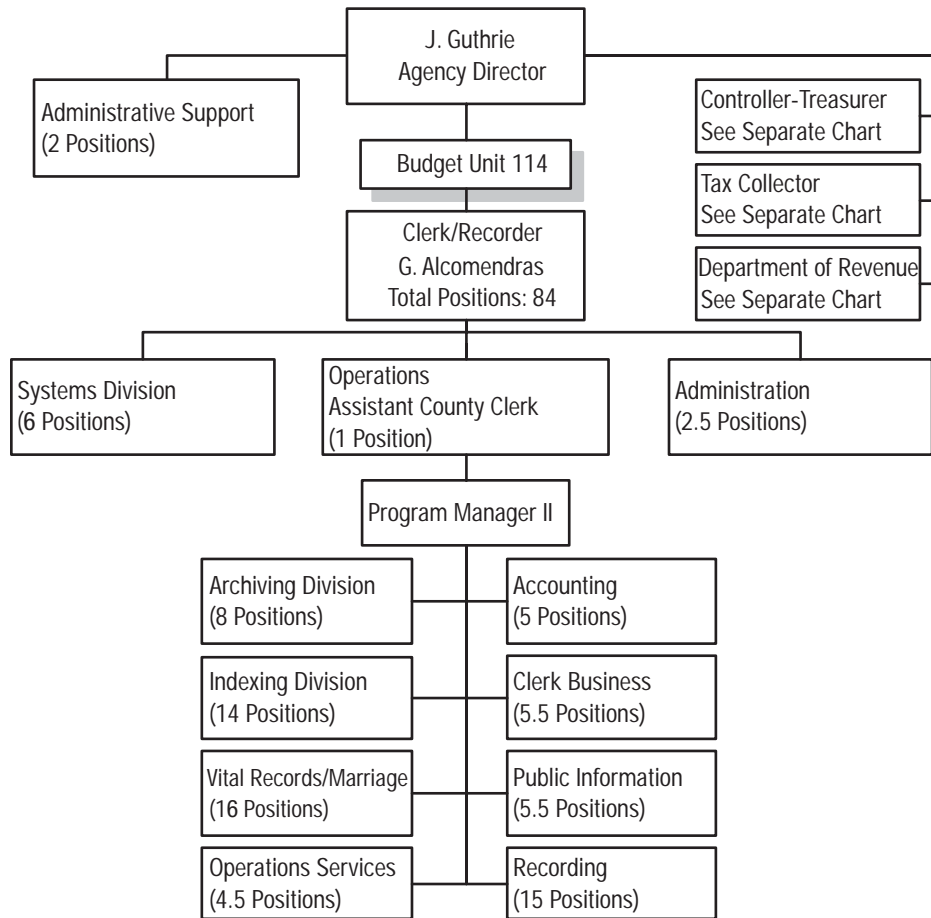
## Tax Collection & Apportionment Sys Fund 0001 — Cost Center 2214

### Major Changes to the Budget

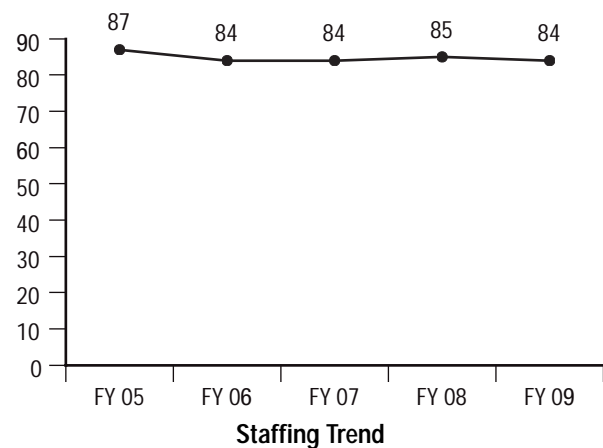
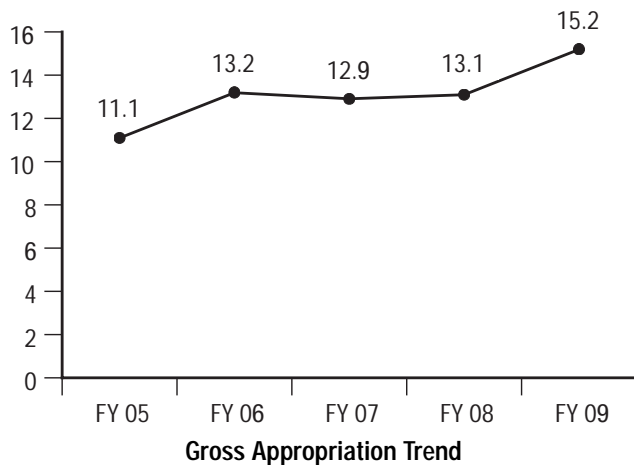
	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	9.0	\$ 3,092,691	\$ 362,709
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	15,356	—
Other Required Adjustments	—	(3,061,739)	(362,709)
Subtotal (Current Level Budget)	9.0	\$ 46,308	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
	—	—	400,000
Decision Packages			
1. Tax Collection and Apportionment System Funding for FY 2009	—	3,501,211	—
This action funds the TCAS project for its 5th year. Progress with the TCAS continues on schedule while manual intervention will be required until the Assessor's PAAMS project develops a workable interface. When completed, TCAS will replace an obsolete, 40 year old tape-based COBOL system that has exceeded its life cycle.			
Subtotal (Recommended Changes)	—	\$ 3,501,211	\$ 400,000
<b>Total Recommendation</b>	<b>9.0</b>	<b>\$ 3,547,519</b>	<b>\$ 400,000</b>



# County Clerk/Recorder's Office



Section 1: Finance and Government



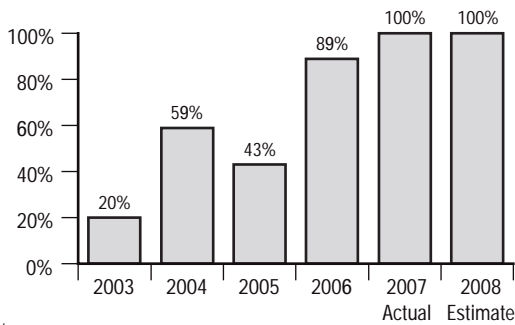
## Public Purpose

- Accessible Records for the Public
- Records Integrity
- Compliance with State Law



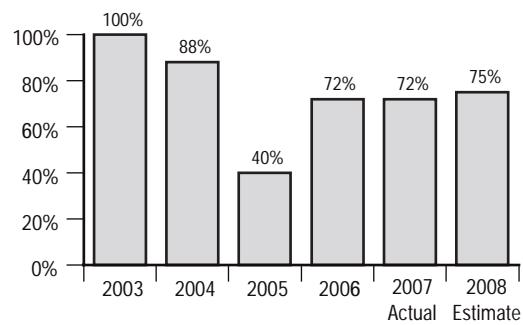
## Desired Results

Documents are recorded/filed/retrieved in a timely manner.

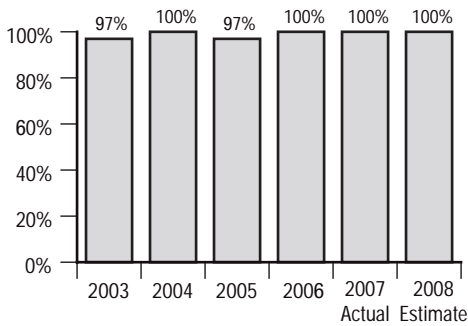


**Percent of Time Mailed Documents are Recorded within 5 Working Days of Receipt**

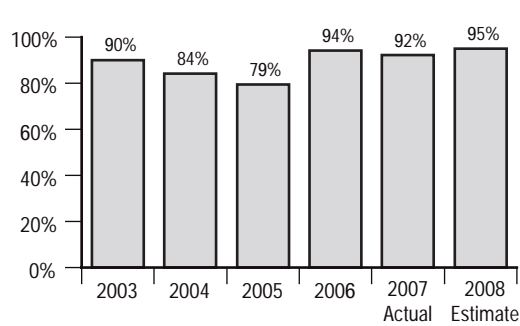
(Over the counter documents are processed on the day presented). The measures reflected here are for requests received by mail or phone.



**Percent of Time Mailed Business Applications are Filed within 3 Days of Receipt**



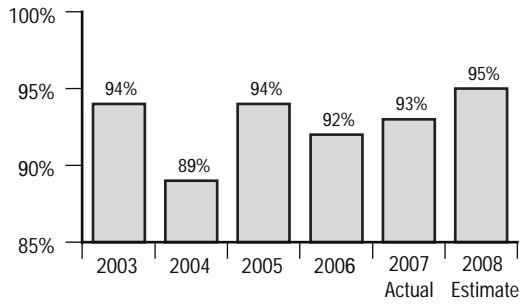
**Percent of Time Official Document Copy Requests by Phone, Mail or Fax Processed within 5 Days**



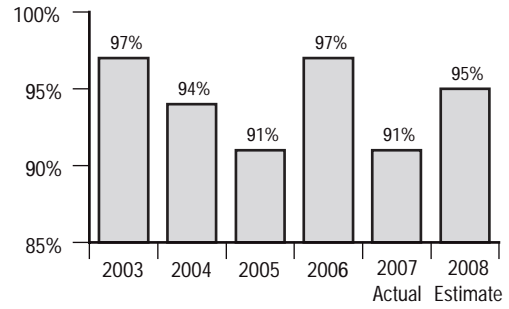
**Percent of Time Vital Document Copy Requests by Phone, Mail or Fax Processed within 10 Days**



Customers can easily access records when using office equipment in the public search area.

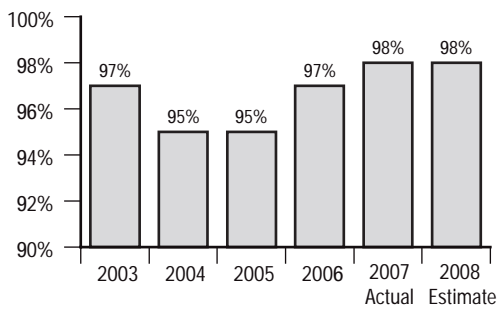


Percent of Customers Reporting that They are Able to Find Documents Quickly

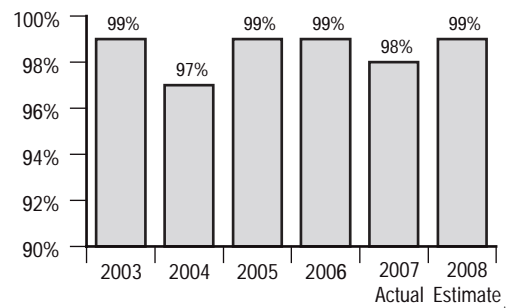


Percent of Customers Reporting that the Posted Instructions were Clear

Timely Retrieval of Records and Information for Customers.

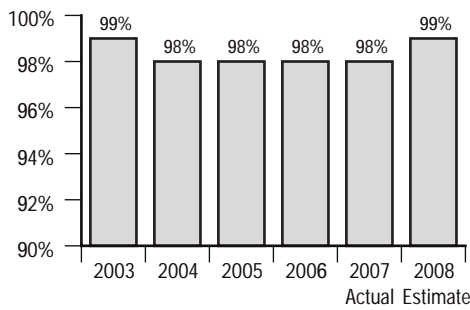


Percent of Customers Reporting that Service was Timely

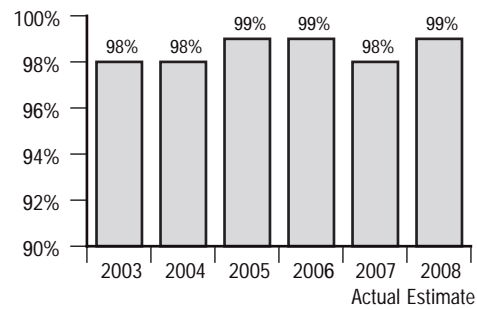


Percent of Customers Reporting that Staff was Efficient when Providing Service

Responsive Customer Service



Percent of Customers Reporting Staff was Helpful

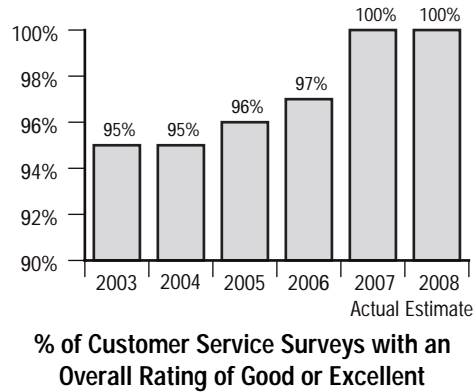


Percent of Customers Reporting Staff was Professional

Section 1: Finance and Government



## Responsive Customer Service (continued)



## 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 photography and administration, deputizing one-day marriage commissioners, performance of marriage ceremonies, and providing witness and notary acknowledgement services, 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.

### Marriages

The Department processes and issues standard and confidential marriage licenses; schedules, coordinates and conducts civil marriage ceremonies on site; provides witness services; registers and maintains marriage records; and issues certified copies of confidential marriage certificates.

### 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.



## Passport Administration

Administration of passport applications and passport photographic services are provided. Once the application is examined and the supporting documents are verified, the application and required remittance are 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/microfilm 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.

## Emerging Issues

**Obtaining Secure Offsite Records Storage Facility:** The Clerk-Recorder's Office is fully responsible for maintaining and tracking the inventory of microfilmed official records and the original record books. The Recorder's complete official record archive spans the years between 1848 and the present. As mandated by state law, the microfilmed records are stored in a secured offsite facility. The Clerk-Recorder Office's original record books are housed in the West Wing at 70 West Hedding Street.

The department currently pays a contracted vendor \$38,000 per year for secure offsite storage of microfilm, microfiche and systems back-up tapes. Service providers for the type of storage required for the Clerk-Recorder's records are limited and in recent years, the Clerk-Recorder's Office has experienced numerous problems, such as relocation of the Clerk-Recorder's records without prior notice and failure to meet temperature, humidity, and security standards, thereby risking the integrity and safeguarding of the records.

Storage and safekeeping of the original record books has been problematic as well. These books have been stored in the West Wing annex, where many of them were

damaged by flood waters in 1995. The collection was warehoused at Berger Drive for a number of years, where security and archival storage conditions were difficult if not impossible to maintain. In 2007, the entire collection was again relocated to the Lower Level in the West Wing where a number of books were damaged by an overhead water leak.

The department has a committee to begin a complete inventory of archival records stored on various media in multiple locations. Within the next several years, the department plans to work with Capital Programs to pursue construction of a secure facility which will house the Clerk-Recorder Office's entire records collection and provide effective storage of the mandated Clerk-Recorder's records. The project and facility will have no impact on the County's General Fund as it will be funded by the special funds specifically designated to the Clerk-Recorder's Office.

**New Regulations related to Passport Issuance:** In 2007, a county outside of California was caught perpetrating fraud in the issuance of birth certificates and accepting fraudulent passport applications. This incident led the U.S. Department of State to consider tightening the security of this process by not allowing an agency to be a passport acceptance agent if it also issues birth records. To date, this restriction has not been imposed. The Clerk-Recorder's Office issues birth certificates and accepts passport applications. If this Office must cease being a passport acceptance agent, the County will lose approximately \$160,000 in General Fund Revenue.

It is possible that the Clerk-Recorder's Office can still accept passport applications, but only if the birth certificates, used as documentation by the applicant, were not issued by this County. A study done earlier in 2008 revealed that 50% of the passport applicants submit documentation other than birth certificates issued by Santa Clara County. If the Clerk-Recorder's Office is able to accept passport applications in this manner, the General Fund loss is estimated at \$80,000, however, there will be a significant inconvenience to the Clerk-Recorder Office's customers because 50% of the passport applicants would have to be turned away.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Vital Records	Yes	Mandated		■
Recorder's Modernization	No	Non-Mandated	Upgrade equipment and systems.	▲
Recorder's Document Storage	No	Non-Mandated		■
Recording	No	Mandated	Add new revenue source through the sale of electronic data, enhance customer service.	▲
Passport Administration	No	Non-Mandated		■
Marriage Ceremonies	No	Non-Mandated	Provide souvenirs for sale, increasing revenue and customer service.	▲
Clerk Business	No	Mandated		■
Marriage Licenses	No	Mandated		■
Indexing	Yes	Mandated		■
Archiving	Yes	Mandated		■
Public Information	No	Mandated		■
Administration and Support	No	Required	Improved computer systems, office equipment, working space, security and disaster recovery	▲

Impact on Current Level of Service:

□ = Eliminated ▼ = Reduced ◻ = Modified ▲ = Enhanced ■ = No Change

## County Executive's Recommendation

### ▲ Recording

**New Fee for Electronic Data Sales:** In response to customer requests and feedback, electronic data sales will be enhanced to better meet the needs of the people served. The Clerk-Recorder is a repository of both business and personal information. There are numerous rates for data depending on the type and amount of data requested. The highest single rate is \$17.47 for one day's worth of data, image extract, all transactions (i.e., liens, deeds of trust, judgments, abstracts, etc.). Per unit rates decline with increased volume. An entire year's worth of the same data is \$1,135.68, or \$4.37 per day.

**Service Impact:** Customers are better served by being able to purchase exactly the record sets they want. The data storage and retrieval systems were previously less

sophisticated in their ability to extract specific data sets. The Clerk-Recorder can now provide data reports by variable time periods, and various data types.

**Total Ongoing Revenue: \$66,000**

### ▲ Marriage Ceremonies

**New Revenue from the Sale of Marriage Ceremony or Marriage License Souvenirs:** Based on research from other California counties, the Clerk-Recorder will have mementos available for sale to marriage ceremony or marriage license customers. Examples include:

- Magnetic "Just Married" bumper stickers
- White "Today, Tomorrow, Forever" pens
- Instant print-type photographs

**Service Impact:** This is a new service that will enhance the marriage ceremony experience in the County.

**Total Ongoing Revenue: \$18,000**

## Administration and Support

**Add One Program Manager II, Delete One Office Specialist I (No Impact to the General Fund):** Following legislation and/or Board approval of several new programs, which include Electronic Recording Delivery System, SSN Truncation Program and Legal Entity Ownership Program, the Clerk-Recorder determined that current staffing is inadequate to plan, implement and oversee these new programs. Implementation will require planning and strategizing, coordinating new and existing information technology requirements, security of the CRO's archival and retrieval system, requirements of outside entities and other departments, planning and facilitating training for staff, providing resources for the public, communicating with vendors, evaluation, trouble-shooting and oversight of each program. In addition, the Program Manager II will assume full responsibility for department policy, fiscal management, administration, and operations in the absence of both the Clerk-Recorder and the Assistant Clerk-Recorder. The Office Specialist I is no longer needed primarily due to automation as the Clerk-Recorder migrates from manual procedures to computer based systems.

**Service Impact:** The department's mandated responsibilities have increased considerably. Additional programs will have significant impact on the County, public and private industries, such as lenders and title companies. Adding a Program Manager II will provide necessary planning, oversight and leadership to successfully implement these programs.

**Total Ongoing Cost: \$64,903**

Delete One Office Specialist I: (\$58,283)

Add One Program Manager II: \$123,186

There is no cost to the General Fund since the operating transfer will fully cover the difference.

**One-Time Non-General Fund Appropriations for FY 2009:**

The following projects are funded through the Clerk-Recorders Modernization Fund (0026), SSN Truncation Fund (0121), E-Recording Fund (0120), or the Recorder's Document Storage Fund (0027).

## Non-General Fund Appropriations for FY 2009

Fund	Description of Expense	Amount
0121	SSN Truncation Project - Phase I	\$270,000
0026	PC Workstation Replacement	\$45,000
0026	Server/Network Infrastructure Upgrade	\$45,000
0120	Electronic Recording - Phase I	\$400,000
0026	Disaster Recovery	\$58,000
0026	Security Camera Replacement and Relocation	\$10,000
0026	Electronic Queuing System	\$45,000
0026	Label Printer	\$14,000
0026	Automatic Mail Opener	\$5,000
0026	Map Scanner/Printer	\$30,000
0026	Furniture Replacement Plan	\$6,000
0026	Office Reconfiguration	\$40,000
0027	Book Restoration	\$90,000

The Clerk-Recorder has five special funds dedicated to the modernization and improvements. They are:

- Recorder's Document Storage Fund 0027, established in 1980 to defray the cost of converting the County Recorder's document storage system to micrographics.
- Recorder's Modernization fund 0026, established in 1985 to support, maintain, improve, and provide for modernized creation, retention, and retrieval of information in the County's system of recorded documents.
- Vital Records Improvement fund 0024, established in 1989 to defray the administrative cost of collecting vital record fees, as well as modernization of vital records operations.
- Recorder's E-Recording fund 0120, established in 2007 to fund the development and ongoing maintenance of the Clerk-Recorder's Electronic Recording Delivery System.
- Clerk-Recorder's Social Security Truncation fund 0121, established in 2007 as required by AB1168 to defray the cost of obtaining technology to create public records where the first five digits of any social security numbers are truncated.

**Service Impact:** Significant service improvement and compliance with recent legislation. The Clerk-Recorder provides services that are essential to both businesses and individuals.

**Total One-Time Cost: \$1,058,000**

### County Recorder — Budget Unit 114 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
5652	Recorder Electronic Record Fund 0120	\$ —	\$ —	\$ 220,000	\$ 620,000	\$ 620,000	—
5653	SSN Truncation AB1168-2007 Fund 0121	—	—	220,000	490,000	490,000	—
5655	County Recorder Fund 0001	6,287,934	7,171,847	7,171,847	7,517,770	345,923	4.8%
5656	County Clerk Fund 0001	857,252	930,138	930,138	986,196	56,058	6.0%
5657	County Recorder Fund 0024	43,323	77,772	77,772	77,772	—	—
5658	County Recorder Fund 0026	2,979,560	3,648,895	3,648,895	4,159,027	510,132	14.0%
5659	County Recorder Fund 0027	1,854,744	1,226,570	1,226,570	1,340,033	113,463	9.3%
<b>Total Net Expenditures</b>		<b>\$ 12,022,812</b>	<b>\$ 13,055,222</b>	<b>\$ 13,495,222</b>	<b>\$ 15,190,798</b>	<b>\$ 2,135,576</b>	<b>16.4%</b>

### County Recorder — Budget Unit 114 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
5652	Recorder Electronic Record Fund 0120	\$ —	\$ —	\$ 220,000	\$ 620,000	\$ 620,000	—
5653	SSN Truncation AB1168-2007 Fund 0121	—	—	220,000	490,000	490,000	—
5655	County Recorder Fund 0001	6,287,934	7,171,847	7,171,847	7,517,770	345,923	4.8%
5656	County Clerk Fund 0001	857,252	930,138	930,138	986,196	56,058	6.0%
5657	County Recorder Fund 0024	43,323	77,772	77,772	77,772	—	—
5658	County Recorder Fund 0026	2,979,560	3,648,895	3,648,895	4,159,027	510,132	14.0%
5659	County Recorder Fund 0027	1,854,744	1,226,570	1,226,570	1,340,033	113,463	9.3%
<b>Total Gross Expenditures</b>		<b>\$ 12,022,812</b>	<b>\$ 13,055,222</b>	<b>\$ 13,495,222</b>	<b>\$ 15,190,798</b>	<b>\$ 2,135,576</b>	<b>16.4%</b>

### County Recorder — Budget Unit 114 Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 6,580,549	\$ 7,394,769	\$ 7,394,769	\$ 7,783,302	\$ 388,533	5.3%
Services And Supplies	2,141,613	1,735,129	2,175,129	2,880,907	1,145,778	66.0%
Fixed Assets	62,685	30,000	30,000	120,000	90,000	300.0%
Operating/Equity Transfers	3,237,964	3,895,324	3,895,324	4,406,589	511,265	13.1%
<b>Subtotal Expenditures</b>	<b>12,022,812</b>	<b>13,055,222</b>	<b>13,495,222</b>	<b>15,190,798</b>	<b>2,135,576</b>	<b>16.4%</b>
<b>Total Net Expenditures</b>	<b>12,022,812</b>	<b>13,055,222</b>	<b>13,495,222</b>	<b>15,190,798</b>	<b>2,135,576</b>	<b>16.4%</b>



## County Recorder — Budget Unit 114

### Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
5652	Recorder Electronic Record Fund 0120	\$ —	\$ —	\$ 220,000	\$ 220,000	\$ 220,000	—
5653	SSN Truncation AB1168-2007 Fund 0121	—	—	220,000	220,000	220,000	—
5655	County Recorder Fund 0001	31,943,761	36,037,680	36,037,680	31,847,989	(4,189,691)	-11.6%
5656	County Clerk Fund 0001	1,580,286	1,723,534	1,723,534	1,644,870	(78,664)	-4.6%
5657	County Recorder Fund 0024	137,561	110,000	110,000	110,000	—	—
5658	County Recorder Fund 0026	2,753,985	2,508,600	2,508,600	2,508,600	—	—
5659	County Recorder Fund 0027	530,362	500,000	500,000	500,000	—	—
<b>Total Revenues</b>		<b>\$ 36,945,955</b>	<b>\$ 40,879,814</b>	<b>\$ 41,319,814</b>	<b>\$ 37,051,459</b>	<b>\$ (3,828,355)</b>	<b>-9.4%</b>

### Recorder Electronic Record Fund 0120 — Cost Center 5652

#### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Clerk-Recorder's E-Recording Fund (Fund Number 0120)</b>			
FY 2008 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2008	—	220,000	220,000
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 220,000	\$ 220,000
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Initial Funding for Electronic Recording Project	—	400,000	—
This is the first phase of a project that will obtain hardware, software and services to receive, process and return electronically-submitted documents from the title and mortgage service industry. The electronic submission of land records by the title and mortgage service industry will return efficiencies both to submitters and to the Office of the Clerk-Recorder. The project is fully funded by the Clerk-Recorder's E-Recording fund, with no impact to the General Fund.			
Subtotal (Recommended Changes)	—	\$ 400,000	\$ —
<b>Total Recommendation</b>	—	\$ 620,000	\$ 220,000

### SSN Truncation AB1168-2007 Fund 0121 — Cost Center 5653

#### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Clerk-Recorder's SSN Truncation Fund (Fund Number 0121)</b>			
FY 2008 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2008	—	220,000	220,000
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—



## SSN Truncation AB1168-2007 Fund 0121 — Cost Center 5653

### Major Changes to the Budget

	Positions	Appropriations	Revenues
Subtotal (Current Level Budget)	—	\$ 220,000	\$ 220,000
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Social Security Number Truncation Project	—	270,000	—
To reduce identity theft, AB 1168/GC 27361 requires the County Recorder to begin creating a public record version of all official records recorded after January 1, 2009. The public record version will be the same as the official record except that any social security number appearing in the document will have the first five digits redacted. This project will allow the department to procure hardware, software and services to integrate a solution into its existing suite of applications. The project is fully funded by the additional \$1 recording fee authorized by AB 1168/GC 27361 and approved by the Board of Supervisors on December 11, 2007.			
Subtotal (Recommended Changes)	—	\$ 270,000	\$ —
<b>Total Recommendation</b>	—	\$ 490,000	\$ 220,000

## County Recorder Fund 0001 — Cost Center 5655

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	75.0	\$ 7,171,847	\$ 36,037,680
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-1.0	258,254	—
Internal Service Fund Adjustments	—	1,084	422,969
Other Required Adjustments	—	—	(4,766,956)
Subtotal (Current Level Budget)	74.0	\$ 7,431,185	\$ 31,693,693
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Transfer from Fund 0026 to General Fund for Increased Staff Cost	—	—	88,296
FY 2009 Phone Rate Adjustment	—	(1,711)	—
Decision Packages			
1. Delete One Vacant Office Specialist I, Add One Program Manager II	—	88,296	—
Following legislation and/or Board approval of several new programs, the Clerk-Recorder determined that current staffing is inadequate to plan, implement and oversee these new programs. Adding a Program Manager II will provide the supervision, guidance and planning necessary to implement all the new programs in an efficient and cost effective manner. In addition, the Program Manager II will assume full responsibility for department policy, fiscal management, administration, and operations in the absence of both the Clerk-Recorder and the Assistant Clerk-Recorder. The work of the Office Specialist I has been automated.			
2. Revenue Increase for Electronic Data Sales	—	—	66,000
This action recognizes increased revenue due to a new fee for electronic data sales. The Clerk-Recorder is a repository of both business and personal information. The Clerk-Recorder is now better able to package this data in a more useful and refined format that meets customer needs.			
Subtotal (Recommended Changes)	—	\$ 86,585	\$ 154,296
<b>Total Recommendation</b>	74.0	\$ 7,517,770	\$ 31,847,989



## County Clerk Fund 0001 — Cost Center 5656 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	10.0	\$ 930,138	\$ 1,723,534
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	41,983	—
Internal Service Fund Adjustments	—	9,756	—
Other Required Adjustments	—	—	(96,664)
Subtotal (Current Level Budget)	10.0	\$ 981,877	\$ 1,626,870
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Data Processing Adjustment	—	4,398	—
FY 2009 Phone Rate Adjustment	—	(79)	—
Decision Packages			
1. New Revenue Source from Marriage Ceremony Souvenirs	—	—	18,000
This action budgets new revenue from the sale of mementos for marriage license or marriage ceremony customers in the Clerk-Recorder's office.			
Subtotal (Recommended Changes)	—	\$ 4,319	\$ 18,000
<b>Total Recommendation</b>	<b>10.0</b>	<b>\$ 986,196</b>	<b>\$ 1,644,870</b>

## County Recorder Fund 0024 — Cost Center 5657 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Vital Records Improvement Fund (Fund Number 0024)</b>			
FY 2008 Approved Budget	—	\$ 77,772	\$ 110,000
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 77,772	\$ 110,000
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>—</b>	<b>\$ 77,772</b>	<b>\$ 110,000</b>

## County Recorder Fund 0026 — Cost Center 5658 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Recorders Modernization Fund (Fund Number 0026)</b>			
FY 2008 Approved Budget	—	\$ 3,648,895	\$ 2,508,600
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—



## County Recorder Fund 0026 — Cost Center 5658

### Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	389,383	—
Other Required Adjustments	—	(265,000)	—
Subtotal (Current Level Budget)	—	\$ 3,773,278	\$ 2,508,600
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Data Processing Adjustment	—	(547)	—
Transfer from Fund 0026 to General Fund for Increased Staff Cost	—	88,296	—
Decision Packages			
1. Clerk-Recorder Projects Funded by Records Modernization Fund	—	298,000	—
This action budgets numerous projects that are all paid for out of the Clerk-Recorder's Modernization Fund with no impact to the General Fund:			
a. PC Workstation Replacement: \$45,000			
b. Server/network Infrastructure Upgrade: \$45,000			
c. Disaster Recovery: \$58,000			
d. Security Camera Replacement and Relocation: \$10,000			
e. Electronic Queuing System: \$45,000			
f. Label Printer-Recording: \$14,000			
g. Automatic Mail Opener: \$5,000			
h. Map Scanner/Printer Replacement: \$30,000			
i. Furniture Replacement Plan: \$6,000			
j. Office Space Reconfiguration: \$40,000			
Subtotal (Recommended Changes)	—	\$ 385,749	\$ —
<b>Total Recommendation</b>	—	\$ 4,159,027	\$ 2,508,600

## County Recorder Fund 0027 — Cost Center 5659

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Recorders Document Storage Fund (Fund Number 0027)</b>			
FY 2008 Approved Budget	—	\$ 1,226,570	\$ 500,000
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	28,463	—
Other Required Adjustments	—	(5,000)	—
Subtotal (Current Level Budget)	—	\$ 1,250,033	\$ 500,000
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			



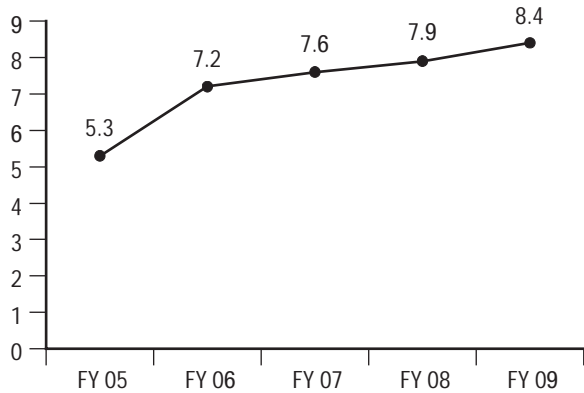
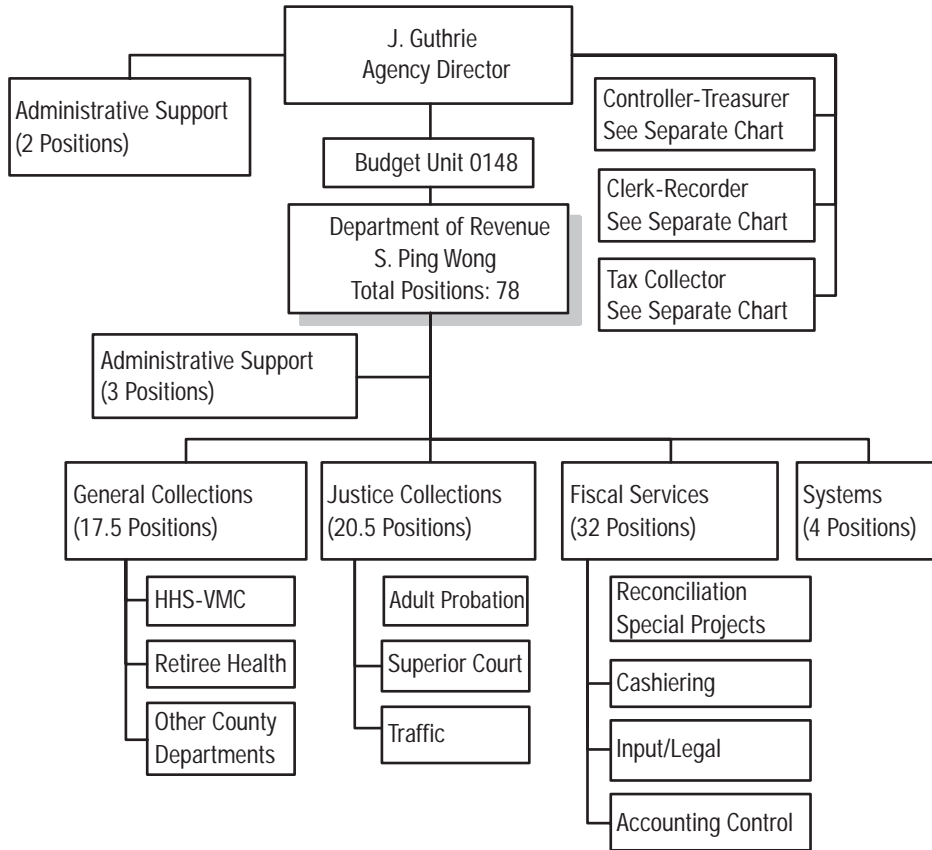


**County Recorder Fund 0027 — Cost Center 5659**  
**Major Changes to the Budget**

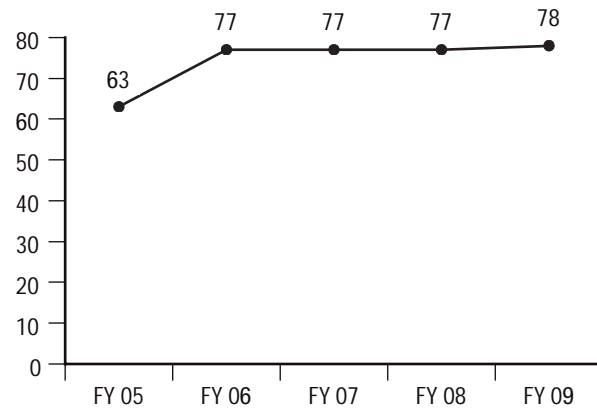
	Positions	Appropriations	Revenues
<b>Decision Packages</b>			
1. Book Restoration	—	90,000	—
To ensure integrity of original records, these archival books must be restored before they deteriorate to the point that restoration cannot be successfully completed.			
Subtotal (Recommended Changes)	—	\$ 90,000	\$ —
<b>Total Recommendation</b>	—	\$ 1,340,033	\$ 500,000



# Department of Revenue



Gross Appropriation Trend



Staffing Trend



## Public Purpose

- Maximize revenue collection to support services for County residents

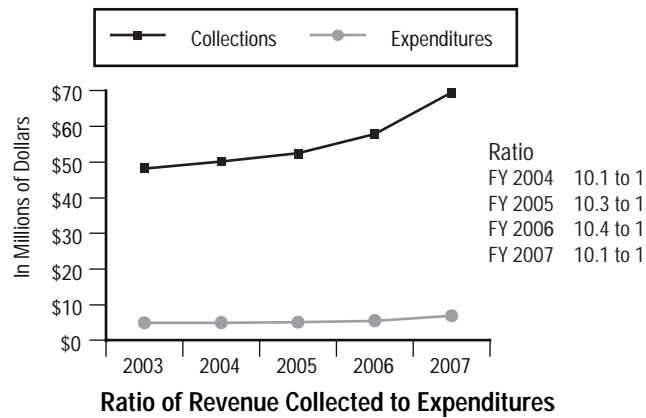


Section 1: Finance and Government

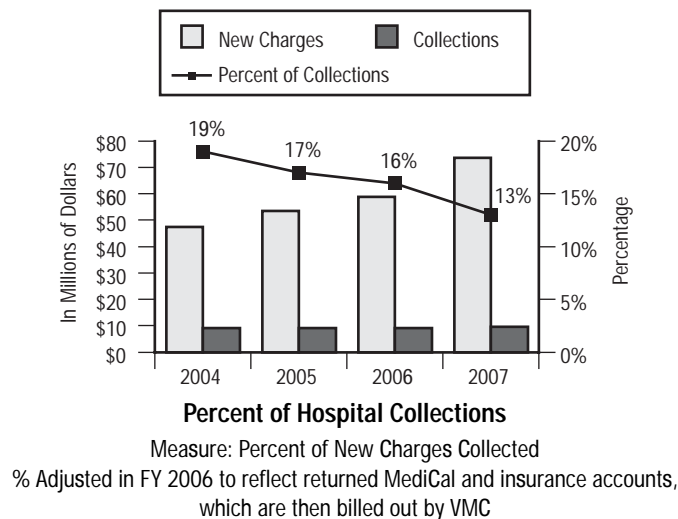
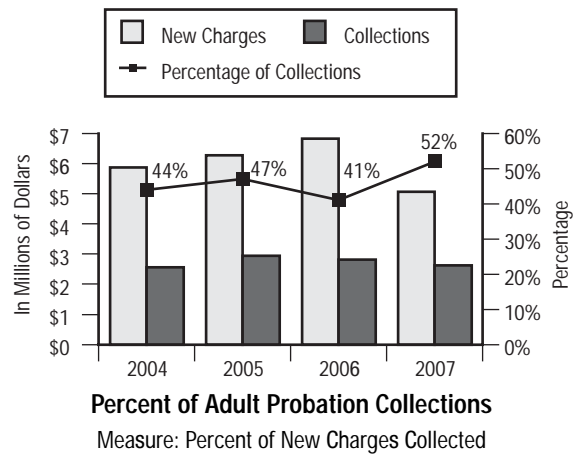
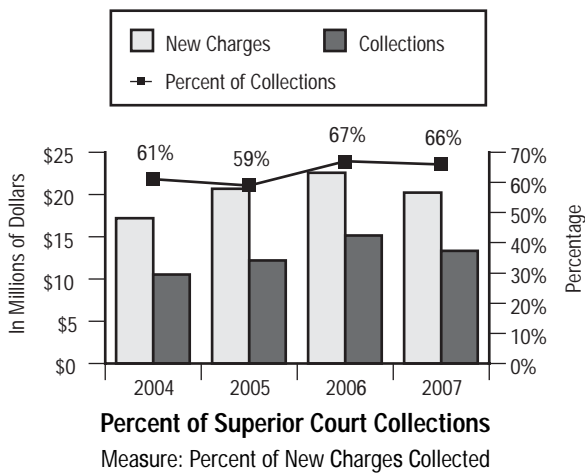


## Desired Results

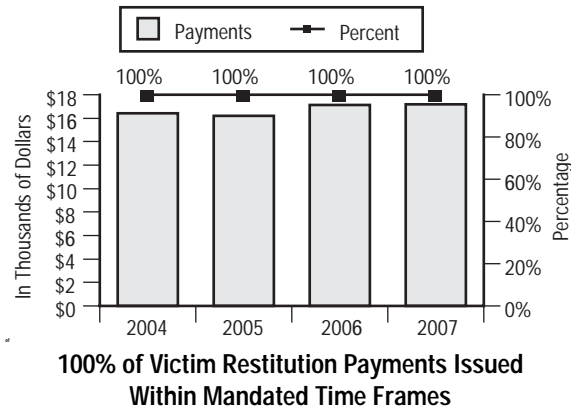
**Cost efficiency** which is achieved by keeping expenditures for personnel, supplies, and equipment to a minimum while optimizing revenue collection.



**A high collection rate** which is achieved through optimum use of staff and technology resources and accurate and timely communication with debtors.



Clients receive payment in a timely manner in compliance with State regulations, through the effective use of technology.



## Description of Major Services

### General

The Department of Revenue (DOR) is the County's central collections agency for both current and delinquent account collections and provides professional collection services using collection enforcement techniques comparable to those used in the private sector.

DOR seeks to collect debt owed to the County that is the legal responsibility of specific individuals and/or entities. The collections positively impact funding for numerous County agencies and departments, as well as several outside government entities. As such, this revenue supports many critical and valuable services to residents of Santa Clara County. In FY 2007, DOR total collections exceeded \$69 million. The ratio of revenue collected to total expense was 10.1 to 1.

County Controller-Treasurer policy requires that delinquent debt accounts in departments across the County organization be referred to DOR unless exempted by the Controller-Treasurer, e.g., Tax Collector and Social Services Agency. Also, in accordance with SB 940, effective January 2004, all counties must provide a collection program for court-ordered debt. Under the auspices of SB 940, DOR qualifies as a Comprehensive Collection Program (CCP) and is the designated collector of delinquent court-ordered debt for Santa Clara County. Penal Code Section 1463.007 allows recovery of costs for the

collection of delinquent court-ordered debt under this program, to be offset against collected fines, penalties and fees.

### Collections Divisions — General and Justice:

Revenue Collection Officers and Clerks assist debtors by explaining new accounts and consolidating bills for individual clients, interviewing to determine ability to pay, negotiation of payment arrangements, establishing payment plans, verifying eligibility for local Federal and State aid programs, and explaining legal obligations and possible legal penalties for non-payment. They use a variety of sources to determine a debtor's whereabouts, employment, earnings, property, liabilities, assets and ability to pay, and they recommend disposition of accounts when collection of the account cannot be realized. The Collections Divisions are responsible for researching probate and lien accounts, filing Small Claims actions and coordinating lawsuits with County Counsel. Collection activity also includes attachment of wages and bank accounts, interception of tax returns, recordation of Reimbursement Agreements and return of delinquent accounts to the Court for Order to Show Cause or referral to civil collection processes.

**Fiscal Services:** Receives and posts payments; creates new accounts; processes adjustments, payments and refunds; issues payments to victims of crime; prepares documents for Small Claims Court; researches bankruptcy accounts; provides accounting and

reconciliation of all monies collected; distributes collection revenues to appropriate funds and entities, and prepares cost allocation plans.

**Systems Division:** Maintains the department's data systems, network, workstations, and web site; processes automated payment interfaces; issues monthly billing statements and delinquent notices, develops new system solutions to enhance production and efficiency capability and in response to legislative changes regarding fines, fees, new mandates and programs; resolves processing problems; oversees security and HIPAA requirements.

## Emerging Issues

**Traffic Revenue Stabilizes:** After three years in operation, the new Traffic Collections program at DOR is beginning to stabilize as the revenue stream fills, and as

we work through a large backlog that extends back to 1995. Delinquent justice collections generally require about five years to fully stabilize, considering the lengthy processes required for delinquent debt collection and the posting priorities imposed by law (fees, which are often discretionary revenue, must be posted last).

Traffic Civil Assessment (CA) continues to be a productive program for both the County and the Court. The revenue generated as a result of this program is split by the two parties, and the Court is considering this revenue as a potential source of funds for a new Court facility.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Administration/Support	No	Required	ITEC Funding for IT Infrastructure Replacement	▲
General Collections	No	Mandated/ Non-Mandated	Revenue from the collection of delinquent professional fees for VMC	▲
Justice Collections (APD-Court-Traffic)	No	Mandated/ Non-Mandated		■
Accounting	No	Mandated/ Non-Mandated		■
Cashiering	No	Mandated/ Non-Mandated		■
Input/Support	No	Mandated/ Non-Mandated		■
Accounting Control	No	Mandated/ Non-Mandated		■
Information Systems	No	Mandated/ Non-Mandated		■

Note: All functions except General Collections are both Mandated and Non-Mandated. Each have been separated due to the Comprehensive Collection Program, which is cost-recoverd per SB 940 and PC 1463.007.

Impact on Current Level of Service:

□ = Eliminated ▼ = Reduced ◻ = Modified ▲ = Enhanced ■ = No Change

## County Executive's Recommendation

### ▲ General Collections

**Recognize New Revenue from the Collection of Delinquent Professional Fees for VMC:** In FY 2006, following a competitive RFP process, the Department of Revenue was selected to provide the collection of delinquent Professional Fees (ProFees) for Santa Clara Valley Medical Center. Professional fees are for services performed by external health service providers for SCVMC. SCVMC pays the external service providers first, and then collects from the patient. If customers don't pay SCVMC for these services, the debt is then given to the Department of Revenue for collection.

**Service Impact:** In FY 2009, the revenue stream will reach full capacity and can be budgeted as ongoing. These are VMC revenues, but DOR gains a commission percentage of 17% on collections. The service charge fee is new discretionary revenue to the Department of Revenue.

**Total Ongoing Revenue: \$30,000**

### ▲ Administration/Support

**ITEC Funding for Information Technology Infrastructure Replacement:** Fund three production printers and memory upgrades for 95 workstations.

The department relies on commercial grade impact printers to print multi-layer forms. The existing printers are at the end of their life cycle and prone to failure. All 95 workstations in the Department of Revenue require more memory to facilitate an upgrade to MicroSoft Office 2007. Since existing computers are only one year old, this is the most cost effective method to implement the current version of MS Office.

**Service Impact:** New and reliable production printers will mean less down time for mailing. The MS Office upgrade is necessary since the department is currently using an outdated and unsupported office suite.

**Total One-Time Cost: \$51,910**

### Department Of Revenue — Budget Unit 148 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
2148	Revenue Fund 0001	\$ 6,909,937	\$ 7,853,253	\$ 7,895,624	\$ 8,382,549	\$ 529,296	6.7%
<b>Total Net Expenditures</b>		\$ 6,909,937	\$ 7,853,253	\$ 7,895,624	\$ 8,382,549	\$ 529,296	6.7%

### Department Of Revenue — Budget Unit 148 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
2148	Revenue Fund 0001	\$ 6,909,937	\$ 7,853,253	\$ 7,895,624	\$ 8,382,549	\$ 529,296	6.7%
<b>Total Gross Expenditures</b>		\$ 6,909,937	\$ 7,853,253	\$ 7,895,624	\$ 8,382,549	\$ 529,296	6.7%



## Department Of Revenue — Budget Unit 148 Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 5,792,081	\$ 6,632,529	\$ 6,674,900	\$ 7,070,812	\$ 438,283	6.6%
Services And Supplies	1,117,856	1,220,724	1,220,724	1,311,737	91,013	7.5%
<b>Subtotal Expenditures</b>	<b>6,909,937</b>	<b>7,853,253</b>	<b>7,895,624</b>	<b>8,382,549</b>	<b>529,296</b>	<b>6.7%</b>
<b>Total Net Expenditures</b>	<b>6,909,937</b>	<b>7,853,253</b>	<b>7,895,624</b>	<b>8,382,549</b>	<b>529,296</b>	<b>6.7%</b>

## Department Of Revenue — Budget Unit 148 Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
2148	Revenue Fund 0001	\$ 9,846,388	\$ 9,283,760	\$ 9,326,131	\$ 8,941,123	\$ (342,637)	-3.7%
	<b>Total Revenues</b>	<b>\$ 9,846,388</b>	<b>\$ 9,283,760</b>	<b>\$ 9,326,131</b>	<b>\$ 8,941,123</b>	<b>\$ (342,637)</b>	<b>-3.7%</b>

## Revenue Fund 0001 — Cost Center 2148 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	77.0	\$ 7,853,253	\$ 9,283,760
Board Approved Adjustments During FY 2008	1.0	42,371	42,371
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	395,912	—
Internal Service Fund Adjustments	—	23,523	—
Other Required Adjustments	—	—	(415,008)
Subtotal (Current Level Budget)	78.0	\$ 8,315,059	\$ 8,911,123
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Data Processing Adjustment	—	15,853	—
FY 2009 Phone Rate Adjustment	—	(273)	—
Decision Packages			
1. Recognize New Revenue from SCVMC ProFee Service Charge	—	—	30,000
Professional fees are for services performed for SCVMC by external health service providers. If SCVMC customers don't pay for these services, the debt is given to the Department of Revenue for collection, which charges 17% on collections. The revenue from this service has steadily grown, and initial programming fees have been recovered.			
2. IT Infrastructure Replacement	—	51,910	—
This action budgets ITEC funding for IT Replacement Infrastructure equipment to include workstations, monitors and printers.			
Subtotal (Recommended Changes)	—	\$ 67,490	\$ 30,000
<b>Total Recommendation</b>	<b>78.0</b>	<b>\$ 8,382,549</b>	<b>\$ 8,941,123</b>





# Section 2: Public Safety and Justice

Section 2: Public Safety and Justice



# Public Safety and Justice

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## 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.



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## 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 202, 203

Department of Correction  
Budget Units 235, 240

Public Defender  
Budget Unit 204

Probation Department  
Budget Unit 246

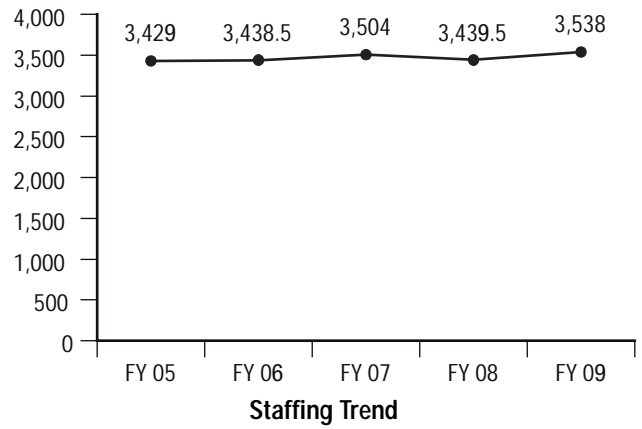
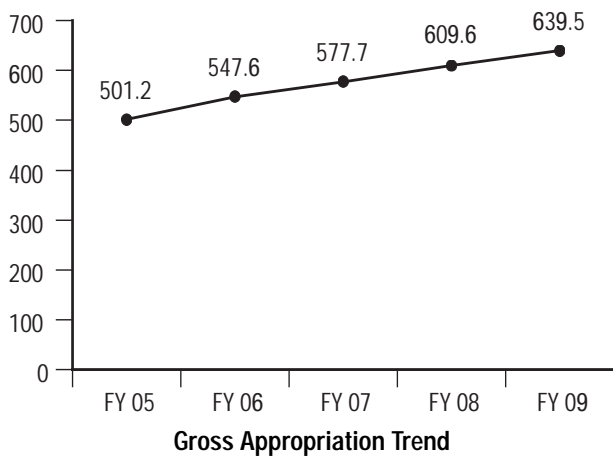
Office of Pretrial Services  
Budget Unit 210

Medical Examiner-Coroner  
Budget Unit 293

Office of the Sheriff  
Budget Unit 230

Criminal Justice System-Wide Costs  
Budget Unit 217

Section 2: Public Safety and Justice



## Net Expenditures By Department

BU	Department Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
202	District Attorney Department	\$ 73,280,415	\$ 73,680,895	\$ 74,542,890	\$ 79,569,061	\$ 5,888,167	8.0%
203	District Attorney Crime Laboratory	7,289,499	8,111,746	8,424,537	9,045,436	933,690	11.5%
204	Public Defender	39,795,320	39,680,180	40,193,782	44,538,051	4,857,871	12.2%
210	Office Of Pretrial Services	5,195,356	5,856,281	5,856,281	6,054,924	198,643	3.4%
217	Criminal Justice Support	53,810,674	54,246,501	54,246,501	47,117,677	(7,128,824)	-13.1%
230	Sheriff's Department	105,519,509	111,951,497	115,752,225	119,171,224	7,219,727	6.4%
235	Sheriff's Doc Contract	96,563,893	97,236,426	97,661,081	103,333,755	6,097,329	6.3%
240	Department Of Correction	66,283,627	78,801,501	73,697,781	78,379,610	(421,891)	-0.5%
246	Probation Department	111,862,973	109,969,953	113,827,100	124,039,166	14,069,213	12.8%
293	Med Exam-Coroner Fund 0001	3,030,740	3,272,029	3,272,029	3,413,315	141,286	4.3%
<b>Total Net Expenditures</b>		<b>\$ 562,632,005</b>	<b>\$ 582,807,009</b>	<b>\$ 587,474,206</b>	<b>\$ 614,662,219</b>	<b>\$ 31,855,211</b>	<b>5.5%</b>

## Gross Expenditures By Department

BU	Department Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
202	District Attorney Department	\$ 86,350,660	\$ 91,293,951	\$ 92,841,317	\$ 97,999,242	\$ 6,705,292	7.3%
203	District Attorney Crime Laboratory	7,471,819	8,284,690	8,597,481	9,225,436	940,746	11.4%
204	Public Defender	40,109,357	40,001,803	40,515,405	44,871,464	4,869,661	12.2%
210	Office Of Pretrial Services	5,351,392	5,856,281	5,856,281	6,054,924	198,643	3.4%
217	Criminal Justice Support	53,810,674	54,246,501	54,246,501	47,117,677	(7,128,824)	-13.1%
230	Sheriff's Department	107,399,200	117,151,392	121,831,297	124,521,117	7,369,725	6.3%
235	Sheriff's Doc Contract	96,563,893	97,236,426	97,661,081	103,333,755	6,097,329	6.3%
240	Department Of Correction	69,300,821	81,905,693	76,673,027	78,528,110	(3,377,583)	-4.1%
246	Probation Department	112,335,715	110,320,728	114,119,279	124,448,537	14,127,809	12.8%
293	Med Exam-Coroner Fund 0001	3,030,740	3,272,029	3,272,029	3,413,315	141,286	4.3%
<b>Total Gross Expenditures</b>		<b>\$ 581,724,270</b>	<b>\$ 609,569,494</b>	<b>\$ 615,613,697</b>	<b>\$ 639,513,577</b>	<b>\$ 29,944,084</b>	<b>4.9%</b>

## Revenues By Department

BU	Department Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
202	District Attorney Department	\$ 10,917,678	\$ 11,694,351	\$ 12,388,610	\$ 12,032,120	\$ 337,770	2.9%
203	District Attorney Crime Laboratory	3,472,304	3,579,195	3,800,604	4,280,228	701,033	19.6%
204	Public Defender	676,522	968,329	968,329	968,329	—	—
210	Office Of Pretrial Services	574,751	539,743	539,743	499,711	(40,032)	-7.4%
217	Criminal Justice Support	167,236,531	186,119,011	193,619,011	184,404,404	(1,714,607)	-0.9%
230	Sheriff's Department	49,200,717	54,741,109	57,288,906	57,618,205	2,877,096	5.3%

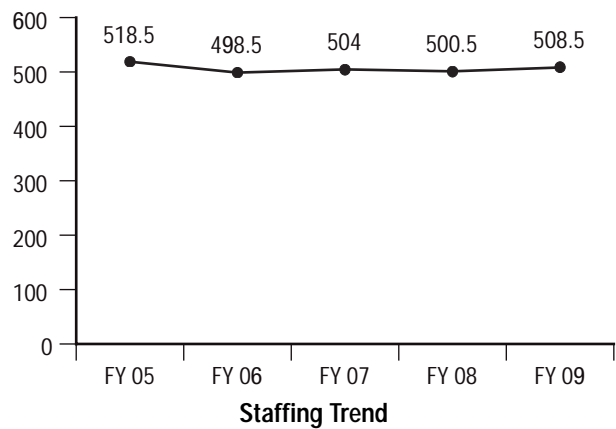
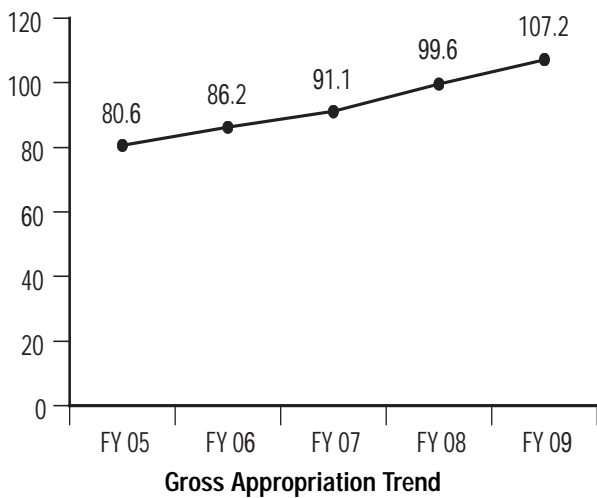
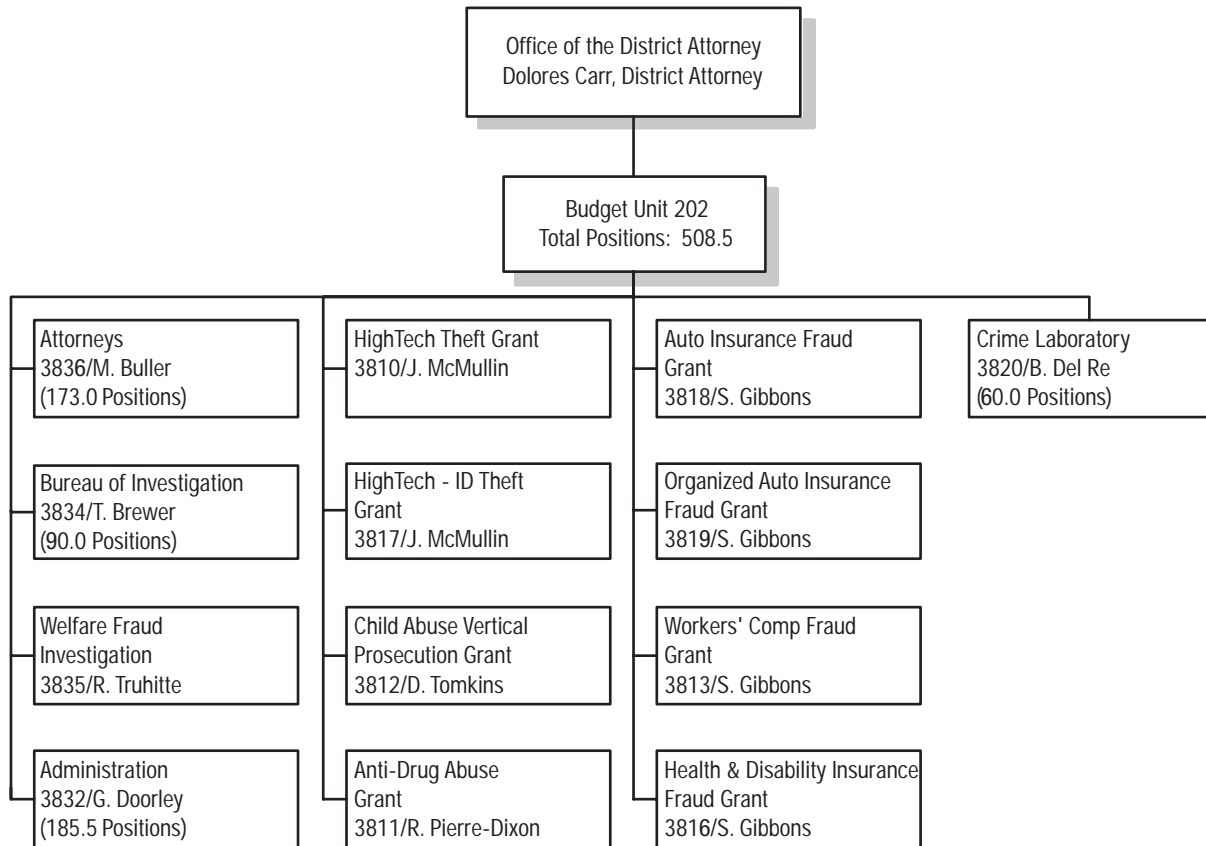


## Revenues By Department

BU	Department Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
235	Sheriff's Doc Contract	—	—	—	—	—	—
240	Department Of Correction	15,751,630	23,814,200	16,538,855	19,662,385	(4,151,815)	-17.4%
246	Probation Department	39,106,580	35,860,387	36,686,983	36,931,490	1,071,103	3.0%
293	Med Exam-Coroner Fund 0001	217,464	225,937	225,937	225,937	—	—
<b>Total Revenues</b>		<b>\$ 287,154,177</b>	<b>\$ 317,542,262</b>	<b>\$ 322,056,978</b>	<b>\$ 316,622,809</b>	<b>\$ (919,452)</b>	<b>-0.3%</b>



# Office of the District Attorney



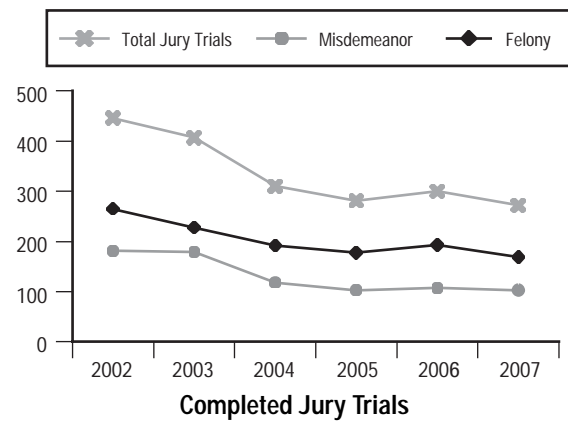
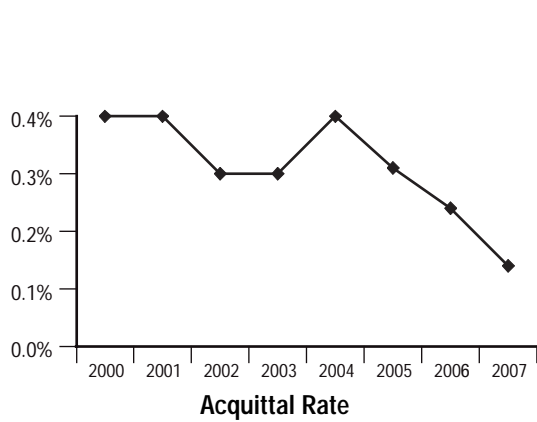
## Public Purpose

- Constitutional Rule of Law Upheld
- Public Safety

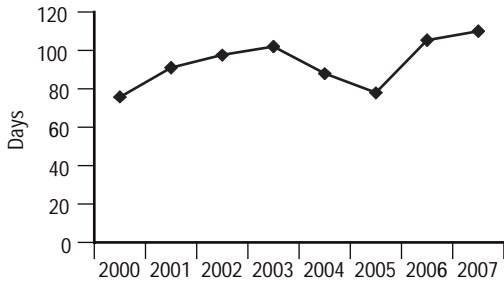


## Desired Results

**Just Punishment** will ensure that the public will be protected from future danger while preserving respect for law.

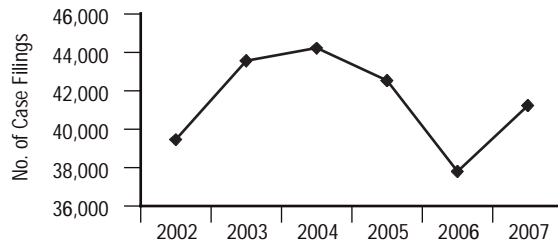


**Just Punishment (continued)**



**Duration of Case in Superior Court**

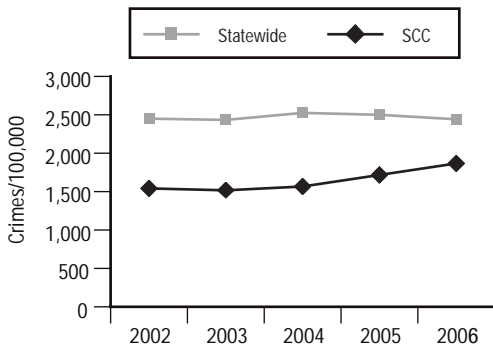
Felonies: Average days from arraignment on indictment/information to determination of guilt or innocence



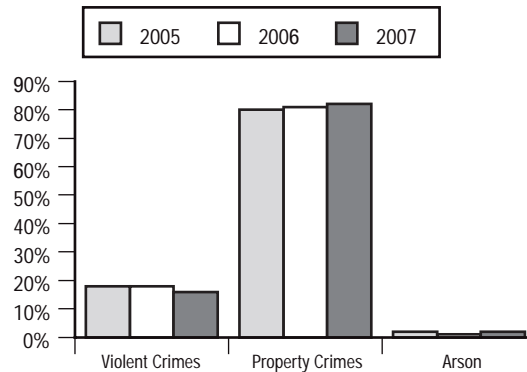
**Number of Case Filings**

Case review measures the number of cases submitted by law enforcement agencies for review by the DA. The DA determines what, if any, crime occurred; who is legally responsible; and if there is sufficient admissible evidence to convince a jury beyond a reasonable doubt as to each suspects' guilt.

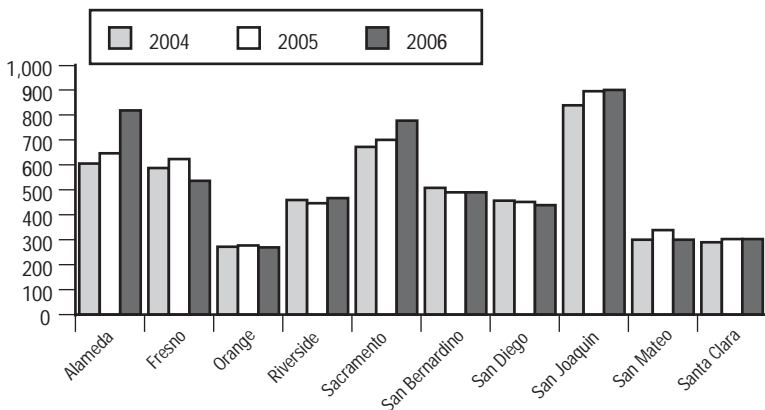
**Crime Prevention** is a central goal of society, the law and justice community, and the District Attorney.



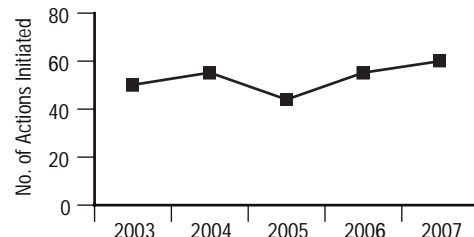
**Crime Rate (Crimes/100,000 Population)**



**Crimes by Type**



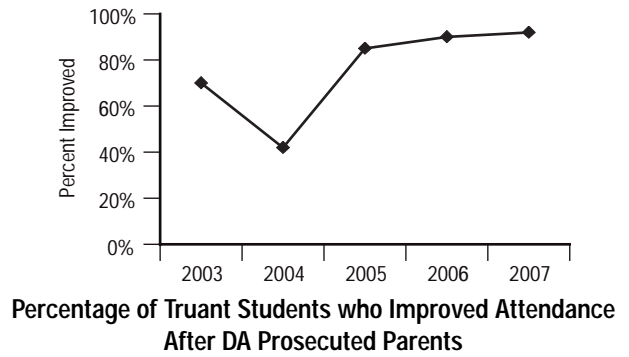
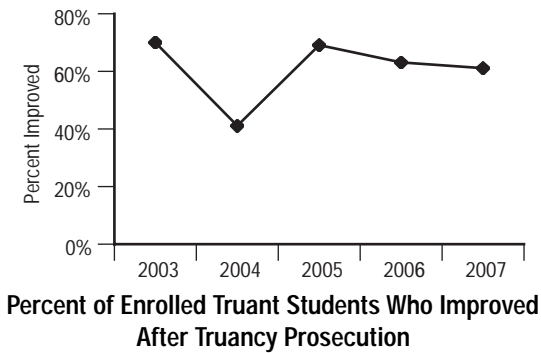
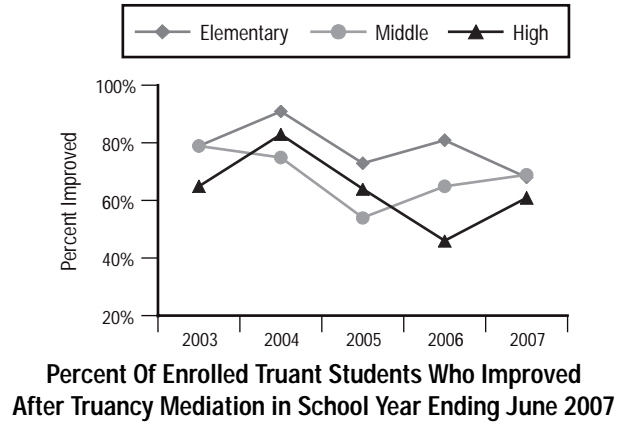
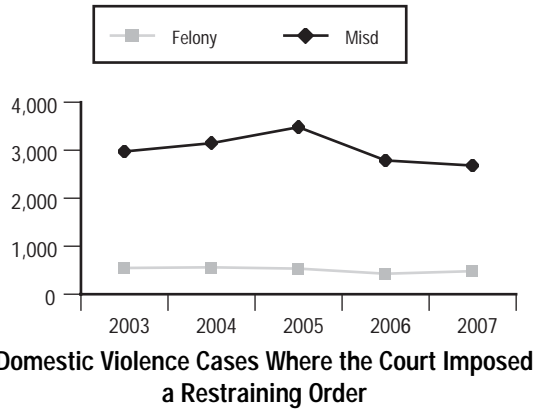
**2006 Violent Crime Rate in Santa Clara and Similar Counties per 100,000 Population**



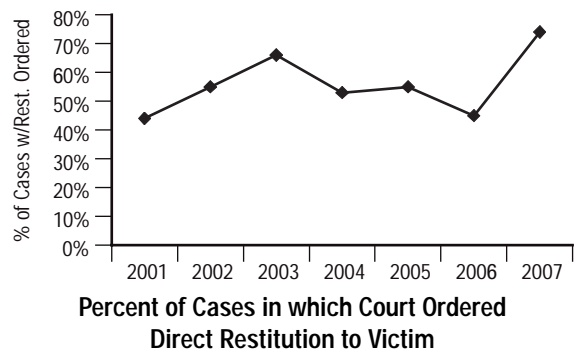
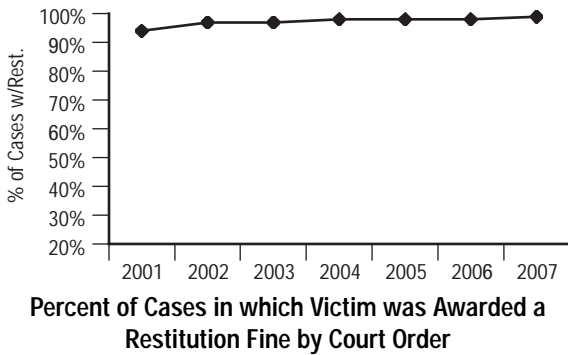
**Community Prosecution — Number of Code Enforcement Actions**





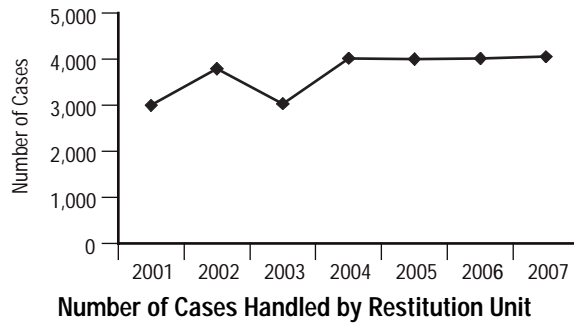


**Victim Restitution Orders Obtained.** To compensate victims for economic losses.

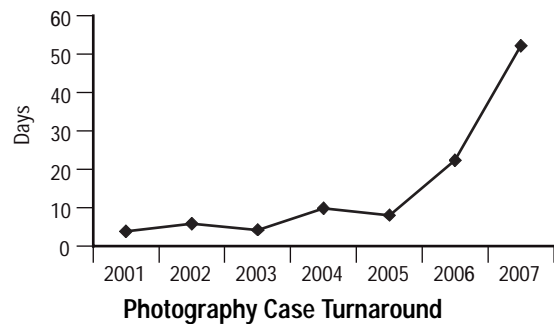
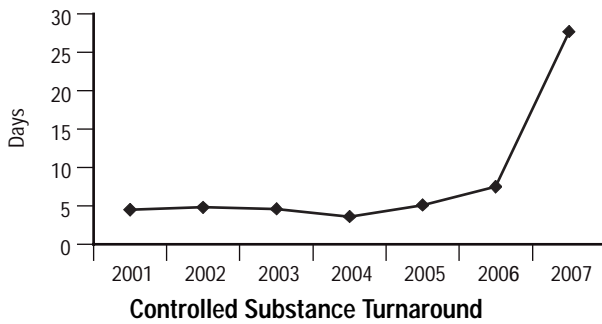
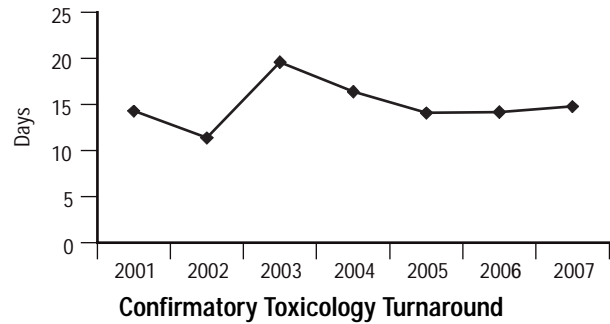
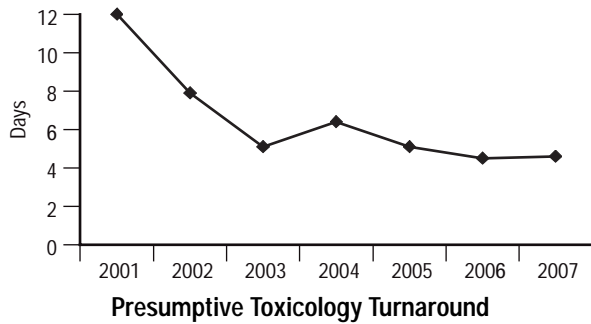
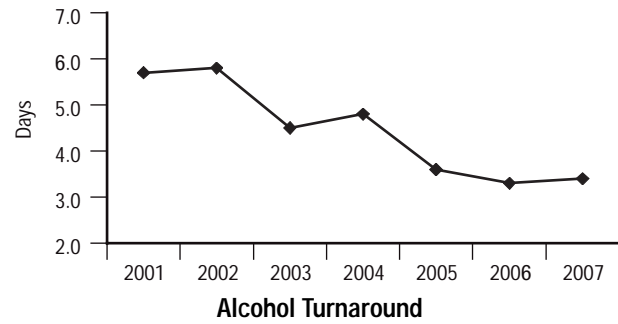
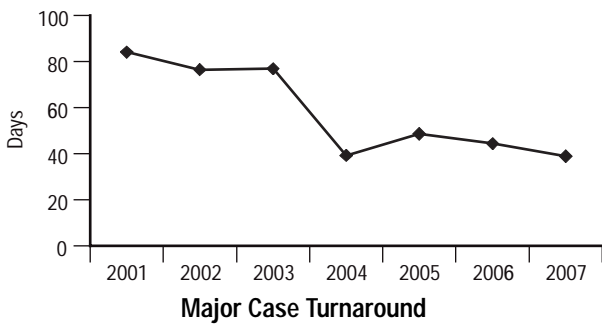


(Note: significant increase results from collection methodology change from state report, which was missing significant data, to County level data tabulation.).





**Timely and Accurate Analysis of Physical Evidence (from law enforcement’s drop-off of evidence to results returned to law enforcement).** To enable the criminal justice system to work swiftly to identify and prove the guilt or innocence of suspected offenders.



Note: dramatic increase due to vacancies and instrument problems. Many issues have been corrected for 2008 and improvement is anticipated.



## Description of Major Services

**Criminal Prosecution** The District Attorney discharges her 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 the County 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, and 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 Child Abuser Vertical Prosecution Unit** targets the most serious of child sexual assault cases. Two experienced prosecutors and a part-time paralegal are assigned to the unit. They focus on cases where the victim is under the age of 14 and the assault involves the actual use of force, violence, menace, fear or duress. Because of the young age of the victims, the prosecutors focus on moving the cases through the judicial system in a timely fashion and providing services to the victims of these horrific molestation crimes.

**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.

**Consumer Mediation Services.** The mediation staff, many of them volunteers, are 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 do not act as an advocate for either party and cannot force either party to 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 Public Assistance 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 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 suffers a loss from criminal activity, is entitled to a restitution order. These losses can include, but are not limited to, medical expenses, funeral expenses, mental health counseling, lost wages or profits, and relocation expenses. The process of obtaining restitution can be complex and time consuming. To assist in this process, the office has a Restitution Unit which 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.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Administration and Support	Yes	Required	Improved internal support services.	▣
Crime Lab Administration and Support	Yes	Required	Crime Lab equipment and supplies.	▲
Crime Lab Forensic Biology	Yes	Non-Mandated	Enhanced Criminalist staff funded with outside fees.	▲
Information Technology	Yes	Non-Mandated	Operational efficiencies.	▲
Restitution Services	No	Mandated	New Paralegal staff to provide enhanced level of service to crime victims.	▲
AIDS Litigation	Yes	Mandated		■
Anti-Drug Abuse Enforcement	No	Mandated		■
Asset Forfeiture	No	Mandated		■
Bureau of Investigation	Yes	Mandated		■
Burglary, Assault, Theft	Yes	Mandated		■
Career Criminal	Yes	Mandated		■
Child Sexual Assault Vertical Prosecution	No	Mandated		■
Cold Case Investigation & Prosecution	Yes	Mandated		■
Complaint Unit	Yes	Mandated		■
Consumer Mediation	Yes	Non-Mandated		■
Consumer Protection	Yes	Mandated		■
DNA Collection Compliance	Yes	Mandated		■
Drug Treatment Court Services	Yes	Mandated		■
Elder Fraud	Yes	Mandated		■
Environmental Crimes	Yes	Mandated		■
Family Violence	Yes	Mandated		■
Forensic Mental Issues	Yes	Mandated		■
Gangs	Yes	Mandated		■
Government Integrity	Yes	Mandated		■
High Tech Crimes	Yes	Mandated		■
Insurance Fraud	No	Mandated		■
Juvenile Dependency Representation	Yes	Non-Mandated		■
Juvenile Wards	Yes	Mandated		■
Life Sentence Hearings	Yes	Mandated		■
Major Cases	Yes	Mandated		■
Major Fraud	Yes	Mandated		■
Misdemeanor Prosecution	Yes	Mandated		■
Motions, Writs and Appeals	Yes	Mandated		■
Narcotics	Yes	Mandated		■

Impact on Current Level of Service:

□ = Eliminated ▼ = Reduced ▣ = Modified ▲ = Enhanced ■ = No Change



Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
North County Prosecution	Yes	Mandated		■
Preliminary Hearings	Yes	Mandated		■
Probation Violation Calendar	Yes	Mandated		■
Public Assistance Fraud	Yes	Mandated		■
Real Estate Fraud	Yes	Mandated		■
Regional Auto-Theft Task Force	Yes	Mandated		■
Safe Neighborhoods Project	No	Mandated		■
Sex Offender Registration	Yes	Mandated		■
Sexual Assault Team	Yes	Mandated		■
South County Prosecution	Yes	Mandated		■
Truancy Abatement	Yes	Mandated		■
Victim Witness Services	No	Mandated		■
Crime Lab-Toxicology	Yes	Non-Mandated		■
Crime Lab-Chemistry	Yes	Non-Mandated		■
Crime Lab-Latent Prints and Trace	Yes	Non-Mandated		■
Crime Lab-Evidence and Property	Yes	Non-Mandated		■
Crime Lab-Firearms	Yes	Non-Mandated		■
Crime Lab-Quality Assurance	Yes	Non-Mandated		■
Crime Lab-Question Documents	Yes	Non-Mandated		■
Crime Lab-Computer Forensic Lab	Yes	Non-Mandated		■
Crime Lab-Video and Audio Photo	Yes	Non-Mandated		■

Impact on Current Level of Service:  
 = Eliminated    ▼ = Reduced    ▣ = Modified    ▲ = Enhanced    ■ = No Change

## County Executive's Recommendation

### Administration and Support

**Delete 0.5 FTE Office Specialist III (D09) and add 1.0 FTE Office Specialist III (D09):** This action augments existing clerical staff by a net 0.5 FTE. The ongoing cost of this augmentation (\$38,106) is offset by a reduction in ongoing appropriations for services and supplies.

**Service Impact:** Prior year staffing reductions have resulted in increased workloads for existing clerical staff. This action will allow for a minor enhancement of

clerical staffing levels with no net fiscal impact as the department's budget for services and supplies will be reduced concomitantly.

**Positions Added: 0.5**  
**Ongoing Cost: \$0**

### Information Technology

**Information Technology Infrastructure Replacement:** This project will replace aging/obsolete equipment that meets or exceeds the County Information Technology

Replacement criteria. Items in this request may include servers, printers, routers/switches, laptops, and software. This project is recommended by the Information Technology Executive Committee (ITEC).

**Service Impact:** Continued and enhanced service delivery.

**One-time Cost (District Attorney): \$123,100**  
**One-time Cost (Crime Laboratory): \$73,300**

**Information Technology Project - CRIMES.Net:** Allocate one-time and ongoing funds for the second year of a three-year project to replace the Crime Laboratory's laboratory information management system (LIMS) and upgrade the Criminal Records Information Management Exchange System used by the District Attorney's Office, (CRIMES) version 5.0, to CRIMES.Net.

CRIMES started in 1998 as a case management system for adult criminal cases, but has been so successful that components have been added for the management of investigations, juvenile criminal and juvenile dependency cases.

CRIMES.Net is being implemented in phases. Initial funding of \$447,500 was approved in the FY 2008 budget for the design and implementation of a CRIMES.Net module to replace the existing Laboratory Information Management System (LIMS) for the new Crime Laboratory facility.

The second phase of the project will be the upgrade of existing CRIMES version 5.0 modules, beginning with the Adult Criminal and Bureau of Investigation modules, followed by the Juvenile Criminal and Juvenile Dependency modules. The Information Technology Executive Committee (ITEC) has approved this recommendation.

FY 2009 is the second year of a three year project. The estimated cost for FY 2010 is \$567,000. A more detailed description of the project is included in the Three-Year ITEC Technology Plan. This Plan can be accessed at [www.sccgov.org](http://www.sccgov.org).

**Service Impact:** The upgrade to CRIMES.Net is expected to improve staff productivity by using workflow features to maximize case load, case organization and case prioritization. Operational costs will be reduced by eliminating paper copy reproduction

and distribution of case reports and files. Additional operational and support efficiencies are expected as both the Crime Lab and District Attorney case management systems will be on the same platform.

**One-Time Cost: \$805,568**  
**Ongoing Cost: \$83,400**

## ▲ Restitution Services

**Add 1.0 FTE Unclassified Sr. Paralegal/Paralegal (W70/W03) for Victim Restitution Services:** The cost of the position is offset by a transfer of funds from undistributed victim restitution monies that are currently held in a trust fund.

**Service Impact:** Enhanced staffing level will allow for an increased effort to locate victims who may claim restitution monies.

**Background:** The County collects restitution for crime victims pursuant to court order. Victims then make claims for the funding once collected. While the vast majority of restitution funds are successfully provided to victims, some monies go unclaimed because the intended recipients cannot be located. Government Code section 50050 sets forth a process by which restitution funds, which are not distributed after being held for three years, are made available to support victim services.

The cost of the position equates to 64% of the current balance of undistributed victim restitution monies (\$148,269). The position is recommended as unclassified because the funding source is not steady.

**Positions Added: 1.0**  
**One-time Cost: \$95,527**  
**One-time Revenue: \$95,527**

**Add 0.5 FTE Sr. Paralegal/Paralegal (V73/V74) for Victim Services:** The cost of the position is fully offset by grant funds from the State Office of Emergency Services (OES).

This grant is on a two-year funding cycle. The current cycle covers FY 2008 and FY 2009. FY 2008 funding supports one Paralegal position and one Office Specialist position. The approved grant award agreement anticipated an increased level of Paralegal



staffing in the second year of the grant cycle. The department expects to receive substantially similar grant awards from OES in the future.

**Positions Added: 0.5**  
**Ongoing Cost: \$41,051**  
**Ongoing Revenue: \$41,051**

### ▲ Crime Lab Administration and Support

**Allocate One-time Funds from the DNA Identification Fund to Purchase Equipment and Supplies for the New Crime Lab:** DNA Identification Fund monies are to be used for resources that increase DNA testing of criminals. The current balance in this fund is \$496,285. This action would allow the entire balance to be used for equipment and supplies for the new Crime Laboratory in its start-up year.

**Background:** In 2004 Proposition 69 was passed as a statewide ballot initiative requiring increased DNA testing of criminals. A new penalty assessment was established for local agencies to assess and collect DNA. The revenue resulting from this penalty assessment is collected in the DNA Identification Fund and transferred to the General Fund to compensate the County for costs associated with the requirements of the initiative.

Ongoing revenue transferred to the General Fund is budgeted at \$208,916 for FY 2009, and a balance of \$496,285 accumulated in the fund is available to support one-time expenditures.

The Department of Correction and the Probation Department, both of which have responsibilities associated with Proposition 69, have indicated that there are no immediate one-time needs in these departments for the use of these funds.

Using these monies for equipment and supplies necessary for the new Crime Laboratory relieves the General Fund of this expense.

**One-time Cost: \$496,285**  
**One-time Revenue: \$496,285**

### ▲ Crime Lab Forensic Biology

**Add 1.0 FTE Criminalist III/III/I (V67/V68/V69):** This position is necessary to address increases in the volume and complexity of work provided to outside agencies

(city police departments). The ongoing cost of the position is fully offset with revenue from the outside agencies. The Crime Laboratory does not charge other County departments, such as the Sheriff's Office, for forensic analysis.

**Positions Added: 1.0**  
**Ongoing Cost: \$116,689**  
**Ongoing Revenue: \$116,689**

**Allocate One-time Funds for Forensic Services:** Outside (contract) forensic services are required to perform fiber analysis related to a high profile murder investigation. The resources of the Crime Laboratory are not sufficient for the analysis to be performed in-house. At the FY 2008 Midyear Budget Review the Board approved funding of \$99,000 for this service for FY 2008. A second allocation is required for FY 2009, however it is not anticipated that any additional funding will be required after FY 2009.

**One-time Cost: \$99,000**

## District Attorney Department — Budget Unit 202

### Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
3810	HiTech React Grant Fund 0001	\$ 2,020,198	\$ 1,946,743	\$ 1,946,743	\$ 1,882,353	\$ (64,390)	-3.3%
3811	Anti-Drug Abuse Enforcement Prog Fund 0001	315,397	441,251	563,154	563,154	121,903	27.6%
3813	DA - Workers' Comp Fraud Grant Fund 0001	1,380,080	1,396,916	1,622,053	1,622,053	225,137	16.1%
3812	Child Abuser Vertical Prosecution Fund 0001	436,083	436,083	436,083	436,083	—	—
3816	Dis & Health Ins Grant Fund 0001	340,668	450,000	489,332	489,332	39,332	8.7%
3817	DA H Tech Identity Theft Prog Fund 0001	561,903	561,603	561,603	561,603	—	—
3818	DA-Auto Insur Grant Fund 0001	728,996	744,663	705,611	705,611	(39,052)	-5.2%
3819	DA - Urban Grant Fund 0001	977,629	1,032,278	759,749	759,749	(272,529)	-26.4%
3832	Administrative Svcs Fund 0001	18,070,195	18,834,227	19,531,675	20,768,112	1,933,886	10.3%
3834	Legal Spt Svcs Fund 0001	10,666,726	8,455,937	7,696,029	9,008,542	552,605	6.5%
3835	Welfare Fraud Investigations Fund 0001	(2,456,276)	(870,000)	(2,115)	(64,325)	805,675	-92.6%
3836	Attorneys Fund 0001	40,238,816	40,251,194	40,232,973	42,836,794	2,585,600	6.4%
<b>Total Net Expenditures</b>		<b>\$ 73,280,415</b>	<b>\$ 73,680,895</b>	<b>\$ 74,542,890</b>	<b>\$ 79,569,061</b>	<b>\$ 5,888,167</b>	<b>8.0%</b>

## District Attorney Department — Budget Unit 202

### Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
3810	HiTech React Grant Fund 0001	\$ 2,020,198	\$ 1,946,743	\$ 1,946,743	\$ 1,882,353	\$ (64,390)	-3.3%
3811	Anti-Drug Abuse Enforcement Prog Fund 0001	315,397	441,251	563,154	563,154	121,903	27.6%
3813	DA - Workers' Comp Fraud Grant Fund 0001	1,380,080	1,396,916	1,622,053	1,622,053	225,137	16.1%
3812	Child Abuser Vertical Prosecution Fund 0001	436,083	436,083	436,083	436,083	—	—
3816	Dis & Health Ins Grant Fund 0001	340,668	450,000	489,332	489,332	39,332	8.7%
3817	DA H Tech Identity Theft Prog Fund 0001	561,903	561,603	561,603	561,603	—	—
3818	DA-Auto Insur Grant Fund 0001	728,996	744,663	705,611	705,611	(39,052)	-5.2%
3819	DA - Urban Grant Fund 0001	977,629	1,032,278	759,749	759,749	(272,529)	-26.4%
3832	Administrative Svcs Fund 0001	22,024,647	22,614,117	23,131,903	24,491,492	1,877,376	8.3%
3834	Legal Spt Svcs Fund 0001	13,177,377	15,192,266	15,192,266	16,513,381	1,321,115	8.7%
3835	Welfare Fraud Investigations Fund 0001	2,318,035	4,497,071	5,364,956	5,302,746	805,675	17.9%
3836	Attorneys Fund 0001	42,069,647	41,980,960	42,067,864	44,671,685	2,690,725	6.4%
<b>Total Gross Expenditures</b>		<b>\$ 86,350,660</b>	<b>\$ 91,293,951</b>	<b>\$ 92,841,317</b>	<b>\$ 97,999,242</b>	<b>\$ 6,705,292</b>	<b>7.3%</b>



## District Attorney Department — Budget Unit 202

### Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 72,196,799	\$ 73,119,055	\$ 73,510,717	\$ 78,292,244	\$ 5,173,189	7.1%
Services And Supplies	14,099,345	18,174,896	19,228,324	19,706,998	1,532,103	8.4%
Fixed Assets	54,516	—	102,276	—	—	—
<b>Subtotal Expenditures</b>	<b>86,350,660</b>	<b>91,293,951</b>	<b>92,841,317</b>	<b>97,999,242</b>	<b>6,705,292</b>	<b>7.3%</b>
Expenditure Transfers	(13,070,245)	(17,613,056)	(18,298,427)	(18,430,181)	(817,125)	4.6%
<b>Total Net Expenditures</b>	<b>73,280,415</b>	<b>73,680,895</b>	<b>74,542,890</b>	<b>79,569,061</b>	<b>5,888,167</b>	<b>8.0%</b>

## District Attorney Department — Budget Unit 202

### Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
3810	HiTech React Grant Fund 0001	\$ 1,829,453	\$ 2,037,661	\$ 2,037,661	\$ 2,037,661	\$ —	—
3811	Anti-Drug Abuse Enforcement Prog Fund 0001	316,707	315,397	563,154	563,154	247,757	78.6%
3813	DA - Workers' Comp Fraud Grant Fund 0001	1,380,080	1,396,916	1,622,053	1,622,053	225,137	16.1%
3812	Child Abuser Vertical Prosecution Fund 0001	436,083	436,083	436,083	436,083	—	—
3816	Dis & Health Ins Grant Fund 0001	340,668	450,000	489,332	489,332	39,332	8.7%
3817	DA H Tech Identity Theft Prog Fund 0001	563,403	561,603	561,603	561,603	—	—
3818	DA-Auto Insur Grant Fund 0001	728,996	744,663	705,611	705,611	(39,052)	-5.2%
3819	DA - Urban Grant Fund 0001	977,629	1,032,278	759,749	759,749	(272,529)	-26.4%
3832	Administrative Svcs Fund 0001	3,920,266	4,303,749	4,797,363	4,178,944	(124,805)	-2.9%
3834	Legal Spt Svcs Fund 0001	103,848	91,679	91,679	208,994	117,315	128.0%
3835	Welfare Fraud Investigations Fund 0001	409	—	—	—	—	—
3836	Attorneys Fund 0001	320,136	324,322	324,322	468,936	144,614	44.6%
<b>Total Revenues</b>		<b>\$ 10,917,678</b>	<b>\$ 11,694,351</b>	<b>\$ 12,388,610</b>	<b>\$ 12,032,120</b>	<b>\$ 337,770</b>	<b>2.9%</b>

## HiTech React Grant Fund 0001 — Cost Center 3810

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	—	\$ 1,946,743	\$ 2,037,661
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(64,391)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 1,882,352	\$ 2,037,661



### HiTech React Grant Fund 0001 — Cost Center 3810 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Phone Rate Adjustment	—	1	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 1	\$ —
<b>Total Recommendation</b>	—	\$ 1,882,353	\$ 2,037,661

### Anti-Drug Abuse Enforcement Prog Fund 0001 — Cost Center 3811 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	—	\$ 441,251	\$ 315,397
Board Approved Adjustments During FY 2008	—	121,903	247,757
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	132,115	—
Other Required Adjustments	—	(132,115)	—
Subtotal (Current Level Budget)	—	\$ 563,154	\$ 563,154
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 563,154	\$ 563,154

### DA - Workers' Comp Fraud Grant Fund 0001 — Cost Center 3813 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	—	\$ 1,396,916	\$ 1,396,916
Board Approved Adjustments During FY 2008	—	225,137	225,137
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	62,428	—
Other Required Adjustments	—	(62,428)	—
Subtotal (Current Level Budget)	—	\$ 1,622,053	\$ 1,622,053
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 1,622,053	\$ 1,622,053



### Child Abuser Vertical Prosecution Fund 0001 — Cost Center 3812 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	—	\$ 436,083	\$ 436,083
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 436,083	\$ 436,083
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 436,083	\$ 436,083

### Dis & Health Ins Grant Fund 0001 — Cost Center 3816 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	—	\$ 450,000	\$ 450,000
Board Approved Adjustments During FY 2008	—	39,332	39,332
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	3,593	—
Other Required Adjustments	—	(3,593)	—
Subtotal (Current Level Budget)	—	\$ 489,332	\$ 489,332
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 489,332	\$ 489,332

### DA H Tech Identity Theft Prog Fund 0001 — Cost Center 3817 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	—	\$ 561,603	\$ 561,603
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 561,603	\$ 561,603



**DA H Tech Identity Theft Prog Fund 0001 — Cost Center 3817**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 561,603	\$ 561,603

**DA-Auto Insur Grant Fund 0001 — Cost Center 3818**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	—	\$ 744,663	\$ 744,663
Board Approved Adjustments During FY 2008	—	(39,052)	(39,052)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(83,966)	—
Other Required Adjustments	—	83,966	—
Subtotal (Current Level Budget)	—	\$ 705,611	\$ 705,611
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 705,611	\$ 705,611

**DA - Urban Grant Fund 0001 — Cost Center 3819**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	—	\$ 1,032,278	\$ 1,032,278
Board Approved Adjustments During FY 2008	—	(272,529)	(272,529)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(275,152)	—
Other Required Adjustments	—	275,152	—
Subtotal (Current Level Budget)	—	\$ 759,749	\$ 759,749
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 759,749	\$ 759,749



## Administrative Svcs Fund 0001 — Cost Center 3832

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	179.5	\$ 18,834,227	\$ 4,303,749
Board Approved Adjustments During FY 2008	4.0	697,448	493,614
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	645,040	—
Internal Service Fund Adjustments	—	84,393	647,806
Other Required Adjustments	—	(642,284)	(1,402,803)
Subtotal (Current Level Budget)	183.5	\$ 19,618,824	\$ 4,042,366
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Transfer Victim Restitution Unclaimed Funds to the General Fund	—	—	95,527
FY 2009 Data Processing Adjustment	—	1,056	—
FY 2009 Phone Rate Adjustment	—	(414)	—
Decision Packages			
1. Victim Restitution Services	1.0	95,527	—
Add 1.0 FTE Unclassified Sr. Paralegal/Paralegal (W70/W03) to assist with victim restitution services. The cost of the position is offset by a transfer of funds from undistributed victim restitution monies that are currently held in a trust fund. The cost of the position equates to 65% of the current balance of victim restitution monies that have not been distributed within a 3-year time frame. The position is recommended as unclassified because the funding source is not steady.			
2. State Victim Services Grant	0.5	41,051	41,051
Add 0.5 FTE Sr. Paralegal/Paralegal (V73/V74) for victim services. The cost of the position is fully offset by grant funds from the State Office of Emergency Services. The position is recommended as a classified (ongoing) position as grant funding is expected in an amount sufficient to support this position for several years.			
3. Augment Clerical Staff	0.5	—	—
Delete 0.5 FTE Office Specialist III (D09) and add back 1.0 FTE Office Specialist III (D09), augmenting existing clerical staff by a net 0.5 FTE. The ongoing cost of this augmentation (\$38,106) is offset by a reduction in ongoing appropriations for services and supplies.			
4. Allocate Funding for Information Technology Project	—	888,968	—
Allocate one-time funding in the amount of \$805,568 and ongoing funding in the amount of \$83,400 for the information technology project - CRIMES.Net.			
5. Allocate One-time Funds for Technology Project	—	123,100	—
Allocate one-time funds in the amount of \$123,100 for IT Infrastructure Replacement Project.			
Subtotal (Recommended Changes)	2.0	\$ 1,149,288	\$ 136,578
<b>Total Recommendation</b>	<b>185.5</b>	<b>\$ 20,768,112</b>	<b>\$ 4,178,944</b>

## Legal Spt Svcs Fund 0001 — Cost Center 3834

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	90.0	\$ 8,455,937	\$ 91,679
Board Approved Adjustments During FY 2008	—	(759,908)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	1,339,596	—
Internal Service Fund Adjustments	—	(786,991)	117,315
Other Required Adjustments	—	759,908	—
Subtotal (Current Level Budget)	90.0	\$ 9,008,542	\$ 208,994



### Legal Spt Svcs Fund 0001 — Cost Center 3834 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	90.0	\$ 9,008,542	\$ 208,994

### Welfare Fraud Investigations Fund 0001 — Cost Center 3835 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	—	\$ (870,000)	\$ —
Board Approved Adjustments During FY 2008	—	867,885	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	805,675	—
Other Required Adjustments	—	(867,885)	—
Subtotal (Current Level Budget)	—	\$ (64,325)	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ (64,325)	\$ —

### Attorneys Fund 0001 — Cost Center 3836 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	172.0	\$ 40,251,194	\$ 324,322
Board Approved Adjustments During FY 2008	1.0	(18,221)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	2,622,207	—
Internal Service Fund Adjustments	—	(123,511)	144,614
Other Required Adjustments	—	105,125	—
Subtotal (Current Level Budget)	173.0	\$ 42,836,794	\$ 468,936
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	173.0	\$ 42,836,794	\$ 468,936





### District Attorney Crime Laboratory — Budget Unit 203 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
3820	Laboratory Of Criminalistics Fund 0001	\$ 7,289,499	\$ 8,111,746	\$ 8,424,537	\$ 9,045,436	\$ 933,690	11.5%
<b>Total Net Expenditures</b>		\$ 7,289,499	\$ 8,111,746	\$ 8,424,537	\$ 9,045,436	\$ 933,690	11.5%

### District Attorney Crime Laboratory — Budget Unit 203 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
3820	Laboratory Of Criminalistics Fund 0001	\$ 7,471,819	\$ 8,284,690	\$ 8,597,481	\$ 9,225,436	\$ 940,746	11.4%
<b>Total Gross Expenditures</b>		\$ 7,471,819	\$ 8,284,690	\$ 8,597,481	\$ 9,225,436	\$ 940,746	11.4%

### District Attorney Crime Laboratory — Budget Unit 203 Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 6,259,161	\$ 6,839,923	\$ 6,839,923	\$ 7,483,766	\$ 643,843	9.4%
Services And Supplies	1,157,380	1,444,767	1,757,558	1,741,670	296,903	20.6%
Fixed Assets	55,278	—	—	—	—	—
<b>Subtotal Expenditures</b>	7,471,819	8,284,690	8,597,481	9,225,436	940,746	11.4%
Expenditure Transfers	(182,321)	(172,944)	(172,944)	(180,000)	(7,056)	4.1%
<b>Total Net Expenditures</b>	7,289,499	8,111,746	8,424,537	9,045,436	933,690	11.5%

### District Attorney Crime Laboratory — Budget Unit 203 Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
3820	Laboratory Of Criminalistics Fund 0001	\$ 3,472,304	\$ 3,579,195	\$ 3,800,604	\$ 4,280,228	\$ 701,033	19.6%
<b>Total Revenues</b>		\$ 3,472,304	\$ 3,579,195	\$ 3,800,604	\$ 4,280,228	\$ 701,033	19.6%

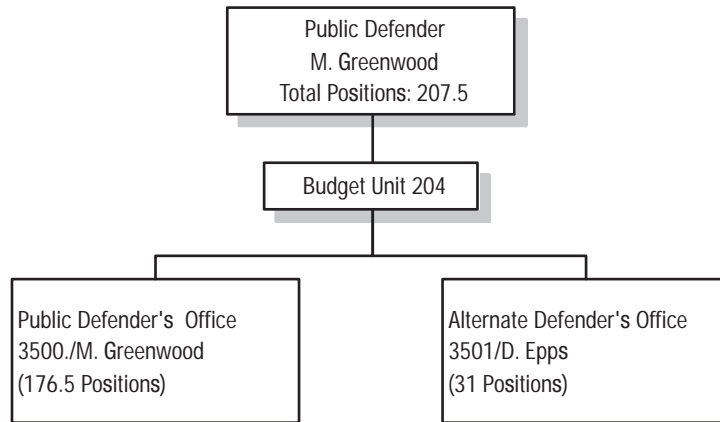


**Laboratory Of Criminalistics Fund 0001 — Cost Center 3820**  
**Major Changes to the Budget**

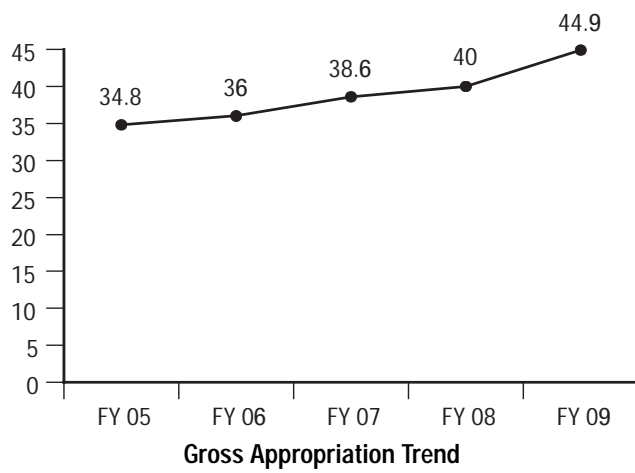
	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	59.0	\$ 8,111,746	\$ 3,579,195
Board Approved Adjustments During FY 2008	—	312,791	221,409
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	527,154	—
Internal Service Fund Adjustments	—	(3,634)	993,591
Other Required Adjustments	—	(687,682)	(1,126,941)
Subtotal (Current Level Budget)	59.0	\$ 8,260,375	\$ 3,667,254
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Transfer from Fund 0230 to Fund 0001 for Crime Lab Equipment and Supplies	—	—	496,285
FY 2009 Data Processing Adjustment	—	19	—
FY 2009 Phone Rate Adjustment	—	(232)	—
Decision Packages			
1. Add 1.0 FTE Criminalist III/II/I	1.0	116,689	116,689
Add 1.0 FTE Criminalist III/II/I (V67/V68/V69) to address increases in the volume and complexity of work provided to outside agencies. The ongoing cost of the position is fully offset with revenue from the outside agencies.			
2. Contract Forensic Services	—	99,000	—
Allocate \$99,000 from the General Fund on a one-time basis for the cost of contract forensic services.			
3. DNA Identification Trust Fund	—	496,285	—
Allocate \$496,285 from the DNA Identification Trust Fund on a one-time basis to purchase equipment and supplies for the new Crime Lab.			
4. Allocate One-time Funds for Technology Project	—	73,300	—
Allocate one-time funds in the amount of \$73,300 for IT Infrastructure Replacement Project.			
Subtotal (Recommended Changes)	1.0	\$ 785,061	\$ 612,974
<b>Total Recommendation</b>	<b>60.0</b>	<b>\$ 9,045,436</b>	<b>\$ 4,280,228</b>



# Office of the Public Defender



Section 2: Public Safety and Justice



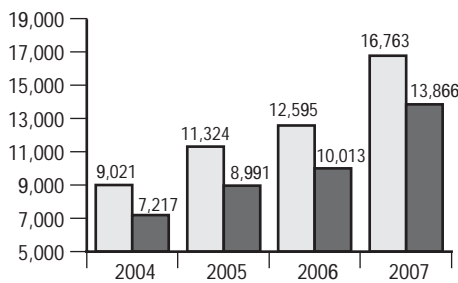
## Public Purpose

Constitutional and Statutory Rights of Indigent Clients Protected

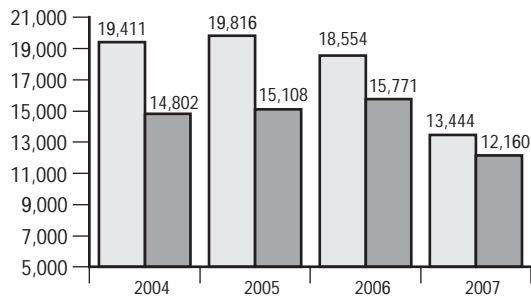
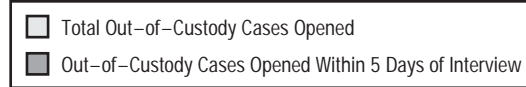


## Desired Results

**Prompt representation of indigent clients.** This is promoted by the Department through quick intake and timely actions to prepare cases for court proceedings.



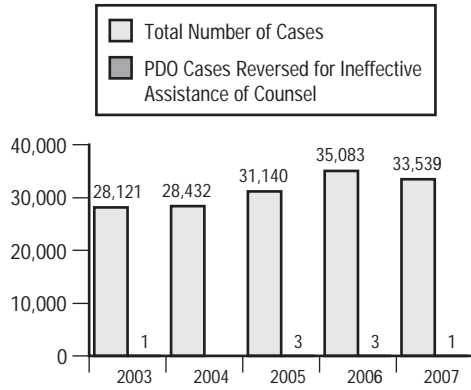
Number of Incarcerated Clients Interviewed within 3 days of Appointment by Court



Number of Cases Opened within 5 Days of Interview

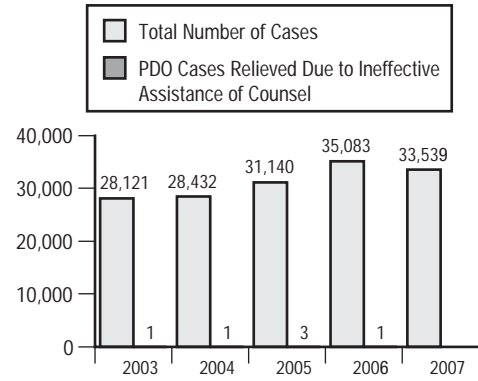


**Effective Legal Advocacy.** This is promoted by the Department through training, supervision, and case management.



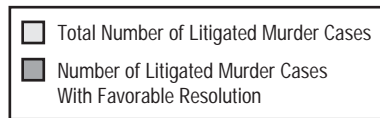
**Cases Reversed for Ineffective Assistance of Counsel**

One case was reversed for ineffective assistance of counsel in 2007.



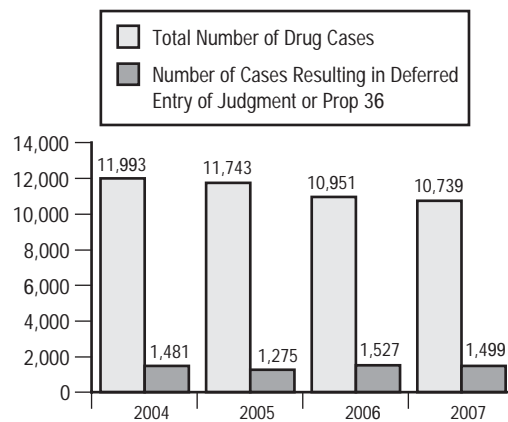
**Cases Relieved for Ineffective Assistance of Counsel**

No cases were relieved for ineffective assistance of counsel in 2007.



**Number of Litigated Murder Cases with Favorable Results/Outcomes for Client**

**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.



**Drug Cases Resulting in DEJ\* or Proposition 36\*\***

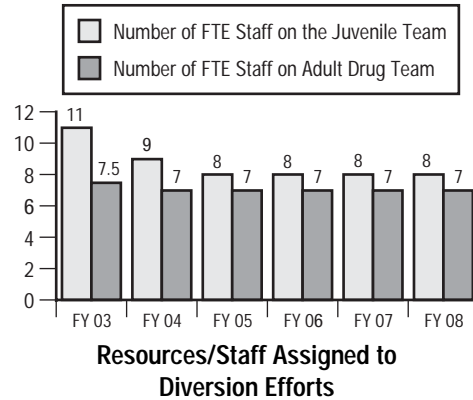
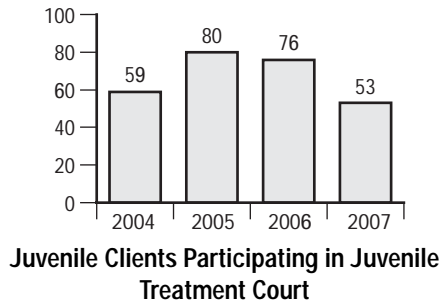
\* DEJ (Deferred Entry of Judgment) is a diversion program related to successful completion of drug treatment

\*\* Proposition 36 (SACPA) provides drug treatment in lieu of incarceration for non-violent drug offenses.

Section 2: Public Safety and Justice



## Alternatives to Incarceration. (Continued)



## Description of Major Services

**Primary Responsibility:** The Public Defender's Office and the Alternate Defender's Office provide legal representation to indigent clients who are charged with the commission of a criminal offense alleged to have been committed in this County. The Office represents minors against whom delinquency petitions have been filed in the juvenile division of the Superior Court. The Office also represent clients in civil commitment proceedings as mandated by Government Code section 27706, including mentally ill persons conserved under the LPS Act, developmentally disabled persons and mentally impaired elders under the Probate Code. Sexually Violent Predators are also represented pursuant to Welfare and Institutions Code section 6602.

**Restructure of the Indigent Criminal Defense System:** On February 26, 2008 the Board of Supervisors approved a realignment of the indigent criminal defense system in Santa Clara County to increase the roles of the Public Defender and the Alternate Defender, and assign management of the conflict panel and other criminal defense functions to the Office of the County Counsel. Beginning July 1, 2008, with the expiration of the County's contract with the Legal Aid Society for these services, the restructure will:

- Transfer the first tier of indigent adult defense (felony and misdemeanor) for the Palo Alto Court to the Public Defender's Office.
- Transfer the second tier of indigent adult felony defense for the Palo Alto, Sunnyvale, and South County Courts to the Alternate Defender Office.

- Transfer the second tier of indigent juvenile defense to the Alternate Defender Office.
- Create a new unit within the Office of the County Counsel to manage a conflict panel, indigent Family Court civil contempt cases, and misdemeanor appeals for indigent appellants.

On April 8, 2008 the Board approved the creation of eight new positions for the Public Defender's Office (4.0 FTE Attorney, 1.0 FTE Investigator, 1.0 FTE Paralegal, 1.0 FTE Legal Clerk, and 1.0 FTE Management Analyst) and two new Attorney positions for the Alternate Defender, to staff these new/expanded responsibilities. Funding for the FY 2009 cost of these resources is built into the base budget.

**Effective Representation:** The mandate to provide representation for indigent criminal clients originates from the Sixth Amendment to the United States Constitution as well as related California Constitution provisions. These declare that a criminal defendant is entitled to counsel at all critical stages of the proceedings against him or her. In all instances the Public Defender's Office seeks to provide high quality, vigorous representation for its clients. This effort is in accord with the standard of care established by the California Supreme Court requiring that competent counsel act as a "diligent and conscientious advocate" for his or her client. The Office has developed an in-house training program to provide their attorneys,

investigators and paralegals with the information, strategies and advice to assist them in effective advocacy for the clients.

**Client Intake:** A substantial number of clients represented by the Public Defender are incarcerated. From the time of initial arrest, a series of constitutional and statutory provisions designed to safeguard clients' right, mandate that the Office quickly identify, interview and undertake representation of these defendants. Failure to initiate these actions promptly may jeopardize a criminal defendant's Sixth Amendment right to counsel and a speedy trial.

**Case Investigation:** An independent investigation of the facts and assumptions underlying a law enforcement case against the client is perhaps the single most critical service that a defender can provide. It is the Public Defender's obligation to take a fresh look at the client's case and to test the state's premises for prosecution. Prompt and effective investigation of the facts of the case by Public Defender staff provides the attorney with information critical to the preparation of the best defense for the client. Undertaking investigation at the onset of a case is invaluable in determining whether witnesses should be subpoenaed and the case should proceed to trial or whether a favorable early settlement of the case should be attempted through one of the court's early resolution options.

**Presentation of Alternatives to Incarceration to the Court:** While the goal is to obtain an acquittal for clients where possible, careful development of mitigating factors which can impact sentencing alternatives is also an important and mandated aspect of quality criminal defense services. Representation does not end with a plea of guilty or a conviction at trial. The Public Defender's Office must strive to lessen the impact of sentencing on the clients where possible, by exploring available alternatives to incarceration. The lawyers and paralegal staff work with a variety of community programs in an attempt to find the right resource for each client, and present a sentencing plan that takes into account the needs of the individual.

**County Collaborative Efforts:** The Public Defender's Office is involved in many collaborative projects that reflect commitment to improvement of County services for the indigent and mentally ill, as well as the justice system. These projects include the Jail Population Task Force, the Santa Clara County Superior Court's

Streamlining Committee, the implementation of Proposition 63, Juvenile Detention Reform efforts, and the Domestic Violence Council, in addition to the many other committees and boards relevant to the clients' interests and those of the justice community.

**Community Support and Services:** Members of the Public Defender's staff assist with projects that reach outside government and into the Santa Clara County community. Examples include participation in the training phase for Santa Clara University's Innocence Project, participation in "D.U.I." trials at local high schools designed to teach high school students about the court system and the dangers of drinking and driving, volunteer legal assistance at the Homeless Court conducted by the Superior Court at the Boccardo Community Shelter and at Salvation Army, and participation in immigration rights information fairs. Senior lawyers from the Office 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 each year.

**Mental Health:** The tragedy of mental illness often introduces individuals into the civil courts, the criminal courts, or both. The Public Defender's Office represents clients in conservatorship proceedings in probate court and in civil commitment proceedings to guarantee that the civil liberties of the mentally ill are protected and that they receive the placements and services appropriate to their needs. Many of the criminally charged clients also suffer from mental illness. The Public Defender's Office represent clients who have a defense of legal insanity, those who are not competent to stand trial due to the state of their mental health, and individuals who can benefit from the services of the Criminal Mental Health Court, which provides support for mentally ill persons convicted of crimes.

**Alternate Defender Office (ADO):** Established in 1996, the ADO provides high quality defense services to indigent defendants and minors the Public Defender cannot represent because of a conflict of interest. This successful and innovative approach to assignment of conflict cases has resulted in effective but streamlined case processing, particularly in multiple defendant prosecutions.



**Juvenile Court:** Juvenile delinquency matters comprise a important part of the Public Defender's overall caseload. The Office's commitment is to provide representation to youth which maximizes their potential for re-entry into the community and minimizes the use of the California Youth Authority. The Public Defender's involvement in various Juvenile Court programs has convinced the organization that mental health and drug treatment needs of minors must be addressed at the earliest possible point of entry into the justice system in order to avoid a cycle of failure and incarceration. The Public Defender is actively participating in the Juvenile Detention Reform project, which focuses on the unnecessary and unreasonable detention of youth. The Office is also working on issues related to disproportionate minority confinement in the juvenile system. The Office participates in Juvenile Mental Health Court to increase delivery of mental health services to juvenile offenders accused of less serious offenses and in Juvenile Treatment Court. 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.

**Record Reduction & Expungement Services:** Through an intra-county 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. The expungement program assists CalWORKs clients to obtain record clearance of Santa Clara County convictions where eligible.

## Emerging Issues

**Sexually Violent Predator (SVP) Cases** Sexually Violent Predators (SVP) are individuals who have completed prison terms for sex offenses, and for whom the District Attorney now seeks a civil commitment in a state hospital. When the Jessica's Law initiative was passed in 2006, the law changed so that persons determined to be SVP could be committed for an indeterminate (i.e., life) term, rather than having a right to a jury trial every two years. The Public Defender anticipates that most clients who waived their right to jury trial under the two year scheme should and will demand a trial.

The local Superior Court agreed with the District Attorney that the terms could be converted from two year terms to indeterminate terms without a jury trial. There were approximately 30 cases affected by the trial court's ruling. All of those cases were appealed to the 6th District Court of Appeal and have been making their way through the appellate process over the last nine months.

Recently, the Court of Appeal ruled in the first of these cases in favor of the defense, that it was improper to convert the two year terms to indeterminate terms, and that jury trials must be conducted in each case. The District Attorney's Office has petitioned the California Supreme Court to reverse this ruling. If the Supreme Court agrees to hear the District Attorney's petition, it could be a year or two before these cases come back to Santa Clara County while the cases sit on the Supreme Court's docket.

However, if the Supreme Court chooses not to hear the petition, the cases will all return to the Superior Court in FY 2009. The Court's decision is expected near the beginning of the new fiscal year.

If the cases return from the appellate courts, the Public Defender may require an unclassified attorney position for 18 months to address this temporary backlog of cases in order to facilitate the orderly adjudication of these matters in the trial courts. Once the backlog is resolved, caseloads should stabilize. While the office would require one-time funds to meet this need, Sexually Violent Predator cases are eligible for reimbursement through SB 90, and the cost of an attorney position could be fully offset with SB 90 revenue, assuming the State has not suspended or eliminated such reimbursement in its own budget process.



## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Early Settlement	Yes	Mandated		■
Public Defender Office (PDO) Felony Trials	Yes	Mandated		■
Administration and Support	Yes	Required		■
PDO Investigation	Yes	Mandated		■
Information Technology	Yes	Non-Mandated	Improved support for technology improvements, and system replacements in compliance with County standards.	▲
Record Expungement	No	Non-Mandated		■
PDO Drug Court Cases	Yes	Mandated		■
PDO Outlying Courts	Yes	Mandated		■
PDO Mental Health Cases	Yes	Mandated		■
PDO Special Trials	Yes	Mandated		■
PDO Probation Violations	Yes	Mandated		■
PDO Sex Violent Predators	Less than 5%	Mandated		■
PDO Research	Yes	Mandated		■
PDO SJ Misdemeanors	Yes	Mandated		■
PDO Juvenile Cases	Yes	Mandated		■
PDO Domestic Violence	Yes	Mandated		■
Alternative Defender Office (ADO) SJ Homicide	Yes	Mandated		■
ADO SJ Felonies	Yes	Mandated		■
ADO SJ Terraine	Yes	Mandated		■
ADO SJ Paralegal	Yes	Mandated		■
ADO SJ Investigation	Yes	Mandated		■
ADO Clerical	Yes	Mandated		■
ADO Palo Alto Facility Legal Aid	Yes	Mandated		■
ADO Palo Alto Facility Indigent Defense	Yes	Mandated		■

Impact on Current Level of Service:

□ = Eliminated ▼ = Reduced ▣ = Modified ▲ = Enhanced ■ = No Change

## County Executive's Recommendation

### ▲ Information Technology

**Add 5.0 FTE Office Specialist I Positions for the Integrated Document Imaging System:** These positions are necessary to scan archived legal case files into the

Public Defender's new Integrated Document Management System (IDMS). There are approximately 209,000 archived files to be scanned. Five unclassified positions worked on this project from May 2006 to November 2007, scanning approximately 41,000 files

(nearly 3.5 million pages, or 240+ pages per hour). Classified positions are recommended because completion of the scanning project is expected to take another three to five years.

**Service Impact:** Maximum effective use of the new Integrated Document Management System requires that all case files be scanned into the system so legal staff can access files from their desktops. Record retention staff will not have to go to the storage warehouse to retrieve paper files. Legal staff will have more immediate access to the case files, allowing for more efficient use of staff time.

**Information Technology Infrastructure Replacement:** This project will replace aging/obsolete equipment that meets or exceeds the County Information Technology Replacement criteria. Items in this request may include servers, printers, routers/switches, laptops, and software. This project is recommended by the Information Technology Executive Committee (ITEC).

**Service Impact:** Continued and enhanced service delivery.

**One-time Cost: \$137,424**

**Positions Added: 5.0**  
**Ongoing Cost: \$291,415**

### Public Defender — Budget Unit 204 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
3500	Public Defender Fund 0001	\$ 33,590,483	\$ 33,316,252	\$ 33,782,216	\$ 37,631,803	\$ 4,315,551	13.0%
3501	Alternate Public Defender Fund 0001	6,204,838	6,363,928	6,411,566	6,906,248	542,320	8.5%
<b>Total Net Expenditures</b>		<b>\$ 39,795,320</b>	<b>\$ 39,680,180</b>	<b>\$ 40,193,782</b>	<b>\$ 44,538,051</b>	<b>\$ 4,857,871</b>	<b>12.2%</b>

### Public Defender — Budget Unit 204 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
3500	Public Defender Fund 0001	\$ 33,904,519	\$ 33,637,875	\$ 34,103,839	\$ 37,965,216	\$ 4,327,341	12.9%
3501	Alternate Public Defender Fund 0001	6,204,838	6,363,928	6,411,566	6,906,248	542,320	8.5%
<b>Total Gross Expenditures</b>		<b>\$ 40,109,357</b>	<b>\$ 40,001,803</b>	<b>\$ 40,515,405</b>	<b>\$ 44,871,464</b>	<b>\$ 4,869,661</b>	<b>12.2%</b>

### Public Defender — Budget Unit 204 Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 35,640,741	\$ 34,988,697	\$ 35,163,836	\$ 39,669,135	\$ 4,680,438	13.4%
Services And Supplies	4,449,503	5,011,668	5,350,131	5,202,329	190,661	3.8%
Other Charges	—	1,438	1,438	—	(1,438)	-100.0%
Fixed Assets	19,113	—	—	—	—	—
<b>Subtotal Expenditures</b>	<b>40,109,357</b>	<b>40,001,803</b>	<b>40,515,405</b>	<b>44,871,464</b>	<b>4,869,661</b>	<b>12.2%</b>
Expenditure Transfers	(314,036)	(321,623)	(321,623)	(333,413)	(11,790)	3.7%
<b>Total Net Expenditures</b>	<b>39,795,320</b>	<b>39,680,180</b>	<b>40,193,782</b>	<b>44,538,051</b>	<b>4,857,871</b>	<b>12.2%</b>



## Public Defender — Budget Unit 204 Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
3500	Public Defender Fund 0001	\$ 676,335	\$ 968,329	\$ 968,329	\$ 968,329	\$ —	—
3501	Alternate Public Defender Fund 0001	187	—	—	—	—	—
<b>Total Revenues</b>		<b>\$ 676,522</b>	<b>\$ 968,329</b>	<b>\$ 968,329</b>	<b>\$ 968,329</b>	<b>\$ —</b>	<b>—</b>

## Public Defender Fund 0001 — Cost Center 3500 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	166.5	\$ 33,316,252	\$ 968,329
Board Approved Adjustments During FY 2008	3.0	465,964	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	2.0	3,826,872	—
Internal Service Fund Adjustments	—	34,403	—
Other Required Adjustments	—	(440,684)	—
Subtotal (Current Level Budget)	171.5	\$ 37,202,807	\$ 968,329
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Data Processing Adjustment	—	1,021	—
FY 2009 Phone Rate Adjustment	—	(864)	—
Decision Packages			
1. Allocate One-time Funds for Technology Project	—	137,424	—
Allocate one-time funds in the amount of \$137,424 for IT Infrastructure Replacement Project.			
2. Clerical Staff for Integrated Document Management System	5.0	291,415	—
Add 5.0 FTE Office Specialist I (D51) positions. These positions are necessary to scan archived legal case files into the Public Defender's new Integrated Document Management System (IDMS). There are approximately 209,000 archived files to be scanned. Five unclassified positions worked on this project from May 2006 to November 2007, scanning approximately 41,000 files (nearly 3.5 million pages). Classified positions are recommended because completion of the scanning project is expected to take another three to five years.			
Subtotal (Recommended Changes)	5.0	\$ 428,996	\$ —
<b>Total Recommendation</b>	<b>176.5</b>	<b>\$ 37,631,803</b>	<b>\$ 968,329</b>

## Alternate Public Defender Fund 0001 — Cost Center 3501 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	31.0	\$ 6,363,928	\$ —
Board Approved Adjustments During FY 2008	2.0	47,638	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-2.0	387,012	—
Internal Service Fund Adjustments	—	(4,832)	—
Other Required Adjustments	—	112,500	—

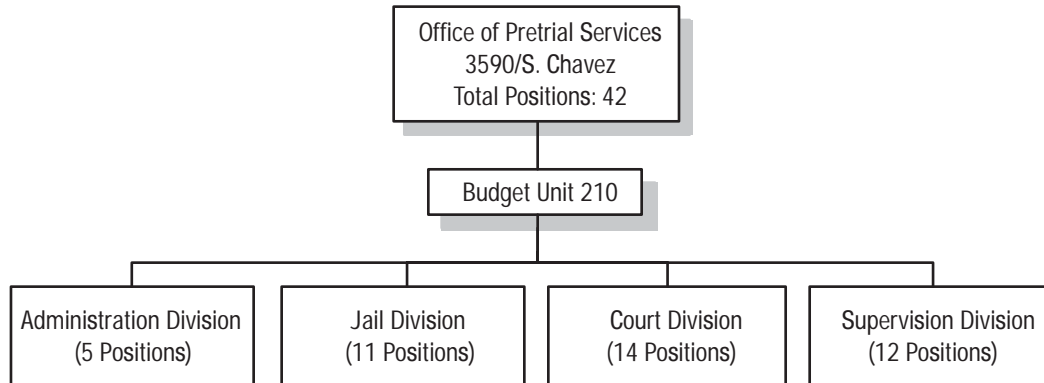


**Alternate Public Defender Fund 0001 — Cost Center 3501**  
**Major Changes to the Budget**

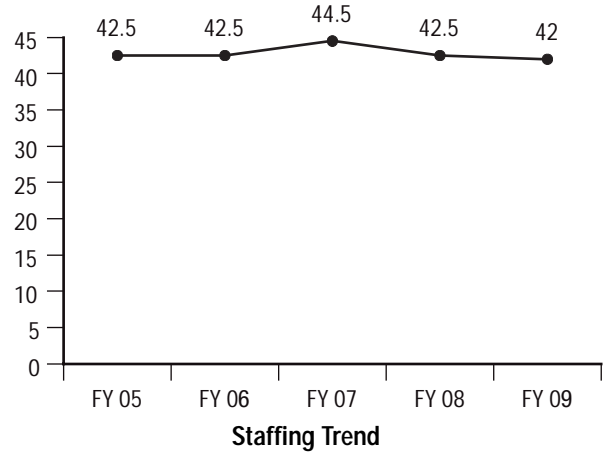
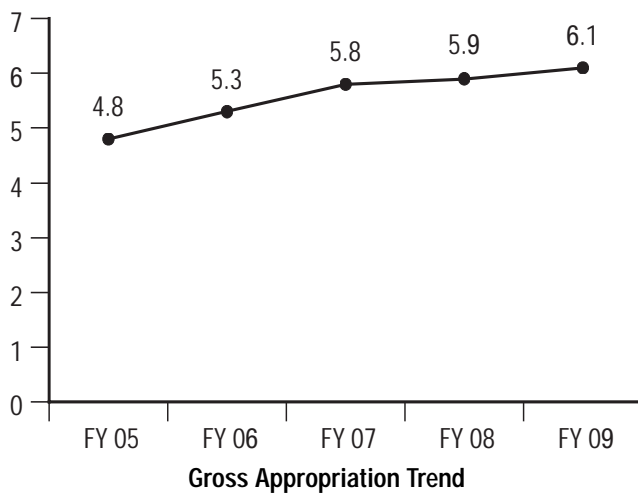
	Positions	Appropriations	Revenues
Subtotal (Current Level Budget)	31.0	\$ 6,906,246	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Phone Rate Adjustment	—	2	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 2	\$ —
<b>Total Recommendation</b>	31.0	\$ 6,906,248	\$ —



# Office of Pretrial Services



Section 2: Public Safety and Justice



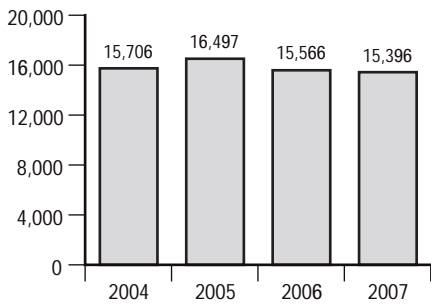
## Public Purpose

- Public Safety
- Social & Financial Benefits to the Community
- Equitable Treatment of the Accused

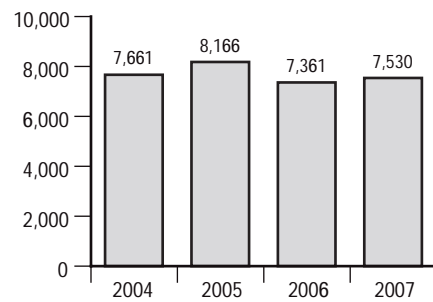


## Desired Results

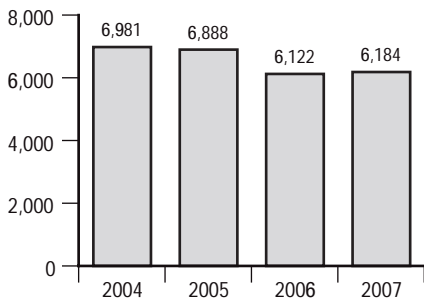
**Informed Judicial Decision Making**, which this department promotes by providing the Court with pertinent information that enables the Court to assess public safety, flight risk, and alternatives to incarceration.



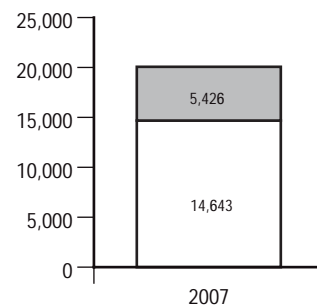
**Number of Felony Court Reports Completed at Booking**



**Number of Felony Court Reports Provided for In-Custody Arraignments**



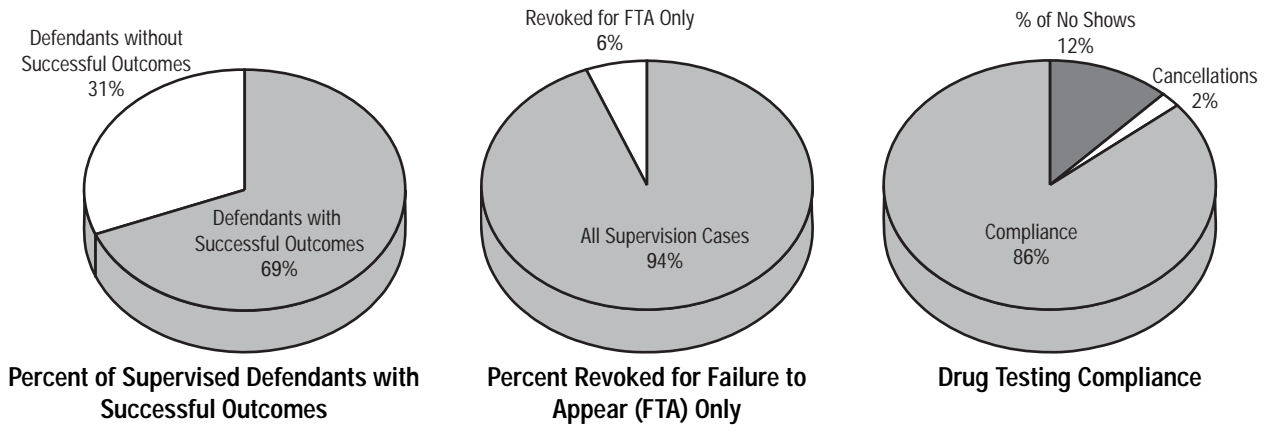
**Number of Misdemeanor Court Reports Provided for In-Custody Arraignments**



**Number of Felony and Misdemeanor Probable Cause Hearings**



**Effective Supervision of Defendants**, which this 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 this 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 which maintains family unity and continued employment.

## Description of Major Services

The desired results of the services provided by the Office of Pretrial Services are to provide information to the criminal courts that facilitates the release and detention decision-making process at the earliest opportunity in order to promote equitable treatment of the accused, provide protections for the community, meet statutory requirements, and reduce custody costs. Major services provided by the Office of Pretrial Services include:

- Providing accurate and timely information to the State courts, so as to enable early and informed judicial decision-making on the pretrial custody disposition of defendants.
- Effecting qualified jail releases, without jeopardizing public safety, in order to minimize jail custody days and provide suitable release opportunities for offenders;
- Supervising all pretrial defendants who are released with specified conditions to achieve a successful outcome;
- Collaborating with other law and justice agencies to develop and utilize safe and cost-effective alternatives to jail;
- Facilitating probable cause hearings to meet statutory requirements;

- Facilitating the duty judge function by coordinating the schedules of judges for on-call availability during non-court hours.

The services are accomplished by the following divisions:

### Jail Division

Interviews all on-view felony arrestees and 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 on-view 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 own recognizance release and/or possible bail adjustments to the Superior Court on all in-custody felony arrestees and self-surrenders who are being arraigned for on-view charges and arrest warrants;

presents information/recommendations regarding own recognizance (O.R.) release and/or possible bail adjustments to the Court for the After-Arrestment Calendar; upon request, provides formal Own Recognizance (O.R.) Reports with a recommendation regarding release and/or conditions of release; provides criminal history summary for all new misdemeanor cases. Presents background investigation reports to Family Court on Domestic Violence cases.

### Supervision Division

Provides supervision, throughout the court process until final adjudication, of all individuals who have been released on Supervised Own Recognizance, 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.

### Drug Testing Division

Provides on-site testing for individuals participating in a variety of programs, including: Supervised Release clients that have drug testing as a condition of their release and individuals that have custody matters in Family Treatment Court that include a drug testing requirement.

### Contract Services

- **Domestic Violence Background Checks:** Provides the Superior Court with in-depth background checks for persons with domestic violence charges, and also those who are the subjects of domestic violence protective or restraining order requests.
- **Family Treatment Court Drug Testing:** Provides services to those individuals who are identified by the Court as needing regular drug screening as part of their participation in Family Treatment Court.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Administration and Support	No	Non-Mandated		■
Court Contract	No	Non-Mandated		■
Court Unit	Yes	Mandated		■
Supervision Unit	Yes	Mandated		■
Jail Unit	Yes	Mandated		■

Impact on Current Level of Service:

□ = Eliminated ▼ = Reduced ◻ = Modified ▲ = Enhanced ■ = No Change

## County Executive's Recommendation

Maintain the current level budget for FY 2009.



**Office Of Pretrial Services — Budget Unit 210  
Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
3590	Office Of Pretrial Svcs Fund 0001	\$ 5,195,356	\$ 5,856,281	\$ 5,856,281	\$ 6,054,924	\$ 198,643	3.4%
<b>Total Net Expenditures</b>		\$ 5,195,356	\$ 5,856,281	\$ 5,856,281	\$ 6,054,924	\$ 198,643	3.4%

**Office Of Pretrial Services — Budget Unit 210  
Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
3590	Office Of Pretrial Svcs Fund 0001	\$ 5,351,392	\$ 5,856,281	\$ 5,856,281	\$ 6,054,924	\$ 198,643	3.4%
<b>Total Gross Expenditures</b>		\$ 5,351,392	\$ 5,856,281	\$ 5,856,281	\$ 6,054,924	\$ 198,643	3.4%

**Office Of Pretrial Services — Budget Unit 210  
Expenditures by Object**

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 4,367,500	\$ 4,664,747	\$ 4,664,747	\$ 4,832,383	\$ 167,636	3.6%
Services And Supplies	983,892	1,191,534	1,191,534	1,222,541	31,007	2.6%
<b>Subtotal Expenditures</b>	5,351,392	5,856,281	5,856,281	6,054,924	198,643	3.4%
Expenditure Transfers	(156,036)	—	—	—	—	—
<b>Total Net Expenditures</b>	5,195,356	5,856,281	5,856,281	6,054,924	198,643	3.4%

**Office Of Pretrial Services — Budget Unit 210  
Revenues by Cost Center**

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
3590	Office Of Pretrial Svcs Fund 0001	\$ 574,751	\$ 539,743	\$ 539,743	\$ 499,711	\$ (40,032)	-7.4%
<b>Total Revenues</b>		\$ 574,751	\$ 539,743	\$ 539,743	\$ 499,711	\$ (40,032)	-7.4%



**Office Of Pretrial Svcs Fund 0001 — Cost Center 3590**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	42.5	\$ 5,856,281	\$ 539,743
Board Approved Adjustments During FY 2008	-0.5	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	167,636	—
Internal Service Fund Adjustments	—	24,179	—
Other Required Adjustments	—	—	(40,032)
Subtotal (Current Level Budget)	42.0	\$ 6,048,096	\$ 499,711
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Data Processing Adjustment	—	7,144	—
FY 2009 Phone Rate Adjustment	—	(316)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 6,828	\$ —
<b>Total Recommendation</b>	<b>42.0</b>	<b>\$ 6,054,924</b>	<b>\$ 499,711</b>



# Criminal Justice System-Wide Costs

## Overview

The Criminal Justice System-wide Costs budget reflects General Fund support for Trial Court operations, and Public Safety Sales Tax revenue. Oversight and administration of maintenance of effort requirements is provided by the Controller- Treasurer's Office and 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 original MOE requirement consisted of two components:

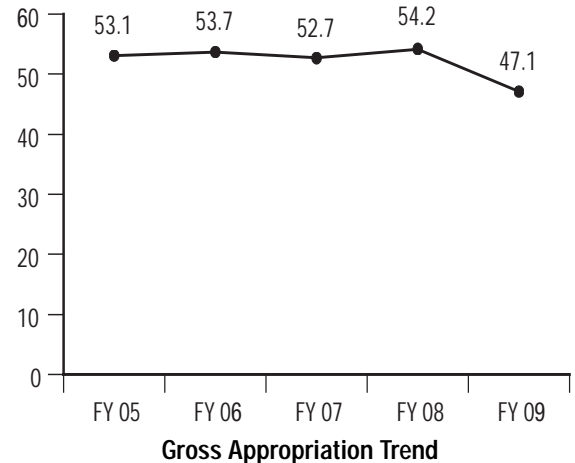
- An amount based on, though not equivalent to, the County's contribution to trial court operations in Fiscal Year 1994-95, (\$28,726,780) and
- an amount equivalent to the fines and forfeitures revenue remitted to the state in Fiscal Year 1994-95 (\$11,597,583).

## 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 had an additional obligation to remit \$1,612,246 to the state for FY 2004 and FY 2005. Beginning in January 2006, these revenues have been allocated directly to the State, resulting in a loss of revenue for counties. That loss of revenue will be mitigated, over time, by a reduction in the County's MOE.

## County Maintenance of Effort (MOE) for Trial Courts

	Original	FY 2008	FY 2009	FY 2010
Operations MOE	28.7	28.7	28.7	28.7
Revenue MOE	11.6	11.0	11.0	11.0
<b>Subtotal MOE</b>	<b>40.3</b>	<b>39.7</b>	<b>39.7</b>	<b>39.7</b>
Undesignated Fee Sweep		.7	.4	0
<b>Total MOE</b>	<b>40.3</b>	<b>40.4</b>	<b>40.0</b>	<b>39.7</b>
<b>% Inc./Dec. from Original MOE</b>		0.2%	-0.7%	-1.6%



Decrease from FY 08 to FY 09 reflects elimination of contract for Indigent Defense services.

## 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 2009.

An additional \$1.6 million is budgeted to meet the County's fiscal obligation for a variety of expenses incurred by the Court on the County's behalf (e.g., Grand Jury expenses, local judicial benefits).

## Indigent Defense Contract Services

Historically, the County has had 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.

On February 26, 2008 the Board of Supervisors approved a realignment of the indigent criminal defense system in Santa Clara County to increase the roles of the Public Defender and the Alternate Defender, and assign management of the conflict panel and other criminal defense functions to the Office of the County Counsel. This realignment of services will begin July 1, 2008, with the expiration of the County's contract with the Legal Aid Society for these services.



Funding previously budgeted here to support the contract with the Legal Aid Society has been transferred to the Public Defender's Office and the Office of the County Counsel to support to new service delivery model.

### Unmet Civil Legal Needs

The Unmet Civil Legal Services Program was created in FY 2002 to address the unmet non-criminal legal needs of indigent and near poor residents of the County. Monies are generally used by the contractors as a match to leverage other funds, subsidy to salaries and benefits of attorney, paralegal and interpreter staff, or as a subsidy for administrative resources to coordinate services provided by law students, volunteers, and pro-bono attorneys.

### 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.

In Fiscal Year 2009, the Administration is estimating that collections will total \$165 million, a 7.8% increase over anticipated FY 2008 collections of \$153 million. Despite better than average performance in Santa Clara County sales compared to other counties in the State, the overall share of sales tax receipts Statewide has declined as a result of the slowing economy. However, Bay Area counties are performing better than elsewhere in the State, which bodes well for the future once the economy improves.

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 Controller's Office has done a preliminary estimate of the MOE for FY 2009, which indicates that the County will continue to be within the legal limits of the maintenance of effort requirements for the Public Safety Sales Tax.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Unmet Civil Legal Needs	Yes	Non-Mandated		■
Trial Court Operations MOE	Yes	Mandated		■
Court Facilities	Yes	Mandated		■
County Obligation for Local Court Services (e.g., Civil Grand Jury, local judicial benefits)	Yes	Mandated		■

Impact on Current Level of Service:

□ = Eliminated ▼ = Reduced ◻ = Modified ▲ = Enhanced ■ = No Change

## County Executive's Recommendation

Maintain the current level budget for FY 2009.

### Criminal Justice Support — Budget Unit 217 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
3217	Courts & Conflicts Spt Fund 0001	\$ 53,810,674	\$ 54,246,501	\$ 54,246,501	\$ 47,117,677	\$ (7,128,824)	-13.1%
<b>Total Net Expenditures</b>		\$ 53,810,674	\$ 54,246,501	\$ 54,246,501	\$ 47,117,677	\$ (7,128,824)	-13.1%

### Criminal Justice Support — Budget Unit 217 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
3217	Courts & Conflicts Spt Fund 0001	\$ 53,810,674	\$ 54,246,501	\$ 54,246,501	\$ 47,117,677	\$ (7,128,824)	-13.1%
<b>Total Gross Expenditures</b>		\$ 53,810,674	\$ 54,246,501	\$ 54,246,501	\$ 47,117,677	\$ (7,128,824)	-13.1%

### Criminal Justice Support — Budget Unit 217 Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Services And Supplies	53,810,674	54,246,501	54,246,501	47,117,677	(7,128,824)	-13.1%
<b>Subtotal Expenditures</b>	53,810,674	54,246,501	54,246,501	47,117,677	(7,128,824)	-13.1%
<b>Total Net Expenditures</b>	53,810,674	54,246,501	54,246,501	47,117,677	(7,128,824)	-13.1%

### Criminal Justice Support — Budget Unit 217 Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
3217	Courts & Conflicts Spt Fund 0001	\$ 167,236,531	\$ 186,119,011	\$ 193,619,011	\$ 184,404,404	\$ (1,714,607)	-0.9%
<b>Total Revenues</b>		\$ 167,236,531	\$ 186,119,011	\$ 193,619,011	\$ 184,404,404	\$ (1,714,607)	-0.9%

### Courts & Conflicts Spt Fund 0001 — Cost Center 3217 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	—	\$ 54,246,501	\$ 186,119,011
Board Approved Adjustments During FY 2008	—	—	7,500,000
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—

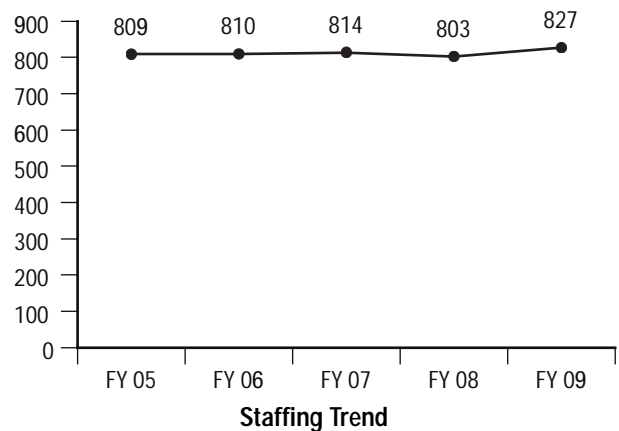
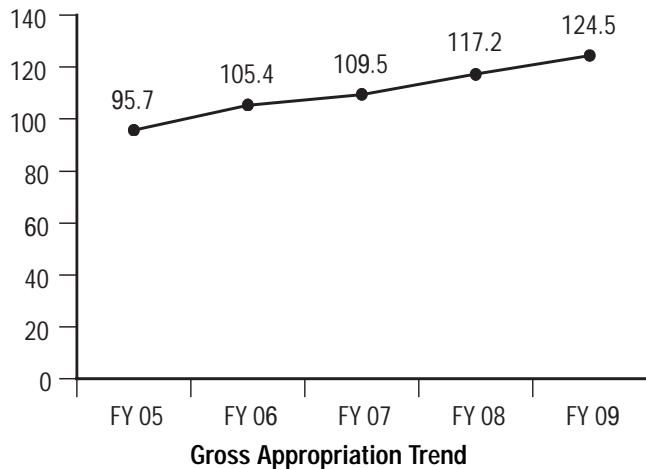
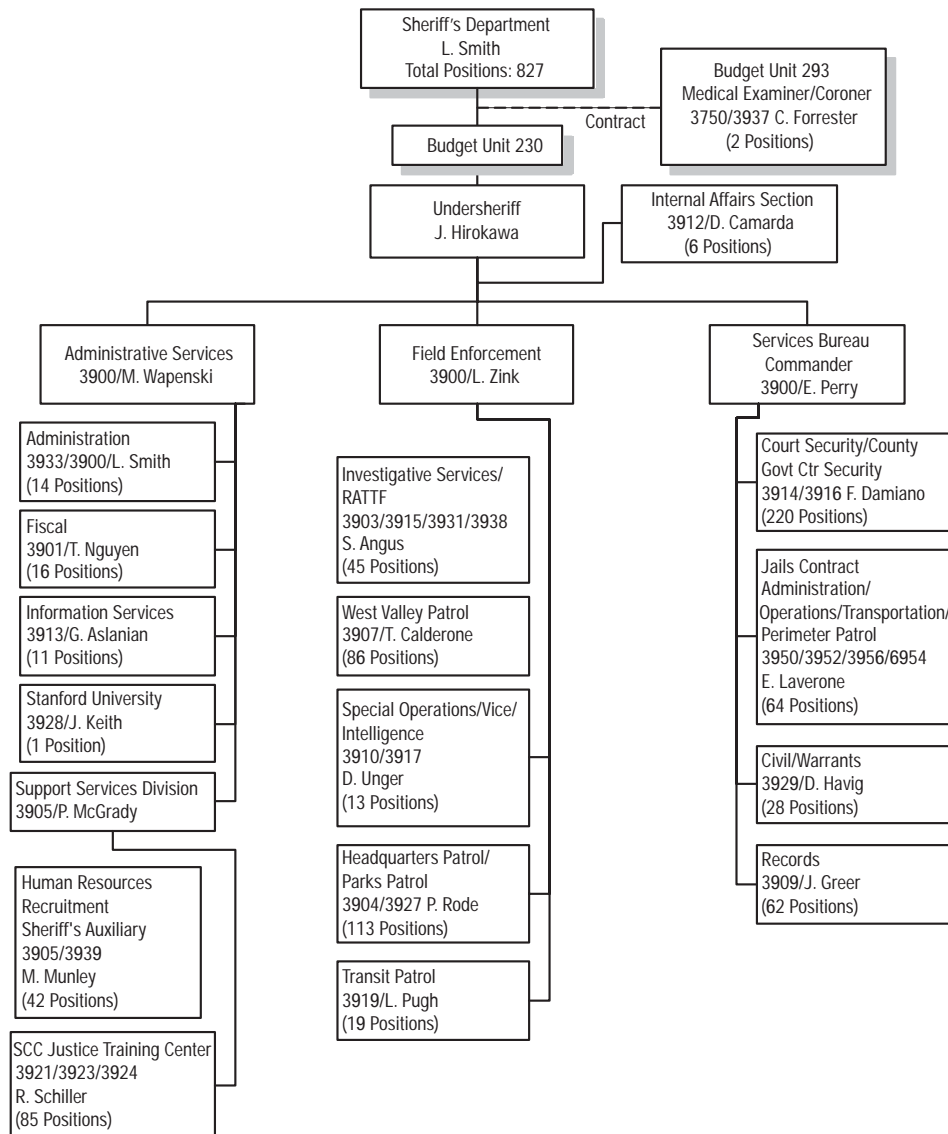


**Courts & Conflicts Spt Fund 0001 — Cost Center 3217**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	(18,324)	—
Other Required Adjustments	—	(7,110,500)	(9,214,607)
Subtotal (Current Level Budget)	—	\$ 47,117,677	\$ 184,404,404
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 47,117,677	\$ 184,404,404



# Office of the Sheriff



Section 2: Public Safety and Justice



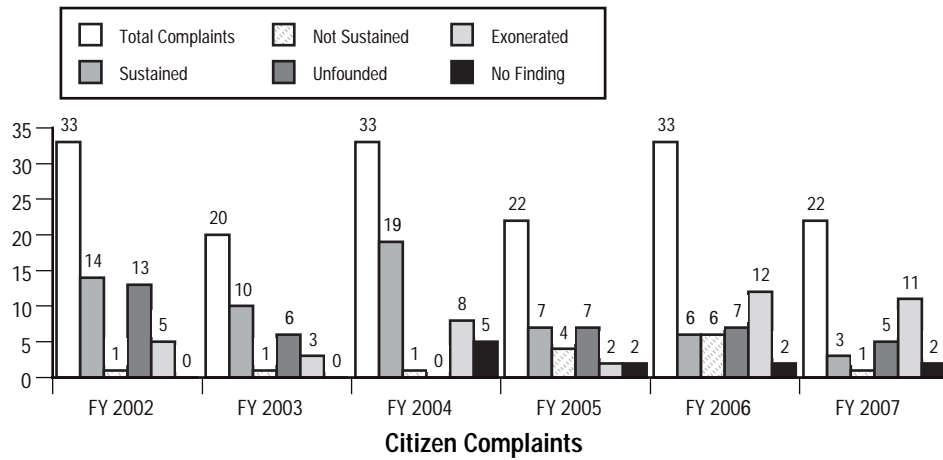
## Public Purpose

➔ Public Safety



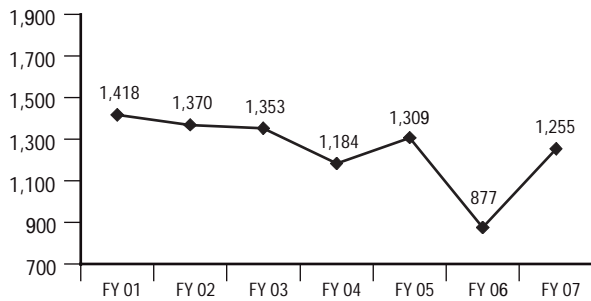
## Desired Results

**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.

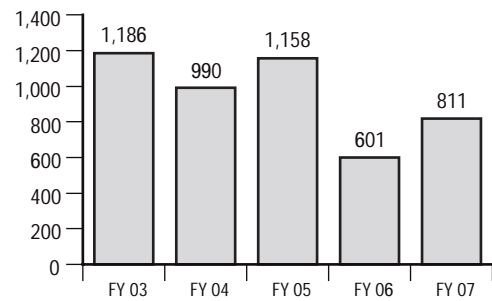




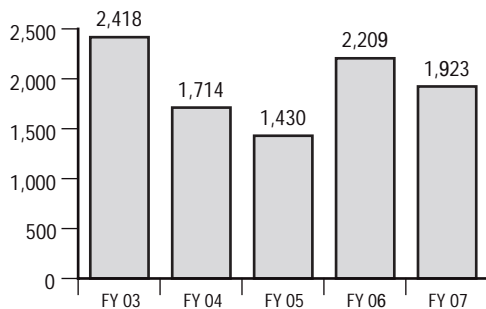
**Protection of Life and Property** achieved by controlling crime and violence through effective law enforcement and community-oriented programs, maintaining safe and secure jail facilities and courthouses, and reducing vehicular accidents in the contract cities through effective traffic law enforcement and education efforts.



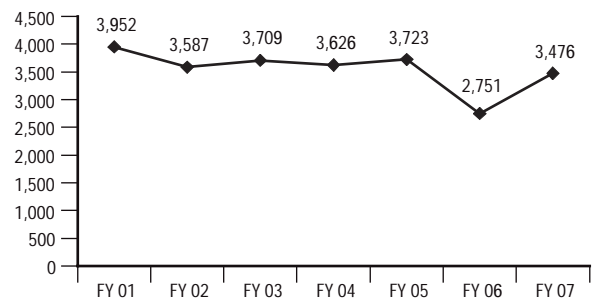
**Number of Reports for Crimes Against Persons**



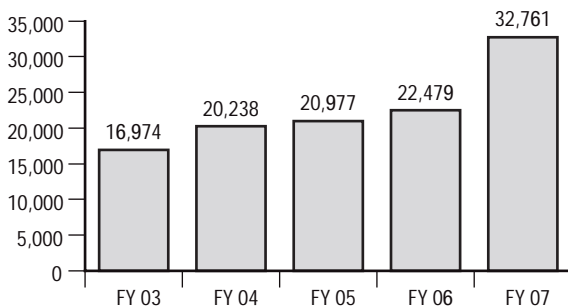
**Number of Arrests for Crimes Against Persons**



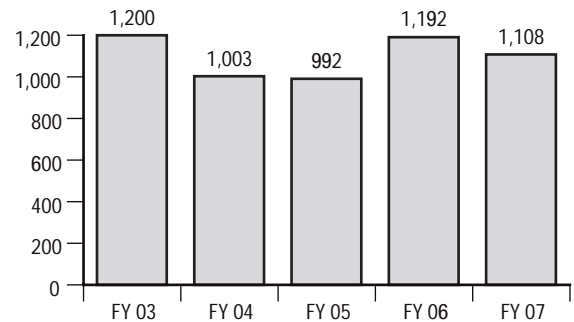
**Number of Criminal Complaints Filed**



**Number of Reports for Crimes Against Property**



**Number of Traffic Citations Issued**

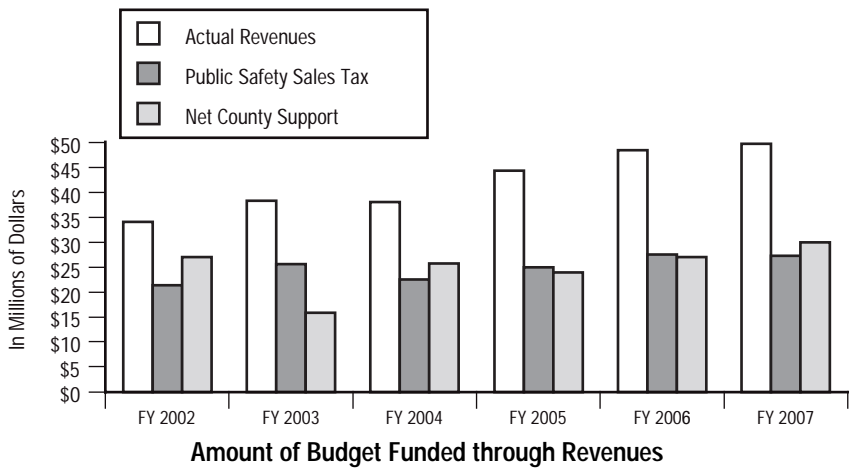
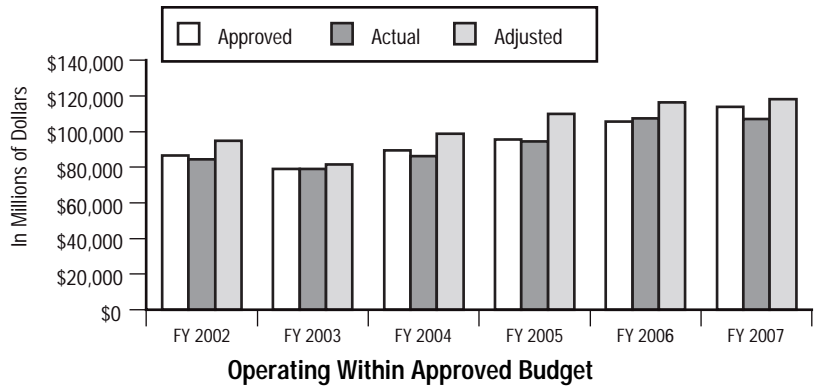


**Number of Traffic Collisions**

Section 2: Public Safety and Justice



**Fiscal Responsibility** achieved through enforcement contracts, operating within approved budgets, and maximizing revenues to meet Department expenditures and community-oriented programs.



## Description of Major Services

The Office of the Sheriff is responsible for enforcing the law in the unincorporated areas of Santa Clara 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 Jails, the Superior Court system, Children's Shelter of the Social Services Agency, Stanford University, Santa Clara County Fair Association and the Santa Clara Valley Transportation Authority. The Sheriff's Office is also responsible for the administrative management of the Medical Examiner/Coroner's Officer since July 1, 2004.

The Sheriff is responsible for the execution of civil court orders issued within the County and the service of bench warrants. The Sheriff 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. Finally, 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 Division manages all systems, including the Sheriff's Law Enforcement Telecommunications System (SLETS). This division is also comprised of Human Resources/Personnel, Background/Recruiting, Training and Video, Regional Training Facility, and Health and Injury Prevention. The Santa Clara County Justice Training Center has been implemented and is managed by this division. The Records unit manages all criminal history and warrant files, and performs applicant fingerprinting for employment.

### Civil and Warrants Services

The Civil and Warrants Division serves all felony warrants and certain misdemeanor warrants within the County, as well as extradites fugitives from outside the State. The division also provides 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 the public.

### Headquarters Patrol Enforcement

Patrol services are provided for area of approximately 600 square miles in the unincorporated districts including Almaden Valley, Burbank, Cambrian, East San Jose, Mt. Hamilton and San Antone Valleys, and South Santa Clara County. The Parks Safety Unit operates within this division, providing contract law enforcement services to the Santa Clara County Parks and Recreation Department. Patrol Services operates several specialized units, including the K-9 Unit, the Rural Crime Unit, and the Field Training Office.

### Court Services

This division provides security services to thirteen facilities and one hundred departments of the Superior Court of the County. The division is responsible for the operation of thirteen security screening stations, and five prisoner holding cell sites. Risk assessments are performed for all prisoner threat cases going to court each morning and afternoon.

### 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. This unit investigates criminal activity and apprehends suspects, enabling prosecution of criminals and recovery of property losses. The Crime Scene Investigation and Court Liaison units 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 per Penal Code section 830.1(d).
- Provide inmate transportation, hospital guard services, and interfacility transportation.
- Provide peace officers to investigate crimes within the jail facilities.



### Transit Patrol

The Santa Clara Valley Transportation Authority contracts with the Sheriff's Office for general law enforcement services. Patrol deputies currently handle more than 1,100 events per month for the Valley Transportation Authority. The division includes a three-deputy plain-clothes "Route Stabilization Team" to reduce crimes and disruptive behavior committed aboard buses and light rail vehicles. Sheriff's staff assigned to VTA also participate in the County's efforts to assist the homeless and those in need of mental health services.

### West Valley Patrol

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, and school resource officers for the contract cities and the 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 and critical incident management. Since the Sheriff is the Law Enforcement Mutual Aid Coordinator for Santa Clara County, this division is responsible for providing coordination to, and working with, all law enforcement agencies in the County, especially in the area of homeland security.

### Citizen Volunteers and Reserve Deputy Sheriff Unit

This division supports the Sheriff's sworn personnel by supplying Reserve Deputy Sheriffs and non-sworn volunteers, who provide approximately 13,000 hours yearly to the community. Except for the coordinator, volunteers provide all services to the County at no cost.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Investigative Services	Yes	Mandated		■
Warrants and Fugitives	Yes	Mandated		■
Headquarters Patrol	Yes	Mandated		■
Westside Patrol - Unincorporated	Yes	Mandated		■
Records	Yes	Mandated		■
County Government Center Security	Yes	Mandated		■
Administration/Support	Yes	Required		■
Civil	Yes	Mandated		■
Special Operations	Yes	Mandated		■
Stanford University Department of Public Safety	No	Non-Mandated		■
Internal Affairs	Yes	Mandated		■
Court Security	Less than 5%	Mandated		■
Sheriff's Jail Operations	Yes	Mandated		■

Impact on Current Level of Service:

□ = Eliminated ▼ = Reduced ◻ = Modified ▲ = Enhanced ■ = No Change



Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Parks Patrol	Yes	Mandated		■
Coroner Operations	Yes	Mandated		■
Reserves/Community Services	Yes	Non-Mandated		■
Canine Unit	Yes	Non-Mandated		■
Air Support Unit	No	Non-Mandated		■
Westside Patrol - City Contracts	No	Non-Mandated		■
Transit Patrol	No	Non-Mandated		■
Parks Patrol Contracts	No	Non-Mandated		■

Impact on Current Level of Service:

□ = Eliminated ▼ = Reduced ▣ = Modified ▲ = Enhanced ■ = No Change

## County Executive's Recommendation

Maintain the current level budget for FY 2009.

### Sheriff's Department — Budget Unit 230 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
23001	Administration Fund 0001	\$ 3,791,029	\$ 4,698,533	\$ 5,923,198	\$ 4,673,666	\$ (24,867)	-0.5%
23002	Administrative Svcs Fund 0001	18,760,696	17,300,009	17,769,484	18,191,784	891,775	5.2%
23003	Field Enforcement Bureau Fund 0001	39,248,958	41,886,045	43,722,223	45,423,160	3,537,115	8.4%
23004	Services Bureau Fund 0001	42,850,306	47,413,679	47,684,089	50,165,968	2,752,289	5.8%
23005	Internal Affairs Fund 0001	868,521	653,231	653,231	716,646	63,415	9.7%
<b>Total Net Expenditures</b>		<b>\$ 105,519,509</b>	<b>\$ 111,951,497</b>	<b>\$ 115,752,225</b>	<b>\$ 119,171,224</b>	<b>\$ 7,219,727</b>	<b>6.4%</b>

### Sheriff's Department — Budget Unit 230 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
23001	Administration Fund 0001	\$ 3,791,029	\$ 4,698,533	\$ 5,923,198	\$ 4,673,666	\$ (24,867)	-0.5%
23002	Administrative Svcs Fund 0001	19,002,453	20,239,306	20,708,781	21,281,079	1,041,773	5.1%
23003	Field Enforcement Bureau Fund 0001	40,748,486	43,552,701	45,388,879	47,089,816	3,537,115	8.1%
23004	Services Bureau Fund 0001	42,988,710	47,669,621	48,819,208	50,421,910	2,752,289	5.8%
23005	Internal Affairs Fund 0001	868,521	991,231	991,231	1,054,646	63,415	6.4%
<b>Total Gross Expenditures</b>		<b>\$ 107,399,200</b>	<b>\$ 117,151,392</b>	<b>\$ 121,831,297</b>	<b>\$ 124,521,117</b>	<b>\$ 7,369,725</b>	<b>6.3%</b>



### Sheriff's Department — Budget Unit 230 Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 93,719,126	\$ 103,287,716	\$ 105,382,508	\$ 110,441,302	\$ 7,153,586	6.9%
Services And Supplies	13,371,689	13,863,676	15,768,818	14,079,815	216,139	1.6%
Fixed Assets	308,385	—	679,971	—	—	—
<b>Subtotal Expenditures</b>	<b>107,399,200</b>	<b>117,151,392</b>	<b>121,831,297</b>	<b>124,521,117</b>	<b>7,369,725</b>	<b>6.3%</b>
Expenditure Transfers	(1,879,691)	(5,199,895)	(6,079,072)	(5,349,893)	(149,998)	2.9%
<b>Total Net Expenditures</b>	<b>105,519,509</b>	<b>111,951,497</b>	<b>115,752,225</b>	<b>119,171,224</b>	<b>7,219,727</b>	<b>6.4%</b>

### Sheriff's Department — Budget Unit 230 Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
23001	Administration Fund 0001	\$ 569,332	\$ 290,804	\$ 352,832	\$ 290,804	\$ —	—
23002	Administrative Svcs Fund 0001	1,983,279	2,263,384	2,263,384	2,263,384	—	—
23003	Field Enforcement Bureau Fund 0001	16,630,694	20,385,132	22,539,992	21,793,788	1,408,656	6.9%
23004	Services Bureau Fund 0001	30,017,412	31,801,789	32,132,698	33,270,229	1,468,440	4.6%
23005	Internal Affairs Fund 0001	1	—	—	—	—	—
	<b>Total Revenues</b>	<b>\$ 49,200,717</b>	<b>\$ 54,741,109</b>	<b>\$ 57,288,906</b>	<b>\$ 57,618,205</b>	<b>\$ 2,877,096</b>	<b>5.3%</b>

### Administration Fund 0001 — Cost Center 23001 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	15.0	\$ 4,698,533	\$ 290,804
Board Approved Adjustments During FY 2008	2.0	1,224,665	62,028
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(558,949)	—
Internal Service Fund Adjustments	—	3,761	—
Other Required Adjustments	—	(694,312)	(62,028)
Subtotal (Current Level Budget)	17.0	\$ 4,673,698	\$ 290,804
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Phone Rate Adjustment	—	(32)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (32)	\$ —
<b>Total Recommendation</b>	<b>17.0</b>	<b>\$ 4,673,666</b>	<b>\$ 290,804</b>



### Administrative Svcs Fund 0001 — Cost Center 23002 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	208.0	\$ 17,300,009	\$ 2,263,384
Board Approved Adjustments During FY 2008	8.0	469,475	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	823,612	—
Internal Service Fund Adjustments	—	182,853	—
Other Required Adjustments	—	(585,391)	—
Subtotal (Current Level Budget)	216.0	\$ 18,190,558	\$ 2,263,384
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Data Processing Adjustment	—	1,226	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 1,226	\$ —
<b>Total Recommendation</b>	216.0	\$ 18,191,784	\$ 2,263,384

### Field Enforcement Bureau Fund 0001 — Cost Center 23003 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	253.0	\$ 41,886,045	\$ 20,385,132
Board Approved Adjustments During FY 2008	10.0	1,836,178	2,154,860
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	2,582,234	—
Internal Service Fund Adjustments	—	192,089	—
Other Required Adjustments	—	(1,073,352)	(746,204)
Subtotal (Current Level Budget)	263.0	\$ 45,423,194	\$ 21,793,788
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Phone Rate Adjustment	—	(34)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (34)	\$ —
<b>Total Recommendation</b>	263.0	\$ 45,423,160	\$ 21,793,788

### Services Bureau Fund 0001 — Cost Center 23004 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	321.0	\$ 47,413,679	\$ 31,801,789
Board Approved Adjustments During FY 2008	5.5	270,410	330,909
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-1.5	2,140,953	—
Internal Service Fund Adjustments	—	(16,824)	1,867,840
Other Required Adjustments	—	357,948	(730,309)
Subtotal (Current Level Budget)	325.0	\$ 50,166,166	\$ 33,270,229



**Services Bureau Fund 0001 — Cost Center 23004**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Phone Rate Adjustment	—	(198)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (198)	\$ —
<b>Total Recommendation</b>	325.0	\$ 50,165,968	\$ 33,270,229

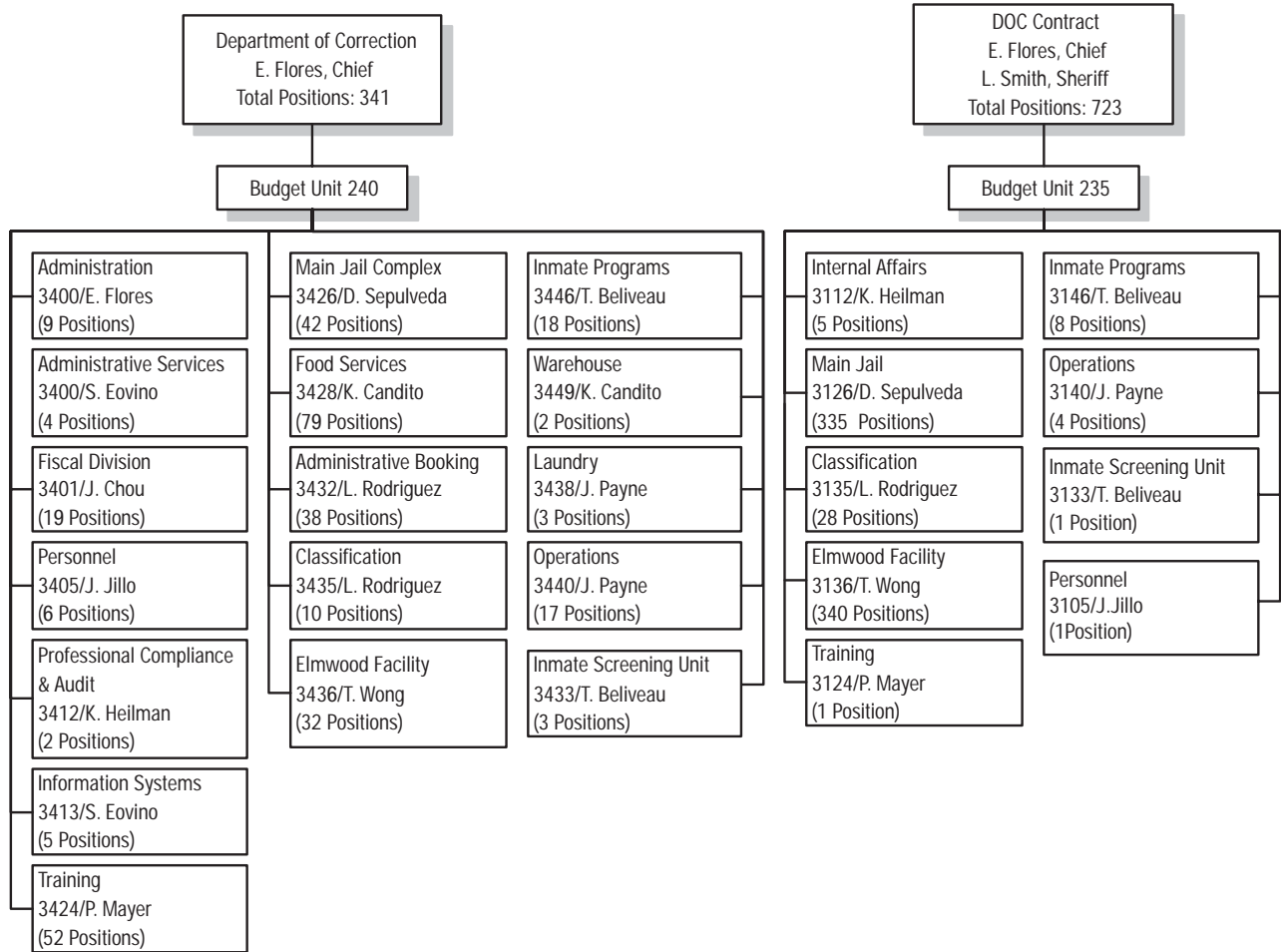
**Internal Affairs Fund 0001 — Cost Center 23005**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	6.0	\$ 653,231	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	70,944	—
Internal Service Fund Adjustments	—	(7,529)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	6.0	\$ 716,646	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	6.0	\$ 716,646	\$ —

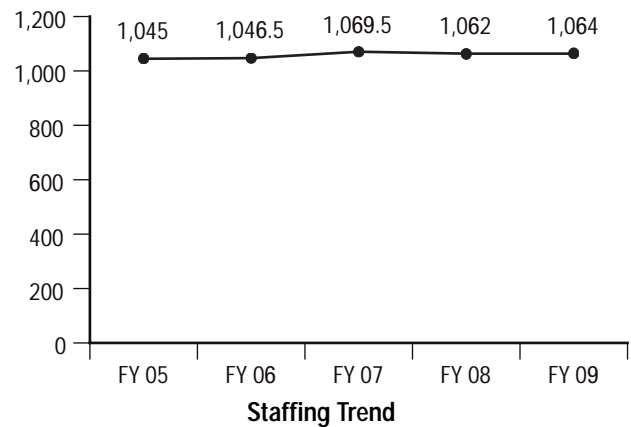
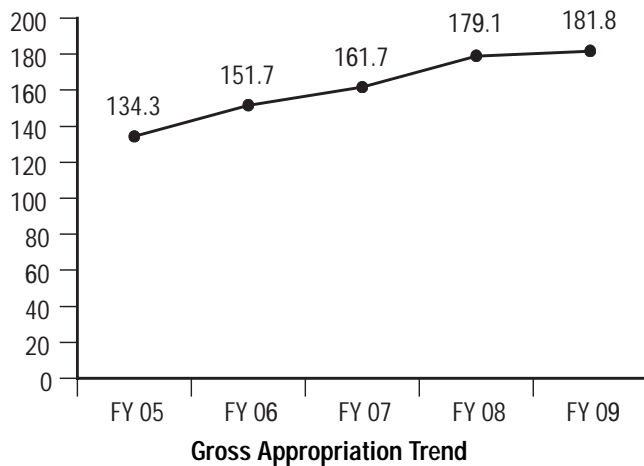




# Department of Correction



Section 2: Public Safety and Justice



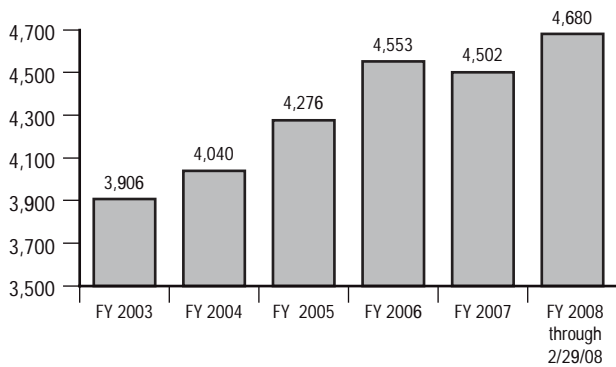
## Public Purpose

- Public Safety
- Compliance with Mandates

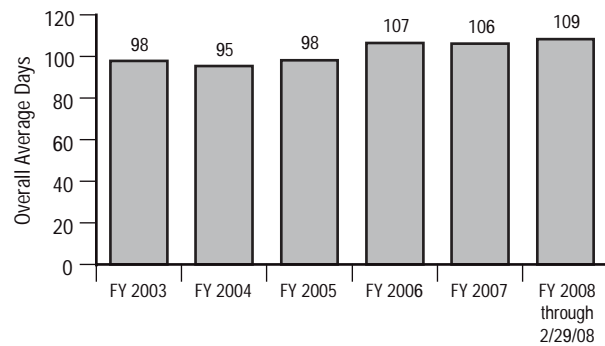


## Desired Results

Safe Housing of Inmates achieved through effective custody of inmates in a safe and controlled environment.



Average Daily Inmate Population



Average Length of Stay



## Safe Housing of Inmates (continued)

Inmate Facilities	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007
Elmwood Deaths	0.04	–	0.04	–	0.20
CCW Deaths	–	–	0.18	–	–
Main Jail Deaths	0.41	0.21	0.35	0.34	0.21
<b>Total Deaths</b>	<b>0.15</b>	<b>0.07</b>	<b>0.16</b>	<b>0.11</b>	<b>0.18</b>
Elmwood Assaults	1.30	6.49	3.28	6.03	3.96
CCW Assaults	0.48	13.76	21.53	9.35	11.16
Main Jail Assaults	15.25	10.57	20.59	15.39	19.30
<b>Total Assaults</b>	<b>5.63</b>	<b>8.81</b>	<b>11.46</b>	<b>9.49</b>	<b>9.66</b>
Elmwood Escapes	–	–	–	0.16	0.04
CCW Escapes	0.24	–	–	–	–
Main Jail Escapes	–	–	–	–	–
<b>Total Escapes</b>	<b>0.03</b>	<b>–</b>	<b>–</b>	<b>0.09</b>	<b>0.02</b>
Elmwood Grievances	53.70	42.03	41.79	41.51	33.62
CCW Grievances	262.20	164.97	120.56	182.92	143.54
Main Jail Grievances	91.08	158.65	162.27	183.92	191.00
<b>Total Grievances</b>	<b>87.98</b>	<b>97.65</b>	<b>92.44</b>	<b>106.03</b>	<b>96.67</b>

## Incidents and Grievances Per 100 Inmates

Data Sources:

Population — DOC Daily Jail Population Report

Deaths — Department of Justice In-Custody Death Report

Assaults &amp; Escapes — DOC JIS Incident Reports

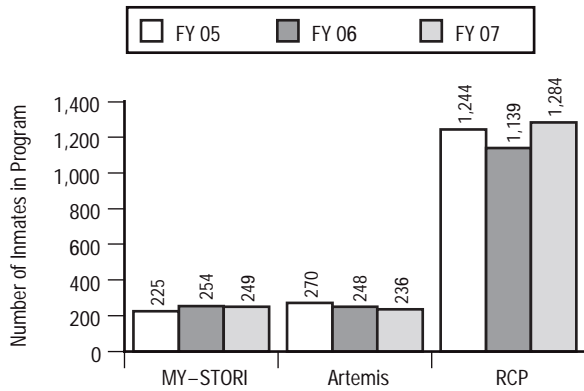
**Effective Administrative and Support Services** achieved by maintaining a safe work environment and facilities, the best-qualified workforce, well-trained and healthy staff, and properly-maintained facilities.

Fiscal Year	Total Object One Expenditures	Overtime Expenditures	Overtime as % of Expenditures	Overtime Hours	Overtime Hours Change from Prior Year
2003	\$ 95,652,250	\$ 8,961,134	9.37%	156,179	-21.7%
2004	\$ 96,361,730	\$ 6,049,450	6.28%	114,034	-27.0%
2005	\$ 103,114,277	\$ 7,818,692	7.58%	150,495	32.0%
2006	\$ 120,042,821	\$ 14,114,425	11.76%	243,936	62.1%
2007	\$ 125,603,639	\$ 11,829,725	9.42%	191,526	-21.5%

## Overtime Hours and Expenditures Compared to Salaries and Benefits

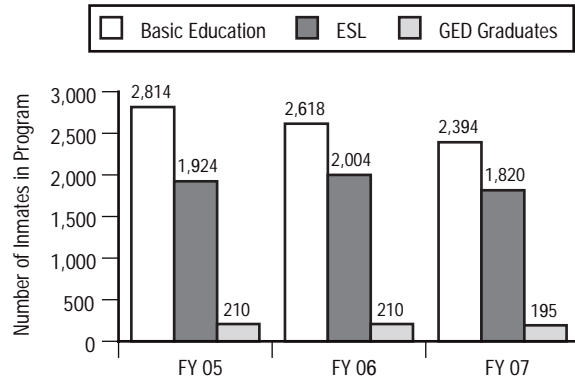


**Successful Inmate Programs** achieved through time spent in jail in a positive and productive manner and to facilitate successful reintegration into the community.

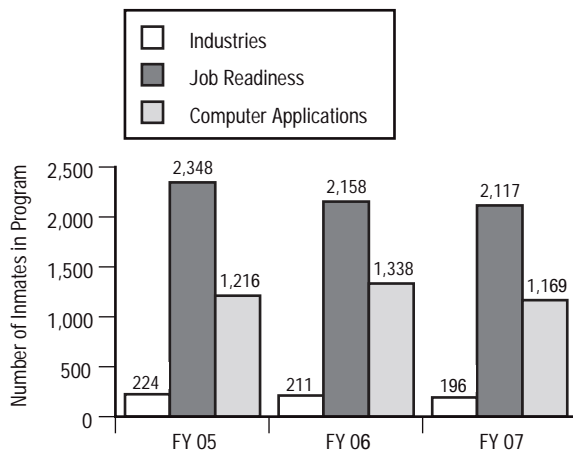


**Comprehensive Substance Abuse Recovery Program**

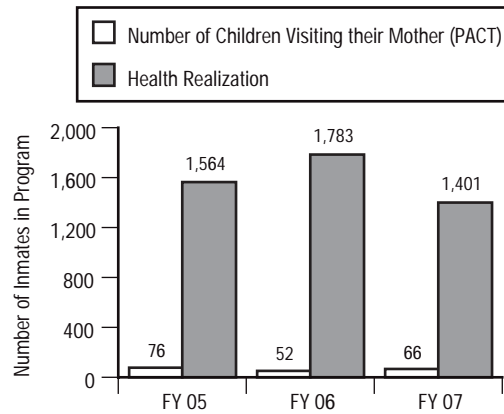
RCP: Regimented Corrections Program  
 Artemis: Substance abuse treatment for female inmates who are pregnant, and/or mothers of young children who are in the dependency court process  
 MY STORI: Substance abuse recovery program for women who are within 6 to 8 weeks of release from custody. Includes out-of-custody services and bi-weekly women's support group meetings in the community.



**Primary and Secondary Academic Literacy Program**



**Vocational, Job Readiness, and Exit Planning Classes**



**Life Skills Classes**



## Description of Major Services

The Department of Correction (DOC) has jurisdiction of operations and facilities relating to institutional discipline, care, treatment and rehabilitation of prisoners, both pre-sentenced and sentenced inmates. The DOC serves and protects the citizens of the County by detaining those under its supervision in a safe and secure environment, while providing humane care, custody, and control. The DOC maximizes opportunities for offenders to participate in programs designed to reduce criminal behavior and enhance reintegration into the community.

### Administrative and Support Services

To maintain a safe work environment, ensure that facilities have the best-qualified workforce, well-trained staff, and properly maintained facilities. These service areas include the following:

**Enforce OSHA Standards:** The correctional facilities cooperate with the County Occupational Safety and Environmental Compliance (OSEC) and conduct periodic inspections to ensure environmental and maintenance problems are handled expeditiously. The DOC provides OSHA-mandated training to employees and maintains the required postings in the safety center, and responds to OSHA's on-site unannounced inspections. The OSHA standards relating to the self-contained breathing apparatus, workplace safety, and chemical storage are handled through DOC Building Operations.

**Operate Safety Program:** The correctional facilities ensure that the information employees are required to have can be accessed and is posted in the Safety Center {i.e. Injury and information specific to the Injury and Illness Prevention Plan (IIPP), Exposure Control Program, Respiratory Protection Program, and OSEC training information}. The Safety Center also has safety handouts and Material Safety Data Sheets for chemicals used on the premises.

**TB Testing:** The correctional facilities comply with the State Department of Health Services Communicable Disease Control Division regulations to perform annual TB tests on all employees. TB Testing requires employee screening, prevention, base line identification and treatment. Inmates are also screened and/or tested upon admission and annually thereafter.

**Blood-borne Pathogen Testing:** Blood-borne Pathogen Training is conducted by the facility Infection Control Manager. The DOC provides four hours of training yearly to badge staff and maintains educational postings regarding blood-borne pathogens in many common areas throughout the facilities.

**Communicable Disease Prevention and Training:** The DOC has developed a policy for evaluating and implementing an effective communicable disease program that is of special concern to jails due to their common occurrence, seriousness, or potential spread to inmates and staff. The policy outlines strategies that will be followed in dealing with an identified disease along with any educational or preventative measures. The DOC is required to identify, treat, control, follow-up, train, take precautions and maintain statistics for communicable disease. Staff is required to receive training in the prevention and handling of communicable diseases. Steps are in place to safeguard officers and inmates to control spreading of communicable disease in this high-risk jail environment. All inmates receive medical screening for communicable diseases prior to admission.

**Professional Development:** The Standards Training Commission (STC) requires 80 hours of supervisory training specific to supervision within one year of promotion. All badge staff is required to maintain current CPR, AED and First Aid certification and receive 24 hours of STC training annually. Badge staff receives cross training in a variety of assignments, including Fire and Emergency Response Team (ERT) training. Badge staff is encouraged to participate in the Career Incentive Program (CIP), which is an incentive plan to stimulate the career of law enforcement officers to continue and broaden their educational background. This program provides recognition to the staff that have attained certain levels of educational background and who exhibit interest in continuing their education above these levels.

**Basic Academy:** The DOC provides all new recruits a basic training academy. This academy is a 10-week, two-part program of instruction. Part I is the Adult Corrections Officer Core Course consisting of a minimum of 204 hours of instruction in specific instructional objectives and Part II is devoted to approximately 200 hours of Agency-specific criteria. Entry-level correctional officers must complete this



course of instruction as demonstrated by a satisfactory level of proficiency on relevant achievement tests prior to assignment in a jail facility.

**Recruitment and Selection:** The DOC is responsible for the recruitment and selection of Correctional Officer Cadets. The DOC works closely with the County to carefully screen applicants and to administer the initial entrance exam. The DOC has a comprehensive testing process to select the most qualified applicants, which includes: a physical agility test, an oral board exam, polygraph exam, a background review, medical, and psychiatric screening. This is done in collaboration with outside vendors.

**Building Maintenance:** The DOC is responsible for maintaining numerous buildings to the guidelines outlined by the Board of Corrections, Fire Marshal and Health Department. Staff conducts daily, weekly and monthly cleanliness inspection of the facilities in order to maintain a clean and healthy environment for staff and inmates. DOC Building Operations handles all maintenance requests generated by facility staff. In cooperation with County Facilities and Fleet, calls are routed to contractors, handled by inmates and DOC Operations Staff, or sent to Facilities and Fleet personnel for completion.

## Custody

To properly house inmates in safe and secure facility and in the least restrictive environment the following services include:

**Intake Booking:** All Intake Booking is done at the Main Jail and initiates the County custody process for most inmates. Arresting agencies bring arrestees to the Main Jail. The inmate is then medically screened, positively identified, and entered into the CJIC computer. If the offense is citable, the inmate is cited and released. The County Pretrial Services Department is available to screen the inmates for Own Recognizance (OR) releases. If the inmate is not released, the inmate is classified and housed accordingly. The DOC accepts and processes about 73,000 arrestees per year.

**Release:** Inmates who are scheduled to be released are done so in a timely manner. They receive their personal clothing, property and any money in their inmate trust account. Inmates who do not have clothing will be provided with donated clothing. Proper identification will be made to ensure the release of the correct inmate.

**Classify Inmates:** The classification process is designed to identify the individual characteristics of each inmate based on behavior, criminal history, in-custody history, judicial status, and the individual or special needs of the inmate. Once compiled, the information is used to determine the inmate's security level and housing placement. The Classification Plan requires continuous reviews of inmates' custody and judicial status updates for housing changes and inmate movement. The Classification Plan is considered the first line of security for the facilities. Proper identification and placement of inmates prevents assaults, escapes, major disturbances, major gang activity, and extortion.

**Inmate Labor Management:** All sentenced inmates are required to work. The inmates are selected by the Assignment Officer, screened and approved by Classification and Medical to work in the kitchen, Laundry, Operations, Industries, Auto Body Shop, Janitor, Barracks Orderly, and other areas. The management of inmate labor provides the work force in the jail and assists the inmates in preparing themselves to integrate into the community with some work experience and skills.

**Inmate Orientation, Rules and Conduct:** The Inmate Orientation and rulebook is posted and distributed to all inmates. The inmates are responsible to read, understand and follow the jail rules. Rule violations are investigated for infractions or criminal charges.

**Alternative Sentencing:** The Inmate Screening Unit located at the Elmwood Complex screens the inmates for the Public Service Program. Upon approval, eligible inmates are released from custody to these programs.

**Maintain Accurate Records:** The DOC maintains individual inmate records, which includes intake information, personal property receipts, commitment papers, court orders, reports of disciplinary actions, medical orders and non-medical information regarding disabilities and other limitations. The DOC maintains written records of all incidents which result in physical harm, or serious threat of physical harm, to an employee or inmate.

## Housing

To provide effective custody of inmates in a safe and controlled environment, to reduce inmate claims, and to meet required mandates. The following service areas include:

**Provide Shelter:** All inmates are housed in an environment that meets California Code of Regulations Title 15 and 24 Environmental Health standards. Inmates are provided a bed, furnishings to enable them to conduct daily activities, access to personal hygiene facilities, and access to recreational areas. All housing areas are supervised 24 hours a day, seven days a week.

**Provide Nutritious Food:** The Food Service Division provides satisfying, nutritious and cost-effective meals in accordance with state mandates. Food service staff, with the assistance of inmate workers, deliver quality service to inmates, staff and other agencies. The Food Service Division provides about 15,000 meals daily, including special diets.

**Provide Visitation for Inmates:** Facilities provide the opportunity for each inmate to have visits; the Elmwood Complex provides opportunity for two half hour visits each week and the Main Jail Complex provides opportunity for two one hour visits each week. Visits require supervision and screening of visitors.

**Provide Clean Laundry:** All inmates receive climatically suitable clothing upon admittance to the facility and are allowed to regularly exchange dirty clothing for clean clothing including: undergarments, outer garments, socks, footwear, bed linen and blankets. Inmates performing special assignments are issued clothing essential to perform such assignments such as: food service, agricultural, sanitation, mechanical and other specified work. The DOC washes approximately three million pounds of inmate laundry each year. The DOC also washes approximately 300,000 pounds of homeless laundry annually for various local homeless shelters.

**Provide Access to Religious Services:** All inmates are allowed to participate in religious services and counseling available in their housing areas on a voluntary basis. All inmates have access to the Jail Chaplain's staff through the Inmate Request Form process.

**Provide Access to Telephones:** All inmates are provided reasonable access to use telephones beyond those telephone calls required by Section 851.5 of the Penal Code. Inmates with hearing impairment have access to equipment to enable them to communicate telephonically, which is in compliance with ADA requirements.

**Provide Access to Courts:** All inmates are provided access to the Court and to legal counsel via mail, telephone and confidential consultation with attorneys. Inmates are also provided access to legal documents through the Legal Research Associates.

**Provide Access to Mail:** All inmates may correspond freely with family members and friends. Inmates may correspond confidentially with state and federal courts, attorneys, public officers, facility commander and the State Board of Corrections. Inmates' legal mail is directly delivered to the inmates. Inmates without funds shall be permitted at least two postage paid letters each week. Mail must be opened and inspected for contraband by staff prior to delivery.

### Medical Care

The DOC, through Custody Health Services, provides for reasonable standard care in order to achieve the appropriate level of health care. This includes medical, dental, and mental health services and counseling the inmates.

### Inmate Programs

Educational and treatment programs, designed to provide positive and productive opportunities for inmates, facilitate successful reintegration into the community. Services include:

**Comprehensive Substance Abuse Recovery Programs:** The DOC offers several intensive substance abuse recovery programs for inmates who are court ordered into a program or who voluntarily seek assistance. Milpitas Adult Education (MAE) instructors teach the core Substance Abuse Education courses, while MAE and volunteers provide related classes and services, such as co-dependency, communication skills, parenting, world cultures, health realization, and trauma recovery. DOC staff work closely with the Courts to intake, screen, enroll, monitor and report on the progress of inmates who are ordered by the Court to attend these programs.

**Primary and Secondary Academic and Literacy Programs:** MAE provides a variety of academic classes to inmates including GED, English-as-a-Second Language (ESL), basic study skills, math and English review, and art. Approximately 200 inmates receive their GEDs annually while incarcerated. In the spring of 2008, MAE will begin GED testing for Regimented Corrections Program (RCP) Phase II participants at the Day Reporting Center.



**Vocational, Job Readiness and Exit Planning Classes:** The DOC contracts with MAE to provide a variety of vocational skill and job preparation classes. Through the Correctional Industries program, inmates are taught in areas such as welding, cabinet making, carpentry, upholstery, blueprint reading, applied vocational math, and industrial safety. MAE also provides classes in basic computer skills and computer software applications to inmates at Elmwood Complex and the Day Reporting Center. In the Job Readiness/Retention and Exit Planning classes, inmates are taught how to fill out job applications, how to interview, and construct resumes on computers.

**Life Skills Classes:** The DOC provides a variety of classes that are focused on individual topics related to criminal behavior and substance abuse. These are offered as components to the comprehensive substance abuse programs or as “stand-alone” classes. Topics include Health Realization, parenting, domestic violence prevention, relapse prevention and trauma recovery.

In the PACT (Parents and Children Together) program, mothers who participate in parenting education classes can earn the privilege of having weekly contact program visits with their children, which reduces the trauma experienced by children.

## Emerging Issues

**Growing Local Inmate Population:** Beginning in fiscal year 2003, the local inmate population (the inmate population exclusive of those held on behalf of other

agencies) has increased 3 - 5% each year. There was also a spike in the population in the fall of 2007. This steady increase in local population, coupled with a static jail capacity, will limit the DOC’s ability to accept voluntary revenue-generating inmates from other agencies and could potentially reduce future revenues. The increase in this population will also necessitate a corresponding increase in expenditures related to housing and additional custody staff.

**State Prison Population:** The State of California is experiencing significant overcrowding in its correctional facilities. State budget constraints or the inability to resolve conditions of confinement issues as well as adequate medical care for prisoners may cause the State to implement measures to reduce its prisoner population. While there are no plans to effectuate this reduction in population, there is a possibility that these measures could adversely impact the Santa Clara County inmate population. This would exacerbate the existing impact of the growing local inmate population.

**Escalating Food Prices:** The DOC must provide three meals per day to about 4,600 inmates as well as custody staff required to remain at jail facilities for their lunch breaks. Worldwide double-digit food price inflation is the cause of an anticipated eleven percent increase in the FY 2008 versus the FY 2007 food cost. The department expects this trend to continue for the foreseeable future, escalating food costs by about \$500,000 per year.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Administration/Support	Yes	Required	Improve recruitment efforts and outcomes. Continued and enhanced IT Infrastructure delivery.	▲
Elmwood Complex	Yes	Mandated	Improve supervision of Women’s Jail. Replace aging Kitchen equipment.	▲
Main Jail Complex	Yes	Mandated		■
Other Inmate Welfare Fund Positions	No	Non-Mandated		■

Impact on Current Level of Service:

□ = Eliminated ▼ = Reduced ■ = Modified ▲ = Enhanced ■ = No Change



Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Programs Unit	Yes	Non-Mandated		■
Administrative Booking	Yes	Mandated		■
Classification	Yes	Mandated		■
Internal Affairs	Yes	Mandated		■
Food Services	Yes	Mandated		■
Operations/Industries	Yes	Non-Mandated		■
Inmate Visits	Yes	Non-Mandated		■
Assignment Officer	No	Non-Mandated		■

Impact on Current Level of Service:

□ = Eliminated ▼ = Reduced ▣ = Modified ▲ = Enhanced ■ = No Change

## County Executive's Recommendation

### ▲ Administration/Support

**Add 1.0 FTE Correctional Officer in Administration:** This recommendation adds 1.0 FTE Correctional Officer position to act as the Department's Recruitment Officer. The position will be funded within the current cadet academy budget via a commensurate reduction in academy recruitment related costs.

**Reduce Funding in Cadet Academy:** This recommendation reduces academy expenses related to overtime and background investigations normally expended conducting recruitments. This action fully offsets the cost of the addition of the 1.0 FTE Correctional Officer.

**Service Impact:** The DOC competes with a number of agencies when recruiting for qualified correctional officer candidates. The recruiting/hiring process is extensive and consists of fourteen steps and takes approximately nine months to complete. This position will ensure the continual recruitment and maintenance of a list of applicants who have been screened through the pre-background interviews. This will allow the academy to be filled with a lead time much shorter than the current nine months and should also permit the academies to have the maximum number of trainees.

**Positions Added: 1.0**  
**Ongoing Cost: \$103,572**  
**Ongoing Savings: \$103,572**

**Allocate One-time Funding of \$121,684 for Information Technology Infrastructure Replacement:** This project will replace aging/obsolete equipment that meets or exceeds the County's Information Technology Replacement criteria. Items in this request may include servers, printers, routers/switches, laptops, and software. This project is recommended by the Information Technology Executive Committee (ITEC).

**Service Impact:** Continued and enhanced service delivery to include safety and security issues.

**One-time Cost: \$121,684**

### ▲ Elmwood Complex

**Add 1.0 FTE Correctional Lieutenant in the Elmwood Complex:** This recommendation adds 1.0 FTE Correctional Lieutenant position for the Correctional Center for Women (CCW) at Elmwood.

**Service Impact:** Currently, there is no dedicated administrative management for CCW. Providing administrative support and day-to-day management of CCW from Elmwood Administration is logistically challenging and does not lend itself to good management practices and an understanding of operational and service needs of the female population, the average of which has increased to 597, and at times has reached over 660 inmates. Without gender-specific managerial oversight, decision making is based on inmate supervisory techniques that are not gender



specific. A dedicated CCW lieutenant will develop staff, facility operations and programs to benefit the female inmate population.

**Positions Added: 1.0**  
**Ongoing Cost: \$162,778**

**Allocate One-time Funding in the Amount of \$279,500 for Kitchen Equipment:**

Item	Amount
Overhead Proofer, to hold and rotate raw dough loaves in a controlled environment so that bread will rise properly prior to baking.	\$120,000
Transport Carts, to transport breakfast and dinner meals long distances: to the Main Jail and nine locations at Elmwood.	\$26,000
Bread Pans, to bake about 1,400 loaves of bread each day.	\$27,500
Steamline Table, to hold and keep warm food warm for about 500 employees.	\$4,000
Retherm Carts, to quickly and safely heat pre-cooked meals to the temperature required for proper food safety.	\$70,000
Three-tiered Carts, to transport and distribute approximately 5,000 inmate boxed lunch meals each day.	\$10,000
Convection Oven, to be used at Main Jail to prepare meals for about 500 employees and to serve as back-up heating equipment for inmate meals.	\$22,000
<b>Total</b>	<b>\$279,500</b>

**Service Impact:** The current kitchen equipment is twenty years old and in addition to being aged is prone to failure. Failure of this critical equipment could cause the DOC to be unable to prepare food. With the replacement of this kitchen equipment, the DOC will be able to continue to prepare in excess of 5,500,000 meals each year for inmates and County custody staff, in a safe and healthy way.

**One-time Cost: \$279,500**

### Sheriff's Doc Contract — Budget Unit 235 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
3124	Training And Staff Dev Fund 0001	423,835	133,303	133,874	245,410	112,107	84.1%
3133	Inmate Screening Unit Fund 0001	—	—	126,588	136,216	136,216	—
23503	Main Jail Complex Fund 0001	44,685,550	45,409,292	45,601,383	47,438,899	2,029,607	4.5%
3136	Elmwood Men's Facility Fund 0001	44,752,266	44,730,164	44,932,250	48,430,506	3,700,342	8.3%
3135	Classification Fund 0001	3,994,186	4,003,318	4,021,719	4,228,503	225,185	5.6%
3146	Inmate Progs-Psp Fund 0001	1,462,829	1,505,953	1,511,257	1,452,914	(53,039)	-3.5%
23509	Central Services Fund 0001	551,960	674,368	550,963	567,251	(107,117)	-15.9%
3112	Internal Affairs Fund 0001	693,266	780,028	783,047	834,056	54,028	6.9%
<b>Total Net Expenditures</b>		<b>\$ 96,563,893</b>	<b>\$ 97,236,426</b>	<b>\$ 97,661,081</b>	<b>\$ 103,333,755</b>	<b>\$ 6,097,329</b>	<b>6.3%</b>

### Sheriff's Doc Contract — Budget Unit 235 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
3124	Training And Staff Dev Fund 0001	423,835	133,303	133,874	245,410	112,107	84.1%
3133	Inmate Screening Unit Fund 0001	—	—	126,588	136,216	136,216	—
23503	Main Jail Complex Fund 0001	44,685,550	45,409,292	45,601,383	47,438,899	2,029,607	4.5%
3136	Elmwood Men's Facility Fund 0001	44,752,266	44,730,164	44,932,250	48,430,506	3,700,342	8.3%
3135	Classification Fund 0001	3,994,186	4,003,318	4,021,719	4,228,503	225,185	5.6%
3146	Inmate Progs-Psp Fund 0001	1,462,829	1,505,953	1,511,257	1,452,914	(53,039)	-3.5%
23509	Central Services Fund 0001	551,960	674,368	550,963	567,251	(107,117)	-15.9%
3112	Internal Affairs Fund 0001	693,266	780,028	783,047	834,056	54,028	6.9%
<b>Total Gross Expenditures</b>		<b>\$ 96,563,893</b>	<b>\$ 97,236,426</b>	<b>\$ 97,661,081</b>	<b>\$ 103,333,755</b>	<b>\$ 6,097,329</b>	<b>6.3%</b>

### Sheriff's Doc Contract — Budget Unit 235 Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 95,284,375	\$ 97,236,426	\$ 97,661,081	\$ 103,333,755	\$ 6,097,329	6.3%
Fixed Assets	1,279,517	—	—	—	—	—
<b>Subtotal Expenditures</b>	<b>96,563,893</b>	<b>97,236,426</b>	<b>97,661,081</b>	<b>103,333,755</b>	<b>6,097,329</b>	<b>6.3%</b>
<b>Total Net Expenditures</b>	<b>96,563,893</b>	<b>97,236,426</b>	<b>97,661,081</b>	<b>103,333,755</b>	<b>6,097,329</b>	<b>6.3%</b>



### Training And Staff Dev Fund 0001 — Cost Center 3124

#### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	1.0	\$ 133,303	\$ —
Board Approved Adjustments During FY 2008	—	571	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	7,964	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	1.0	\$ 141,838	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Add 1.0 FTE Position	1.0	103,572	—
Add 1.0 FTE Correctional Officer to act as the Department's Recruitment Officer. The addition of this position is cost-neutral due to a commensurate reduction in academy related costs, shown in cost center 3424.			
Subtotal (Recommended Changes)	1.0	\$ 103,572	\$ —
<b>Total Recommendation</b>	<b>2.0</b>	<b>\$ 245,410</b>	<b>\$ —</b>

### Inmate Screening Unit Fund 0001 — Cost Center 3133

#### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2008	—	126,588	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	1.0	9,628	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	1.0	\$ 136,216	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>1.0</b>	<b>\$ 136,216</b>	<b>\$ —</b>

### Main Jail Complex Fund 0001 — Cost Center 23503

#### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	335.0	\$ 45,409,292	\$ —
Board Approved Adjustments During FY 2008	—	192,091	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	1,837,516	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—



### Main Jail Complex Fund 0001 — Cost Center 23503 Major Changes to the Budget

	Positions	Appropriations	Revenues
Subtotal (Current Level Budget)	335.0	\$ 47,438,899	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>335.0</b>	<b>\$ 47,438,899</b>	<b>\$ —</b>

### Elmwood Men's Facility Fund 0001 — Cost Center 3136 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	339.0	\$ 44,730,164	\$ —
Board Approved Adjustments During FY 2008	—	202,086	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	1.0	3,498,256	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	340.0	\$ 48,430,506	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>340.0</b>	<b>\$ 48,430,506</b>	<b>\$ —</b>

### Classification Fund 0001 — Cost Center 3135 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	28.0	\$ 4,003,318	\$ —
Board Approved Adjustments During FY 2008	—	18,401	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	206,784	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	28.0	\$ 4,228,503	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>28.0</b>	<b>\$ 4,228,503</b>	<b>\$ —</b>



### Inmate Progs-Psp Fund 0001 — Cost Center 3146 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	9.0	\$ 1,505,953	\$ —
Board Approved Adjustments During FY 2008	—	5,304	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-1.0	(58,343)	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	8.0	\$ 1,452,914	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>8.0</b>	<b>\$ 1,452,914</b>	<b>\$ —</b>

### Central Services Fund 0001 — Cost Center 23509 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	5.0	\$ 674,368	\$ —
Board Approved Adjustments During FY 2008	—	(123,405)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-1.0	16,288	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	4.0	\$ 567,251	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>4.0</b>	<b>\$ 567,251</b>	<b>\$ —</b>

### Internal Affairs Fund 0001 — Cost Center 3112 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	5.0	\$ 780,028	\$ —
Board Approved Adjustments During FY 2008	—	3,019	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	51,009	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	5.0	\$ 834,056	\$ —



## Internal Affairs Fund 0001 — Cost Center 3112

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	5.0	\$ 834,056	\$ —

## Department Of Correction — Budget Unit 240

### Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
3400	Administration Fund 0001	\$ 3,420,213	\$ 4,656,465	\$ 6,734,150	\$ 5,144,518	\$ 488,053	10.5%
3433	Inmate Screening Unit Fund 0001	—	—	359,391	389,772	389,772	—
24002	Administrative Services Bureau Fund 0001	4,409,685	12,829,171	5,363,355	5,691,196	(7,137,975)	-55.6%
24003	Main Jail Complex Fund 0001	20,570,283	22,422,915	22,422,915	24,248,774	1,825,859	8.1%
3436	Elmwood Men's Facility Fund 0001	17,370,821	17,599,217	17,647,475	19,778,861	2,179,644	12.4%
3432	Admin Booking Fund 0001	2,878,024	3,531,991	3,505,456	3,815,221	283,230	8.0%
3435	Classification Fund 0001	935,284	1,036,468	1,036,468	1,087,222	50,754	4.9%
24008	Inmate Program Fund 0001	1,667,704	1,711,129	1,737,663	2,593,417	882,288	51.6%
24009	Central Services Fund 0001	14,600,901	14,546,433	14,423,195	15,185,812	639,379	4.4%
24011	Internal Affairs	430,713	467,713	467,713	444,818	(22,895)	-4.9%
<b>Total Net Expenditures</b>		\$ 66,283,627	\$ 78,801,501	\$ 73,697,781	\$ 78,379,610	\$ (421,891)	-0.5%

## Department Of Correction — Budget Unit 240

### Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
3400	Administration Fund 0001	\$ 3,515,648	\$ 4,932,668	\$ 7,010,353	\$ 5,144,518	\$ 211,850	4.3%
3433	Inmate Screening Unit Fund 0001	—	—	359,391	389,772	389,772	—
24002	Administrative Services Bureau Fund 0001	4,732,936	13,232,565	5,766,749	5,691,196	(7,541,369)	-57.0%
24003	Main Jail Complex Fund 0001	20,634,315	22,422,915	22,422,915	24,248,774	1,825,859	8.1%
3436	Elmwood Men's Facility Fund 0001	18,393,638	18,310,490	18,358,748	19,778,861	1,468,371	8.0%
3432	Admin Booking Fund 0001	3,106,511	3,684,239	3,657,704	3,815,221	130,982	3.6%
3435	Classification Fund 0001	935,284	1,036,468	1,036,468	1,087,222	50,754	4.9%
24008	Inmate Program Fund 0001	2,667,039	2,988,257	3,014,791	2,593,417	(394,840)	-13.2%
24009	Central Services Fund 0001	14,884,737	14,830,379	14,578,195	15,334,312	503,933	3.4%
24011	Internal Affairs	430,713	467,713	467,713	444,818	(22,895)	-4.9%
<b>Total Gross Expenditures</b>		\$ 69,300,821	\$ 81,905,693	\$ 76,673,027	\$ 78,528,110	\$ (3,377,583)	-4.1%



## Department Of Correction — Budget Unit 240 Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 29,066,543	\$ 30,856,596	\$ 30,856,596	\$ 31,745,110	\$ 888,514	2.9%
Services And Supplies	40,070,637	43,549,097	45,433,646	46,637,000	3,087,903	7.1%
Fixed Assets	163,641	—	382,785	146,000	146,000	—
Operating/Equity Transfers	—	7,500,000	—	—	(7,500,000)	-100.0%
<b>Subtotal Expenditures</b>	<b>69,300,821</b>	<b>81,905,693</b>	<b>76,673,027</b>	<b>78,528,110</b>	<b>(3,377,583)</b>	<b>-4.1%</b>
Expenditure Transfers	(3,017,194)	(3,104,192)	(2,975,246)	(148,500)	2,955,692	-95.2%
<b>Total Net Expenditures</b>	<b>66,283,627</b>	<b>78,801,501</b>	<b>73,697,781</b>	<b>78,379,610</b>	<b>(421,891)</b>	<b>-0.5%</b>

## Department Of Correction — Budget Unit 240 Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
3400	Administration Fund 0001	\$ 957,811	\$ 2,200,929	\$ 2,000,929	\$ 2,256,774	\$ 55,845	2.5%
24002	Administrative Services Bureau Fund 0001	436,544	7,500,000	424,655	403,394	(7,096,606)	-94.6%
24003	Main Jail Complex Fund 0001	11,327,583	10,628,242	10,628,242	11,692,881	1,064,639	10.0%
3436	Elmwood Men's Facility Fund 0001	2,908,286	3,377,519	3,377,519	3,875,797	498,278	14.8%
3432	Admin Booking Fund 0001	499	—	—	137,024	137,024	—
3435	Classification Fund 0001	510	—	—	—	—	—
24008	Inmate Program Fund 0001	68,003	67,510	67,510	1,256,515	1,189,005	1,761.2%
24009	Central Services Fund 0001	49,276	40,000	40,000	40,000	—	—
24011	Internal Affairs	3,117	—	—	—	—	—
	<b>Total Revenues</b>	<b>\$ 15,751,630</b>	<b>\$ 23,814,200</b>	<b>\$ 16,538,855</b>	<b>\$ 19,662,385</b>	<b>\$ (4,151,815)</b>	<b>-17.4%</b>

## Administration Fund 0001 — Cost Center 3400 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	13.0	\$ 4,656,465	\$ 2,200,929
Board Approved Adjustments During FY 2008	—	2,077,685	(200,000)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	139,158	—
Internal Service Fund Adjustments	—	66,076	—
Other Required Adjustments	—	(1,794,707)	255,845
Subtotal (Current Level Budget)	13.0	\$ 5,144,677	\$ 2,256,774
<b>Recommended Changes for FY 2009</b>			





### Administration Fund 0001 — Cost Center 3400 Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments			
FY 2009 Phone Rate Adjustment	—	(159)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (159)	\$ —
<b>Total Recommendation</b>	13.0	\$ 5,144,518	\$ 2,256,774

### Inmate Screening Unit Fund 0001 — Cost Center 3433 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2008	—	359,391	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	3.0	30,381	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	3.0	\$ 389,772	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	3.0	\$ 389,772	\$ —

### Administrative Services Bureau Fund 0001 — Cost Center 24002 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	82.0	\$ 12,829,171	\$ 7,500,000
Board Approved Adjustments During FY 2008	—	(7,465,816)	(7,075,345)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	84,310	—
Internal Service Fund Adjustments	—	(7,478,625)	(7,500,000)
Other Required Adjustments	—	7,705,625	7,478,739
Subtotal (Current Level Budget)	82.0	\$ 5,674,665	\$ 403,394
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Data Processing Adjustment	—	(1,145)	—
FY 2009 Phone Rate Adjustment	—	(436)	—
Decision Packages			
1. Reduce Academy Expenses	—	(103,572)	—



### Administrative Services Bureau Fund 0001 — Cost Center 24002 Major Changes to the Budget

	Positions	Appropriations	Revenues
Reduce academy recruitment-related costs to fund the addition of a correctional officer who will act as the department's recruitment officer.			
2. Allocate One-time Funds for Technology Project	—	121,684	—
Allocate one-time funds in the amount of \$121,684 for IT Infrastructure Replacement Project.			
Subtotal (Recommended Changes)	—	\$ 16,531	\$ —
<b>Total Recommendation</b>	<b>82.0</b>	<b>\$ 5,691,196</b>	<b>\$ 403,394</b>

### Main Jail Complex Fund 0001 — Cost Center 24003 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	42.0	\$ 22,422,915	\$ 10,628,242
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	292,474	—
Internal Service Fund Adjustments	—	1,384,456	—
Other Required Adjustments	—	50,000	1,064,639
Subtotal (Current Level Budget)	42.0	\$ 24,149,845	\$ 11,692,881
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Adjust reimbursement from Main Jail to Custody Health for Internal Services charges	—	(39)	—
FY 2009 Phone Rate Adjustment	—	(2,691)	—
Increase reimbursement from Main Jail to Custody Health for the addition of 1.0 FTE Executive Assistant position, ITEC Project and Internal Services adjustments	—	101,659	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 98,929	\$ —
<b>Total Recommendation</b>	<b>42.0</b>	<b>\$ 24,248,774</b>	<b>\$ 11,692,881</b>

### Elmwood Men's Facility Fund 0001 — Cost Center 3436 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	31.0	\$ 17,599,217	\$ 3,377,519
Board Approved Adjustments During FY 2008	—	48,258	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	101,336	—
Internal Service Fund Adjustments	—	982,976	—
Other Required Adjustments	—	663,140	498,278
Subtotal (Current Level Budget)	31.0	\$ 19,394,927	\$ 3,875,797
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Phone Rate Adjustment	—	29	—



### Elmwood Men's Facility Fund 0001 — Cost Center 3436 Major Changes to the Budget

	Positions	Appropriations	Revenues
Increase reimbursement from Elmwood to Custody Health for the one-time purchase of radiology equipment, ITEC Project and Internal Services adjustment	—	221,127	—
<b>Decision Packages</b>			
1. Add 1.0 FTE Position	1.0	162,778	—
Add 1.0 FTE Correctional Lieutenant (U53) in the Correctional Center for Women (CCW) at Elmwood.			
Subtotal (Recommended Changes)	1.0	\$ 383,934	\$ —
<b>Total Recommendation</b>	<b>32.0</b>	<b>\$ 19,778,861</b>	<b>\$ 3,875,797</b>

### Admin Booking Fund 0001 — Cost Center 3432 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	38.0	\$ 3,531,991	\$ —
Board Approved Adjustments During FY 2008	—	(26,534)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	159,231	—
Internal Service Fund Adjustments	—	(1,205)	—
Other Required Adjustments	—	152,248	137,024
Subtotal (Current Level Budget)	38.0	\$ 3,815,731	\$ 137,024
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Phone Rate Adjustment	—	(510)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (510)	\$ —
<b>Total Recommendation</b>	<b>38.0</b>	<b>\$ 3,815,221</b>	<b>\$ 137,024</b>

### Classification Fund 0001 — Cost Center 3435 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	10.0	\$ 1,036,468	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	58,346	—
Internal Service Fund Adjustments	—	(7,394)	—
Other Required Adjustments	—	0	—
Subtotal (Current Level Budget)	10.0	\$ 1,087,420	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Phone Rate Adjustment	—	(198)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (198)	\$ —
<b>Total Recommendation</b>	<b>10.0</b>	<b>\$ 1,087,222</b>	<b>\$ —</b>



### Inmate Program Fund 0001 — Cost Center 24008 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	18.0	\$ 1,711,129	\$ 67,510
Board Approved Adjustments During FY 2008	—	26,534	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(411,714)	—
Internal Service Fund Adjustments	—	(9,210)	—
Other Required Adjustments	—	1,276,678	1,189,005
Subtotal (Current Level Budget)	18.0	\$ 2,593,417	\$ 1,256,515
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	18.0	\$ 2,593,417	\$ 1,256,515

### Central Services Fund 0001 — Cost Center 24009 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	104.0	\$ 14,546,433	\$ 40,000
Board Approved Adjustments During FY 2008	—	(123,238)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-3.0	347,498	—
Internal Service Fund Adjustments	—	(64,740)	—
Other Required Adjustments	—	200,435	—
Subtotal (Current Level Budget)	101.0	\$ 14,906,388	\$ 40,000
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Phone Rate Adjustment	—	(76)	—
Decision Packages			
1. Allocate One-time Funding for Kitchen Equipment	—	279,500	—
To replace twenty year old aged and prone-to-failure equipment at the Elmwood Kitchen.			
Subtotal (Recommended Changes)	—	\$ 279,424	\$ —
<b>Total Recommendation</b>	101.0	\$ 15,185,812	\$ 40,000

### Internal Affairs — Cost Center 24011 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	2.0	\$ 467,713	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	28,288	—
Internal Service Fund Adjustments	—	(51,025)	—
Other Required Adjustments	—	—	—

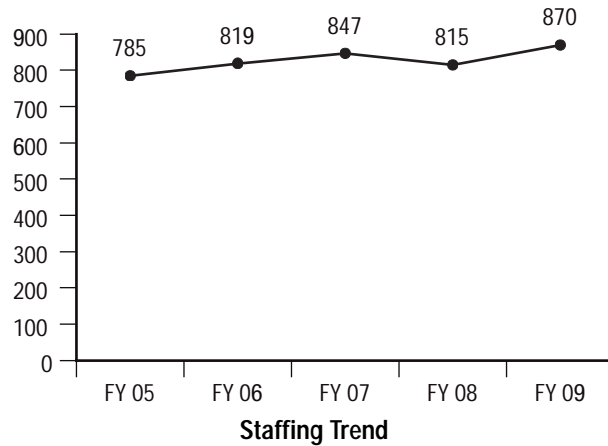
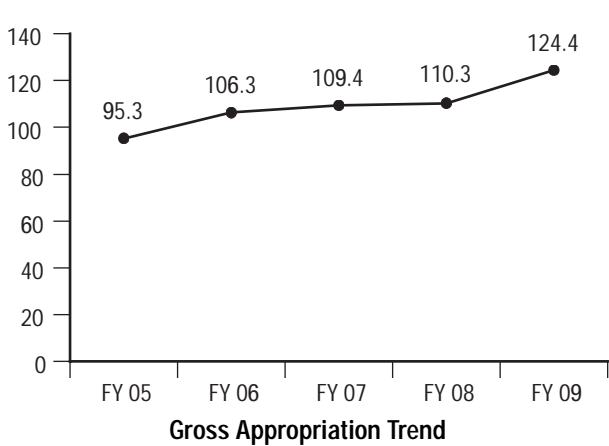
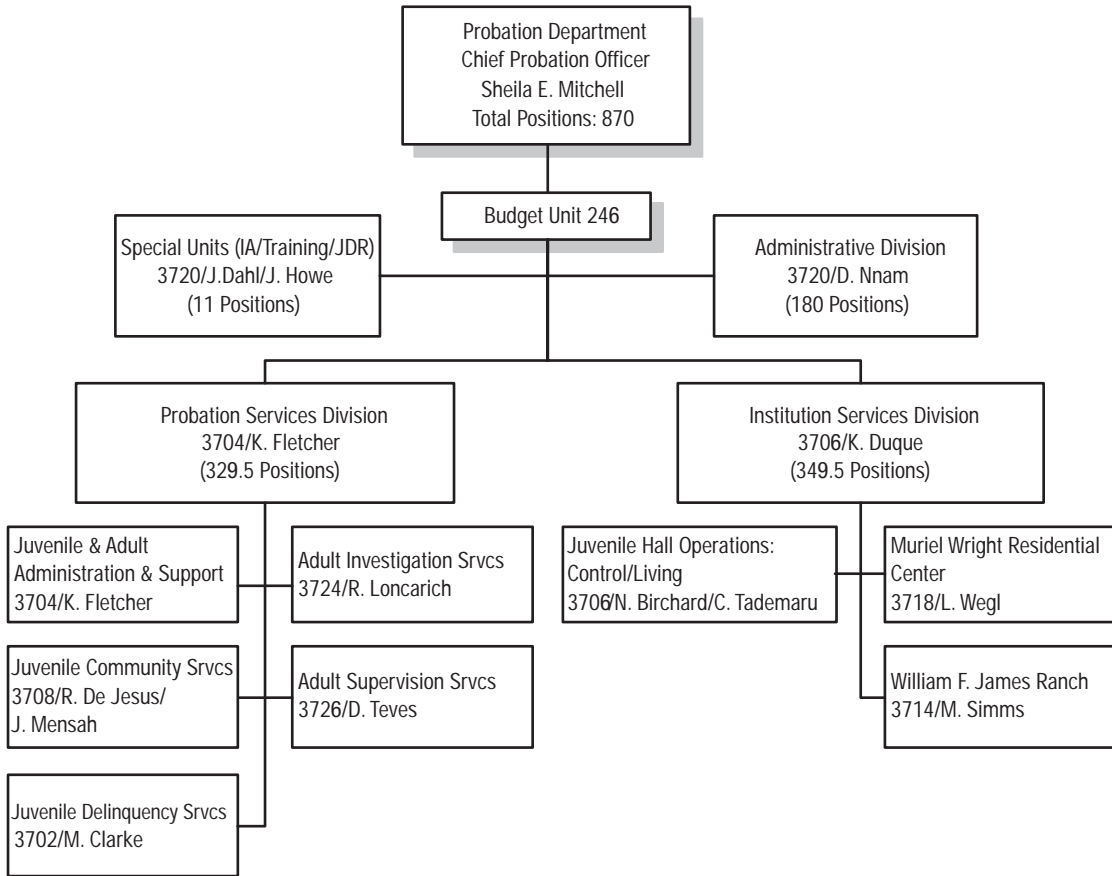


**Internal Affairs — Cost Center 24011**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Subtotal (Current Level Budget)	2.0	\$ 444,976	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Phone Rate Adjustment	—	(158)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (158)	\$ —
<b>Total Recommendation</b>	2.0	\$ 444,818	\$ —



# Probation Department



## Public Purpose

- ➔ Protection of the Community
- ➔ Reduction of Crime
- ➔ Prevention of Repeat Offenders



## Performance-based Budget Information

Service Area: Public Safety and Justice					
<b>Desired Results</b>					
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, training, or employed 5. Decrease the number of clients who are repeat offenders					
<b>Background:</b> 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.					
<b>Performance Indicators</b>	<b>FY 2004 Actual</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 (YTD)</b>
<b>Context Measures</b>					
1. Unemployment Rate for Adults	6.0%	4.5%	4.7%	4.4%	N/A
<b>Background:</b> 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	451,420	459,612	465,127	467,288	N/A
<b>Background:</b> One factor influencing the rate of juvenile crime is the number of juveniles in the general population. It is anticipated that a rise in the County's juvenile population will correlate directly to an increase in referrals to Juvenile Probation. The initial 2000 data came from the Census and the data for subsequent years are projections derived from the California Department of Finance projections.					
	<b>FY 2004 Actual</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 (YTD)</b>
<b>Workload Measures</b>					
1. Number of New Probation Supervision Cases (Avg./Month) (Adult)	834	772	794	657	497
2. Number of New Probation Supervision Cases (Avg./Month) (Juvenile)	181	242	318	262	284
3. Number of Active Probation Supervision Cases (Avg./Month) (Adult)	10,670	11,646	12,381	12,025	11,263
4. Number of Active Probation Supervision Cases (Avg./Month) (Juvenile)	2,683	2,292	2,718	2,549	2,383
<b>Note:</b> "New" refers to probation grants by the Court to individuals. "Active" refers to all probationers currently on formal probation as ordered by the Courts. Number of active probationers includes the number of new probation cases.					
<b>Outcome Measures</b>					
1a. Rate of Successful Completion of Probation (Adult)	56%	49%	54%	54%	56%



## Performance-based Budget Information

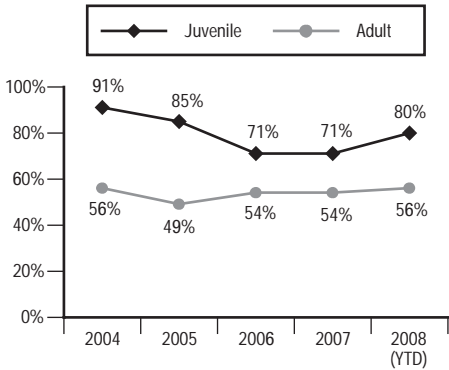
Service Area: Public Safety and Justice					
1b. Rate of Successful Completion of Probation (Juvenile)	91%	85%	71%	71%	80%
<b>Outcome Measures (Continued)</b>	<b>FY 2004 Actual</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 (YTD)</b>
<p><b>Background:</b> This outcome measure was chosen as an indicator of the success of the Department's most basic function: Supervising clients who have been ordered by the Court onto probation instead of jail/custody. Successful probation is when a client satisfactorily completes the terms and conditions of his/her probation order and a recommendation to terminate probation has been approved by the Court. Accomplishing this desired result in turn supports the accomplishment of higher level results such as preventing repeat offenders, protecting the community, and supporting the Courts. This measure denotes the overall success of a client's probation and is closely related to the desired results of restoring losses, increased competency development, and holding offenders accountable.</p>					
2a. Rate of Payment of Restitution to Victims (Adult)	47%	47%	52%	56%	52%
2b. Rate of Payment of Restitution to Victims (Juvenile)	83%	81%	62%	64%	58%
<p><b>Background:</b> 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%	48%	49%	56%	58%
3b. Rate of Completion of Community Service Work (Juvenile)	90%	93%	79%	82%	81%
<p><b>Background:</b> 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)	43%	42%	42%	45%	43%
4b. Rate of Successful Enrollment in School, Training, or Employment (Juvenile)	80%	83%	81%	83%	79%
<p><b>Background:</b> 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)	42%	54%	41%	49%	37%
6. Rate of Clients with New Sustained Petitions (Juvenile)	35%	35%	34%	29%	32%
<p><b>Background:</b> 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>					



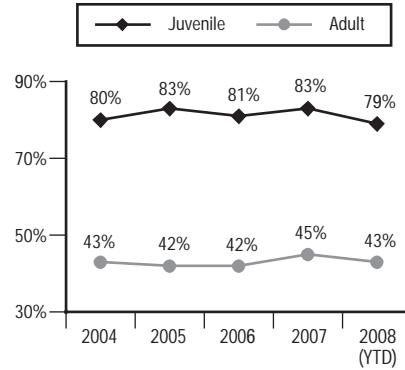


## Desired Results

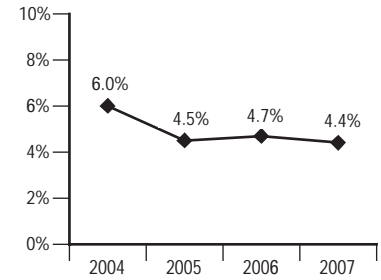
**Successful Completion of Probation**, which the Department promotes by providing appropriate assessment and level of supervision, monitoring offender compliance with court orders, providing appropriate restitution and community service, and supporting educational and vocational success.



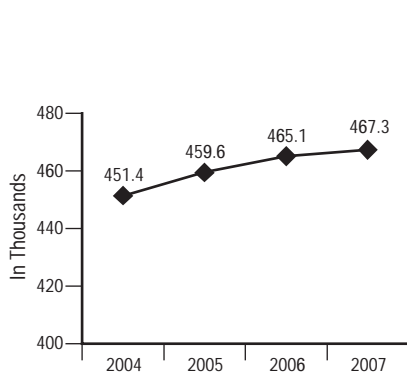
**Percent Successful Completion of Probation (Adult & Juvenile)**



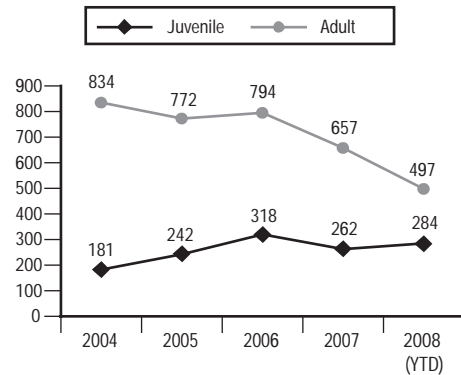
**Percent in Education/Training or Employed at Exit (Adult & Juvenile)**



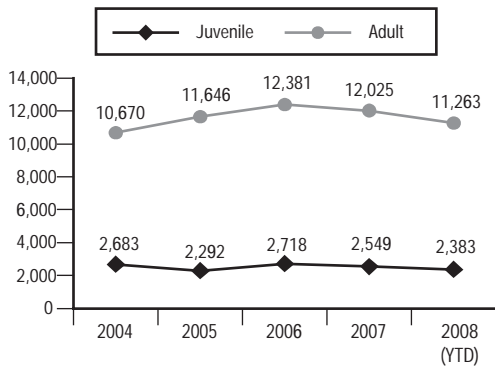
**County Adult Unemployment Rate**



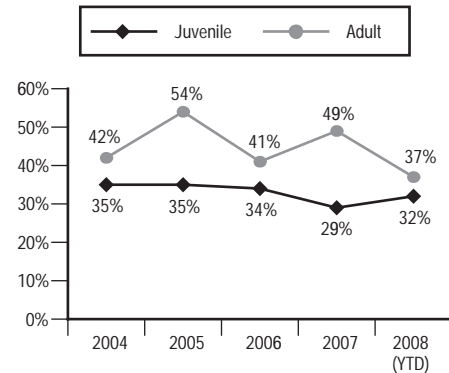
**County Total Juvenile Population**



**New Supervision Cases (Avg/Month)**



**Formal Supervision Caseload**

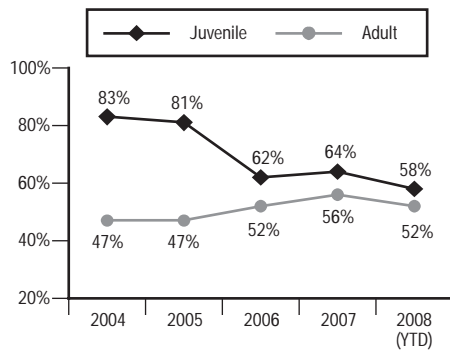


**Percent of Clients with New Crime During Probation (Adult & Juvenile)**

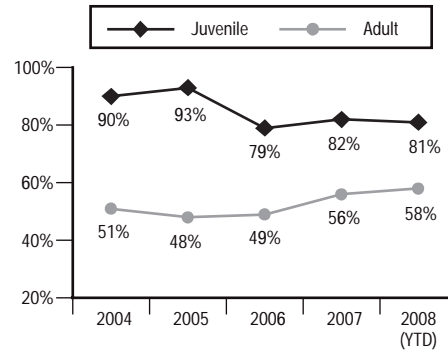
Section 2: Public Safety and Justice



**Restoration of Losses to Victims and the Community**, which the Department promotes by providing early intervention through the restorative justice approach, as well as providing appropriate assessment, victim restitution, community service, and monitoring of formal probation cases.



**Percent Completion of Victim Restitution  
(Adult & Juveniles)**



**Percent Completion of Community Service  
(Adult & Juveniles)**

## Description of Major Services

The Probation Department provides a wide range of administrative, rehabilitative, supervision, and Court services for adult and juvenile offenders. Services to the community are as follows:

### Juvenile Probation Services

#### Restorative Justice/Early Intervention Services

- Restorative Justice Program: 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.
- 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.
- Traffic Court: Informal Juvenile and Traffic Court adjudicates non-felony juvenile traffic citations and other violations, and reports dispositions as required to the Department of Motor Vehicles. Works collaboratively with the District Attorney to hear truancy cases.

#### Supervision Services

- Probation Intake/Investigation: Receives referrals, conducts investigations, reviews cases with the District Attorney's Office, and prepares a social study with dispositional recommendations to the Court.
- Probation Investigations and 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): A school-based collaborative program that supports in-home placement for high-risk youth who had been previously Court-ordered to a juvenile rehabilitation facility.
- Evening Reporting Center: A collaborative partnership program between Probation and Community-based Organizations (CBOs), which serves out-of-custody youth in a local community setting. Youth who attend this program do so in lieu of appearing before the Court on an alleged violation of probation.

- **Gang Violence Suppression:** Provided by a probation unit that specializes in the 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.
- **Juvenile Rehabilitation:** Two minimum security residential facilities provide treatment, educational services and vocational training services to both male and female offenders. Intensive case management through a cognitive behavior modality that focuses on individual and small group counseling guide youth through personal accountability and asset development.
- **Community-based Aftercare:** a six-month collaborative case management program for youth who have graduated from a residential facility and are transitioning back into the community. Those youth transitioning from a juvenile rehabilitation facility also participate in 10 weeks of intensive supervision by Ranch staff, which includes counseling programs that help the youth and family be successful in the transition.

### 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:** Court for the Individualized Treatment of Adolescents (CITA) is a collaborative that brings 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.
- **Multi-Agency Assessment Center:** Provides educational, substance abuse, and mental health assessments, referral services and transition plans for youth held in Juvenile Hall for over 72 hours. The assessment information is used to develop an individual case plan for each youth while in-custody, as well as linking youth and his/her family to appropriate community-based services upon release.

### Adult Probation Services

#### Supervision Services

- **Probation Supervision:** All supervision cases are initially assessed and referred for services by the Assessment Unit using a comprehensive risk and needs assessment tool, and then are administratively processed and are referred for services. Supervision units monitor clients who have scored at a moderate or high level on the risk and needs assessment tool. Clients are monitored for 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.

### Custody Services

- **Electronic Monitoring Program/Community Release Program:** An alternative to detention, providing intensive supervision including electronic monitoring of youths who would otherwise be held in Juvenile Hall both before and after Court disposition.
- **Juvenile Hall Commitment:** 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.



- 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.
- Gang Violence Suppression: provides intensive supervision of adult offenders with high-risk gang involvement. The Unit coordinates with other entities to prevent gang-related crime and violence.
- 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.
- Mental Health Unit: Coordinates with other agencies to provide intensive supervision to mentally ill and dually-diagnosed clients.

### Treatment and Diversion Services

- Drug Treatment Court Unit: provides intensive supervision and collaborative services for clients with more serious substance abuse dependence. Clients make frequent Court appearances and participate in a highly structured regime of supervision, treatment and drug testing.
- Recovery Services: 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.

### Investigation and Court Services

- Pre-Sentence Investigation: Investigation Units provide this mandated sentencing hearing reports at the main adult probation office and at the North County office. When the Court refers a case, a detailed social and legal report is provided to the Court for the sentencing hearing.
- Court Services: Probation Officers assist the Court in arriving at appropriate sentences in felony matters by participating in discussions on settlement calendars and providing input to the Court on sentencing calendars. Officers are well-versed in determinate sentencing law and prevailing sentencing practices.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Adult Screening Unit	Yes	Non-Mandated		■
Administration and Support	Yes	Required	Grant development will be enhanced with the addition of one (U) Senior Management Analyst.	▲
Community-Based Aftercare	Yes	Non-Mandated		■
Services to Bilingual Clients	Yes	Non-Mandated		■
Restorative Justice	Yes	Non-Mandated		■
Alternative Placement Academy/Comm. Education Transition/Youth Education Advocate	Yes	Non-Mandated		■
Special Programs	Yes	Non-Mandated		■
Juvenile Diversion Services	Yes	Non-Mandated		■
Adult Court Unit	Yes	Non-Mandated		■
Adult Assessment Unit	Yes	Non-Mandated		■

Impact on Current Level of Service:

□ = Eliminated ▼ = Reduced ■ = Modified ▲ = Enhanced ■ = No Change



Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Admin. Monitoring Team	Yes	Non-Mandated		■
Electronic Monitoring Program	Less than 5%	Non-Mandated		■
Juvenile Court Work	Less than 5%	Non-Mandated		■
Juvenile Electronic Monitoring/Community Relations	Less than 5%	Non Mandated		■
Multi-Agency Assessment Center	No	Non-Mandated		■
Informal Juvenile /Traffic Court	Yes	Non-Mandated	Informal Juvenile Traffic Court is impacted by the conversion of FTA cases to FTP, generating new revenue; the addition of two fees related to IJTC; and the addition of a Supervising Clerk and an Unclassified Information Systems Analyst I/II	▲
Juvenile Ranches	Yes	Mandated		■
Juvenile Delinquency Services	Yes	Mandated		■
Juvenile Gang Unit	Yes	Mandated		■
Juvenile Court Unit	Yes	Mandated		■
Placement Unit	Yes	Mandated		■
Juvenile Screening Unit	No	Mandated		■
Adult Investigation Unit	Yes	Mandated		■
Drug Treatment Court	Yes	Mandated		■
Substance Abuse Unit	Yes	Mandated		■
Recovery Services Unit	No	Mandated		■
Adult Training/Backgrounds Unit	Yes	Mandated		■
Adult Supervision Unit	Yes	Mandated		■
Juvenile Hall Operations/Living	Yes	Mandated	Positive increased efficiencies in serving meals to youth in Juvenile Hall by adding one Food Service Worker and a Cook II. Relief of extra help will result from the addition of a Storekeeper and a Laundry Worker to provide support to the institutions, and to assist staff at the Juvenile Probation offices. A total of 4 staff are added in this area.	▲
DNA -Proposition 69 Program	Yes	Mandated		■
Internal Affairs	Yes	Mandated		■

Impact on Current Level of Service:  
 = Eliminated    ▼ = Reduced    ◻ = Modified    ▲ = Enhanced    ■ = No Change

## County Executive's Recommendation

### ▲ Informal Juvenile Traffic Court

**Add Revenue from Enhanced Collection Program:** Senate Bill (SB)940, effective January 1, 2004, requires that each county in the State, and the respective superior court, to

enter into an agreement to implement a comprehensive program for the collection of court-ordered debt, assessments and fees. In February 2005 the County executed an agreement with the Superior Court to broaden the existing relationship between the County and the Superior Court, and to utilize the Enhanced



Collection Program (ECP) which began in June 2005 and was administered by Department of Revenues (DOR).

It is recommended that the Probation Department move forward with a process of converting outstanding Failure to Appear (FTA) charges to Failure to Pay (FTP) charges in order to collect outstanding juvenile traffic fines, as they can be deemed as "delinquent," allowing the department to request that DOR collect the associated debt. The new fee is expected to generate about \$190,000 in new revenues in FY 2009, offset by a charges from DOR of approximately \$7,000, based on a conservative 10% collection rate. Due to the current backlog, future years' revenue will need to be monitored to establish a consistent collection figure.

**Service Impact:** By implementing the Enhanced Collections Program, revenue is generated which reduces the General Fund contribution to the department. Juveniles are made accountable for their actions.

**Ongoing Revenue: \$190,000**

Offset by Collection Charges by the Department of Revenue: \$7,000

**Increase Fees for Informal Juvenile Court Clients:** In addition to participating in the Enhanced Collection Program, the Department plans to increase its fees charged to IJTC clients. The Department has recently completed its annual review of fees and determined that the Administrative Review fee (\$30.00) authorized by Penal Code Section 1205(c) and (d), can be charged on matters heard in the Informal Juvenile and Traffic Court when the fines/fees are not paid on the date imposed. Additionally, an Administrative Case Processing fee (\$10.00) authorized by Vehicle Code Section 40508.6 can be charged on all matters heard in the Informal Juvenile and Traffic Court.

**Service Impact:** Additional revenues are generated.

**Ongoing Revenue: \$77,500**

#### **Add Staff for Enhanced Collection Program**

- Add 1.0 FTE Supervising Clerk (D34)- \$99,375

- Add 1.0 FTE Information Systems Analyst I/II (U) (W23)- \$112,889

To oversee the ongoing Enhanced Collection Program, and to process the backlogged cases, a Supervising Clerk is recommended. In addition to performing supervisory duties for the clerical staff, this position will act as a liaison with the Department of Revenue, the Administrative Office of the Courts, and other agencies, and will track the percentage of fees collected, the State reimbursable costs, and will prepare statistical reports.

The addition of one Information Systems Analyst I/II (ISA) position will primarily provide the coordination and programming efforts to support the Enhanced Collection Program, and secondarily provide support to current application development projects being carried out throughout the department along with partner agencies. A full time ISA will also provide support to bring up the Document Management System Pilot Program. Recommendation #24 in the Justice Management Institute (JMI) report speaks to the need for automation of reports, as currently all documents in the Investigation Section at Probation are handled manually.

**Positions Added: 2.0**

**Ongoing Cost: \$212,264**

#### **▲ Juvenile Hall Operations/Living**

**Add One Laundry Worker:** One Laundry Worker II (H84) is recommended to provide coverage on weekends and holidays so as to better serve Juvenile Hall. The Hall houses minors in 10 to 13 Living Units, with each unit housing an average of 30 minors; Wright Center and James Ranch house over 100 minors. Currently only one Laundry Worker provides support on the weekends at Juvenile Hall and there is no laundry coverage on weekends at the Ranches. Additional staff will provide more coverage to these 24x7 facilities, which adhere to strict Title 15 CCR guidelines for processing minors' clothing and laundry.

**Service Impact:** Improved laundry services to the minors at Juvenile Hall and the Ranches.

**Positions Added: 1.0**

**Ongoing Cost: \$61,340**

#### **Add Staff for Institutional Food Services**

- Add 1.0 FTE Food Service Worker II (H66), \$59,465



- Add 1.0 FTE Cook II (H59), \$68,677

The population increase at Juvenile Hall has lengthened the preparation and operations time required to provide food services in the institutions. Food preparation, food service, loading of food carts for distribution, and delivery of the carts to the units, all require more time. The transition time between meal service is shorter, and the staff must start each tray service line earlier. For example, lunch service now begins at 10:30 a.m. rather than at 11:15 a.m.

When the population increases, minors are served meals in the Living Units, necessitating an earlier meal preparation, requiring additional manpower to ensure the meals are delivered at appropriate temperatures to prevent food borne illnesses. As the food is being delivered to the Living Units, minors are also waiting to be served in the cafeteria. Oftentimes, due to staffing shortages, the Food Services staff are unable to complete the delivery of food to the Living Units in time to serve the minors entering the cafeteria. This causes delays in service to the minors entering the cafeteria and eventually impacts the youth's ability to return to school or other activities on schedule. The addition of one Cook and one Food Service Worker will provide additional support and diminish reliance on extra help and overtime.

**Service Impact:** Improved meal service to minors at Juvenile Hall.

**Positions Added: 2.0**  
**Ongoing Cost: \$128,142**

### Add Staff for Institutional Support and Administrative Support

- Add 1.0 FTE Storekeeper (G81), \$65,333

Rather than continue its dependence on extra help to provide a required service, it is recommended that the Department add one Storekeeper to the Support Services Unit. This Storekeeper will also assist the Senior Materials Warehouse Handler supporting Juvenile Hall and provide support to Probation employees located at the Juvenile Probation Offices.

The Administrative Services Division has procurement responsibilities and utilizes Senior Materials Warehouse Handlers and Storekeepers to procure and deliver office supplies, clothing, mattresses, toiletries, furniture, and supplies to the Department's various facilities.

Previously, the Senior Materials Warehouse Handler working out of the main warehouse utilized Trustees from the Men's Work Furlough program to assist in the day-to-day operations, and with the closure of the Work Furlough Programs, the Department has begun to rely on extra help to provide the needed support.

**Service Impact:** Improved provision of materials throughout both operations and Administration for the department.

**Positions Added: 1.0**  
**Ongoing Cost: \$65,333**

## Administration and Support

**Add Staff for Grant Development:** It is recommended to add one Unclassified Senior Management Analyst (WIN) to focus on grant development and oversight. The Probation Department does not have adequate resources devoted to Grant Management, and the position will enable the County to potentially increase grant funding and reduce the reliance on the General Fund. The position is added as Unclassified, in order to see if indeed grant resources are developed in FY 2009 as a result.

**Service Impact:** Improved ability to pursue grants which will benefit clients and offset program costs.

**Positions Added: 1.0**  
**Ongoing Cost: \$133,726**

## Technology Projects

**Document Management System:** In FY 2008, the Probation Department was funded for a two-year pilot Document Management System (DMS) to implement a domestic violence caseload project in the Investigation Section of the Department. The FY 2009 request is for expansion to remaining caseloads in the Investigation Section, and to preserve closed files for future use and access.

During the first half of FY 2008, the project team focused on the e-Doc Sharing pilot project working with the District Attorney (DA), Superior Court, and Public Defender to share electronic DA reports and PSI Court reports between agencies by setting up secured FTP servers in participating agencies. This e-Doc sharing should significantly reduce the time required to receive timely case and court reports for participating justice



agencies. The project is progressing in obtaining a professional contractor to assist in the initial implementation and configuration of the enterprise ECM solution selected by the County - Microsoft SharePoint. Probation continues to work with ISD and business users in identifying and defining custom workflow modules to integrate the document processes with existing case management processes.

**Service Impact:** Improved document retrieval, greater efficiency in managing documents among all of the system users.

**One-time Cost: \$249,000**  
**Ongoing Cost: \$50,000**

**Juvenile Business Analytics ITEC Project** The project will use the Balanced Scorecard methodology to assess, design, and develop a Performance Management Scorecard framework as well as an integrated operational Data Mart in support of ever-increasing analytical reporting needs. As a pilot project for the initial phase, the project will develop critical management reports for the Juvenile operation and JDR Initiative using the enterprise reporting tool - COGNOS. The FY 2009 ITEC funding request for this pilot is for

\$145,000. Upon the successful funding and the implementation of the pilot phase, the next step is to expand to include data and information from all divisions in the Probation Department. Future costs for related work are projected to be \$72,000 in FY 2010.

Without this project, staff will continue to gather data manually and be delayed in generating timely reports

**One-time Cost: \$145,000**

**Lotus Notes Application Decoupling Study:** Due to the use of Lotus Notes/Domino as the primary application and email environment in Probation, significant challenges are faced if the County standardizes Exchange/Outlook as the sole enterprise email system within the next two years.

The recommended funding will allow for a professional Lotus resource to conduct a preliminary feasibility study to review, evaluation, and provide recommendations regarding options to decouple Lotus Notes E-mail from the business-critical and non-critical Lotus Notes applications used by the department.

**One-time Cost: \$100,000**

#### Probation Department — Budget Unit 246 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
24615	Administrative Division Fund 0001	\$ 25,133,198	\$ 27,592,723	\$ 28,813,253	\$ 29,333,579	\$ 1,740,856	6.3%
24616	Probation Svcs Div Fund 0001	43,671,397	46,033,111	47,005,357	50,020,884	3,987,773	8.7%
24617	Institution Services Division	43,058,378	36,344,119	38,008,490	44,684,703	8,340,584	22.9%
<b>Total Net Expenditures</b>		<b>\$ 111,862,973</b>	<b>\$ 109,969,953</b>	<b>\$ 113,827,100</b>	<b>\$ 124,039,166</b>	<b>\$ 14,069,213</b>	<b>12.8%</b>

#### Probation Department — Budget Unit 246 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
24615	Administrative Division Fund 0001	\$ 25,318,128	\$ 27,777,653	\$ 28,998,183	\$ 29,518,509	\$ 1,740,856	6.3%
24616	Probation Svcs Div Fund 0001	43,959,209	46,198,956	47,112,606	50,245,325	4,046,369	8.8%
24617	Institution Services Division	43,058,378	36,344,119	38,008,490	44,684,703	8,340,584	22.9%
<b>Total Gross Expenditures</b>		<b>\$ 112,335,715</b>	<b>\$ 110,320,728</b>	<b>\$ 114,119,279</b>	<b>\$ 124,448,537</b>	<b>\$ 14,127,809</b>	<b>12.8%</b>





## Probation Department — Budget Unit 246

### Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 93,299,164	\$ 89,995,704	\$ 92,256,986	\$ 103,434,788	\$ 13,439,084	14.9%
Services And Supplies	18,916,550	20,325,024	21,362,293	21,013,749	688,725	3.4%
Operating/Equity Transfers	120,000	—	—	—	—	—
Reserves	—	—	500,000	—	—	—
<b>Subtotal Expenditures</b>	<b>112,335,715</b>	<b>110,320,728</b>	<b>114,119,279</b>	<b>124,448,537</b>	<b>14,127,809</b>	<b>12.8%</b>
Expenditure Transfers	(472,742)	(350,775)	(292,179)	(409,371)	(58,596)	16.7%
<b>Total Net Expenditures</b>	<b>111,862,973</b>	<b>109,969,953</b>	<b>113,827,100</b>	<b>124,039,166</b>	<b>14,069,213</b>	<b>12.8%</b>

## Probation Department — Budget Unit 246

### Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
24615	Administrative Division Fund 0001	\$ 31,182,964	\$ 23,897,487	\$ 23,897,487	\$ 24,113,694	\$ 216,207	0.9%
24616	Probation Svcs Div Fund 0001	6,087,133	11,058,227	11,884,823	11,891,963	833,736	7.5%
24617	Institution Services Division	1,836,483	904,673	904,673	925,833	21,160	2.3%
	<b>Total Revenues</b>	<b>\$ 39,106,580</b>	<b>\$ 35,860,387</b>	<b>\$ 36,686,983</b>	<b>\$ 36,931,490</b>	<b>\$ 1,071,103</b>	<b>3.0%</b>

## Administrative Division Fund 0001 — Cost Center 24615

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	181.0	\$ 27,592,723	\$ 23,897,487
Board Approved Adjustments During FY 2008	2.0	1,220,530	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	599,321	—
Internal Service Fund Adjustments	—	91,216	44,837
Other Required Adjustments	—	(1,362,834)	(96,130)
Subtotal (Current Level Budget)	183.0	\$ 28,140,956	\$ 23,846,194
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Adjust reimbursement from Probation Department to Custody Health for Internal Services adjustment	—	(238)	—
FY 2009 Data Processing Adjustment	—	(15,146)	—
FY 2009 Phone Rate Adjustment	—	(264)	—
Decision Packages			
1. Add One Laundry Worker and One Storekeeper for Institutional Support	2.0	126,673	—



## Administrative Division Fund 0001 — Cost Center 24615

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<ul style="list-style-type: none"> <li>◆ One Laundry Worker II is recommended to provide coverage on weekends and holidays so as to better serve Juvenile Hall. The Hall houses minors in 10 to 13 Living Units, with each unit housing an average of 30 minors; Wright Center and James Ranch house over 100 minors. Currently only one Laundry Worker provides support on the weekends at Juvenile Hall and there is no laundry coverage on weekends at the Ranches. An additional Laundry Worker would add coverage to these 24x7 facilities, which adhere to strict Title 15 CCR guidelines for processing minors' clothing and laundry.</li> <li>◆ One Storekeeper is recommended to reduce current dependence on extra help in the Support Services Unit. The Storekeeper will assist the Sr. Materials Warehouse Handler supporting Juvenile Hall and provide support to Probation employees located at the Juvenile Probation Offices.</li> </ul>			
2. Allocate One-time and Ongoing Funding for Technology Projects	—	524,929	—
Allocate one-time funds in the amount of \$474,929 and ongoing funds in the amount of \$50,000 for the following Technology Projects:			
<ul style="list-style-type: none"> <li>◆ Document Management System - \$229,929 one-time and \$50,000 ongoing</li> <li>◆ Juvenile Business Analytics - \$145,000 one-time</li> <li>◆ Notes Decoupling - \$100,000 one-time</li> </ul>			
3. Implement Enhanced Collection Program and New Fees at Informal Juvenile Traffic Court	2.0	212,264	267,500
<ul style="list-style-type: none"> <li>◆ Implementing the Enhanced Collection Program (ECP), by converting outstanding Failure to Appear (FTA) charges to Failure to Pay (FTP) charges will generate a net of \$190,000 in new revenue.</li> <li>◆ Probation will also be charging an Administrative Review fee of \$30.00, and an Administrative Case Processing fee of \$10.00, generating an estimated \$77,500 in additional revenue.</li> <li>◆ A Supervising Clerk and an Unclassified Information Systems Analyst I/II (ISA) are required for the ECP. The Supervising Clerk, \$99,375, will process backlogged cases, and act as the liaison with the Department of Revenue, the Administrative Office of the Courts, and other agencies, will track fee collections, and prepare reports for State reimbursement. The ISA I/II (U), \$112,889, will coordinate and provide technical support for the ECP, as well as part-time support for other application development projects in the Department.</li> <li>◆ Probation will also be charging an Administrative Review fee of \$30.00, and an Administrative Case Processing fee of \$10.00, generating an estimated \$77,500 in additional revenue.</li> </ul>			
4. Allocate One-time Funds for Technology Project	—	210,679	—
Allocate one-time funds in the amount of \$210,679 for IT Infrastructure Replacement Project.			
5. Augment Staff for Grant Writing and Contract Administration	1.0	133,726	—
Add one Unclassified Senior Management Analyst to focus on grant development and oversight. The Probation Department does not have adequate resources devoted to Grant Management, and the position will enable the County to potentially increase grant funding and reduce the reliance on the General Fund. The position is added as Unclassified, in order to see if indeed grant resources are developed during FY 2009 as a result.			
Subtotal (Recommended Changes)	5.0	\$ 1,192,623	\$ 267,500
<b>Total Recommendation</b>	<b>188.0</b>	<b>\$ 29,333,579</b>	<b>\$ 24,113,694</b>

## Probation Svcs Div Fund 0001 — Cost Center 24616

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	326.5	\$ 46,033,111	\$ 11,058,227
Board Approved Adjustments During FY 2008	4.0	972,246	826,596
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	3,169,481	—
Internal Service Fund Adjustments	—	(238,289)	—



## Probation Svcs Div Fund 0001 — Cost Center 24616

### Major Changes to the Budget

	Positions	Appropriations	Revenues
Other Required Adjustments	—	84,321	7,140
Subtotal (Current Level Budget)	330.5	\$ 50,020,870	\$ 11,891,963
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Phone Rate Adjustment	—	14	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 14	\$ —
<b>Total Recommendation</b>	330.5	\$ 50,020,884	\$ 11,891,963

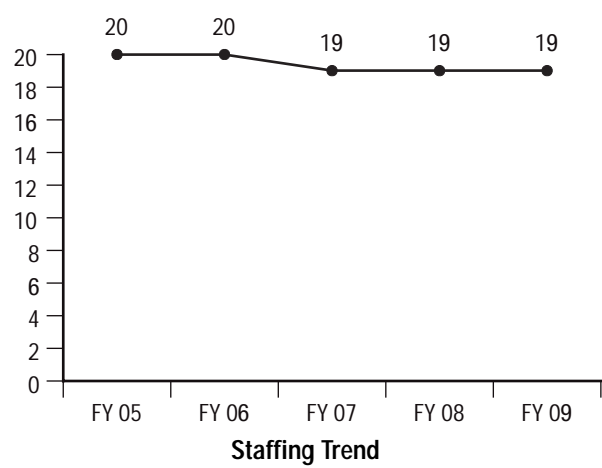
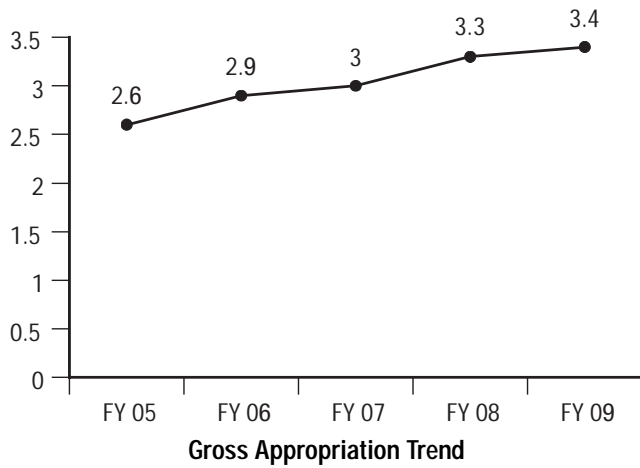
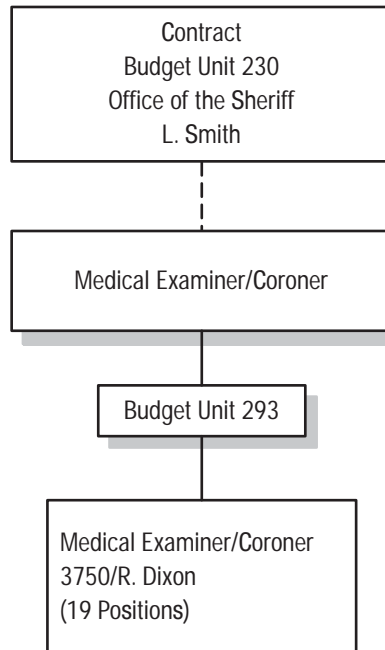
## Institution Services Division — Cost Center 24617

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	307.5	\$ 36,309,119	\$ 869,673
Board Approved Adjustments During FY 2008	42.0	1,649,371	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	6,808,195	—
Internal Service Fund Adjustments	—	(54,601)	254,493
Other Required Adjustments	—	(190,528)	(233,333)
Subtotal (Current Level Budget)	349.5	\$ 44,521,556	\$ 890,833
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Phone Rate Adjustment	—	5	—
Decision Packages			
1. Augment Staff for Food Services in Juvenile Hall	2.0	128,142	—
A Cook II, \$68,677, and a Food Service Worker II, \$59,465, are recommended to address population increases in Juvenile Hall that have not been matched with staff increases. Lunch service now begins at 10:30 a.m., rather than 11:15 a.m., and youth lunches are staged over a long period in order to serve the entire population. Additional staff will make meal service more efficient and reduce the use of temporary help.			
Subtotal (Recommended Changes)	2.0	\$ 128,147	\$ —
<b>Total Recommendation</b>	351.5	\$ 44,649,703	\$ 890,833
<b>Juvenile Welfare Trust (Fund Number 0318)</b>			
FY 2008 Approved Budget	—	\$ 35,000	\$ 35,000
Board Approved Adjustments During FY 2008	—	15,000	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(15,000)	—
Subtotal (Current Level Budget)	—	\$ 35,000	\$ 35,000
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 35,000	\$ 35,000



# Medical Examiner-Coroner



## Public Purpose

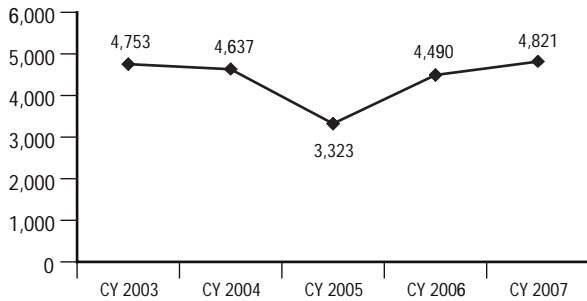
- Preservation of a Dignified Community
- Preservation of a Safe Community
- Preservation of a Healthy Community



Section 2: Public Safety and Justice

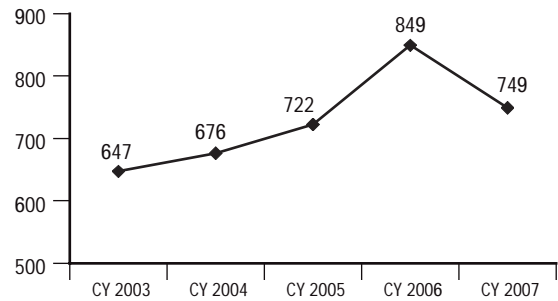
## Desired Results

Timely 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.



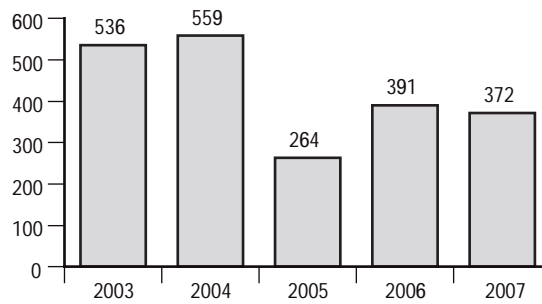
**Total Incoming Reportable Cases**

This represents all the deaths that occurred in Santa Clara County that are required by law to be reported to and reviewed by the Coroner's Office.



**Total Autopsy Cases**

This is the number of complete autopsies performed by the Forensic Pathologists.



**Total External Cases**

External cases do not require a complete autopsy. The decedent's medical file is reviewed and a death certificate is prepared and signed.



## Description of Major Services

Since July 1, 2004, the Sheriff's Office has been responsible for the administrative management of the Medical Examiner-Coroner's Office.

### Completion of Death Determination Investigation

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 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.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Administration and Support	Yes	Required		■
Investigation	Yes	Mandated		■
Autopsy-Related	Yes	Mandated		■
Documentation	Yes	Mandated		■

Impact on Current Level of Service:  
 = Eliminated    ▼ = Reduced    ◻ = Modified    ▲ = Enhanced    ■ = No Change

## County Executive's Recommendation

Maintain the current level budget for FY 2009.

### Med Exam-Coroner Fund 0001 — Budget Unit 293 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
3750	Med-Exam/Coroner Fund 0001	\$ 3,030,740	\$ 3,272,029	\$ 3,272,029	\$ 3,413,315	\$ 141,286	4.3%
	<b>Total Net Expenditures</b>	\$ 3,030,740	\$ 3,272,029	\$ 3,272,029	\$ 3,413,315	\$ 141,286	4.3%



### Med Exam-Coroner Fund 0001 — Budget Unit 293 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
3750	Med-Exam/Coroner Fund 0001	\$ 3,030,740	\$ 3,272,029	\$ 3,272,029	\$ 3,413,315	\$ 141,286	4.3%
<b>Total Gross Expenditures</b>		\$ 3,030,740	\$ 3,272,029	\$ 3,272,029	\$ 3,413,315	\$ 141,286	4.3%

### Med Exam-Coroner Fund 0001 — Budget Unit 293 Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 2,471,291	\$ 2,658,381	\$ 2,658,381	\$ 2,793,374	\$ 134,993	5.1%
Services And Supplies	499,917	613,648	613,648	619,941	6,293	1.0%
Fixed Assets	59,531	—	—	—	—	—
<b>Subtotal Expenditures</b>	3,030,740	3,272,029	3,272,029	3,413,315	141,286	4.3%
<b>Total Net Expenditures</b>	3,030,740	3,272,029	3,272,029	3,413,315	141,286	4.3%

### Med Exam-Coroner Fund 0001 — Budget Unit 293 Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
3750	Med-Exam/Coroner Fund 0001	\$ 217,464	\$ 225,937	\$ 225,937	\$ 225,937	—	—
<b>Total Revenues</b>		\$ 217,464	\$ 225,937	\$ 225,937	\$ 225,937	—	—

### Med-Exam/Coroner Fund 0001 — Cost Center 3750 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	19.0	\$ 3,272,029	\$ 225,937
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	134,993	—
Internal Service Fund Adjustments	—	2,535	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	19.0	\$ 3,409,557	\$ 225,937
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Data Processing Adjustment	—	3,798	—
FY 2009 Phone Rate Adjustment	—	(40)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 3,758	\$ —
<b>Total Recommendation</b>	19.0	\$ 3,413,315	\$ 225,937







# 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 Unit 200

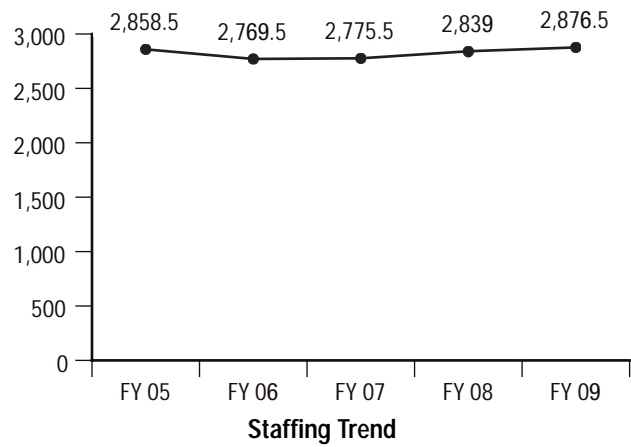
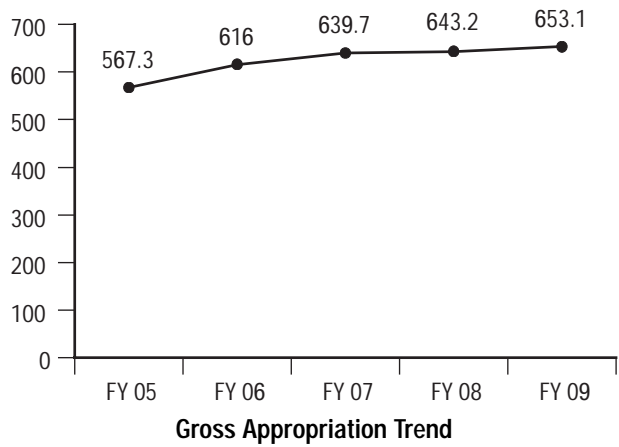
Employment and Benefit Services – SSA  
Budget Unit 504

Agency Office – SSA  
Budget Unit 502

Aging and Adult Services – SSA  
Budget Unit 505

Family and Children's Services – SSA  
Budget Unit 503

Section 3: Children, Seniors and Families



### Net Expenditures By Department

BU	Department Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
200	Dept Of Child Support Services	\$ 38,722,821	\$ 38,541,373	\$ 38,415,114	\$ 37,228,265	\$ (1,313,108)	-3.4%
502	Social Services Agency	110,410,551	126,319,512	126,210,345	126,782,989	463,477	0.4%
503	Department of Family and Children Services	164,744,311	179,745,686	180,471,329	182,145,339	2,399,653	1.3%
504	Department of Employment and Benefit Services	241,762,024	268,317,604	269,437,336	274,407,336	6,089,732	2.3%
505	Department of Aging and Adult Services	29,082,578	30,388,928	31,551,562	32,525,569	2,136,641	7.0%
<b>Total Net Expenditures</b>		<b>\$ 584,722,285</b>	<b>\$ 643,313,103</b>	<b>\$ 646,085,685</b>	<b>\$ 653,089,498</b>	<b>\$ 9,776,395</b>	<b>1.5%</b>

### Gross Expenditures By Department

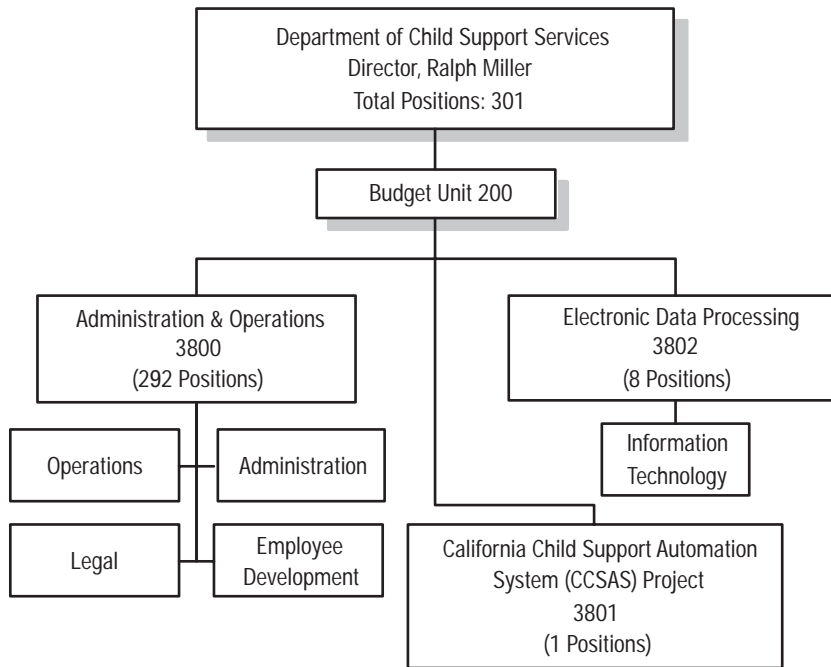
BU	Department Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
200	Dept Of Child Support Services	\$ 38,722,821	\$ 38,541,373	\$ 38,415,114	\$ 37,228,265	\$ (1,313,108)	-3.4%
502	Social Services Agency	110,410,551	126,319,512	126,210,345	126,782,989	463,477	0.4%
503	Department of Family and Children Services	164,744,311	179,745,686	180,471,329	182,145,339	2,399,653	1.3%
504	Department of Employment and Benefit Services	241,762,024	268,317,604	269,437,336	274,407,336	6,089,732	2.3%
505	Department of Aging and Adult Services	29,082,578	30,388,928	31,551,562	32,525,569	2,136,641	7.0%
<b>Total Gross Expenditures</b>		<b>\$ 584,722,285</b>	<b>\$ 643,313,103</b>	<b>\$ 646,085,685</b>	<b>\$ 653,089,498</b>	<b>\$ 9,776,395</b>	<b>1.5%</b>

### Revenues By Department

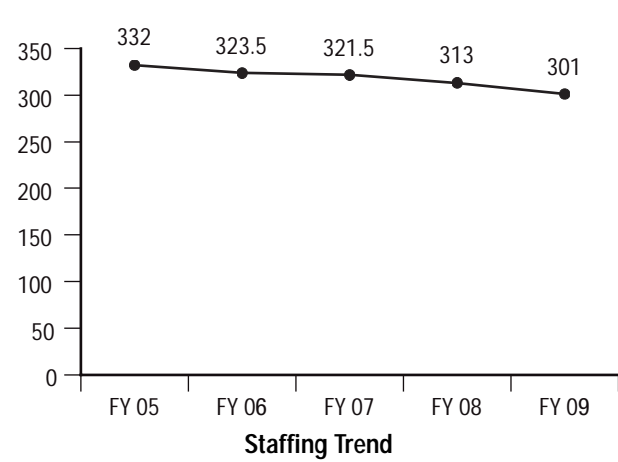
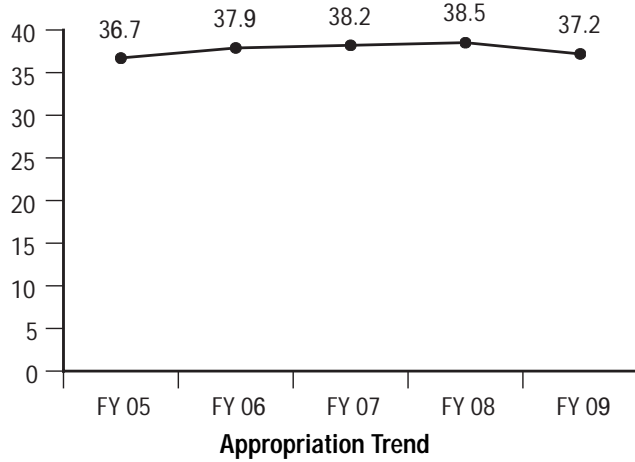
BU	Department Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
200	Dept Of Child Support Services	\$ 38,897,454	\$ 38,541,373	\$ 38,415,114	\$ 37,228,265	\$ (1,313,108)	-3.4%
502	Social Services Agency	286,806,820	308,025,596	309,105,733	314,349,517	6,323,921	2.1%
503	Department of Family and Children Services	102,222,800	110,390,810	110,423,810	117,419,336	7,028,526	6.4%
504	Department of Employment and Benefit Services	100,936,595	113,378,137	113,378,137	115,840,089	2,461,952	2.2%
505	Department of Aging and Adult Services	6,597,003	5,753,385	5,753,385	5,653,385	(100,000)	-1.7%
<b>Total Revenues</b>		<b>\$ 535,460,673</b>	<b>\$ 576,089,301</b>	<b>\$ 577,076,179</b>	<b>\$ 590,490,592</b>	<b>\$ 14,401,291</b>	<b>2.5%</b>



# Department of Child Support Services



Section 3: Children, Seniors and Families



## Public Purpose

- ➔ Minimize taxpayer burden by ensuring that both parents provide adequate financial and medical support to children.



## Desired Results

The Department of Child Support Services (DCSS) promotes healthy children by working to ensure they receive adequate financial and medical support from both parents. This is accomplished by ensuring that parents provide child support and health insurance. The Department also promotes a reduction in the need to provide public financial assistance to single parent families, thereby reducing the need for taxpayer support.

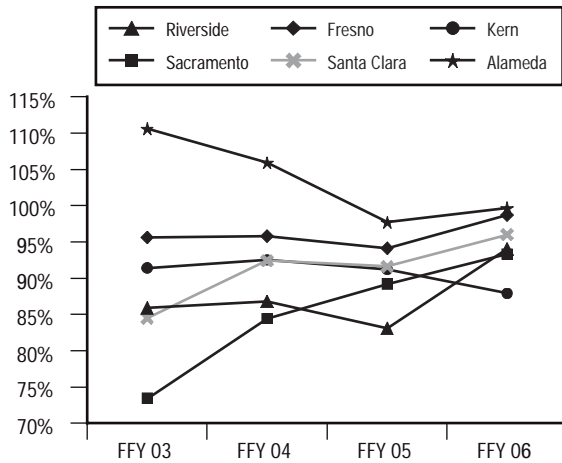
Each year the Recommended Budget includes the latest Federal and State reporting statistics as a measurement of performance. Unfortunately, the data for Federal Fiscal Year 2007 was not released by the State in time to be included in the document this year. As the information becomes available, the Department will provide it to the Children, Seniors and Families Committee for their review, and to be forwarded to the Board of Supervisors.

Therefore, the information below has not been updated, and is the same reporting information that was included in the FY2008 Recommended Budget document. Although not reflected in the measurement charts that follow, it is important to note that Santa Clara County DCSS was recently recognized by the State as the “Most Improved Large County in Percent of Current Support Collected in 2007.”

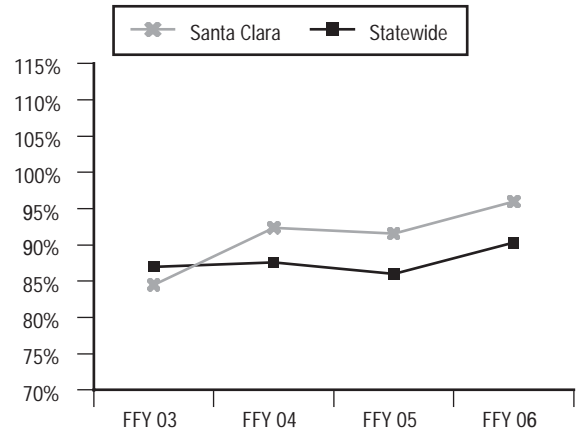
In reviewing the statewide average and county performance measures that follow, it is important to be cognizant of caseload size and demographic differences. Of the 58 California counties, only nine had more cases per FTE than Santa Clara County as of FFY 2006. Neighboring Alameda County had 166 cases per FTE compared to Santa Clara County’s 210 cases per FTE.

In addition, the County’s FFY 2006 assistance cases comprised a greater percentage of the Department’s caseload (27.7%) when compared to the statewide average (25%) or Alameda County (22.7%). Conversely, the County’s “never assistance” cases comprised a significantly lower percentage of the Department’s caseload (17.6%) when compared to the statewide average (26.4%) or Alameda County (25.3%)

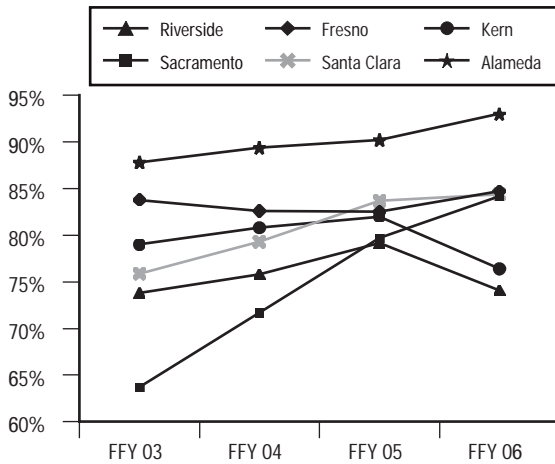
**Federal Measurements.** The following measurements are used by the Federal government to assess the performance of local child support collection efforts. Statewide averages and those of comparable counties are provided for benchmarking purposes.



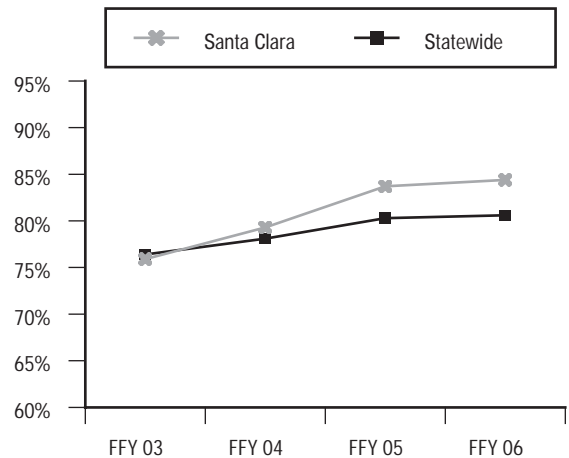
**Paternity Establishment Percentage**  
Comparable Counties



**Paternity Establishment Percentage**  
Santa Clara County and Statewide



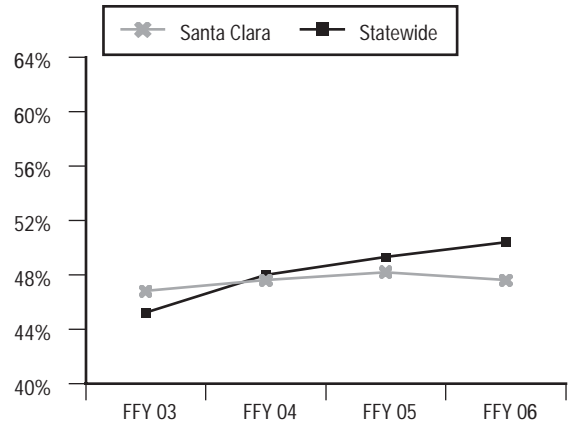
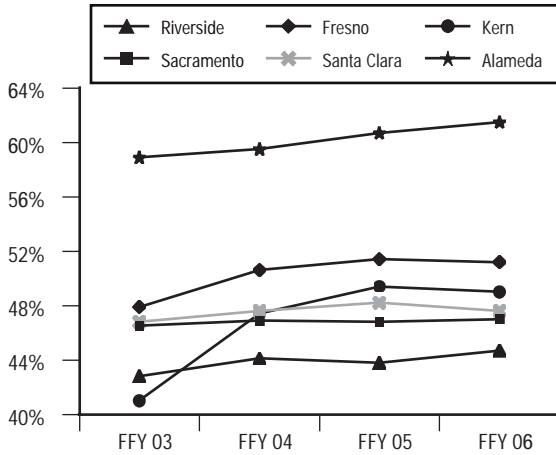
**Percentage of Cases with a Child Support Order**  
Comparable Counties



**Percentage of Cases with a Child Support Order**  
Santa Clara County and Statewide



Federal Measurements (continued)

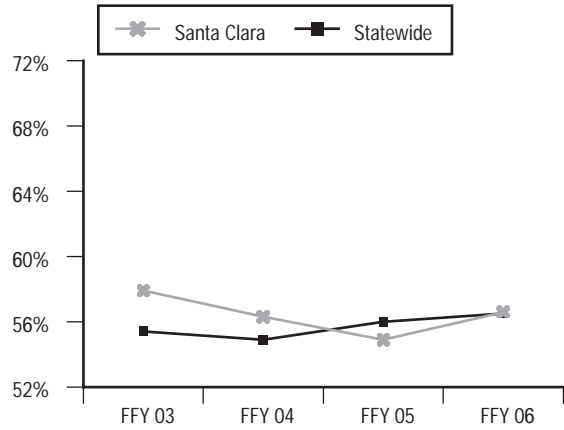
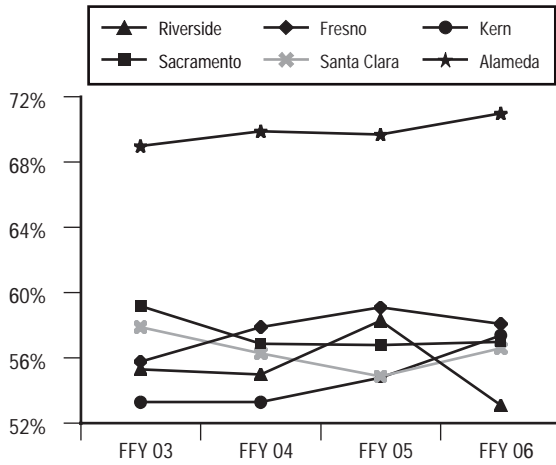


Percentage of Current Support Collected

Comparable Counties

Santa Clara County and Statewide

Total amount of current support collected as compared to the total amount of current support owed.  
 Goal set by the State was 50.3% in Federal Fiscal Year 2006.  
 Santa Clara County is 50.2% as of March 2007.



Percentage of Cases with Collections on Arrears

Comparable Counties

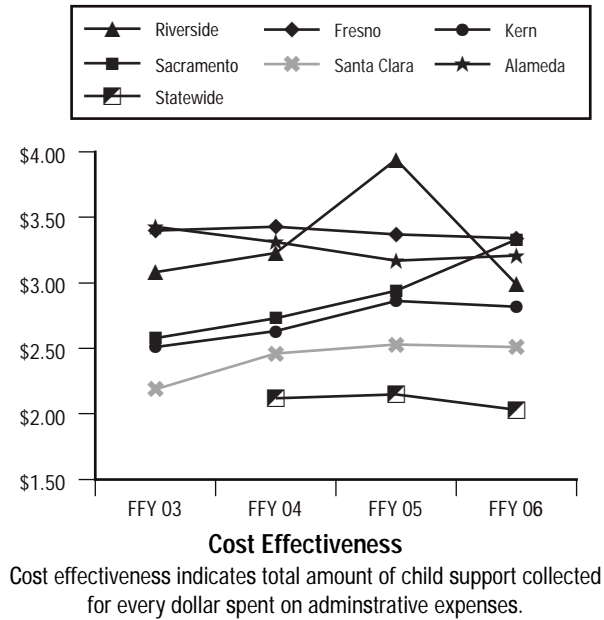
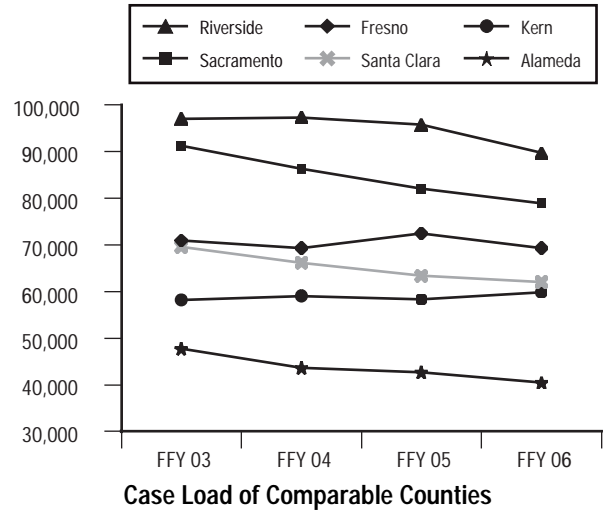
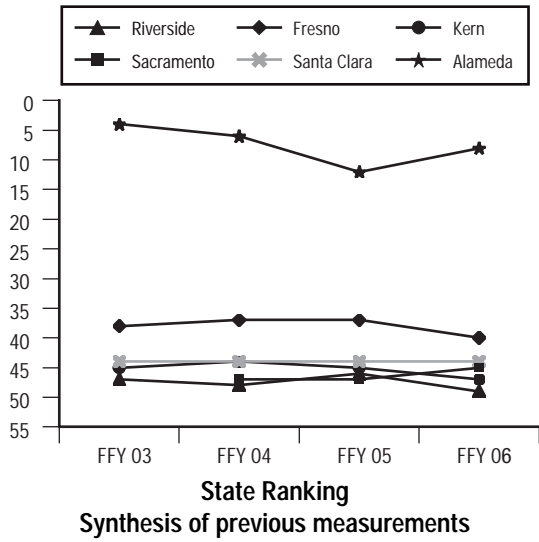
Santa Clara County and Statewide

Goal set by the State was 55.6% in Federal Fiscal Year 2006.





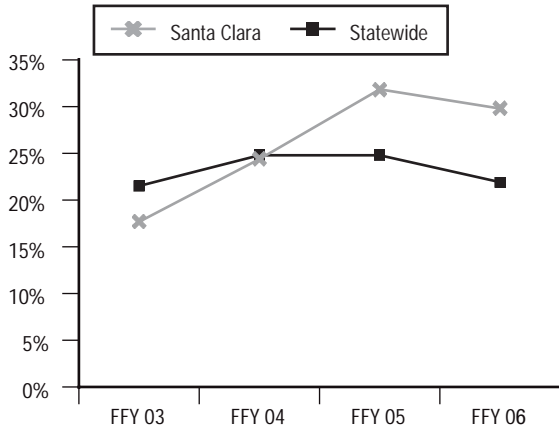
Federal Measurements (continued)



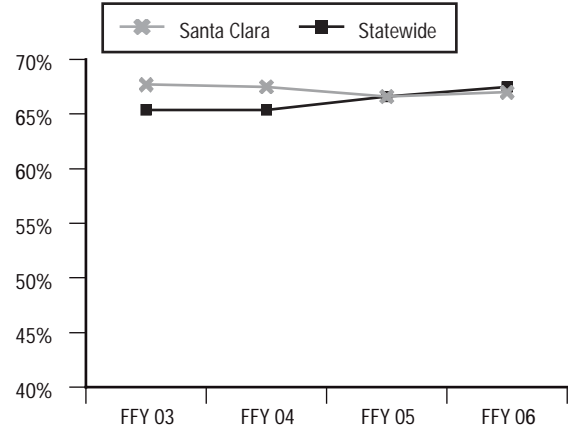
Section 3: Children, Seniors and Families



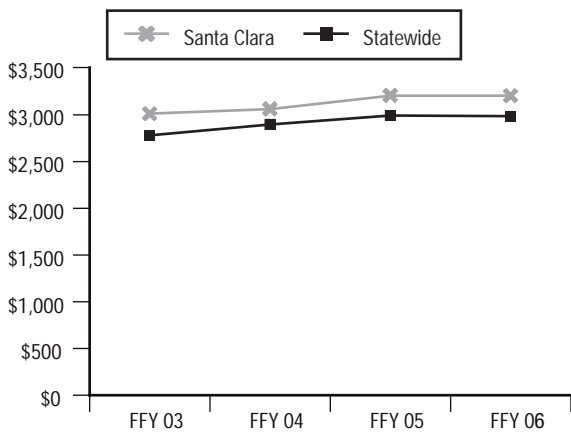
**State Performance Measures.** The following measurements are used by the State government to assess the performance of local child support collection efforts. Statewide averages are provided for benchmarking purposes.



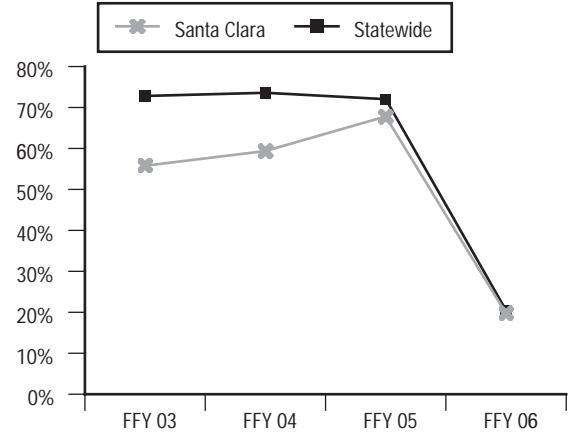
**Percentage of Cases with a Support Order Established**  
Percent of cases with a support order established during the report period.



**Percentage of Cases with Collections of Current Support**



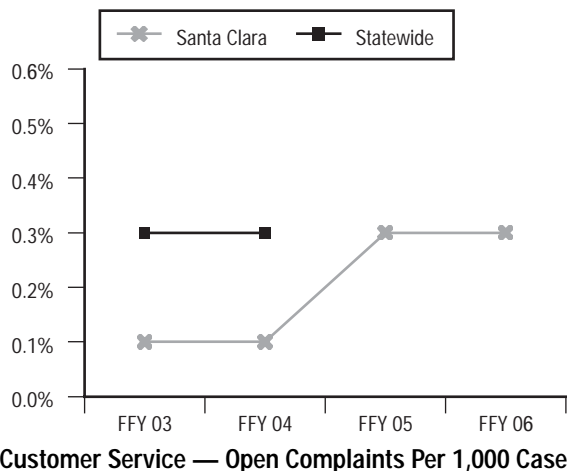
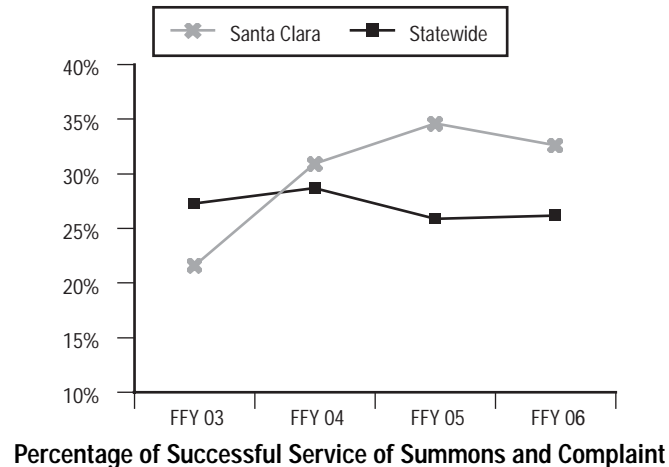
**Average Amount Distributed per Case with Collections**



**Percentage of Cases with Medical Support Ordered**  
Note: Methodology changed in FFY 2006--cases with arrears-only orders were removed from the calculation. Data from prior fiscal years is not comparable to FFY 2006.



## State Performance Measures (continued)



Total number of open complaints divided by total caseload.  
The resulting measurement is then converted to depict the percentage for every 1,000 cases.  
In FFY 2006 the County received 19 open complaints out of 62,047 cases.  
Statewide information has not yet been published for FFY 2005 and FFY 2006.

## Description of Major Services

The Department of Child Support Services (DCSS) works to ensure that parents provide child support and health insurance. Following are the major services provided to children and their families.

### Establishment of Paternity and Court Orders

These services promote adequate financial and medical 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 available to everyone. Cases are opened upon receipt of an application, referral from the Social Services Agency, or request from another jurisdiction. The Department then 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 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 orders.

### Enforcement of Court Orders

Court orders are enforced to ensure that child support payments are timely and properly made, which is accomplished by:

- Wage assignments (court-ordered payroll deductions).
- 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, when necessary.
- 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

DCSS 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 while maintaining financial support for children. Distribution of child support payments to families is a priority.

- Over 60% 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 multiple ways to allow parents or employers to easily make payments:

- Self-employed parents can make electronic fund transfers from their banks.
- Employers can electronically transfer monies withheld from wages to the State Disbursement Unit.
- Support payments can be made by credit card.
- Customers may make payments to a cashier located in the lobby of the Department.

### Customer Service

The California Department of Child Support Services has made customer service a top priority for the State. In the County, customer service initiatives are indicative of the importance of 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 Department provides referrals to customers who are unemployed or in need of services not directly provided by DCSS. It 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. Outreach efforts include community groups, schools, County agencies, the jails, and Family Court Services. Staff is also available to answer questions from the public on-site, by

electronic mail, and over the telephone, which promotes considerate customer interaction and helps provide timely response to assistance requests.

### Emerging Issues

As the State Department of Child Support Services struggles to operate with the Governor's proposed 10% reduction, local child support programs were very recently informed that the budget will be reduced beyond the zero percent increase in allocation of recent years. The local Department anticipates additional reductions to the Electronic Data Processing budget of approximately \$400,000 and additional reductions to

the Administrative budget of between \$500,000 and \$700,000 for FY 2009. The reduction to the Administrative budget reflects the County's share of a \$12.6 million proposed cut to local child support programs statewide.

On the positive side, the State may extend one or two contracts for local staff to provide services in support of the upcoming implementation of the California Child Support Automation System (CCSAS), due to "go-live" in Santa Clara County in late FY 2008. If both contracts are extended, DCSS would realize approximately \$350,000 in revenue for FY 2009, partially offsetting the reductions cited above.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Administration and Support	No	Required	Decreased training opportunities for staff, delays in contracts and RFP preparation, and delays in the resolution of client complaints. Early payroll payment allows maximization of one-time State funds received in FY 2008.	▼
Enforcement of Support	No	Mandated	Reduction of 13 positions Department-wide impacts most major services. Reductions cumulatively result in delays in securing and serving wage assignments, thus increasing wait time to begin receiving child support. A salary savings plan (\$192,458) mitigates further reductions.	▼
Legal Services	No	Mandated	Fewer Legal Clerks available for courtroom support, impacting turnaround time and customer satisfaction. Opening of cases will be delayed and a backlog will occur. Loss of Attorney IV position will delay contempt of court actions against noncustodial parents.	▼
Process Service	No	Mandated	Staff reductions department-wide cumulatively result in service reductions.	▼
Collection and Distribution of Support Payments	No	Mandated	Increased wait for payments to vendors, payment adjustments and research on payments.	▼
Customer Service	No	Non-Mandated	Less resources available for customer service, resulting in longer wait times on the phone and in the front lobby.	▼
Information Technology	No	Required		■
Paternity Establishment	No	Mandated	Staff reductions department-wide cumulatively result in delays in securing orders.	▼

Impact on Current Level of Service:

□ = Eliminated ▼ = Reduced ◼ = Modified ▲ = Enhanced ■ = No Change



Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Order Establishment	No	Mandated	Staff reductions department-wide cumulatively result in service reductions.	▼
Location of Parents and Assets	No	Mandated	Staff reductions department-wide cumulatively result in reduced ability to perform locate activities.	▼

Impact on Current Level of Service:

☐ = Eliminated ▼ = Reduced ◻ = Modified ▲ = Enhanced ■ = No Change

## County Executive's Recommendation

The County Executive recommends the following reductions be made in order to keep expenditures in balance with anticipated revenues. State and Federal revenues continue to remain flat for the sixth consecutive year, despite the fact that the cost of doing business continues to rise. Anticipated increases in overall expenditures with no COLA from the State will require a spending reduction plan of approximately \$3.1 million, including the deletion of 13 positions. Cumulatively, the Department has already lost 144 positions in the last five years, from 457 positions in FY 2003 to 313 positions in FY 2008.

For the past two years the County Executive has recommended and the Board of Supervisors has approved General Fund contributions to the DCSS budget, in order to ensure fully spending the State allocation, and also to leverage Federal Financial Participation funds that are now available to counties who contribute general fund monies to the program. DCSS spent \$210,017 in FY 2007 and plans to spend \$100,000 in FY 2008 of General Fund monies, for a total amount of \$310,017. In FY 2012, at the end of a five period, this funding will have leveraged over \$500,000 of Federal monies to be used for child support services.

As discussed in the "Emerging Issues" section above, there is currently uncertainty regarding the State allocation. The following recommendation is based upon information known as of mid-April 2008. Any reductions of the allocation will increase the reductions needed to align the DCSS budget to the State allocation, and will further erode service delivery.

The FY 2009 County Executive recommendation does not include a recommendation to approve a General Fund contribution, because of the basic policy issue

that the County cannot afford to continue to assume fiscal responsibility for State programs such as child support services, particularly when the State continues to deny funding for cost of living and other increases in the provision of necessary human services.

### ▼ Enforcement of Support

**Reduce Staffing Level and Partially Mitigate Service Loss Through Salary Savings Plan:** The proposal consists of the following elements:

- Delete 2.0 FTE Child Support Officer II/I (vacant) - (\$191,848)
- Delete 1.0 Management Analyst (filled) - (\$122,696)
- Approve Salary Savings Plan - (\$192,458)

**Service Impact:** Child Support Enforcement is the most central function of the Department. The department-wide deletion of 13 positions will cumulatively result in delays securing and serving wage assignments, and in communicating with parents who are obliged to provide support. Parents at both ends of the spectrum of child support enforcement services will wait longer for necessary services. Specifically, the deletion of two Child Support Officers will result in delays in securing and serving wage assignments, and will increase wait times for receiving child support. The deletion of one Management Analyst will lessen clients' ability to pay reduced welfare arrears under the Compromise of Arrears Program, as this position dedicates time to implementing this optional, but very effective, program.

It is recommended that DCSS budget additional salary savings in the amount of \$185,258, to allow for anticipated vacancies due to retirements and vacancies

in various positions during the year due to staff turnover. This will allow the department to continue to provide the highest level of service until it is determined whether additional deletions are needed to balance the budget. Additional positions will be deleted if required to balance revenue and expenditures.

**Positions Reduced: 3.0**  
**Total Ongoing Savings: \$507,002**  
 Savings on Position Reduction: \$314,544  
 Salary Savings Plan Reduction: \$192,458

## ▼ Legal Services

**Reduce Staffing Level:** The proposal will delete the following positions:

- 1.0 FTE Legal Clerk (vacant) - (\$88,226)
- 1.0 FTE Supervising Legal Clerk (vacant) - (\$92,649)
- 1.0 FTE Attorney IV/II/II/I (filled) - (\$264,935)

**Service Impact:** Deletion of the Legal Clerk will result in less courtroom support, impacting turnaround time. Deletion of a Supervising Legal Clerk will eliminate the supervisor of the intake unit, impacting the opening of cases. The Contempt Court Calendar will have one less dedicated attorney, resulting in delays in filing actions against noncustodial parents who are willfully failing to comply with support orders. Fewer attorneys will lead to delays in reviewing and filing motions for modification of orders, judgements, and other legal documents; reduced ability to cover court hearings in newly expanded family court operations in Sunnyvale and a soon-to-be-opened South County location; and delays in consulting with an attorney on a walk-in basis. In addition, DCSS is concerned over a small grant it has applied for; the loss of an attorney could compromise the performance of the grant if it is awarded.

**Positions Reduced: 3.0**  
**Total Ongoing Savings: \$445,810**

## ▼ Administration and Support

**Reduce Staffing Level:** The proposal will delete the following positions:

- 1.0 FTE Supervising Child Support Officer (vacant) Effective October 1, 2008 - (\$61,985)
- 1.0 FTE Management Analyst (filled) - (\$122,696)

- 1.0 FTE Messenger Driver (vacant) - (\$71,035)

**Service Impact:** Deletion of the Supervising Child Support Officer will eliminate the supervisor of the training team responsible for coordinating staff training and procedures, causing delays in timely staff training opportunities. It is recommended that elimination of this position be delayed until October 1, 2007 as it will be filled with a work-out-of-class employee from July through September to help provide training on the new CCSAS system which will “go live” in late FY2008. Deletion of the Management Analyst will result in client complaints being resolved in a less timely manner and will also slow down the processing of contracts and RFPs. The Messenger Driver’s work will be absorbed by other staff.

**Positions Reduced: 3.0**  
**Total Ongoing Savings: \$255,716**

## ▼ Collection & Distribution of Support Payments

**Reduce Staffing Level:** The proposal will delete 1.0 FTE Account Clerk II (filled) - (\$77,144).

**Service Impact:** The deletion of this position will result in increased wait times for payments to vendors and payment adjustments, and also a delay in researching payment issues.

**Positions Reduced: 1.0**  
**Total Ongoing Savings: \$77,144**

## ▼ Customer Service

**Reduce Staffing Level:** The proposal will delete 3.0 FTE Office Specialist III (vacant) - (\$197,445).

**Service Impact:** The deletion of these positions will increase callers’ hold time before they are able to speak to a Communication Center worker. The center has already experienced reductions in the past that have diminished its ability to serve customers on the phone and in the lobby in a timely manner.

**Positions Reduced: 3.0**  
**Total Cost: \$197,445**



## Enforcement of Support

**Recognize New One-Time Revenue:** The following new revenue is expected in FY 2009.

- Federal Financial Participation Revenue - \$157,483
- Escheatment Revenue - \$60,000

**Service Impact:** In FY 2007 and FY 2008 the County approved one-time general fund contributions to DCSS in order to leverage additional Federal financial participation revenue. \$310,017 of General Fund monies spent during these fiscal years will leverage \$157,483 in FY 2009, and will be used to help continue to provide the core mission of the Department to its clients. In addition, revenue in the amount of \$60,000 is expected due to escheatment of warrants dating back to FY 2004. Since the allocation has remained flat for several years and there is current discussion at the State level that the allocation will actually decrease, these additional revenues only partially offset the overall funding shortfall in the Department.

**Total One-Time Savings: \$217,483**

## Administration and Support

**Pay First FY 2009 Payroll in FY 2008:** Funding from FY 2008 will be used to pay the first payroll in FY 2009, for a one-time savings of \$1,170,747.

**Service Impact:** None. One-time funding became available in FY 2007 to pay the first payroll in FY 2008. This in turn helped make funding available in FY 2008 to pay the first payroll in FY 2009, maximizing the use of State funds.

**Total One-time Cost: \$1,170,747**

**Realign Cost of Services and Supplies:** Reduce various expenditures throughout DCSS in the amount of \$300,173 to align expenditures to anticipated State and Federal revenues.

**Service Impact:** Every year the Department must realign expenditures for a variety of services and supplies to match existing State and Federal revenue. The impact on DCSS clients will be fairly minimal. \$250,114 will be reduced for billing statements that will become the responsibility of the State as a result of CCSAS implementation. New copy machines will not be needed due to countywide deployment of new multi-functional machines, saving \$21,500. Other savings will be realized as the result of reductions in petty cash, small tools, travel and mileage, and educational expenses.

**Total Ongoing Savings: \$300,173**

## Information and Technology

**Approve New Expenditures of \$65,391 for Data Processing Needs:** This proposal is based upon revenues that are anticipated from the State for information technology purposes. The offsetting revenue was previously added to the budget as the current level budget was being developed earlier this year.

**Service Impact:** None. Each year the State allocates funding for electronic data processing needs. It is anticipated the Department will renew maintenance agreements for computer and software, replace three outdated servers, and replace a Dell tape library system. As in past years, expenditures will be contingent upon revenue approval by the State.

**Total One-Time Cost: \$65,391**

### Dept Of Child Support Services — Budget Unit 200 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
3800	Child Support Svcs Fund 0001	\$ 36,427,307	\$ 36,136,771	\$ 36,275,382	\$ 35,762,206	\$ (374,565)	-1.0%
3801	CCSAS Project Fund 0001	674,228	518,492	468,485	31,536	(486,956)	-93.9%
3802	DCSS Elect Data Proc Fund 0001	1,621,286	1,886,110	1,671,247	1,434,523	(451,587)	-23.9%
<b>Total Net Expenditures</b>		<b>\$ 38,722,821</b>	<b>\$ 38,541,373</b>	<b>\$ 38,415,114</b>	<b>\$ 37,228,265</b>	<b>\$ (1,313,108)</b>	<b>-3.4%</b>





## Dept Of Child Support Services — Budget Unit 200

### Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
3800	Child Support Svcs Fund 0001	\$ 36,427,307	\$ 36,136,771	\$ 36,275,382	\$ 35,762,206	\$ (374,565)	-1.0%
3801	CCSAS Project Fund 0001	674,228	518,492	468,485	31,536	(486,956)	-93.9%
3802	DCSS Elect Data Proc Fund 0001	1,621,286	1,886,110	1,671,247	1,434,523	(451,587)	-23.9%
<b>Total Gross Expenditures</b>		<b>\$ 38,722,821</b>	<b>\$ 38,541,373</b>	<b>\$ 38,415,114</b>	<b>\$ 37,228,265</b>	<b>\$ (1,313,108)</b>	<b>-3.4%</b>

## Dept Of Child Support Services — Budget Unit 200

### Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 31,158,063	\$ 31,064,156	\$ 31,152,760	\$ 30,273,940	\$ (790,216)	-2.5%
Services And Supplies	7,564,758	7,094,123	7,185,735	6,943,100	(151,023)	-2.1%
Fixed Assets	—	383,094	76,619	11,225	(371,869)	-97.1%
<b>Subtotal Expenditures</b>	<b>38,722,821</b>	<b>38,541,373</b>	<b>38,415,114</b>	<b>37,228,265</b>	<b>(1,313,108)</b>	<b>-3.4%</b>
<b>Total Net Expenditures</b>	<b>38,722,821</b>	<b>38,541,373</b>	<b>38,415,114</b>	<b>37,228,265</b>	<b>(1,313,108)</b>	<b>-3.4%</b>

## Dept Of Child Support Services — Budget Unit 200

### Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
3800	Child Support Svcs Fund 0001	\$ 36,507,308	\$ 36,136,771	\$ 36,275,382	\$ 35,721,269	\$ (415,502)	-1.1%
3801	CCSAS Project Fund 0001	703,562	518,492	468,485	33,000	(485,492)	-93.6%
3802	DCSS Elect Data Proc Fund 0001	1,686,584	1,886,110	1,671,247	1,473,996	(412,114)	-21.8%
<b>Total Revenues</b>		<b>\$ 38,897,454</b>	<b>\$ 38,541,373</b>	<b>\$ 38,415,114</b>	<b>\$ 37,228,265</b>	<b>\$ (1,313,108)</b>	<b>-3.4%</b>

## Child Support Svcs Fund 0001 — Cost Center 3800

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	302.0	\$ 36,136,771	\$ 36,136,771
Board Approved Adjustments During FY 2008	1.0	138,611	138,611
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	2.0	2,223,107	—
Internal Service Fund Adjustments	—	145,173	—
Other Required Adjustments	—	(3,139,876)	(771,596)
Subtotal (Current Level Budget)	305.0	\$ 35,503,786	\$ 35,503,786
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			



## Child Support Svcs Fund 0001 — Cost Center 3800

### Major Changes to the Budget

	Positions	Appropriations	Revenues
FY 2009 Phone Rate Adjustment	—	7	—
<b>Decision Packages</b>			
1. Delete 13 Positions	-13.0	(1,352,377)	—
Delete 9 vacant positions and 4 filled positions. Of the filled positions, the Account Clerk II position and the Attorney IV/II/II/I position are both expected to become vacant by 6/30/08. It is recommended that the vacant Supervising Child Support Officer position deletion be delayed by three months, to become effective October 1, 2008. This position will be filled by a work-out-of-class employee from July 1-September 30, 2008 in order to assist with the implementation of the California Child Support Automation System (CCSAS), due to "go live" in late FY 2008.			
2. Add Back Funding for Supervising Child Support Officer	—	30,859	—
The Supervising Child Support Officer position will be deleted on October 1, 2008; therefore one-time funding in the amount of \$30,859 is added to the budget to pay salary and benefits for three additional months.			
3. Align Cost of Services and Supplies to Revenues	—	(299,878)	—
Realignment of services and supplies costs, based upon available State funding. Total impact is a net decrease of \$300,173 in Cost Centers 3800 and 3802.			
4. One-time Information Technology Expenditures	—	103,138	—
DCSS anticipates one-time expenditures to the Information Technology budget in the amount of \$140,391 for renewal of maintenance agreements for computers and software, replacement of three outdated servers, and replacement of a Dell tape library system. State revenue has already been built into the budget in anticipation of State approval. The Department also recommends reducing data processing services expenditures in the amount of \$75,000, for a net cost of \$65,391.			
5. Eliminate Placeholder Reimbursement	—	3,139,876	—
Remove reimbursement that was budgeted in the base to keep expenditures and revenues balanced at net zero in the General Fund. The reimbursement was originally budgeted as a "placeholder" pending identification of specific expenditure reductions. Total recommended expenditures were balanced to the expected State and Federal revenues.			
6. Salary Savings Plan	—	(192,458)	—
Budget additional salary savings in the amount of (\$155,458) with the intent to delete additional positions in FY 2009 if needed to balance overall expenditures to revenues. Budget additional salary reductions of (\$37,000) for anticipated level of voluntary reduced work hours.			
7. New Federal Financial Participation Revenue	—	—	157,483
Recognize new Federal Financial Participation revenue in the amount of \$157,483, based upon General Fund monies that were contributed to the DCSS program in FY 2007 and FY 2008, and which the Federal government then matches in following years with a 66% match.			
8. One-Time Escheatment Revenue	—	—	60,000
Recognize one-time revenue of \$60,000 due to escheatment of warrants dating back to FY 2004.			
9. Pay First FY 2009 Payroll	—	(1,170,747)	—
One-time funding from FY 2008 will be used to pay the first payroll in FY 2009, for a one-time savings in FY 2009 of \$1,170,747.			
Subtotal (Recommended Changes)	-13.0	\$ 258,420	\$ 217,483
<b>Total Recommendation</b>	<b>292.0</b>	<b>\$ 35,762,206</b>	<b>\$ 35,721,269</b>

## CCSAS Project Fund 0001 — Cost Center 3801

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	4.0	\$ 518,492	\$ 518,492
Board Approved Adjustments During FY 2008	—	(50,007)	(50,007)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-3.0	(436,949)	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	1,464	(435,485)
Subtotal (Current Level Budget)	1.0	\$ 33,000	\$ 33,000
<b>Recommended Changes for FY 2009</b>			



## CCSAS Project Fund 0001 — Cost Center 3801 Major Changes to the Budget

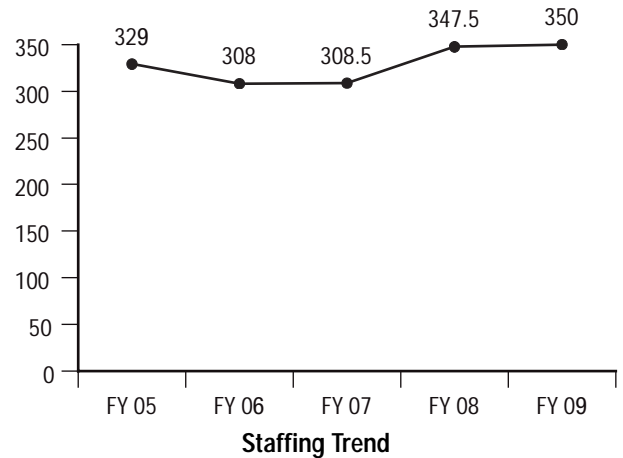
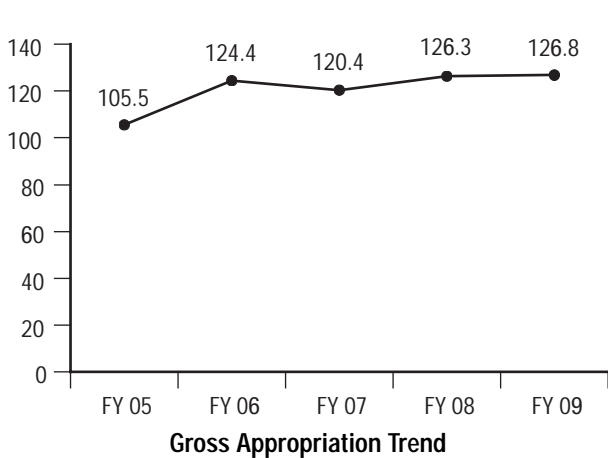
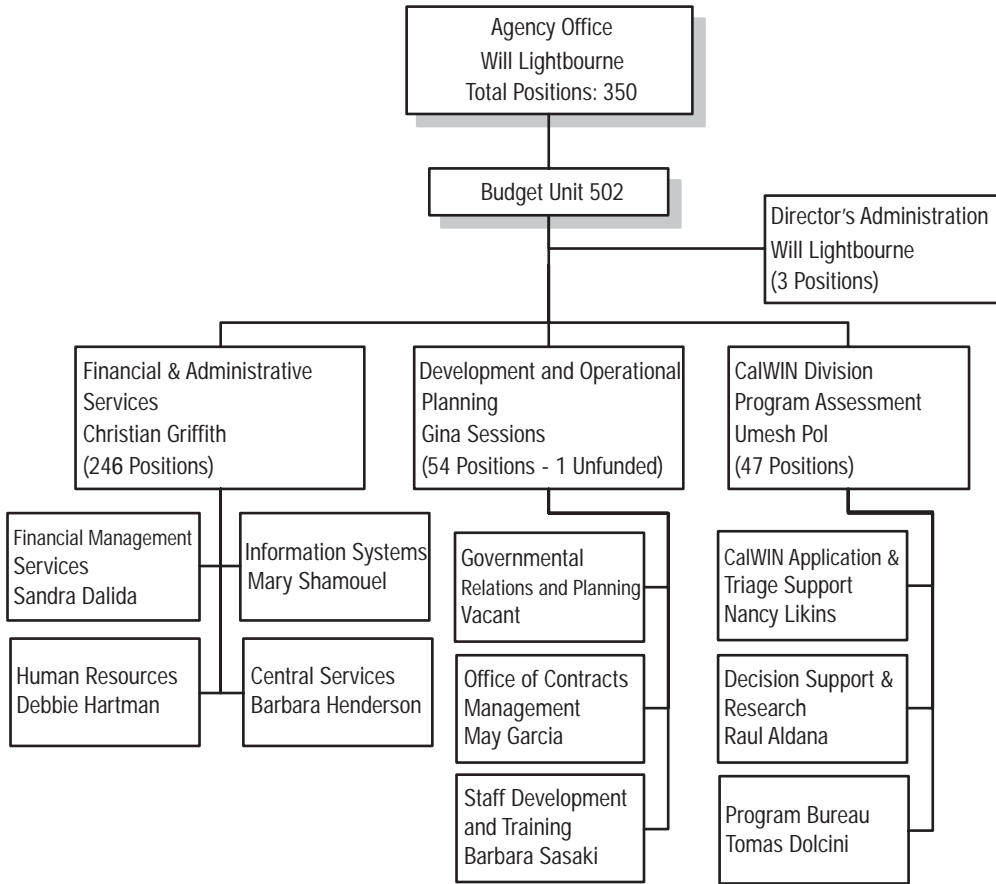
	Positions	Appropriations	Revenues
<b>Internal Service Fund Adjustments</b>			
<b>Decision Packages</b>			
1. Eliminate Placeholder Reimbursement	—	(1,464)	—
Remove reimbursement that was budgeted in the base to keep expenditures and revenues balanced at net zero in the General Fund. The reimbursement was originally budgeted as a "placeholder" pending identification of specific expenditure reductions. Total recommended expenditures were balanced to the expected State and Federal revenues.			
Subtotal (Recommended Changes)	—	\$ (1,464)	\$ —
<b>Total Recommendation</b>	1.0	\$ 31,536	\$ 33,000

## DCSS Elect Data Proc Fund 0001 — Cost Center 3802 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	7.0	\$ 1,886,110	\$ 1,886,110
Board Approved Adjustments During FY 2008	1.0	(214,863)	(214,863)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	19,745	—
Internal Service Fund Adjustments	—	(48,721)	—
Other Required Adjustments	—	(168,275)	(197,251)
Subtotal (Current Level Budget)	8.0	\$ 1,473,996	\$ 1,473,996
<b>Recommended Changes for FY 2009</b>			
<b>Internal Service Fund Adjustments</b>			
FY 2009 Data Processing Adjustment	—	(1,262)	—
<b>Decision Packages</b>			
1. Align Cost of Services and Supplies to Revenues	—	(295)	—
Realignment of services and supplies costs, based upon available State funding. Total impact is a net decrease of \$300,173 in Cost Centers 3800 and 3802.			
2. One-time Information Technology Expenditures	—	(37,747)	—
DCSS anticipates one-time expenditures to the Information Technology budget in the amount of \$140,391 for renewal of maintenance agreements for computers and software, replacement of three outdated servers, and replacement of a Dell tape library system. State revenue has already been built into the budget in anticipation of State approval. The Department also recommends reducing data processing services expenditures in the amount of \$75,000, for a net cost of \$65,391.			
3. Eliminate Placeholder Reimbursement	—	(169)	—
Remove reimbursement that was budgeted in the base to keep expenditures and revenues balanced at net zero in the General Fund. The reimbursement was originally budgeted as a "placeholder" pending identification of specific expenditure reductions. Total recommended expenditures were balanced to the expected State and Federal revenues.			
Subtotal (Recommended Changes)	—	\$ (39,473)	\$ —
<b>Total Recommendation</b>	8.0	\$ 1,434,523	\$ 1,473,996



# Agency Office — Social Services Agency



## 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.

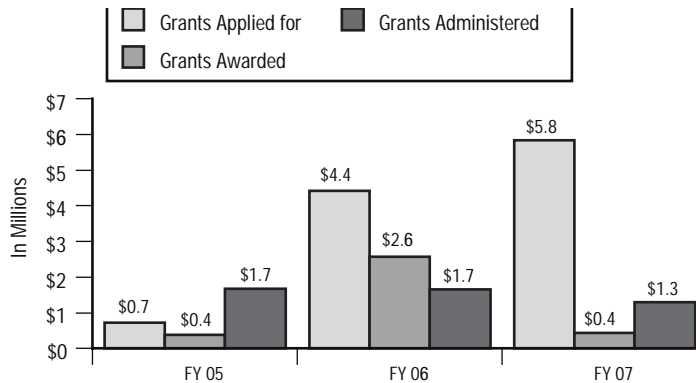


## Desired Results

The support provided by the Agency Office (AO) enhances 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 Agency's vision is reflected in

the Public Purpose, Desired Results, and services of each of its three service departments: Department of Family and Children's Services (DFCS), Department of Employment and Benefit Services (DEBS), and Department of Aging and Adult Services (DAAS).

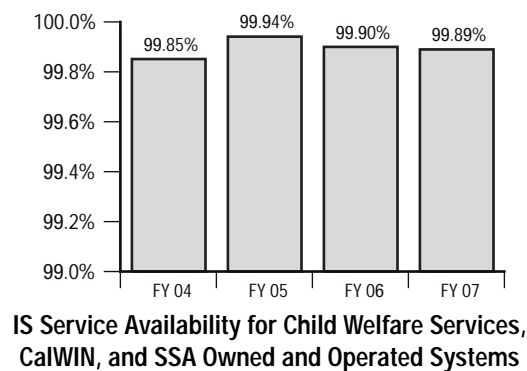
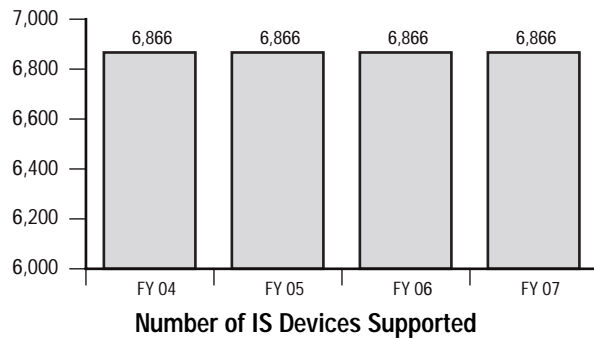
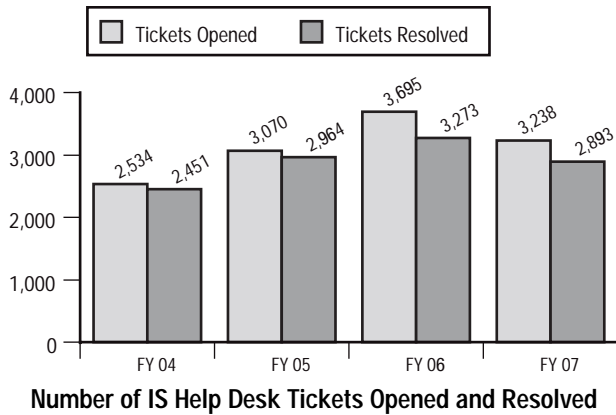
Revenue is Maximized.



Grant Monies Secured for Provision of Needed Services



Informed conclusions are drawn from reliable data.



## Description of Major Services

The Agency Office (AO) provides leadership and administrative support for SSA's three service departments: Department of Family and Children Services (DFCS), Department of Employment and Benefit Services (DEBS), and Department of Aging and Adult Services (DAAS). These service departments, in partnership with numerous community agencies, provide a wide range of human services for the County's culturally diverse population, such as emergency shelter, senior day care and supportive services, job training, counseling, domestic violence assistance, youth outreach, and food programs. Following is a description of services provided by the three Agency Office divisions:

### Agency Administration

The Director and Agency Administration staff provide leadership and direction to enhance SSA's ability to respond to the needs of a diverse and multi-cultural community. The administrative support activities

increase public understanding of agency programs and maximize the number of customers served with the most responsible and efficient use of resources.

### Development and Operational Planning Division

This division includes the departments of Governmental Relations and Planning, Staff Development and Training, and the Office of Contracts Management. It is responsible for providing agency-wide leadership, direction, and management for evaluation and planning, staff development and training, contracts administration, public information and communications. This division also is responsible for management, supervisor and leadership training; EEO and Civil Rights training and the Human Resource Academy.

**Governmental Relations and Planning:**

The Department includes the Office of Evaluation and Planning and the Office of Policy and Resource Development, and provides resources to implement initiatives to sustain strong partnerships with our diverse communities. It develops and tracks data reflecting program outcomes and efficiencies, monitors legislative and regulatory changes, manages communication projects, and addresses client concerns and complaints. It also assists in defining the Agency's policy direction, coordinates grant activity and program planning, and participates in efforts to develop short and long-term housing resources for SSA clients with special needs.

**Office of Contracts Management:**

The Office of Contracts Management is responsible for administration and monitoring of contracts and service agreements relating to grants, trust funds, Department of Family & Children's Services contracts, and Agency Office contracts. It also supports the Child Abuse Council.

**Staff Development and Training:**

The Department is responsible for agency-wide staff development and training. Training activities include agency orientation, induction for all Social Services functions, professional development, cultural competency, and computer and in-service training for all staff classifications.

**Financial and Administrative Services Division**

In FY 2007, FAS was formed to provide oversight and strategic direction for Agency core support services including Financial Management Services, Information Systems, Human Resources, and Central Services Departments.

**Financial Management Services (FMS):**

FMS is responsible for developing and managing the Agency's \$600 million budget; overseeing client welfare benefit payment issuances; developing repayment plans and managing overpayment recovery and collections; and managing trust funds, general accounting, contract accounting, accounts payable, and accounts receivable. FMS is also responsible for revenue recovery operations for State, Federal and grant revenue claims, and welfare benefit payment revenue claims. It also has responsibility for the development and submittal of State financial plans and State statistical reporting.

**Central Services (CS):**

Central Services manages agency-wide facility services, purchasing, record retention, mail services, security and safety services, central supply support, and fleet operations. It is also the project management resource responsible for planning and executing facility moves, reconfigurations, and preventative maintenance. CS includes the Security and Safety Unit which is responsible for Agency security, safety committees, and ergonomic evaluations.

**Human Resources (HR):**

The Department includes the HR Service Center which is responsible for HR Administration, Recruitment, and Employee Relations.

**Equal Opportunity/Civil Rights Unit (EO):**

This unit is responsible for investigating employee and client complaints of discrimination, and managing Equal Employment Opportunity (EEO), the Aging and Disabilities Act, workplace accommodations, sexual harassment policies, and diversity efforts.

**Information Systems (IS):**

The Department is responsible for designing, developing, and maintaining the technological infrastructure and applications systems for the Agency; designing and implementing business processes to enhance operations and service delivery to clients; and leading and supporting initiatives that enrich and promote employee use of technology. IS also manages, supports and provides information for reporting, program administration, decision making, evaluation and accountability.

**CalWIN Division**

CalWIN (CalWORKs Information Network) Division provides oversight and strategic direction for the agency-wide welfare case management system and process integration. It supports client and business service delivery, facilitates policy and business process changes, and fully maximizes system management reporting capabilities. The Division provides a coordinated approach for CalWIN-dependent functions, and centralizes planning for ongoing system integration and future systems enhancements. The Division includes the following units:



**Decision Support and Research Bureau (DSR):**

DSR provides analytical information and compiles reports for SSA administration and various SSA departments and their communities, in order to ensure timely and accurate reporting to meet State, local and Federal requirements. DSR also provides information for specialized issues, helps to maintain data integrity, and provides client and case data and geo-mapping statistical data.

**Program Bureau**

The Bureau manages complex projects for welfare and employment service programs administered by the Department of Benefits and Employment Services. It

represents the Agency as part of the 18-county CalWIN consortium and participates in planning and design system changes.

**CalWIN Application and Triage Support (CATS)**

CATS provides administration services and access to business applications such as CalWIN and the MediCal database (MEDS). It provides end user support, and manages and resolves help desk tickets from assignment to more the serious triage efforts needed in some cases. CATS staff provide statewide expertise on production calls, defect design, and review board functions, and they represent the Agency in various work groups and committees.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Administration and Support	Yes	Required	Conversion of extra help and overtime hours to coded positions and reduction of various administrative expenditures due to efficiencies and new technology does not impact services to clients.  Rebudget of reserves for building maintenance does not impact services to clients.	■

Impact on Current Level of Service:

□ = Eliminated ▼ = Reduced ◼ = Modified ▲ = Enhanced ■ = No Change

## County Executive's Recommendation

### Administration and Support

**Convert Extra Help and Overtime Hours to Permanent Codes:** Add the following five positions and reduce extra help usage accordingly:

FTE	Job Title	Cost
3.0	Protective Services Officer	\$226,248
1.0	Office Specialist III	\$70,792
1.0	Management Analyst/Associate Analyst B/Associate Analyst A	\$103,583
<b>5.0</b>		<b>\$400,623</b>

**Service Impact:** None. SSA is converting extra help and overtime hours to create six new positions agency-wide. The other position will be added in DFCS (BU 503). This proposal will eliminate the use of extra help in the Central Services Security Services Unit, at the SSA Administration reception desk, and in the fiscal office, and will use coded positions to continue to provide services. Over the past three years ongoing security coverage has been provided by six extra help positions. Facility consolidation will allow SSA to eliminate the extra help positions and provide effective security with three new Protective Services Officers. The addition of an Office Specialist III will provide the necessary increase in assistance at the reception desk, due to the move of the IHSS program to the Julian Street campus





and the increased number of clients that conduct business at this location. The addition of an alternatively staffed Management Analyst/Associate Analyst B/A will allow the fiscal office to issue IRS 1099 tax forms to more than 2,500 service providers as specified by tax law. This process was formerly automated but the CalWIN system now requires manual coordination. This position will also manage Individual Development Accounts for emancipated foster youth.

**Positions Added: 5.0**  
**Total Ongoing Cost: \$0**

Ongoing Cost: \$400,623 (See budget detail in BU 502)  
Ongoing Savings: \$400,623 (See budget detail in BU 504)

#### Reduce Expenditures for Administrative Services:

- VOIP Savings - \$257,700
- Service Cost Reductions - \$200,072

**Service Impact:** None. The Voice Over Internet Provider technology project will be deployed across the Agency and will reduce office telephone charges, as calls will travel across internet provider trunks instead of the

public switch telephone network system. Other operational reductions will occur in the following areas: telephone services, due to reduced cost of cell phone plans, postage fees due to discounts for bar code use; decreased use of two contract interpreters as bilingual staff will provide a higher proportion of this service; and a decrease in contract services for security, as security staff will provide a higher proportion of this service.

**Total Ongoing Savings: \$457,772**

**Rebudget Reserve for Building Maintenance:** The reserve is estimated to total \$1,819,682 at the end of FY 2008.

**Service Impact:** None. The reserve was established at the time the lease at the Julian Street location was executed, as the terms of the lease stipulate the tenant is financially responsible for major repairs, including roofing and other expensive items. Rebudgeting the reserve will allow the Agency to adequately address any building-related issues that arise. If any of the reserve is needed in FY 2008, the amount to be rebudgeted in FY 2009 will decrease accordingly.

**Total One-time Cost: \$1,819,682**

#### FY 2009 Agency Office Services Programs

Program	Total \$	County \$	County %
AB 2994 Child Abuse Contract	\$910,463	\$256,759	28.2%
Archstone Grant	\$57,530	\$0	0.0%
Differential Response Path One	\$477,327	\$0	0.0%
Domestic Violence Advocates	\$187,723	\$187,723	100.0%
Domestic Violence Contracts (Marriage License Fee)	\$200,000	\$0	0.0%
Family Well-Being Grant (Year 2 of 5-Year Grant)	\$1,396,780	\$571,780	40.9%
Food Bank	\$705,000	\$705,000	100.0%
Foster Care Youth Initiative	\$170,000	\$0	0.0%
General Fund Contracts	\$2,321,618	\$2,321,618	100.0%
Immigration and Citizenship Contracts	\$561,205	\$561,205	100.0%
Status Offender System Contracts	\$1,384,552	\$1,384,552	100.0%
Superior Court	\$40,500	\$0	0.0%
<b>AO Total</b>	<b>\$8,754,210</b>	<b>\$1,488,637</b>	<b>17.0%</b>



### Social Services Agency — Budget Unit 502 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
50201	Agency Office Admin Fund 0001	\$ 71,815,853	\$ 77,659,940	\$ 77,659,940	\$ 83,538,843	\$ 5,878,903	7.6%
50202	Information Systems Fund 0001	27,677,251	36,898,898	35,690,482	31,809,088	(5,089,810)	-13.8%
50203	Agency Staff Dev and Tng Fund 0001	3,219,088	3,297,881	3,349,610	3,534,640	236,759	7.2%
50205	Community Programs and Grants	1,189,299	2,086,095	3,133,615	2,740,320	654,225	31.4%
50206	Local Programs for Adults, Youth and Families	6,509,061	6,376,698	6,376,698	5,160,098	(1,216,600)	-19.1%
<b>Total Net Expenditures</b>		\$ 110,410,551	\$ 126,319,512	\$ 126,210,345	\$ 126,782,989	\$ 463,477	0.4%

### Social Services Agency — Budget Unit 502 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
50201	Agency Office Admin Fund 0001	\$ 71,815,853	\$ 77,659,940	\$ 77,659,940	\$ 83,538,843	\$ 5,878,903	7.6%
50202	Information Systems Fund 0001	27,677,251	36,898,898	35,690,482	31,809,088	(5,089,810)	-13.8%
50203	Agency Staff Dev and Tng Fund 0001	3,219,088	3,297,881	3,349,610	3,534,640	236,759	7.2%
50205	Community Programs and Grants	1,189,299	2,086,095	3,133,615	2,740,320	654,225	31.4%
50206	Local Programs for Adults, Youth and Families	6,509,061	6,376,698	6,376,698	5,160,098	(1,216,600)	-19.1%
<b>Total Gross Expenditures</b>		\$ 110,410,551	\$ 126,319,512	\$ 126,210,345	\$ 126,782,989	\$ 463,477	0.4%

### Social Services Agency — Budget Unit 502 Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 35,340,514	\$ 37,760,097	\$ 37,811,826	\$ 39,867,178	\$ 2,107,081	5.6%
Services And Supplies	74,723,835	86,739,733	85,644,779	85,096,129	(1,643,604)	-1.9%
Fixed Assets	346,203	—	934,058	—	—	—
Reserves	—	1,819,682	1,819,682	1,819,682	—	—
<b>Subtotal Expenditures</b>	110,410,551	126,319,512	126,210,345	126,782,989	463,477	0.4%
<b>Total Net Expenditures</b>	110,410,551	126,319,512	126,210,345	126,782,989	463,477	0.4%



## Social Services Agency — Budget Unit 502

### Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
50201	Agency Office Admin Fund 0001	\$ 276,015,208	\$ 289,546,917	\$ 289,579,534	\$ 300,997,002	\$ 11,450,085	4.0%
50202	Information Systems Fund 0001	9,613,298	16,352,084	16,352,084	10,756,712	(5,595,372)	-34.2%
50205	Community Programs and Grants	1,178,315	2,126,595	3,174,115	2,595,803	469,208	22.1%
<b>Total Revenues</b>		<b>\$ 286,806,820</b>	<b>\$ 308,025,596</b>	<b>\$ 309,105,733</b>	<b>\$ 314,349,517</b>	<b>\$ 6,323,921</b>	<b>2.1%</b>

## Agency Office Admin Fund 0001 — Cost Center 50201

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	185.0	\$ 77,659,940	\$ 289,546,917
Board Approved Adjustments During FY 2008	1.0	—	32,617
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	1,014,452	—
Internal Service Fund Adjustments	—	2,198,862	—
Other Required Adjustments	—	(851,833)	3,770,303
Subtotal (Current Level Budget)	186.0	\$ 80,021,421	\$ 293,349,837
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Phone Rate Adjustment	—	(2,811)	—
Decision Packages			
1. Rebudget Unspent Reserves	—	1,819,682	—
It is recommended that the estimated \$1,819,682 in reserves be rebudgeted in FY 2009. This reserve has historically been set aside as a funding source for large maintenance projects at the Julian Street location, due to the terms of the lease regarding tenant responsibility for major repairs.			
2. One Time - Foster Care Placement Improvement	—	1,500,000	1,500,000
Continue Foster Care Placement Improvement effort to identify placement options which facilitate and enhance treatment, child well being, reunification and permanency. One-time funding of \$1,500,000 includes recognized retained earnings, recognized liability account savings, and additional prior year state revenue, to provide one-time expenditure allocation of \$1,500,000. (See County Executive recommendation in BU 503).			
3. Expenditure Reductions for Services and Supplies	—	(200,072)	—
Various expenditure adjustments across the Agency including implementation of VOIP technology to reduce office-to-office and long distance telephone charges, expanded use of bar coding to reduce postage fees, expanded use of bilingual staff to reduce interpreter contract service costs, and expanded staff coverage for security functions to reduce contract service costs.			
4. New Revenue - Medi-Cal Administration Federal	—	—	4,041,585
Recognize additional revenue for Medi-Cal Administration (Federal) associated with caseload growth and eligible expenses. (See County Executive's recommendation in BU 504).			
5. New Revenue - Child Welfare Services Health Related	—	—	1,567,225
Recognize additional revenue for Child Welfare Services Health-Related (Federal) associated with revenue-claiming maximization for eligible expenses. (See County Executive's recommendation in BU 503).			
6. New Revenue - Adoption Assistance	—	—	538,355



### Agency Office Admin Fund 0001 — Cost Center 50201 Major Changes to the Budget

	Positions	Appropriations	Revenues
Recognize additional revenue for Adoption Assistance associated with caseload growth, relative to other counties' growth, and associated share of the statewide funding allocation. (See County Executive's recommendation in BU 504).			
◆ State revenue - \$293,395			
◆ Federal Revenue - \$244,960			
7. Convert Extra Help and Overtime to Full-time Positions	5.0	400,623	—
SSA is reducing extra help and overtime appropriations in order to add six new positions agencywide, making this a cost-neutral action. The following positions are added to BU 502. Budget detail for the associated cost savings appears in BU 504.			
◆ 3.0 Protective Service Officers			
◆ 1.0 Management Analyst/Associate Management Analyst B/Associate Management Analyst A			
◆ 1.0 Office Specialist III			
Subtotal (Recommended Changes)	5.0	\$ 3,517,422	\$ 7,647,165
<b>Total Recommendation</b>	<b>191.0</b>	<b>\$ 83,538,843</b>	<b>\$ 300,997,002</b>

### Information Systems Fund 0001 — Cost Center 50202 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	130.0	\$ 36,898,898	\$ 16,352,084
Board Approved Adjustments During FY 2008	—	(1,208,416)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-4.0	626,989	—
Internal Service Fund Adjustments	—	54,763	—
Other Required Adjustments	—	(4,291,584)	(5,595,372)
Subtotal (Current Level Budget)	126.0	\$ 32,080,650	\$ 10,756,712
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Data Processing Adjustment	—	(13,862)	—
Decision Packages			
1. Expenditure Reductions for Services and Supplies	—	(257,700)	—
Various expenditure adjustments across the Agency including implementation of VOIP technology to reduce office-to-office and long distance telephone charges, expanded use of bar coding to reduce postage fees, expanded use of bilingual staff to reduce interpreter contract service costs, and expanded staff coverage for security functions to reduce contract service costs.			
Subtotal (Recommended Changes)	—	\$ (271,562)	\$ —
<b>Total Recommendation</b>	<b>126.0</b>	<b>\$ 31,809,088</b>	<b>\$ 10,756,712</b>

### Agency Staff Dev and Tng Fund 0001 — Cost Center 50203 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	30.0	\$ 3,297,881	\$ —
Board Approved Adjustments During FY 2008	1.0	51,729	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	1.0	185,030	—
Internal Service Fund Adjustments	—	—	—



### Agency Staff Dev and Tng Fund 0001 — Cost Center 50203 Major Changes to the Budget

	Positions	Appropriations	Revenues
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	32.0	\$ 3,534,640	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>32.0</b>	<b>\$ 3,534,640</b>	<b>\$ —</b>

### Community Programs and Grants — Cost Center 50205 Major Changes to the Budget

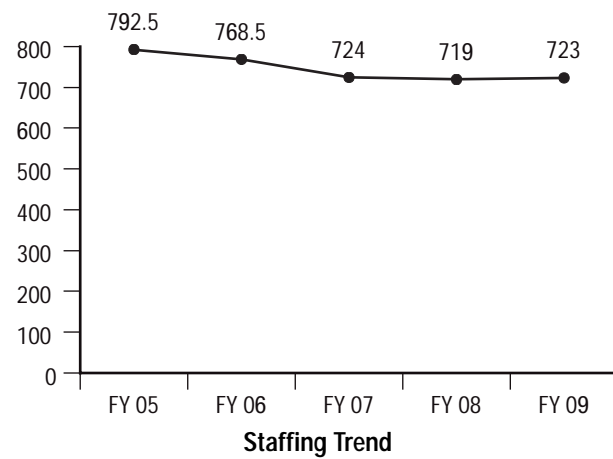
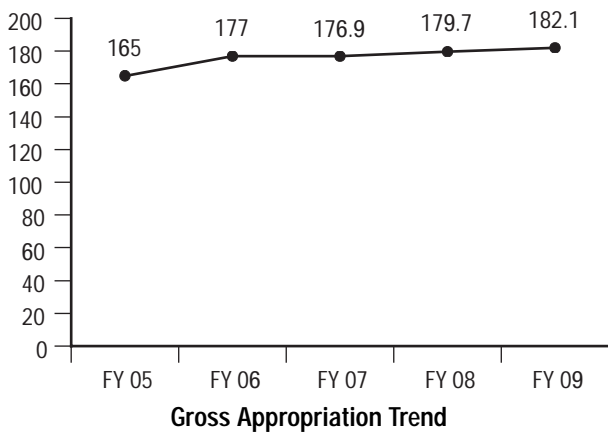
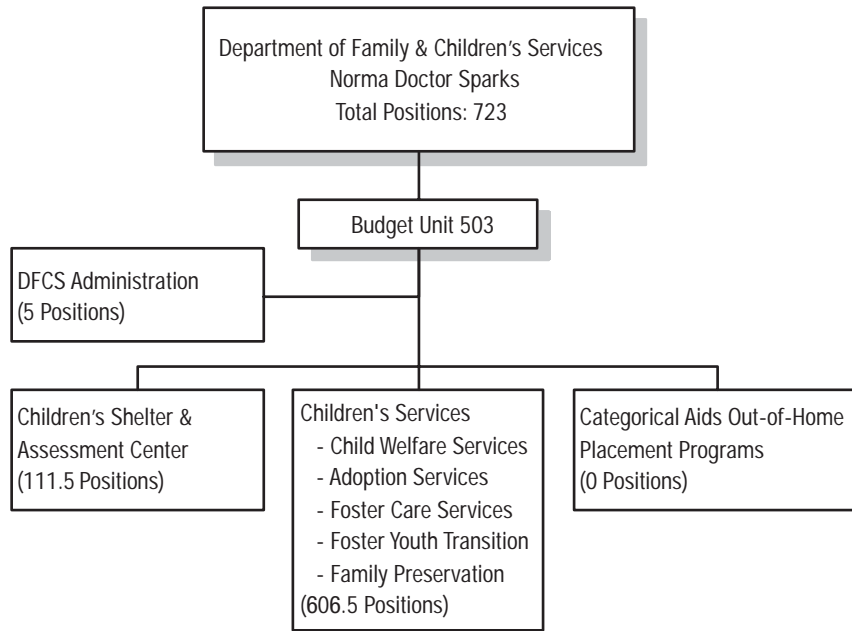
	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	2.5	\$ 2,086,095	\$ 2,126,595
Board Approved Adjustments During FY 2008	—	1,047,520	1,047,520
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-1.5	(171,742)	—
Internal Service Fund Adjustments	—	342,479	—
Other Required Adjustments	—	(564,032)	(578,312)
Subtotal (Current Level Budget)	1.0	\$ 2,740,320	\$ 2,595,803
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>1.0</b>	<b>\$ 2,740,320</b>	<b>\$ 2,595,803</b>

### Local Programs for Adults, Youth and Families — Cost Center 50206 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	—	\$ 6,376,698	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(1,216,600)	—
Subtotal (Current Level Budget)	—	\$ 5,160,098	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>—</b>	<b>\$ 5,160,098</b>	<b>\$ —</b>



## Department of Family and Children's Services — Social Services Agency



## 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

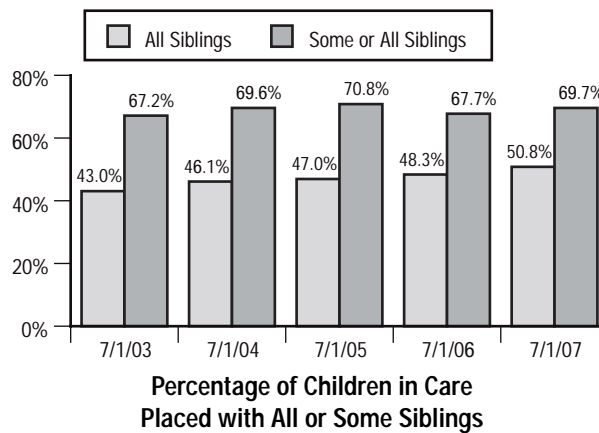


## Desired Results

Several of the measures have changed since they were last published in the FY 2007 Recommended Budget. New or modified measures have been introduced as replacement measures, in order to reflect the new Federal accountability national standards and goals.

The new methodology set national standards that challenges counties to continue to improve child safety, permanency, and stability outcomes. UC Berkeley continues to be the primary data source for most of the measures contained in this budget unit.

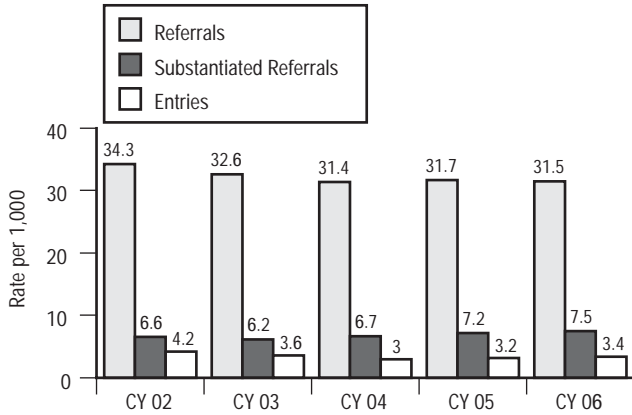
**Protect children's sibling relationships** by keeping children together in placement.



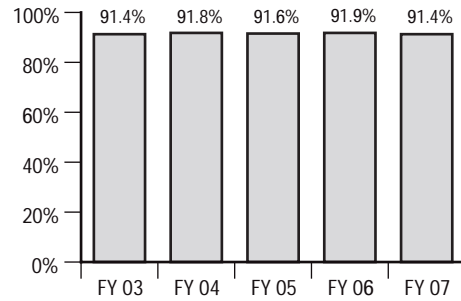
Note: In FY 2006 this data began to be measured as point in time, rather than by fiscal year. Data points have been revised accordingly.



Ensure children’s safety by removing them from unsafe homes and preventing the recurrence of maltreatment.



**Incidence Rate for Referrals, Substantiations, and Entries into Foster Care (New Measure)**

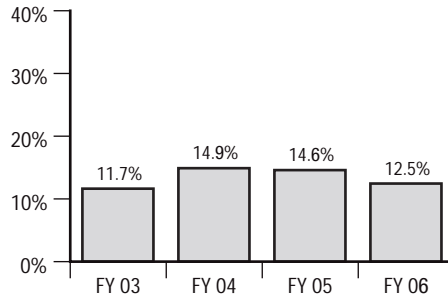


**Percentage of Children with No Recurrence of Maltreatment Six Months from Last Substantiation (New Measure)**

Note: This measure replaces “Children With First Entries to Foster Care After Removal from Unsafe Homes — 5 Days or Longer”

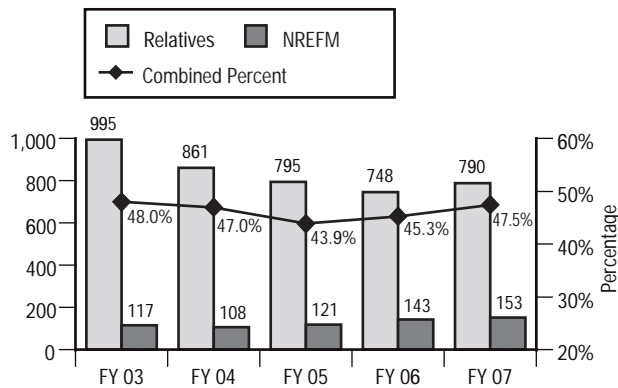
Note: This Measure replaces “Report of Maltreatment within 12-Month of Initial Report”

Note: The data source, the University of California Berkeley Center for Social Services Research, reports calendar year data for this measure.



**Percentage of Children Who Reentered Foster Care in Less than 12 Months Following Reunification (New Measure)**

Protect the continuity of the family by placing children with relatives.

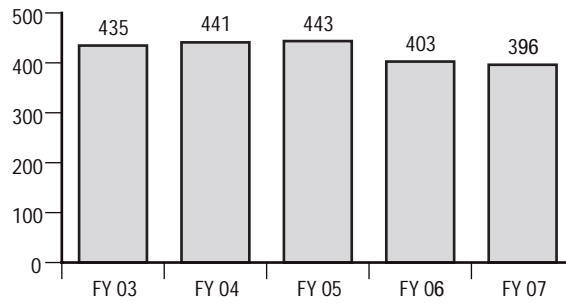


**Number and Percentage of Children in Care Placed with Relatives or Non-Relative Extended Family Members**





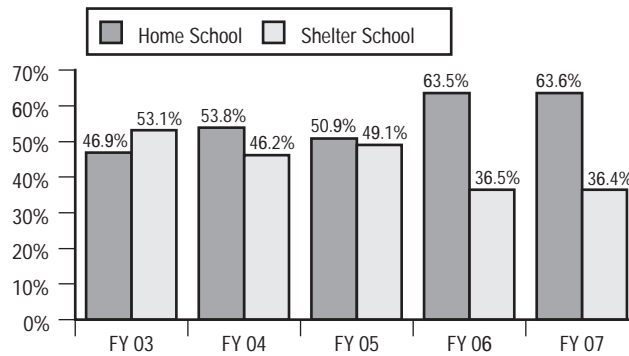
**Ensure the continuity of children's growth** by increasing the number of foster homes and placing children in culturally-sensitive homes.



**Number of Foster Care Homes Available**

Note: Number of children in foster care declined by 5% in FY 2006 and another 1% in 2007 as more children were reunified with families and non-relative extended family members. Also, many foster families are moving out of the county due to high housing costs.

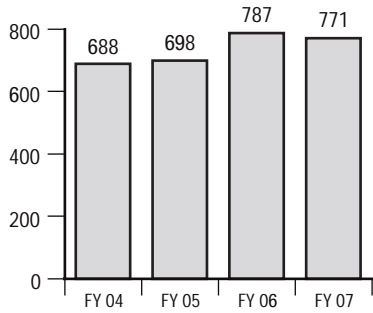
**Ensure that children's basic and social development needs are met** by arranging for medical and dental care, and ensuring that individual and special educational needs of children are addressed.



**Percentage of Children Who Attend their Home School versus the Children's Shelter School**

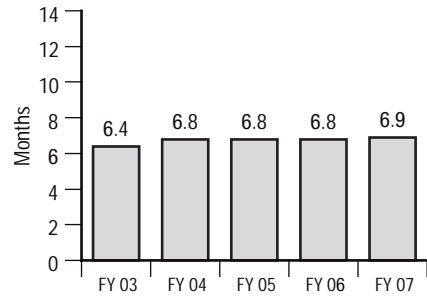


Ensure that parents acquire needed parenting skills and the ability to protect their children by offering appropriate services for the timely resolution of issues related to their children’s well-being, thereby decreasing the time between child removal and reunification with parents.



**Number of Parents Participating in Parenting Education Program (New Measure)**

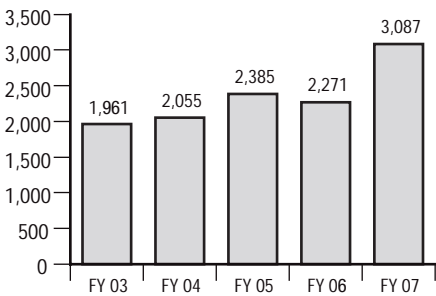
This measure replaces “Number of Children in Foster Care Assessed by the Educational Rights Project” and “Percentage of Children in Foster Care Assessed by the Educational Rights Project Receiving Appropriate Educational Services.”



**Median Time to Reunification (New Measure)**

This measure replaces “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.

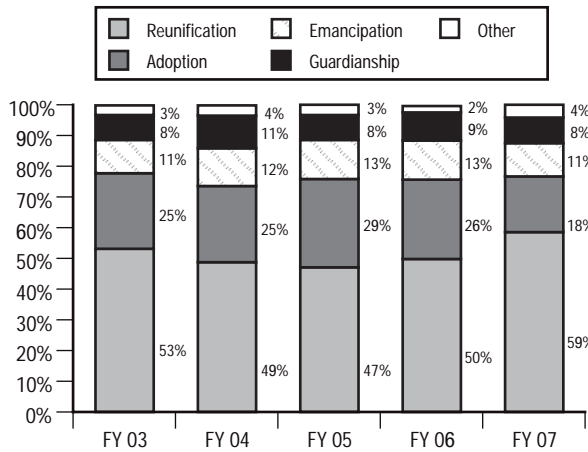


**Number of Children and Families Diverted from Child Welfare Services**

**Cost Comparison: Community-Based Diversion Services vs. Court-Ordered Services has been deleted**

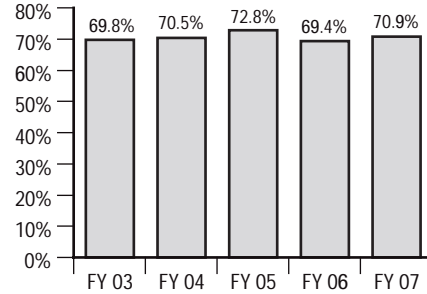


**Safely reunite children with their parents as soon as possible** by increasing the percentage of children reunifying with their families, reducing the number of placement moves, and reducing the average length of stay for children at the Children’s Shelter.



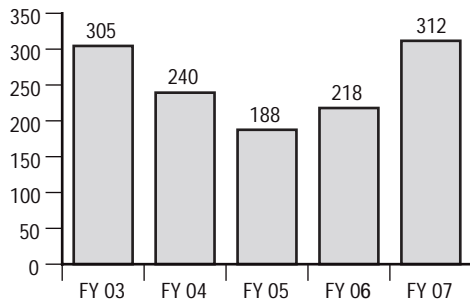
**Outcomes for Children Exiting Care**

Note: UC Berkeley Center for Social Services Research has revised their historical data for this measure, and it is reflected in this report.

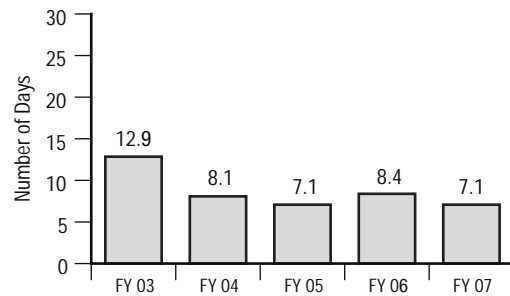


**Children with Two or Fewer Placements (8 days to 12 Months in Care) (New Measure)**

This measure replaces “Number and Percentage of Children Who Have No More Than Two Placements in Their Entry Year.”



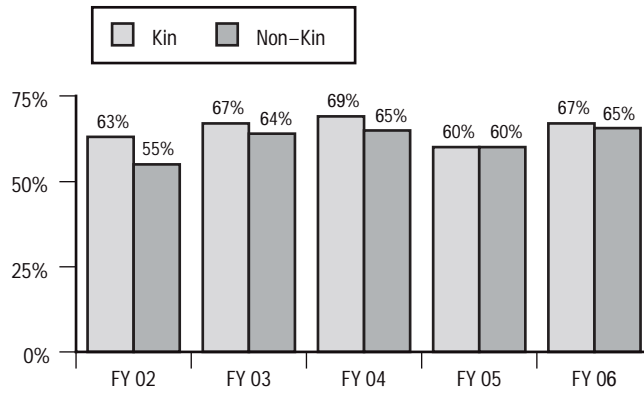
**Number of Children Reunified within 7 Days of Removal (New Measure)**



**Average Length of Stay in Days for Children at the Children’s Shelter**



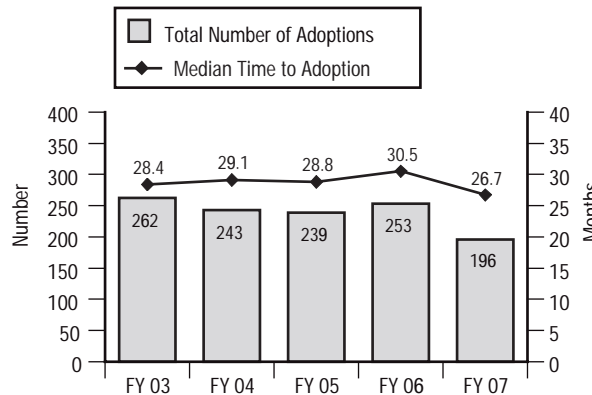
**Children's ties to their community maintained** by establishing family-to-family connections and adding foster homes in communities where the children reside.



**Percentage of Children in Kin and Non-Kin Placements Within 10 Miles of Home (By year of entry into Foster Care)**

Note: The data source, the University of California Berkeley Center for Social Services Research, revised their historical data for this measure. The revised historical data is reflected in this report. FY 06 data from the University of California at Berkeley is currently the last year available.

**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.



**Number of Children Adopted and Median Time to Finalize Adoption**

This measure replaces "Average Number of Months a Case was Open before Adoption was Finalized," and "Annual Number of Adoptions for Children for whom Adoption has been Identified as the Permanent Plan."

## Description of Major Services

The mission of the Department of Family & Children's Services is to protect children from abuse and neglect, promote their healthy development and provide services to families which preserve and strengthen their ability to care for their children. The department is responsible for prevention, intervention, advocacy, and

public education related to the protection of children and their need for consistency in their care and nurturing.

The department's mandated services include working with families and community partners to plan and provide community-based child abuse prevention strategies and programs, a 24/7 Child Abuse and



Neglect Reporting Center, Emergency Response Services, Family Maintenance Services, Family Reunification Services, out-of-home caregiver recruitment and development, and Permanency Services. The Department's major non-mandatory programs include Adoption Services, Foster Care Licensing, Family Resource Centers and the Children's Shelter. Major projects and initiatives include Expanded Differential Response community-based services, Enhanced Joint Response, and the California Connected by 25 Foster Youth Initiative. DFCS maintains a strong working relationship with families, various communities within the county, the juvenile dependency court, public and private agencies and professionals, placement resources families and organizations, and various planning, stakeholder, business and philanthropic groups and organizations. Key programs and initiatives include the Expanded Differential Response and the Enhanced Joint Response.

### Expanded Differential Response (EDR)

Expanded Differential Response served families in 2007 with community-based child abuse prevention, family preservation and aftercare services. This collaboration between Gardner Family Care, First 5 Santa Clara County and their Family Partner agencies, and DFCS offers voluntary services to families. DFCS makes referrals to Gardner and Family Partner agencies concerning families who have been reported to the DFCS Child Abuse and Neglect Reporting Center. The community service agencies engage families in planning services tailored to the family's needs and culture.

Path I of EDR is for at-risk families who have not mistreated their children but have circumstances that could result in maltreatment. The Lucille Packard Foundation provides funds for goods and services for Path I families. Path II is for families who have been investigated for maltreatment by DFCS and who will accept and benefit from services from community service providers in lieu of DFCS services. Path III is for families who are receiving court-ordered services. Path IV is unique to Santa Clara County, and provides voluntary community-based aftercare services to families exiting court-ordered DFCS services.

### Enhanced Joint Response (EJR)

In 2007, Santa Clara County became the first county in the state to fully implement Enhanced Joint Response by social workers and peace officers countywide. This

partnership with the Santa Clara County Police Chiefs' Association brings the DFCS social worker to the scene of the law enforcement investigation to assess child risk and family safety capacity, as well as family members' needs and strengths; and to immediately identify opportunities to provide voluntary services, reduce child removals, identify relatives for emergency placement, reduce trauma to both children and their families, and allow peace officers to return to service more quickly. Social workers are usually on scene within 30 minutes. EJR has contributed to a reduction in the removal of children from their families and to more families being appropriately diverted from the juvenile court system to voluntary services.

### Connected by 25 Foster Youth Transition Initiative (CC25)

The California Connected by 25 Foster Youth Initiative continues to build new partnerships to expand educational, job preparation and placement, life skills and housing opportunities for current and former foster youth. The goal of the initiative is to connect foster youth, by age 25, to the opportunities, experiences and supports that will enable them to succeed throughout adulthood. Principal partners and supporters of CC25 include: the Walter S. Johnson, Stuart, William and Flora Hewlett, Charles and Helen Schwab, Lucille Packard, Jim Casey and Annie E. Casey Foundations; Work2Future; San Jose State University; and, Mission, San Jose City and Evergreen Community Colleges. Over 90 community-based organizations and a very active Foster Youth Advisory Board made up of former foster youth have participated and partnered with DFCS in the planning and implementation of CC25.

Some of the key programs of CC25 include: the County's Emancipated Foster Youth Employment Program, which provides county employment opportunities for former foster youth (awarded the California State Association of Counties' 2007 Challenge Award for Most Replicable Program); the Department's Employment Services Unit, which identifies job preparation and employment opportunities for foster youth; the Career Pathways Program, which introduces former foster youth to a college environment to prepare them for employment or further education or training; the Student Dormitory Program at San Jose State University, which provides housing for youth in the Career Pathways Program; the Independent Living Program, which provides a broad array of living skills education, employment and housing services; the

Individual Development Account and Financial Literacy Programs, which help foster youth learn how to better manage their finances and save money; the Transitional Housing Placement Program, which is a placement opportunity to bridge current foster youths' transition to emancipation; and the Transitional Housing Program-Plus, which provides former foster youth with housing and supportive services.

### **Out-of-Home Placement Initiatives**

The County's investment in a variety of Out-of-Home Placement Initiatives continues to significantly contribute to a low daily population and length of stay for children in the Children's Shelter. These initiatives include: the Sibling Supplement program, the Respite Care Programs, Foster Parent Liability Insurance, support for the Foster and Adoptive Parents Resource Center, the Federal Title IV-E Child Care Program, and the Group Home Supplement program. These programs ensure that children who require out-of-home care are provided the most appropriate placement possible.

The Resource Family Support Team for licensed foster families and the Relative Support Team for relative families also support successful out-of-home placements for children. The teams are made up of contract employees with personal experience as placement caregivers or clients of the Department, and provide advocacy, mentoring, respite care referrals, referrals to community services and support groups, in-home needs assessments, and visits to families.

In collaboration with the Mental Health Department and the County Office of Education, the Success Camp Program continues to provide service for children ages 6-11 years who are entering child welfare services for the first time. These programs stabilize foster children's emotional health and strengthens their resiliency and skills to succeed in school.

Children of color are overrepresented in all phases of child welfare services. Reducing this overrepresentation is a critical challenge and concern for DFCS and the broader community. The Unified Children of Color Task Force continues to study and address this complex subject. The Task Force is made up of representatives from the Child Abuse Council, the Social Services Advisory Commission, community stakeholders and Agency staff. In 2007 a subcommittee of the Task Force completed a referral case review that highlighted areas where DFCS assessment could result in less restrictive outcomes for children and families.

### **Family Well-Being Grant**

Substance abuse remains a serious issue for many families. To expand upon existing services provided by DFCS Drug Court Unit, the County was recently selected by the Administration of Children and Families Children's Bureau as one of nine sites nationwide to receive a "Targeted Grant to Increase the Well-Being of, and to Improve the Permanency Outcomes for, Children Affected by Methamphetamine or Other Substance Abuse." The Family Well-Being Grant, also known as the "Zero to Three Dependency Drug Court Project," totals \$3,742,000 to be awarded over 5 years. It focuses on pregnant women and mothers of children ages 0-3 years who are abusing substances, particularly methamphetamine. Collaborative efforts of the judicial branch and key stakeholders will build a comprehensive system of care for children who are in, or at risk of, out-of-home placement. Principal partners in the project include the Superior Court, First 5 Santa Clara County, Department of Alcohol and Drug Services, Mental Health Department, Office of the County Counsel, Office of the District Attorney, Social Services Agency and the non-profit organization Juvenile Defenders.

In addition to the new collaborative project described above, many DFCS clients with substance abuse problems benefit from DFCS' collaboration with the Department of Alcohol and Drug Services in a program for mothers to receive intensive residential substance abuse treatment while living with their children age 6 years and under at ARH Recovery Homes, Inc., House on the Hill.



## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Child Welfare Services: Emergency Response Emerg. Response Assessment Family Maintenance Family Reunification Permanent Placement Svcs.	Yes	Mandated	Increased revenue does not prevent continued deterioration of services, but it mitigates against further reductions.	■
Administration and Support	Yes	Required	No service impacts associated with conversion of extra help and overtime into a new position, and increase in budgeted salary savings.	■
Promote Safe & Stable Families	No	Mandated		■
State Family Preservation Transfer	Yes	Mandated		■
Supportive and Therapeutic Options Program (STOP)	Yes	Mandated		■
Foster Home Recruitment	Yes	Mandated		■
Independent Living Skills	No	Mandated		■
AFDC Foster Care (Benefits)	Yes	Mandated	COLA increase is mandated, and will help foster families and providers better meet financial needs of foster children. Reduced agency costs due to foster care payment date change is not enough to prevent continued deterioration of services to foster families.	▲
Kin-Gap Program (Benefits)	Yes	Mandated		■
Adoptions Assistance(Benefits)	Yes	Mandated		■
Emergency Assistance Foster Care Program (Benefits)	Yes	Mandated		■
Seriously Emotionally Disturbed Children (Benefits)	Yes	Mandated		■
State Realignment Revenues	No	Mandated		■
Child Welfare Services Outcome Improvement Project	No	Non-Mandated		■
Adoption Services	Yes	Non-Mandated		■
THP Plus (Benefits)	No	Non-Mandated		■
Child Care IV-E (Benefits) (New Program that replaced Foster Parent Child Care)	Yes	Non-Mandated		■
Foster Home Licensing	Yes	Non-Mandated		■
Kinship/Foster Care Emergency Fund	No	Non-Mandated		■
Kinship Support Services	No	Non-Mandated		■
Children's Shelter	Yes	Non-Mandated		■
Enhance Differential Response	No	Non-Mandated		■

Impact on Current Level of Service:

□ = Eliminated   ▼ = Reduced   ◻ = Modified   ▲ = Enhanced   ■ = No Change



Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Connected by 25 Foster Youth Transition Program	No	Non-Mandated		■
Emancipated Youth Stipends	No	Non-Mandated		■
Child Abuse Prevention, Intervention and Treatment	No	Non-Mandated		■
Child Development Program	Less Than 5%	Non-Mandated		■
Children's Trust Fund	No	Non-Mandated		■
Domestic Violence-Marriage License Fees	No	Non-Mandated		■
General Fund Contracts for Children, Families, and Status Offender Services	Yes	Non-Mandated		■
Child Placement Services	Yes	Non-Mandated	Foster Care Placement Process improvements will provide better placement options for children.	▲
Family Strength Based Services	Yes	Non-Mandated	Draw-down of Out-of-Home Reserve funds allows continuation of full level of service.	■
Foster Care \$50 Supplement	Yes	Non-Mandated	Draw-down of Out-of-Home Reserve funds allows continuation of full level of service.	■
Group Home Supplement	Yes	Non-Mandated	Draw-down of Out-of-Home Reserve funds allows continuation of full level of service.	■
Intensive Upfront Services Contracts	Yes	Non-Mandated	Draw-down of Out-of-Home Reserve funds allows continuation of full level of service.	■
Foster Home Supplement for Sibling Groups	Yes	Non-Mandated	Draw-down of Out-of-Home Reserve funds allows continuation of full level of service.	■
Mental Health Patch	Yes	Non-Mandated	Draw-down of Out-of-Home Reserve funds allows continuation of full level of service.	■
Foster Parent Capacity Building	Yes	Non-Mandated	Draw-down of Out-of-Home Reserve funds allows continuation of full level of service.	■
Reserve for Out-of-Home Placement Initiatives	Yes	Non-Mandated	Draw-down of Out-of-Home Reserve funds allows continuation of full level of service for various out-of-home initiatives.	■

Impact on Current Level of Service:  
 = Eliminated    ▼ = Reduced    ◻ = Modified    ▲ = Enhanced    ■ = No Change

## County Executive's Recommendation

### Child Welfare Services

**Recognize New Medi-Cal Revenue for Child Welfare Services:** New revenue of \$1,567,225 is expected in FY 2009, based upon eligible expenses in the current year. This increase is not due to any change in the allocation, which has remained flat, but rather is related to a recent time-study analysis which allowed the recording of all eligible activities related to assessments of children for health-related services.

**Service Impact:** The change in recording eligible activities does not impact services to the children receiving Medi-Cal for health-related services. The State allocation has remained flat for several years and has not kept up with the increased cost of program expenses; therefore the increased funding does not prevent the continued deterioration of child welfare services.

**Total Ongoing Savings: \$1,567,225**  
(See budget detail in BU 502)





## Out-of-Home Placement Reserve

**Draw Down Funding of \$1,370,123 from Out-of-Home Placement Reserve:** The reserve was created in FY 2006 using \$4.1 million of one-time State revenue, specifically to protect discretionary DFCS programs from budget reductions. This action will use the remainder of the reserve funding.

**Service Impact:** The Board has initiated several discretionary out-of-home initiatives since FY 2001, which are 100% funded by the General Fund. These programs are an integral part of the success in the reduced Children's Shelter population, and they also augment State and Federal programs for children in out-of-home care. Draw down of the reserve funding enables the Agency to meet its budget reduction targets without reducing service in these programs.

**Total One-Time Savings: \$1,370,123**

## Foster Care Services

**Reduce Expenditures by Implementing Change in Foster Care Payment Process:** Reduced expenditures in the amount of \$150,000 will occur as the result of changing the foster care payment date from the first day of the month to the tenth, thereby eliminating overpayments based on estimates rather than actuals.

**Service Impact:** This practice began in FY 2008 and foster families experienced a one-time delay in payment as the date shifted from the first day of the month to the tenth. The Department worked to notify families in advance, and families were given the choice of either July or October 2007 for the changeover to mitigate any temporary financial difficulty to the extent possible. The new practice is more efficient and eliminates the estimation of payments and the resulting need to collect reimbursement of overpayments if the foster child's situation changes after invoices are submitted each month. This decrease in expenditures does not prevent the continued deterioration of child welfare services, due to costs exceeding reimbursement.

**Total Ongoing Savings: \$150,000**

## Administration and Support

**Convert Extra Help and Overtime Hours to Permanent Codes:** Add 1.0 FTE Management Analyst/Assoc.

## Foster Care Services

**Foster Care 5% COLA Increase:** New legislation became effective in January 2008 and mandated an increase in Foster Family basic rates and specialized care increments by a 5% cost of living adjustment (COLA).

**Service Impact:** The 5% COLA included Adoptions Assistance Program agreements, reassessments, and a wage increase for the Group Home Rate Classification Level system. The additional funding will be provided to foster families and group home providers, and will help foster families and providers better meet the financial needs of children in foster care and group homes. The estimated annual COLA is \$1,764,394 and the County share is \$808,127.

**Total Ongoing Cost: \$808,127**  
Total Ongoing Expenditure: \$1,764,394  
Total Ongoing Revenue: \$956,267

**Improvements in Foster Care Placement Process:** The Agency will focus on efforts to provide better placement options for children, and will use one-time revenues of \$1,500,000 to pay the one-time expenditures associated with this effort. The revenues consist of \$500,000 of anticipated prior year revenue from the State, \$500,000 from retained earnings on collections, and \$500,000 that represents the leftover amount from a liability fund.

**Service Impact:** SSA will undergo a concentrated effort to identify placement options that facilitate and enhance treatment, child well being, reunification and permanency, and will develop a new system to better achieve these goals. Foster care recruitment and retention will be emphasized, as well as specialized resources for hard to place children, rental assistance for siblings in foster homes, and expanded resources for children of color in the foster care system.

**Total One-Time Cost: 0**  
Total One-Time Expenditure: \$1,500,000  
Total One-Time Revenue: \$1,500,000  
(See budget detail in BU 502)

Management Analyst B/Assoc. Management Analyst A for a cost of \$112,648 and reduce extra help and overtime usage accordingly.

**Service Impact:** None. SSA is converting extra help and overtime hours to create six new positions agency-wide. The other five positions will be added in the Agency Office (BU 502). The new alternatively staffed Management Analyst position will allow DFCS to process Special Payment funding requests on behalf of clients without the use of extra help or overtime hours.

**Positions Added: 1.0**  
**Total Ongoing Cost: \$0**  
 Ongoing Cost: \$112,648  
 Ongoing Savings: \$112,648

**Achieve Salary Savings:** Increase budgeted salary savings by \$242,709 in anticipation of savings due to accumulated vacancies through the course of the year.

**Service Impact:** None. Throughout the year various positions are expected to become vacant and a lag time will occur until they are again filled. The Department anticipates additional salary savings as a result.

**Ongoing Savings: \$242,709**

### FY 2009 Costs of Family and Children's Programs and Aid Programs

Family and Children's Programs	Total \$	County \$	County %
Adoption Services	\$4,636,928	\$430,089	9.3%
Child Abuse Prevention (CAPIT)	\$480,925	\$0	0.0%
Child Development Program (State Dept. of Education)	\$2,931,276	\$87,221	3.0%
Child Welfare Services	\$97,185,560	\$36,873,156	37.9%
Children's Shelter Program	\$12,715,611	\$4,944,942	38.9%
CWSOIP	\$436,951	\$0	0.0%
Emancipated Youth Stipend	\$96,674	\$0	0.0%
Emergency Funds For Relatives	\$48,375	\$0	0.0%
Federal Family Preservation Support Program	\$1,273,643	\$24,262	1.9%
Foster Home Licensing	\$1,491,106	\$480,552	32.2%
Foster Home Recruitment (AB 2129)	\$275,665	\$120,533	43.7%
Independent Living Skills Program	\$1,088,974	\$187,259	17.2%
Kinship Grant Support Services	\$117,000	\$0	0%
State Family Preservation Program	\$1,244,065	\$337,026	27.1%
Supportive & Therapeutic Options (STOP)	\$510,870	\$153,261	30.0%
<b>DFCS Subtotal</b>	<b>\$124,533,621</b>	<b>\$43,638,300</b>	<b>35.0%</b>
BU 503 DFCS Categorical Aids (See below)	\$89,001,853	(\$20,890,090)	(-23.5%)
<b>DFCS Total</b>	<b>\$213,535,474</b>	<b>\$22,748,210</b>	<b>11.5%</b>



### FY 2009 Categorical Aid Payment Programs for DFCS Clients

DFCS Categorical Aids Programs	Total \$	County \$	County %
Adoption	\$21,000,836	\$3,035,398	14.4%
Child Care	\$800,000	\$400,000	50.0%
Children Supportive Services	\$1,190,194	\$1,190,194	100.0%
County Out-of-Home Initiatives	\$3,082,678	\$3,082,678	100.0%
Emergency Assistance - Foster Care	\$2,426,648	\$727,998	30.0%
Foster Care	\$38,152,774	\$13,459,962	35.3%
Kin-Gap	\$2,986,127	\$428,961	14.4%
Seriously Emotionally Disturbed	\$1,846,368	\$1,107,821	60.0%
Special Circumstances	\$15,924	-	0.0%
Transitional Housing Program (THP) Plus	\$1,728,000	-	0.0%
Wraparound	\$15,772,304	\$9,063,382	57.5%
Realignment Trust Offset	-	(\$53,386,484)	0.0%
<b>DFCS Categorical Aids Total</b>	<b>\$89,001,853</b>	<b>(\$20,890,090)</b>	<b>-23.5%</b>

### Department of Family and Children Services — Budget Unit 503 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
50301	DFCS Administration Fund 0001	\$ 12,331,886	\$ 9,493,125	\$ 9,991,438	\$ 10,060,104	\$ 566,979	6.0%
50302	DFCS Program Svcs Fund 0001	54,927,330	60,072,263	60,299,593	61,801,518	1,729,255	2.9%
50303	DFCS Program Spt Fund 0001	6,419,400	7,030,359	7,030,359	7,656,881	626,522	8.9%
50304	Children's Shelter Fund 0001	11,280,576	12,601,910	12,601,910	12,838,067	236,157	1.9%
50305	DFCS Staff Dev and Tng Fund 0001	1,471,257	750,508	750,508	786,916	36,408	4.9%
50306	DFCS Out of Home Placement Res & Pmt Fund 0001	78,313,861	89,797,521	89,797,521	89,001,853	(795,668)	-0.9%
<b>Total Net Expenditures</b>		<b>\$ 164,744,311</b>	<b>\$ 179,745,686</b>	<b>\$ 180,471,329</b>	<b>\$ 182,145,339</b>	<b>\$ 2,399,653</b>	<b>1.3%</b>

### Department of Family and Children Services — Budget Unit 503 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
50301	DFCS Administration Fund 0001	\$ 12,331,886	\$ 9,493,125	\$ 9,991,438	\$ 10,060,104	\$ 566,979	6.0%
50302	DFCS Program Svcs Fund 0001	54,927,330	60,072,263	60,299,593	61,801,518	1,729,255	2.9%
50303	DFCS Program Spt Fund 0001	6,419,400	7,030,359	7,030,359	7,656,881	626,522	8.9%
50304	Children's Shelter Fund 0001	11,280,576	12,601,910	12,601,910	12,838,067	236,157	1.9%
50305	DFCS Staff Dev and Tng Fund 0001	1,471,257	750,508	750,508	786,916	36,408	4.9%
50306	DFCS Out of Home Placement Res & Pmt Fund 0001	78,313,861	89,797,521	89,797,521	89,001,853	(795,668)	-0.9%
<b>Total Gross Expenditures</b>		<b>\$ 164,744,311</b>	<b>\$ 179,745,686</b>	<b>\$ 180,471,329</b>	<b>\$ 182,145,339</b>	<b>\$ 2,399,653</b>	<b>1.3%</b>



## Department of Family and Children Services — Budget Unit 503

### Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 71,573,760	\$ 75,433,052	\$ 76,125,695	\$ 78,658,168	\$ 3,225,116	4.3%
Services And Supplies	93,170,551	102,942,511	102,975,511	103,487,171	544,660	0.5%
Reserves	—	1,370,123	1,370,123	—	(1,370,123)	-100.0%
<b>Subtotal Expenditures</b>	164,744,311	179,745,686	180,471,329	182,145,339	2,399,653	1.3%
<b>Total Net Expenditures</b>	164,744,311	179,745,686	180,471,329	182,145,339	2,399,653	1.3%

## Department of Family and Children Services — Budget Unit 503

### Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
50302	DFCS Program Svcs Fund 0001	6,841,497	7,181,334	7,214,334	7,453,593	272,259	3.8%
50304	Children's Shelter Fund 0001	80,285	73,800	73,800	73,800	—	—
50306	DFCS Out of Home Placement Res & Pmt Fund 0001	95,301,018	103,135,676	103,135,676	109,891,943	6,756,267	6.6%
<b>Total Revenues</b>		\$ 102,222,800	\$ 110,390,810	\$ 110,423,810	\$ 117,419,336	\$ 7,028,526	6.4%

## DFCS Administration Fund 0001 — Cost Center 50301

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	90.5	\$ 9,493,125	\$ —
Board Approved Adjustments During FY 2008	—	498,313	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(43,982)	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	90.5	\$ 9,947,456	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Convert Extra Help and Overtime to Full-time Positions	1.0	112,648	—
SSA is reducing extra help and overtime appropriations in order to add six new positions agencywide, making this a cost-neutral action. The following position is added to BU 503:			
◆ 1.0 Management Analyst/Associate Management Analyst B/Associate Management Analyst A			
Subtotal (Recommended Changes)	1.0	\$ 112,648	\$ —
<b>Total Recommendation</b>	91.5	\$ 10,060,104	\$ —



### DFCS Program Svcs Fund 0001 — Cost Center 50302 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	438.0	\$ 60,072,263	\$ 7,181,334
Board Approved Adjustments During FY 2008	—	227,330	33,000
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	1,770,959	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(156,386)	239,259
Subtotal (Current Level Budget)	438.0	\$ 61,914,166	\$ 7,453,593
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Convert Extra Help and Overtime to Full-time Positions	—	(112,648)	—
SSA is reducing extra help and overtime appropriations in order to add six new positions agencywide, making this a cost-neutral action. The total amount to be reduced is \$513,271 and this action represents \$112,648 of the total conversion reduction.			
Subtotal (Recommended Changes)	—	\$ (112,648)	\$ —
<b>Total Recommendation</b>	<b>438.0</b>	<b>\$ 61,801,518</b>	<b>\$ 7,453,593</b>

### DFCS Program Spt Fund 0001 — Cost Center 50303 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	93.5	\$ 7,030,359	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	3.0	626,522	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	96.5	\$ 7,656,881	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>96.5</b>	<b>\$ 7,656,881</b>	<b>\$ —</b>

### Children's Shelter Fund 0001 — Cost Center 50304 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	91.0	\$ 12,601,910	\$ 73,800
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	385,275	—
Internal Service Fund Adjustments	—	(74,409)	—
Other Required Adjustments	—	168,000	—



### Children's Shelter Fund 0001 — Cost Center 50304 Major Changes to the Budget

	Positions	Appropriations	Revenues
Subtotal (Current Level Budget)	91.0	\$ 13,080,776	\$ 73,800
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Salary Savings Plan	—	(242,709)	—
This action increases salary savings associated with vacant positions, in anticipation of accumulated vacancies through the course of the year.			
Subtotal (Recommended Changes)	—	\$ (242,709)	\$ —
<b>Total Recommendation</b>	<b>91.0</b>	<b>\$ 12,838,067</b>	<b>\$ 73,800</b>

### DFCS Staff Dev and Tng Fund 0001 — Cost Center 50305 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	6.0	\$ 750,508	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	36,408	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	6.0	\$ 786,916	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>6.0</b>	<b>\$ 786,916</b>	<b>\$ —</b>

### DFCS Out of Home Placement Res & Pmt Fund 0001 — Cost Center 50306 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	—	\$ 89,797,521	\$ 103,135,676
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	460,061	—
Other Required Adjustments	—	(1,500,000)	5,800,000
Subtotal (Current Level Budget)	—	\$ 88,757,582	\$ 108,935,676
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Out-of-Home Placement Reserve	—	(1,370,123)	—

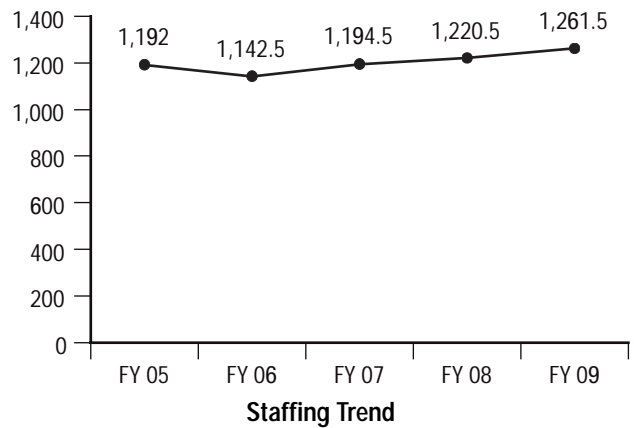
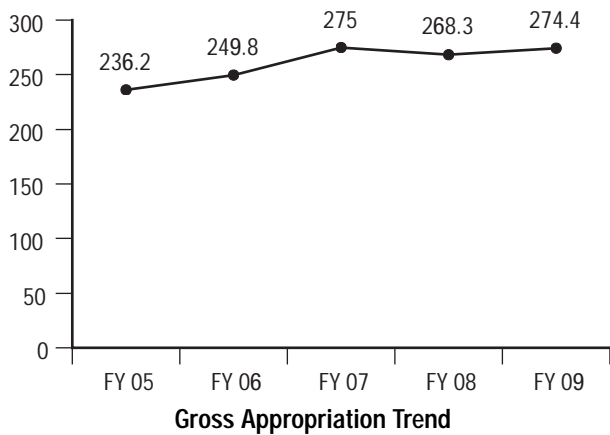
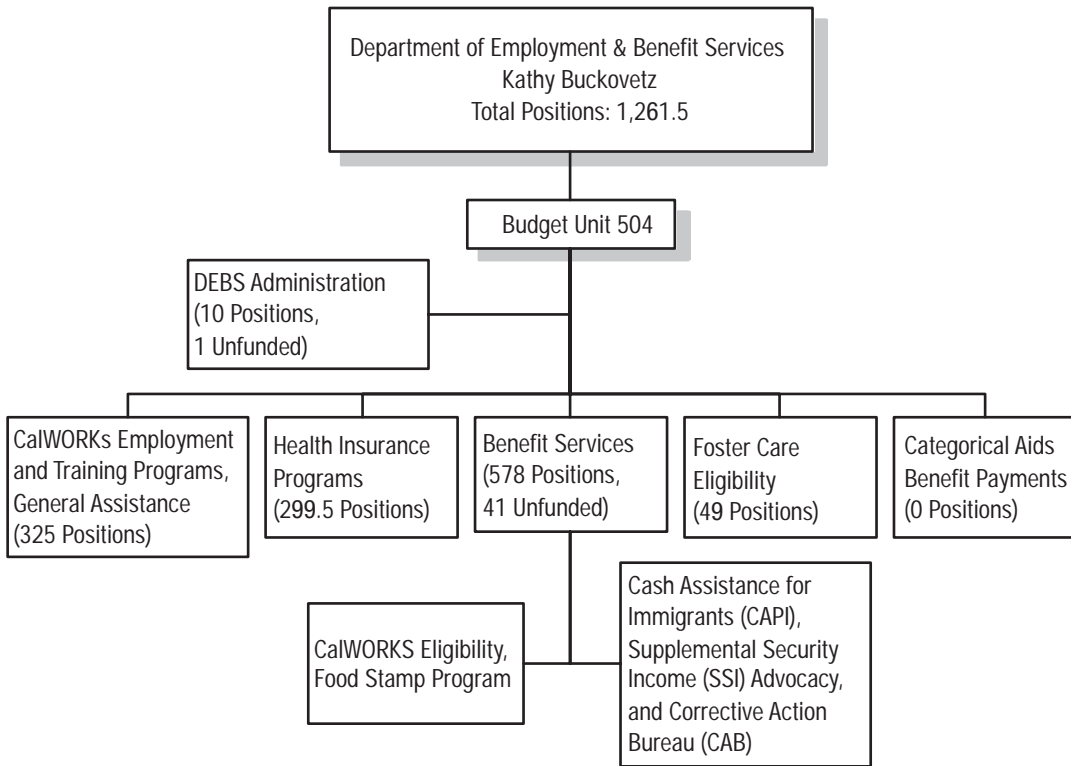


**DFCS Out of Home Placement Res & Pmt Fund 0001 — Cost Center 50306**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
The reserve was established in FY 2006 from \$4.1 million one-time state funds. It has since been used every year to provide a safety net for discretionary, non-mandated out-of-home placement services, including the monthly subsidy to group homes, the sibling supplement to foster families, and child care payments for foster parents. This is the last portion of the reserve, and totals \$1,370,123. FY 2009 will be the last year SSA is able to protect these programs through reduction of the reserve rather than services.			
2. Foster Care COLA Increase	—	1,764,394	956,267
Effective January 1, 2008, SB 84 provides a 5% increase to Foster Family (FFH) basic rates and Specialized Care Increments (SCIs). The 5% increase includes Adoption Assistance Program agreements and reassessments, and a wage increase to the Group Home Rate Classification Level system. The estimated annual cost is \$1,764,394, with revenues of \$956,267, leaving a County share of \$808,127.			
3. Foster Care Payment Date Change	—	(150,000)	—
In September 2007, in conjunction with a statewide initiative, the foster care payment issuance date was changed from the end of the month to the 10th of the following month to allow sufficient time to adjust payments to reflect end of month placement changes. The change in payment issuance date resulted in a decrease in expenditures.			
	Subtotal (Recommended Changes)	\$ 244,271	\$ 956,267
<b>Total Recommendation</b>	—	\$ 89,001,853	\$ 109,891,943



# Department of Employment and Benefit Services — Social Services Agency





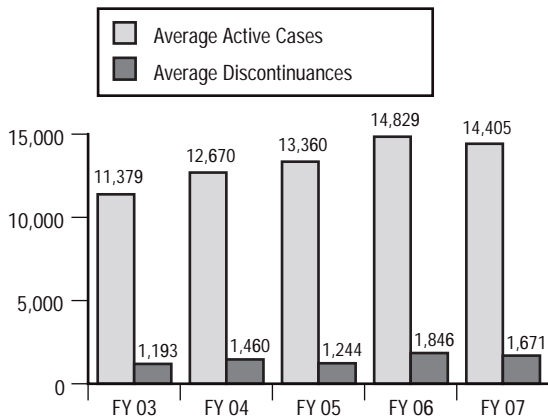
## Public Purpose

- Recipients of cash assistance receive services and support to transition from welfare to work and self-sufficiency.
- Eligible individuals and working poor people receive necessary health, nutrition, and vocational services.



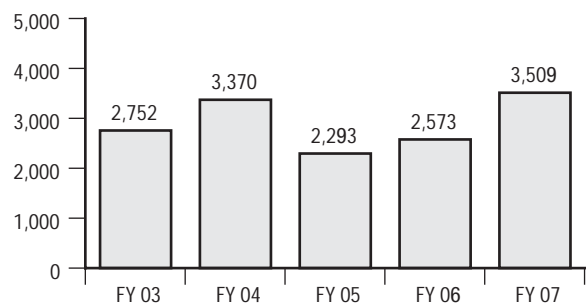
## Desired Results

**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 Monthly Active Cases and Discontinuances**

Note: FY 05 is reflective of an 11-month average due to CalWIN implementation.

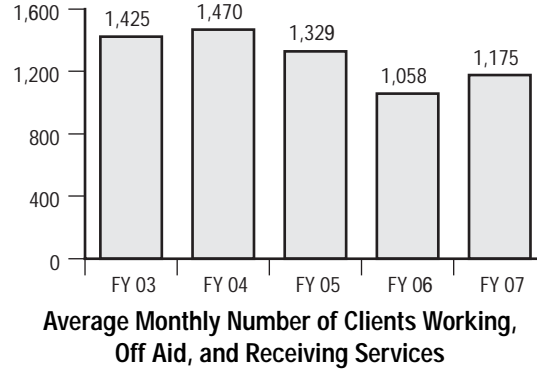
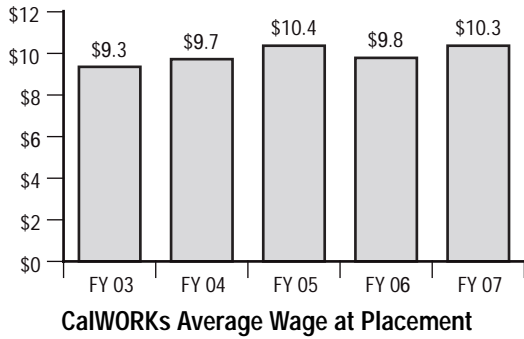


**Annual Number of Job Placements for CalWORKs Clients**

Note: The number of placements is a duplicated count. Clients may have more than one placement in the fiscal year.

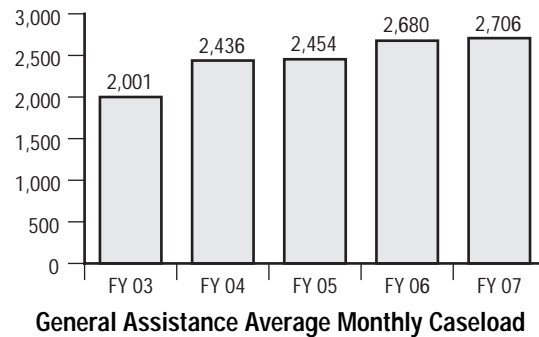
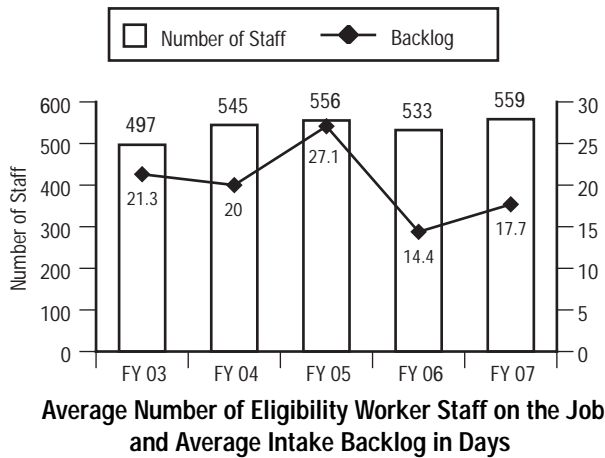


**Attainable and Stable Employment (continued)**

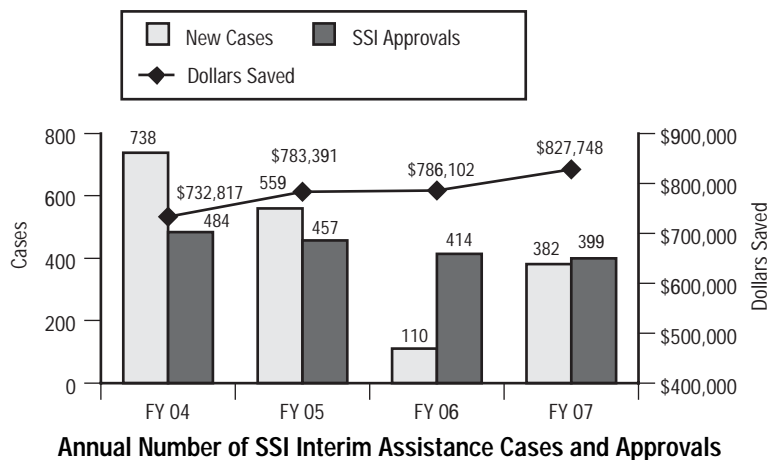


Note: FY 05 is reflective of an 11-month average due to CalWIN implementation.

**Basic Needs Met** through the accurate and timely issuance of Cash Assistance, Food Stamps, and Medi-Cal to eligible families and individuals.



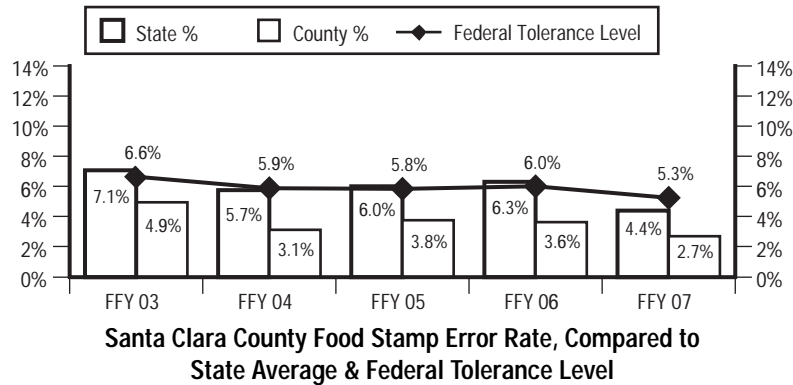
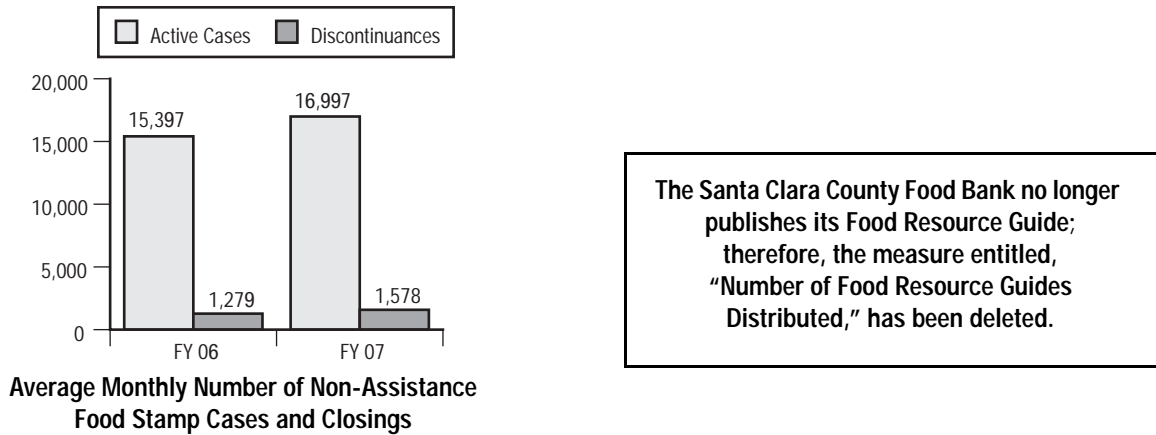
Note: FY 05 is reflective of an 11-month average due to CalWIN implementation. The transition to CalWIN resulted in an initial backlog increase, which was resolved in FY 2006.



Data is available for a seven month period in FY 06. There was a methodology change in FY 06 due to CalWIN implementation.

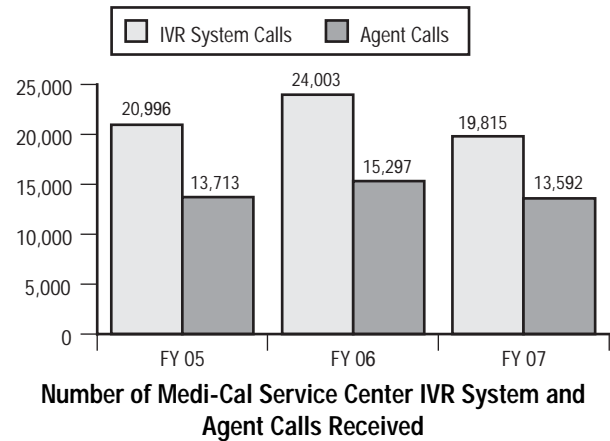
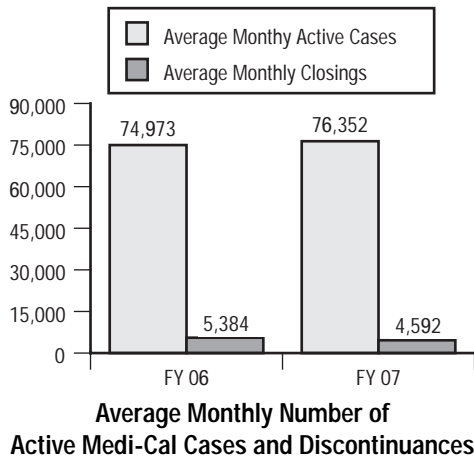


**Fewer Hungry Families and Individuals** by outreaching and conducting community-wide food/nutrition campaigns to make nutrition services more accessible and available to more Food Stamp and Food Bank clients.



Note: FFY 07 rates are based on October 2006 to July 2007 data. Final rates for complete FFY 07 are currently unavailable.

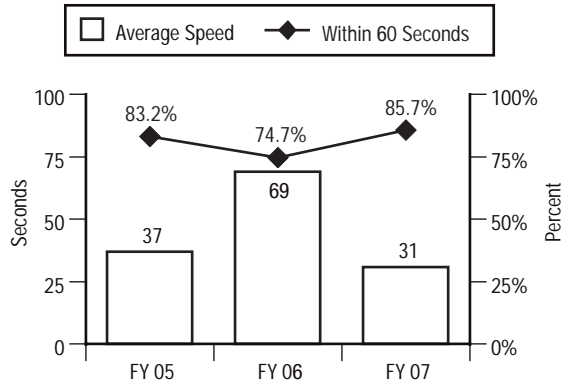
**Healthy Families and Individuals** by promoting strategies to increase the number of eligible children/adults/families who receive health coverage.



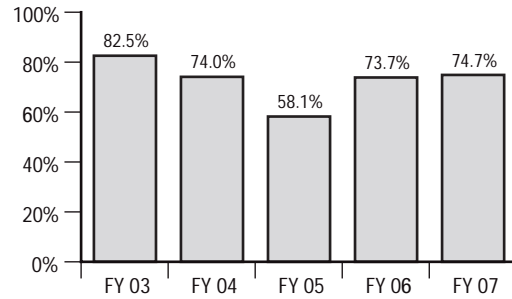
Note: IVR calls are those answered by an automated "interactive voice response" system. "Agent" calls are those calls whereby the client chooses to speak with a live representative.



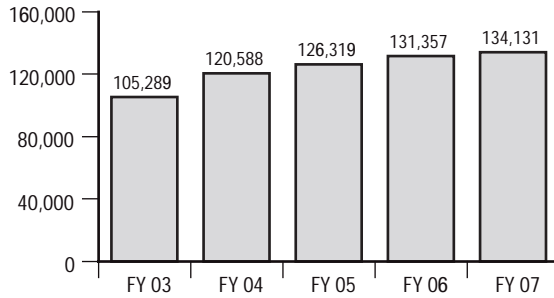
Healthy Families and Individuals (Continued)



Average Speed of Answering Calls and the Rate of Answering within 60 Seconds

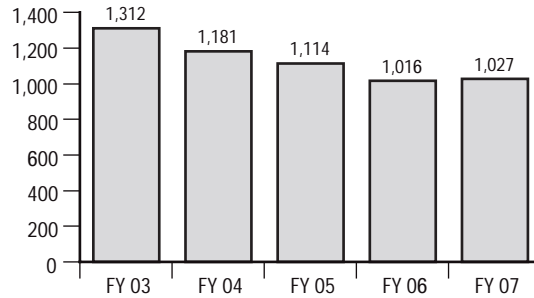


Percentage of Employed Post-aid Clients Receiving Medi-Cal Benefits



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 Families in the Welfare-to-Work Section 8 Housing Program

This program is being phased out by HUD, therefore vacant vouchers will not be available for other Welfare to Work families.



## Description of Major Services

The purpose of the Department of Employment and Benefit Services' (DEBS) many programs is to provide health insurance, employment services, training, foster care benefits and support for basic living costs to low or modest income clients. The Department continues to work toward meeting the service needs of an increasing number of clients, by continuing to focus on employment and the transition of clients from welfare to work toward self-sufficiency. Due to the lack of Cost of Doing Business increases in State and Federal reimbursement revenues, and increased mandates with performance measures, it continues to be a challenge to provide necessary services. The re-engineering of DEBS' business practices will continue to play a major role in this effort, along with developing community partnerships to enhance Food Stamps and Medi-Cal outreach.

### Benefit Services Programs

Services are provided to meet the basic needs of eligible families and individuals through the accurate and timely issuance of cash assistance, Food Stamps, and Medi-Cal. Over the past year, the Department has seen an increase in the number of non-assistance food stamp cases and General Assistance cases are expected to decline due to increased efforts to get customers enrolled into other benefits within a shorter time period.

Application processing time increased from a 10-day average in June 2007 to a 16-day average in January 2008. New applicants with an immediate need for CalWORKs or Food Stamps are seen on a standby basis. Implementation of the CalWIN automated benefit issuance computer system continues to be a major challenge, as the Department still faces system issues, proficiency issues in learning frequent manual work-arounds, reporting issues and training issues related to new releases. Release 17, scheduled for Fall 2008, is expected to contain several major corrections which will require intensive staff development.

### CalWORKs Program

CalWORKs is California's Temporary Assistance to Needy Families (TANF) program. This Federal program provides temporary cash assistance to families with children by strengthening low-income parents' access to the resources they need to care for their children through employment and other related services. These

benefits are time-limited for adults. In December 2007 there were 13,927 CalWORKs cases, which include Medi-Cal and generally also include Food Stamps. Due to the weak state of the economy, it is anticipated that the number of CalWORKs cases will remain stable over the next year. The County's average work participation rate for 2007 was 29.53%, with the state rate expected to be 22.2%. The most recent local data, September 2007, shows Santa Clara County at 33.09%. In FY 2007 CalWORKs clients were placed in jobs at an average wage of \$10.34 per hour.

### General Assistance (GA)

The County established the GA program to meet the State requirement that each county have a program to assist its indigent population not aided by other State and Federal programs. The program is 100% County-funded and provides a loan to residents who have no other means of support. In December 2007 there were a total of 3,166 GA cases, up from 2,618 in December 2006. Of these, 2,119 were unemployable, and modifications to the business model serving these clients has been modified to increase more rapid referral of unemployable GA clients to Supplemental Security Income (SSI). During the current year the continued focus on improving effectiveness to increase revenue to the County resulted in the generation of \$340,000, due to advocacy for clients eligible for SSI.

### Food Stamps Program

The Food Stamps Program is designed to provide food support to low-income households. Data for December 2007 indicates that there were 15,266 Non-Assistance Food Stamps cases. This is down slightly from the FY2007 monthly average of 16,997, but remains a substantial increase from the early 2006 number of just above 14,000. It is anticipated that the caseload will continue to increase due in part to the Department's focus on outreach, including the January 2008 implementation of a Food Stamps Restaurant Program to make hot meals available to people who are elderly, homeless or disabled.

During Federal Fiscal Year (FFY) 2006, the Department was once again successful in reducing the Food Stamp error rate, this time to 3.57%. Data for the most recent FFY, ending in September 2007, will not be finalized until May 2008. However, our local data indicates that

we are again below the Federal Tolerance Level of 2.93%; thereby ensuring that the County is not subject to Federal or State financial sanctions.

### **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 August 22, 1996 and who would have qualified for SSI if not for their immigrant status. Developing more efficient referrals to citizenship programs is also a major goal over the next year as a means to refer clients to SSI.

In addition, benefits are provided to aged, blind and disabled immigrants who became legal residents after August 22, 1996. Most of the services are provided to individuals over 65 years of age. There are currently 936 CAPI cases, which is slightly higher than the 917 reported last year.

### **Supplemental Security Income (SSI) Advocacy Services**

Through the GA Supplemental Security Income Advocacy Program, social workers who are knowledgeable about disabilities and Social Security regulations assist disabled GA recipients to apply and be approved for Federal SSI benefits. Social Workers help clients with documentation, representation, the initial appeals process and, if necessary, assist clients in securing attorney representation for higher levels of appeal. The transition from the County-funded GA Program to the Federal/State-funded SSI Program means a larger monthly benefit, as well as Medi-Cal coverage for the recipient. This year the focus has been to examine current functions and processes with the goal of streamlining service delivery, monitoring, and evaluation.

These efforts will continue throughout 2008 along with increasing coordination between the DEBS SSI Advocacy staff and the Social Security Administration to implement use of their online SSI application. DEBS also began meeting with the Santa Clara Public Benefits Task Force to assist mental health clients who are applying for SSI.

### **Corrective Action Bureau (CAB)**

The CAB has primary responsibility to perform quality control and quality assurance work on the Food Stamps Program, to prevent the County's food stamp error rate

from exceeding the Federal tolerance level. With the advent of the performance measures in the Medi-Cal and CalWORKs programs, it will also monitor performance in those programs and help support audit efforts.

### **Foster Care Eligibility**

Extensive CalWIN training and business practice modifications were introduced to maximize the system's functionality in order to facilitate timely and accurate payments to foster care providers and application processing timelines. The Bureau is generally meeting regulatory timelines and provider needs.

### **Employment and Training Programs**

The desired result of Employment and Training Services is to facilitate attainable and stable employment for former cash assistance recipients and working poor families so they can successfully transition into self-sufficiency.

### **CalWORKs Employment Services**

The CalWORKs Employment Services (CWES) caseload has decreased by 483 (6%). The program continues to offer services to 6,771 participants. This number includes voluntary clients (parents with children under the age of one year), teen parents, and some second parents in two-parent families. It also includes 1,416 working, off-of-cash-aid participants who receive services for twelve months after securing employment.

DEBS is working with the Department of Family and Children's Services to implement Phase III of the Linkages Program. This program supports family reunification of families that both departments might be serving. DFCS checks to see if the parents are receiving CalWORKs and refers them to an intake office if they are not. For shared clients, both agencies have joint meetings to develop and implement joint client plans that promote family reunification and removal of barriers to employment.

Safety Net Activities continued this year with Second Harvest Food Bank and other collaborative partners. The Safety Net Committee is committed to develop local strategies to narrow the existing food gap. This



year the committee plans to work on a number of efforts designed to increase participation in public programs such as Food Stamps.

This past year, CWES focused its efforts on continued CalWIN post-implementation system issues that included the development of work-arounds and targeted data clean-up efforts. The second significant focus involved process improvement planning and implementation efforts in anticipation of the enactment of the Deficit Reduction Act (DRA). The DRA increases work participation requirements by re-calibrating the caseload reduction credit to FY 2005 and by including all sanctioned and timed-out families in its calculation. Program systems and services were examined, with the goal of improving overall program performance. A series of program improvements have been implemented and will continue in 2008.

### Refugee Employment Services Programs

In the current Federal fiscal year, the Refugee Program received a total of \$736,143 in federally-funded Targeted Assistance and Refugee Employment Social Services funds for services provided October 1, 2007 through September 30, 2008. Of this, \$625,722 was available for direct services. In order to provide quality services that would lead to tangible employment outcomes; the funding was supplemented by \$350,000 in CalWORKs Single Allocation, for a total operation budget of \$978,722.

Program staff developed an RFP to re-bid refugee services in FY 2007, resulting in six providers that are staffed with bilingual workers who are able to communicate well with newly arrived refugee groups. The goal of the current Federal fiscal year is to provide comprehensive employment services with intensive English training to 250 refugees, asylees, and human trafficking victims, and to secure a minimum of 175 job placements through six contracts. SB 1569 of 2006 has added a new population--victims of domestic violence and domestic torture who could potentially be served by the Refugee Program. With a prolonged Iraq War, a small number of Iraqi interpreters/translators and their families will be admitted to the country under a specialized immigration status, and will soon be added as another target group for Refugee Program services.

In Spring 2008 the Targeted Assistance Program will be subject to a new determination by the Federal Office of Refugee Resettlement for Fiscal Year 2009. Should the County lose its ranking as one of the 50 most impacted

counties by refugee resettlement, we would lose the TA funding and face another shortfall of \$350,000 beyond September 2008. If that happens, the County could address the short fall with the CalWORKs Single Allocation.

The Refugee Program Unit also manages a small consortium contract of \$23,804 that provides outreach to older refugees, using the federal Older Refugee Discretionary Grant. This consortium was pre-selected by the State.

### Health Insurance

A major focus of the Department is to ensure affordable medical coverage for low and modest income clients through the accurate and timely issuance of Medi-Cal benefits. The Department has expended significant effort in the areas of enrollment and retention. As a result, DEBS has seen a significant increase in the number of Medi-Cal cases in the past year. Staff will continue to work closely with community partners and the Santa Clara Valley Health and Hospital System (SCVHHS) to ensure that children, the eligible working poor, and former CalWORKs cash assistance recipients have access to affordable medical care.

### 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. Individuals who need medical assistance may go to one of the Social Services offices (which includes Santa Clara Valley Medical Center) and apply for Medi-Cal, or may select the mail-in application process. The number of individuals receiving Medi-Cal benefits rose from last year's January report of 140,146 to 179,907.

Meeting State performance standards in the area of reconciling information between the statewide Medi-Cal database (MEDS) and the counties' databases (CDS/CalWIN) has proved to be a complex task using the new CalWIN system. Much progress has been made in MEDS Reconciliation and the County is currently in a good position to meet these standards, which will soon go into effect. Failure to meet any of the State Performance Standards would result in financial sanctions.

Medi-Cal retention is an area of concern and is being addressed through participation in the Southern Institute's Medi-Cal Eligibility Statewide Collaborative.

Increasing retention of eligible participants ensures continuous health service and reduces costs of people reapplying for Medi-Cal. The County's Health and Hospital system has been invited to join this team.

The Medi-Cal Citizenship and Identity documentation requirement went into effect in the County on December 10, 2007. The Department is educating affected Medi-Cal recipients on how this impacts their services, for they must now provide documentation to receive and continue full Medi-Cal benefits. No significant problems have been experienced.

DEBS staff worked with Children's Shelter Bureau staff to create a dedicated intake effort for Medi-Cal eligible children in need of mental health treatment at the time they are admitted to the shelter.

DEBS staff worked with Probation to develop a new mandated program to notify youth committed to juvenile hall and ranches of their potential eligibility for Medi-Cal upon release. This program was implemented on March 1, 2008. Lastly, the current Governor's budget proposal includes funding to support a two county Medi-Cal Self Certification pilot to start July 1, 2008; in Santa Clara County and Orange County. The intent is to reduce client documentation on income and assets at

the time of Medi-Cal application and recertification. Several other states have implemented this practice without a significant increase in disallowed costs and fraud.

### Children's Health Initiative (CHI)

The desired result of the Children's Health Initiative (CHI) is that 100% of the children residing in Santa Clara County shall have access to quality health care through comprehensive health insurance. DEBS continues to collaborate with SCVHHS and community partners to enroll children into health insurance programs. Children within 300% of poverty level are enrolled into one of three CHI health insurance plans: Medi-Cal, Healthy Families, and Healthy Kids.

Due to funding limitations, there continues to be a growing waiting list of approximately 1,420 children for enrollment in the Healthy Kids program, up from the 1,250 reported last year. The Department's diligent efforts to enroll children under 19 years of age into Medi-Cal were again successful in calendar year 2007. The total Medi-Cal enrollment of children under 19 continued to rise to a total of 138,237 in December 2007, up from 97,513 in September 2006, and 93,176 in December 2005.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
CalWORKs Eligibility	Yes	Mandated		▲
CalWORKs Employment Services	No	Mandated	Rebudget of CalWORKs Incentive Funding reserves allows these monies to be spent on CalWORKs Incentive contracts for employment services to clients through FY 2009.	■
Administration and Support	Yes	Required		■
Medi-Cal Eligibility	Yes	Mandated	Increased revenue associated with caseload growth does not prevent continued deterioration of services, but it mitigates against further reductions.	■
CalWORKs Substance Abuse	Yes	Mandated		■
CalWORKs Child Care	No	Mandated		■
Cal-Learn	No	Mandated		■
Non-Assistance Food Stamp Eligibility	Yes	Mandated		■

Impact on Current Level of Service:

□ = Eliminated ▼ = Reduced ◻ = Modified ▲ = Enhanced ■ = No Change





Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Food Stamp Employment and Training	Yes	Mandated		■
Cash Assistance Program for Immigrants (CAPI)	No	Mandated		■
General Assistance Eligibility	Yes	Mandated		■
Refugee Cash Assist. Eligibility	No	Mandated		■
Refugee Employ. Social Svcs.	No	Mandated		■
Refugee Targeted Assist. Prog.	No	Mandated		■
State Automated Welfare System (SAWS)	No	Mandated		■
AFDC Foster Care Eligibility	Yes	Mandated		■
Adoptions Assistance Program Eligibility	No	Mandated	Increased revenue associated with caseload growth does not prevent continued deterioration of services, but it mitigates against further reductions.	■
Kin-Gap Program - Federal	Yes	Mandated		■
General Assistance (Benefits)	Yes	Mandated		■
CalWORKs (Benefits)	Less Than 5%	Mandated	COLA Increase will help CalWORKs clients better meet their financial needs.	▲
Refugee Cash Assist (Benefits)	No	Mandated		■
Cash Assistance Program for Immigrants (Benefits)	No	Mandated		■
Supplemental Security Income (SSI) Advocacy	Yes	Non-Mandated		■
General Assistance Vocational Program	Yes	Non-Mandated		■
CalWORKs City of San Jose On-The-Job Training	No	Non-Mandated		■

Impact on Current Level of Service:  
 = Eliminated    ▼ = Reduced    ◻ = Modified    ▲ = Enhanced    ■ = No Change

## County Executive's Recommendation

### Medi-Cal Eligibility

**Recognize New Federal Revenue for Medi-Cal Administration:** New revenue of \$4,041,585 is expected in FY 2009, based upon eligible expenses in the current year. This increase is largely due to caseload growth, rather than the Federal allocation which has remained flat. In addition, the Agency has worked to develop a process to promptly fill vacant positions within the Medi-Cal unit to maximize revenue and to mitigate deterioration of client services.

**Service Impact:** The level of service will continue to deteriorate over time because staff resources are not being augmented even though the caseload continues to grow. This is due to the fact that the allocation has remained relatively flat over the past several years and the only increases in funding are due to caseload growth. Increased funding due to caseload growth does not keep up with the cost of the program. The increased effort to promptly fill vacant positions mitigates the deterioration of client services.

**Total Ongoing Savings: \$4,041,585**  
(See budget detail in BU 502)

## Adoptions Assistance Benefits

**Recognize New Revenue for Administration of Adoptions Assistance Benefits:** New State revenue of \$293,395 and Federal revenue of \$244,960 is expected in FY 2009, based upon the County's share of the statewide allocation. The allocation itself has remained flat but the County's portion is expected to grow based upon our caseload relative to other counties.

**Service Impact:** The additional funding does not result in increased services to clients. This funding increase does not prevent the continued deterioration of child welfare services due to an ongoing flat State allocation.

**Total Ongoing Savings: 538,355**  
(See budget detail in BU 502)

## CalWORKs Benefits

**CalWORKs 5% COLA Increase:** A 5% cost of living adjustment (COLA) is scheduled to go into effect July 1, 2008. However, the State has gained legislative approval for a three month delay to October 2008, so the COLA is expected to be \$3,058,853 with a 2.5% County share of \$78,432.

**Service Impact:** The COLA will provide CalWORKs clients with additional benefits funding which will enable them to better keep up with the rising cost of living in the County. These aid payments are adjusted

on an annual basis, pursuant to the Welfare and Institutions Code, which states that the CalWORKs maximum aid payment shall be adjusted annually to reflect increases or decreases in the cost of living

**Total Ongoing Cost: \$78,432**  
Total Ongoing Expenditure: \$3,137,285  
Total Ongoing Revenue: \$3,058,853

## CalWORKs Employment Services

**Rebudget CalWORKs Incentive Funds Reserve:** The reserves are estimated to total \$1,053,194 at the end of FY 2008.

**Service Impact:** Rebudgeting this reserve will provide needed funding for CalWORKs Incentive contracts which provide employment-related services to CalWORKs clients. The reserve was established in FY 2006 when the State proposed to take back unspent CalWORKs incentive funding. The Agency reviewed expenditures previously paid by the General Fund and determined which expenditures could be claimed through CalWORKs Incentive Funds. The appropriate expenditures were transferred from the General Fund to CalWORKs Incentive Funds, and the Board approved rebudgeting of the remainder of this funding to create a reserve to be used through FY 2009 for CalWORKs Incentive contracts. The remainder amount must be rebudgeted every year until it is completely spent.

**Total One-time Cost: \$1,053,194**

## FY 2009 Employment and Benefit Services and Aid Programs

Employment and Benefits Programs	Total \$	County \$	County %
Adoptions Assistance Eligibility	\$706,536	\$0	0.0%
CalLEARN Program	\$870,084	\$0	0.0%
CalWORKs Child Care Programs	\$16,933,753	\$89,050	0.5%
CalWORKs Eligibility	\$31,549,954	\$2,180,604	6.9%
CalWORKs Employment (WtW)	\$34,972,497	\$1,649,004	4.7%
CalWORKs Substance Abuse Program	\$812,060	\$161,525	19.9%
Cash Assistance Program	\$2,200,069	\$0	0.0%
Food Stamp Employment & Training Program	\$1,819,437	\$812,598	44.7%
Food Stamps	\$36,042,113	\$8,519,793	23.6%
Foster Care Eligibility	\$4,124,265	\$1,164,400	28.2%
General Assistance Eligibility	\$3,514,775	\$3,514,775	100.0%
General Assistance Vocational Services	\$398,651	\$398,651	100.0%
Kin-GAP	\$186,250	\$0	0.0%



### FY 2009 Employment and Benefit Services and Aid Programs

Employment and Benefits Programs	Total \$	County \$	County %
Medi-Cal Program	\$83,199,039	\$0	0.0%
Refugee Employment Services	\$354,154	\$0	0.0%
Refugee Programs Eligibility	\$190,000	(\$0)	0.0%
Safety Net	\$174,096	\$0	0.0%
SSI Advocacy Program	\$1,714,883	\$857,441	50.0%
Statewide Automation Welfare System Project (CalWIN)	\$10,756,712	\$0	0.0%
Targeted Assistance Program	\$381,989	\$0	0.0%
<b>Employment and Benefits Program Total</b>	<b>\$230,901,317</b>	<b>\$22,888,894</b>	<b>9.9%</b>
BU 504 DEBS Categorical Aids (See below)	\$119,097,875	\$9,497,964	8.0%
<b>DEBS Total</b>	<b>\$349,999,192</b>	<b>\$32,386,858</b>	<b>17.9%</b>

### FY 2009 Categorical Aid Payment Programs for DEBS Clients

DEBS Categorical Aids Programs	Total \$	County \$	County %
CalWORKs	\$103,069,427	\$2,232,702	2.2%
Cash Assistance Program for Immigrants (CAPI)	\$8,342,156	\$0	0.00%
General Assistance	\$7,265,262	\$7,265,262	100.00%
Refugee	\$421,030	\$0	0.00%
<b>Net Subtotal</b>	<b>\$119,097,875</b>	<b>\$9,497,964</b>	<b>8.0%</b>
<b>DEBS Categorical Aids Total</b>	<b>\$119,097,875</b>	<b>\$9,497,964</b>	<b>8.0%</b>

### Department of Employment and Benefit Services — Budget Unit 504 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
50401	DEBS Admin Fund 0001	\$ 12,019,734	\$ 10,028,046	\$ 10,187,376	\$ 10,619,745	\$ 591,699	5.9%
50402	DEBS Program Svcs Fund 0001	108,927,308	124,952,768	125,913,170	126,397,873	1,445,105	1.2%
50403	DEBS Program Spt Fund 0001	14,609,082	15,323,614	15,323,614	15,904,722	581,108	3.8%
50404	DEBS Trainees Fund 0001	1,817,376	2,052,586	2,052,586	2,387,121	334,535	16.3%
50405	DEBS Benefit Payments	104,388,524	115,960,590	115,960,590	119,097,875	3,137,285	2.7%
	<b>Total Net Expenditures</b>	<b>\$ 241,762,024</b>	<b>\$ 268,317,604</b>	<b>\$ 269,437,336</b>	<b>\$ 274,407,336</b>	<b>\$ 6,089,732</b>	<b>2.3%</b>

### Department of Employment and Benefit Services — Budget Unit 504 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
50401	DEBS Admin Fund 0001	\$ 12,019,734	\$ 10,028,046	\$ 10,187,376	\$ 10,619,745	\$ 591,699	5.9%



## Department of Employment and Benefit Services — Budget Unit 504

### Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
50402	DEBS Program Svcs Fund 0001	108,927,308	124,952,768	125,913,170	126,397,873	1,445,105	1.2%
50403	DEBS Program Spt Fund 0001	14,609,082	15,323,614	15,323,614	15,904,722	581,108	3.8%
50404	DEBS Trainees Fund 0001	1,817,376	2,052,586	2,052,586	2,387,121	334,535	16.3%
50405	DEBS Benefit Payments	104,388,524	115,960,590	115,960,590	119,097,875	3,137,285	2.7%
<b>Total Gross Expenditures</b>		<b>\$ 241,762,024</b>	<b>\$ 268,317,604</b>	<b>\$ 269,437,336</b>	<b>\$ 274,407,336</b>	<b>\$ 6,089,732</b>	<b>2.3%</b>

## Department of Employment and Benefit Services — Budget Unit 504

### Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 108,793,923	\$ 117,091,504	\$ 117,250,834	\$ 122,226,062	\$ 5,134,558	4.4%
Services And Supplies	132,968,101	150,853,308	151,133,308	151,128,080	274,772	0.2%
Reserves	—	372,792	1,053,194	1,053,194	680,402	182.5%
<b>Subtotal Expenditures</b>	<b>241,762,024</b>	<b>268,317,604</b>	<b>269,437,336</b>	<b>274,407,336</b>	<b>6,089,732</b>	<b>2.3%</b>
<b>Total Net Expenditures</b>	<b>241,762,024</b>	<b>268,317,604</b>	<b>269,437,336</b>	<b>274,407,336</b>	<b>6,089,732</b>	<b>2.3%</b>

## Department of Employment and Benefit Services — Budget Unit 504

### Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
50402	DEBS Program Svcs Fund 0001	3,883,207	6,837,079	6,837,079	6,240,178	(596,901)	-8.7%
50405	DEBS Benefit Payments	97,053,388	106,541,058	106,541,058	109,599,911	3,058,853	2.9%
<b>Total Revenues</b>		<b>\$ 100,936,595</b>	<b>\$ 113,378,137</b>	<b>\$ 113,378,137</b>	<b>\$ 115,840,089</b>	<b>\$ 2,461,952</b>	<b>2.2%</b>

## DEBS Admin Fund 0001 — Cost Center 50401

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	87.0	\$ 10,028,046	\$ —
Board Approved Adjustments During FY 2008	—	159,330	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	1.0	432,369	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	88.0	\$ 10,619,745	\$ —



## DEBS Admin Fund 0001 — Cost Center 50401

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>88.0</b>	<b>\$ 10,619,745</b>	<b>\$ —</b>

## DEBS Program Svcs Fund 0001 — Cost Center 50402

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	894.5	\$ 124,952,768	\$ 6,837,079
Board Approved Adjustments During FY 2008	40.0	960,402	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-0.5	4,027,839	—
Internal Service Fund Adjustments	—	(171,740)	—
Other Required Adjustments	—	(3,904,317)	(596,901)
Subtotal (Current Level Budget)	934.0	\$ 125,864,952	\$ 6,240,178
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Reduce reimbursement from Social Services Agency to Mental Health Department due to elimination of 1.0 FTE Prevention Program Analyst position	—	(119,650)	—
Decision Packages			
1. Rebudget Unspent CalWORKs Incentive Contract Reserve	—	1,053,194	—
It is recommended that the estimated \$1,053,194 of unspent CalWORKs Incentive Fund reserves be rebudgeted in FY 2009.			
2. Convert Extra Help and Overtime to Full-time Positions	—	(400,623)	—
SSA is reducing extra help and overtime appropriations in order to add six new positions agencywide, making this a cost-neutral action. The total amount to be reduced is \$513,271 and this action represents \$400,623 of the total conversion reduction. (See associated County Executive's recommendation in BU 502).			
Subtotal (Recommended Changes)	—	\$ 532,921	\$ —
<b>Total Recommendation</b>	<b>934.0</b>	<b>\$ 126,397,873</b>	<b>\$ 6,240,178</b>

## DEBS Program Spt Fund 0001 — Cost Center 50403

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	209.5	\$ 15,323,614	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	581,108	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	209.5	\$ 15,904,722	\$ —



### DEBS Program Spt Fund 0001 — Cost Center 50403 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	209.5	\$ 15,904,722	\$ —

### DEBS Trainees Fund 0001 — Cost Center 50404 Major Changes to the Budget

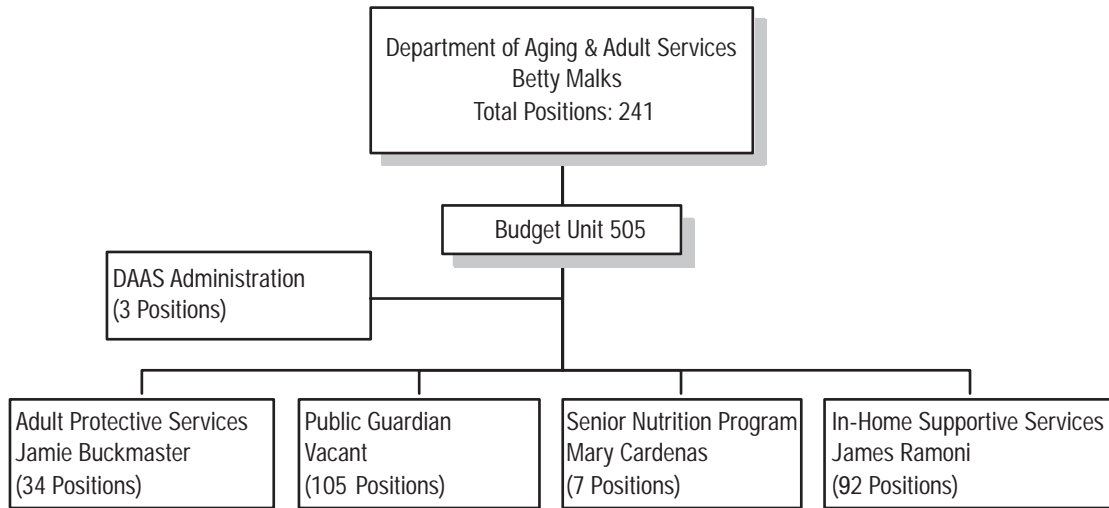
	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	29.5	\$ 2,052,586	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	0.5	334,535	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	30.0	\$ 2,387,121	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	30.0	\$ 2,387,121	\$ —

### DEBS Benefit Payments — Cost Center 50405 Major Changes to the Budget

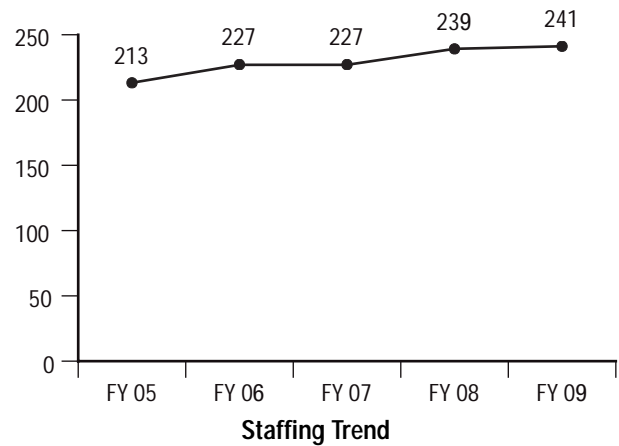
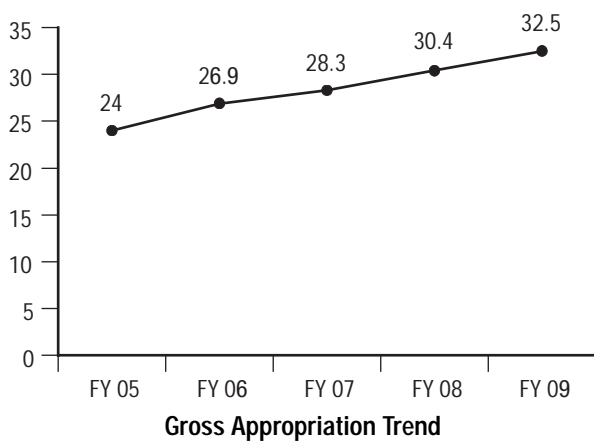
	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	—	\$ 115,960,590	\$ 106,541,058
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 115,960,590	\$ 106,541,058
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. CalWORKs COLA Increase	—	3,137,285	3,058,853
The Welfare and Institutions Code provides that the CalWORKs maximum aid payment shall be adjusted annually to reflect increases or decreases in the cost of living. The CalWORKS COLA of 5% is scheduled to go into effect on July 1, 2008, with a 2.5% county share. However the State has gained legislative approval for a 3-month delay to October 1, 2008. The 9-month cost will be \$3,137,285 and the revenue will be \$3,058,853, leaving a County share of \$78,432.			
Subtotal (Recommended Changes)	—	\$ 3,137,285	\$ 3,058,853
<b>Total Recommendation</b>	—	\$ 119,097,875	\$ 109,599,911



# Department of Aging and Adult Services — Social Services Agency



Section 3: Children, Seniors and Families



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## Public Purpose

- Supportive In-Home Services Delivered.
- Safe and Independent Life-style Promoted.
- Senior Nutrition Improved.
- Conservatee/Decedent Property Safeguarded.



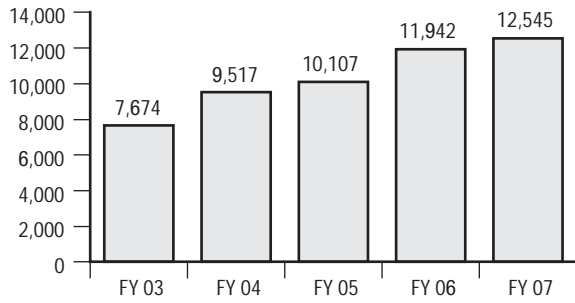
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## Desired Results

The Department of Aging and Adult Services supports the desire of frail, elderly and disabled residents to live as independently as possible, by providing investigations of reports of abuse, neglect or financial exploitation; through provision of in-home supportive services to assist with daily living tasks; through congregate and home-delivered meals; and, when necessary, with conservatorship and estate management services.

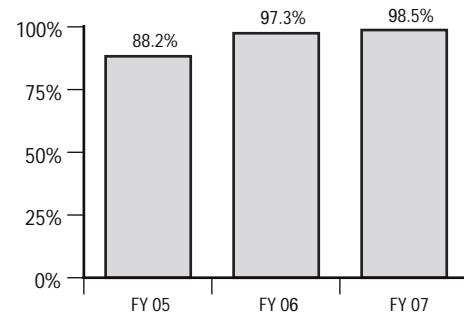


**Independent Adults** by providing supportive services to the blind, disabled, and frail elderly which ensure that clients can remain independently in their homes and in control of their lives.



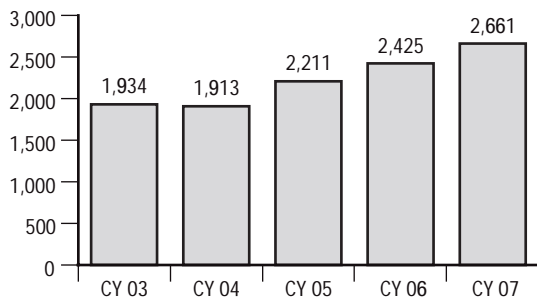
**Number of Monthly In-Home Supportive Services (IHSS) Authorized Cases**

Significant caseload increases continue to occur due to the aging population.

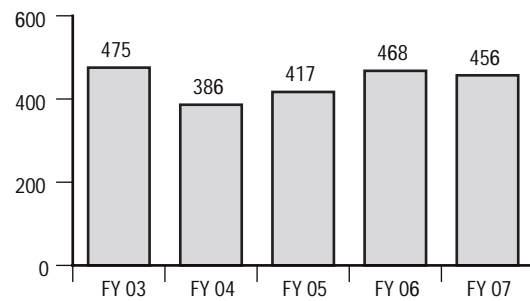


**In Home Supportive Services Clients Successfully Maintained in Their Own Homes**

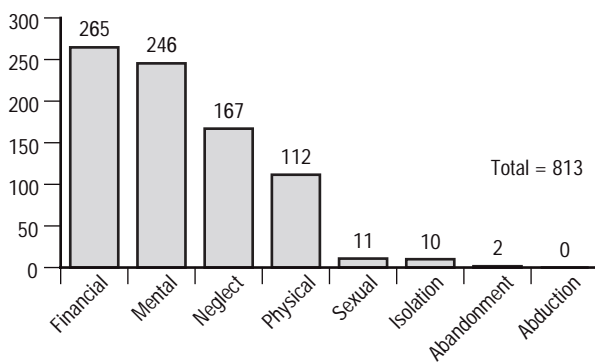
**Safe Seniors** by providing 24-hour-a-day, 7-day-a-week intervention and case management in response to reports of elder physical, financial, psychological, and mental abuse.



**Annual Number of Adult Protective Services (APS) Reports**

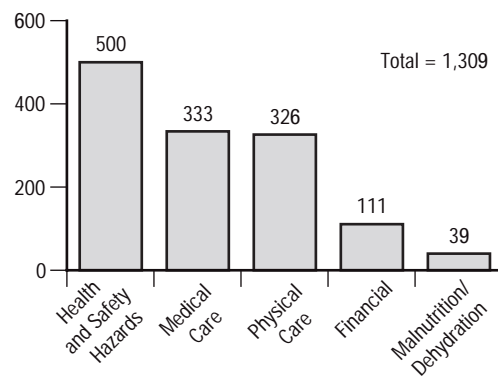


**Average Monthly Number of Adult Protective Services (APS) Active Cases**



**Number of Adult Protective Services Substantiated Cases Perpetrated by Others in CY 2006**

(CY 2007 data will not be available until later this Spring.)

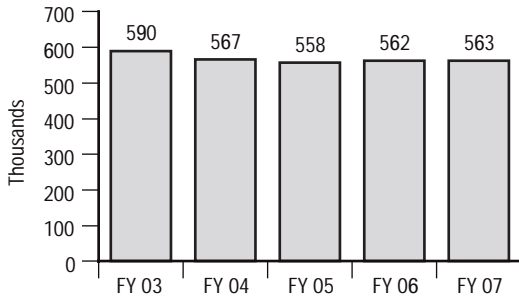


**Number of Adult Protective Services Substantiated Self Neglect Cases in CY 2006**

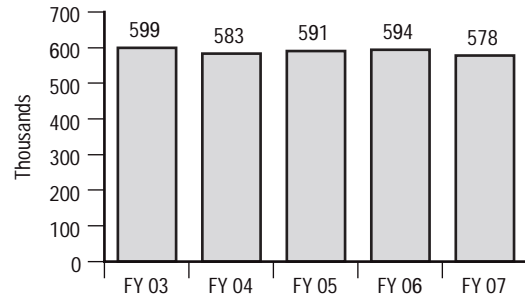
(CY 2007 data will not be available until later this Spring.)



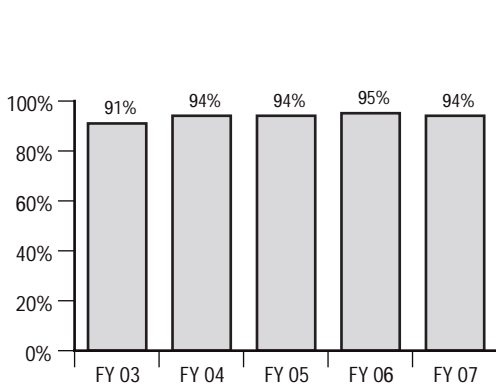
**Quality Nutrition** by ensuring that seniors in this County have access to daily congregate meals and weekly home-delivered meals.



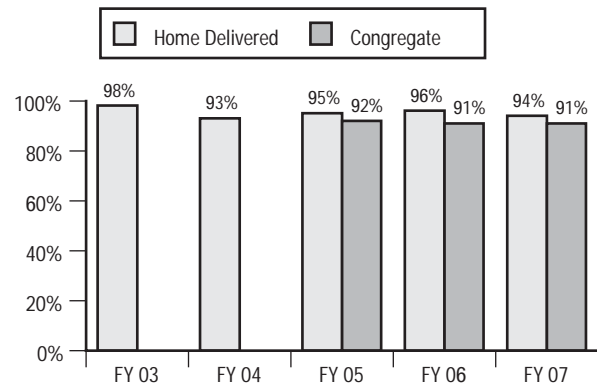
**Senior Nutrition Program (SNP) — Annual Number of Congregate Meals Served (in Thousands)**



**Senior Nutrition Program (SNP) — Annual Number of Home-Delivered Meals (in Thousands)**

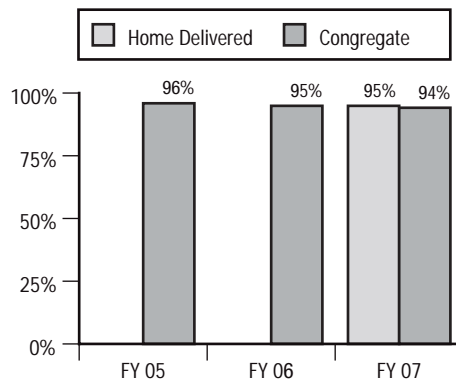


**Overall SNP Customer Satisfaction**



**SNP-Home Delivered Respondents Indicating SNP Assistance in Maintaining Independence**

Note: Congregate Meals data prior to FY 05 is unavailable.

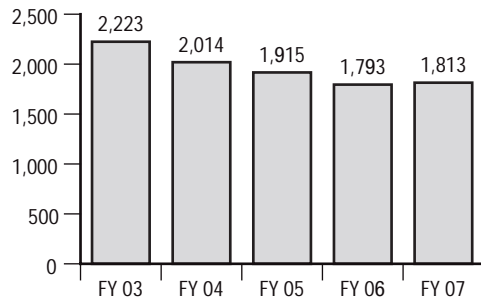


**SNP-Congregate Meals Respondents Indicating SNP Assistance in Maintaining Health**

Note: Congregate Meals data prior to FY 07 is unavailable.

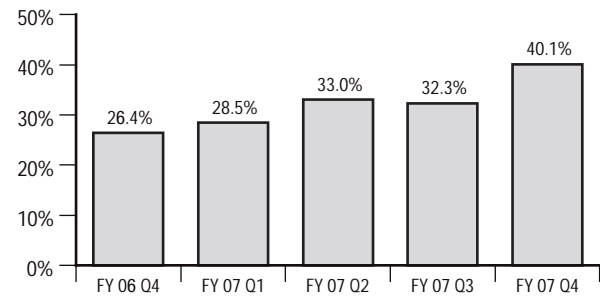


**Elders and Adults Protected** by providing a range of services to mentally-challenged and probate conservatees to defer institutionalization and facilitate independent living.



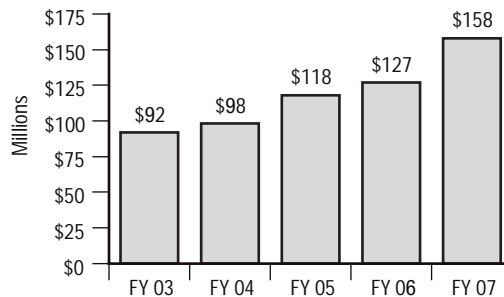
**Average Monthly Number of Public Administrator/Guardian/Conservatorship (PA/G/C) Managed Cases**

Includes conservatorship and estate administration.



**Reduction of Baseline Risk Factors for Conservatees After Six Months of Service Intervention**

**Conservatee/Decedent Property Safeguarded** which this department provides by marshalling, managing, and maximizing assets of conservatees and decedent estates and protecting these assets as required by applicable government codes.



**Losses Prevented and/or Monies Recovered by the Financial Abuse Specialist Team**

Note: Each year represents the cumulative value since FY 2000.

## Description of Major Services

The Department of Aging and Adult Services (DAAS) is comprised of four service divisions for elder, dependent and disabled adults in Santa Clara County: Adult Protective Services (APS), In-Home Supportive Services (IHSS), Senior Nutrition Program (SNP), and Public Administrator/Guardian/Conservator (PA/G/C). The Department's overall public purpose is to promote a safe and independent lifestyle through timely and responsive services to the frail and vulnerable elderly to reduce the necessity for institutional care, provide meals, provide health and prevention education, and intervention programs.

According to the United States Census Bureau there are approximately 220,600 older adults living in the County. The older adult population is projected to nearly double to 428,300 by the year 2020, with older adults

representing 21.3% of the County's population. The need for services will increase with this growing population. DAAS is faced with the challenge of maintaining mandated services for a steadily increasing caseload with limited staff resources.

As a participant in the Aging Services Collaborative, DAAS is working with community-based organizations and local cities to identify specific projects, policies and action plans that address issues of local seniors. DAAS also partners with the Financial Institutional Team, comprised of local financial institution employees. DAAS offers "in-office" training at financial institutions, providing practical education and training to prevent elder financial abuse.

From FY 2000 to FY 2007 the Financial Abuse Specialist Team (FAST) has prevented the loss of and/or recovered over \$157 million through preserved and protected assets such as real property, liquid assets, stocks and bonds, settlements and recoveries, and restitution.

DAAS has worked closely with the Department of Mental Health and with community partners in the implementation of the Mental Health Services Act (MHSA). Throughout this process DAAS has worked to advocate for services for the “older adult” by participating in the MHSA Stakeholders, Leadership Committee, and Strategy Team Meetings; and creating a Mental Health Senior Services Advisory Network comprised of most of the agencies who deliver aging services in the County. The Mental Health Department has allocated \$200,000 to the Archstone Foundation Clergy Project to provide outreach to the faith based committees about mental health services.

### **Adult Protective Services (APS)**

Adult Protective Services (APS) continues to carry out its primary responsibility of investigating reports of elder and dependent abuse and/or neglect and identifying, assessing, and assisting frail and vulnerable residents in the County of Santa Clara who are at risk. APS staff provides services in English, Spanish, Vietnamese, Mandarin, Cantonese, and Korean.

Over the past three calendar years, APS has seen a 39% increase in reports of alleged abuse and/or neglect, from 1,913 reports in 2004 to 2,661 reports in 2007. APS also took 1,652 Information and Referral phone calls where staff provided information, consultation and referral to other services and information.

Because of the sharp increase in reports received, APS continues to focus on providing quality emergency response to the most at-risk victims of abuse and/or neglect through a system of triaging cases via conducting ongoing risk assessments of each reported client situation. The increase in reports has severely impacted APS' ability to provide case management services to those victims with dementia, mental illness or chronic self-neglect issues. The increase in reports affects all other programs: In-Home Supportive Services, Senior Nutrition, and PA/G/C.

### **In-Home Supportive Services (IHSS)**

Founded in 1973, the In-Home Supportive Services (IHSS) program is an entitlement program funded by Federal, State and County funds. IHSS is designed to

assist elderly, blind or disabled people to remain in their own homes rather than relocating to costly and less desirable out-of-home placement facilities such as skilled nursing homes. IHSS is considered an alternative to out-of-home care.

The continued caseload growth and increased program costs pose a significant challenge for the Agency. As of March 2008, the IHSS program reported 14,068 authorized cases. In FY 2007, caseload growth was 13%, and FY 2008 year-to-date caseload growth remains at 13%. Correspondingly, program costs have continued to increase. The providers' hourly wage increased to \$12.35 on April 1, 2008. The total Public Authority hourly rate increased to \$15.91, consisting of the wage, benefits at \$2.33, payroll taxes at \$1.13 and an administrative cost of \$0.10.

### **Public Administrator/Guardian/Conservator (PA/G/C)**

The Public Administrator/Guardian/Conservator is the Court-ordered surrogate decision maker for vulnerable people who cannot care for themselves. PA/G/C protects and ensures safe and secure environments for the County's most vulnerable adults by maintaining strong partnerships with community agencies, advocating for the least restrictive living settings that enable dignity and maximum independence, and managing person and estate issues. PA/G/C services include the programs of Public Administration, Probate Conservatorship, and Lanterman-Petris-Short (LPS) Conservatorship.

The Conservatorship division is the surrogate decision maker for individuals determined by the Probate Court to be unable to care for themselves. The Conservatorship division includes the Lanterman-Petris-Short (LPS) gravely mentally ill section and the Probate section. The Estate Administration Division is responsible for property management, financial, and legal issues related to decedent estates (limited mandate), as well as conservatorship and guardianship proceedings. The Financial Services/Accounting Division provides financial accounting, fiduciary support services and tax preparation services.

### **Senior Nutrition Program (SNP)**

The Senior Nutrition Program provides high quality, cost efficient, nutritious meals to seniors and promotes better health for seniors by providing meals at congregate sites and home-delivered meals to seniors with ill health and other medical reasons conditions



who are unable to prepare their own meals. Authorized by the Older Americans Act of 1965, SNP has provided meals to eligible seniors 60 years of age and older in the County through the Congregate Meals Program and the Meals on Wheels Program since 1974. The SNP services are provided through the local partnership between SSA and the Council on Aging (COA) of Silicon Valley.

In FY 2007, over 16,000 County residents participated in the program. In addition to the nutritional component, congregate meal sites increase access to other services for the elderly, as well as providing socialization opportunities to seniors that may not otherwise be available to them. Twenty-one contractors provide meals throughout the County. Thirty-five sites (including two adult day care centers) provided congregate meals in FY 2008. The Home-Delivered Meals on Wheels Program provides meals to homebound seniors who depend on these meals as their only stable source of daily nutrition.

The Senior Nutrition Program is arguably the most successful program in preventing senior malnourishment. As a preventive program, it is often the entry point to a continuum of services that enables seniors to maintain independence. It also helps seniors to prolong optimal functioning and to avoid or delay the need for more costly services and medical assistance. The Senior Nutrition Program is an essential

component that lessens seniors' dependence on long-term institutionalization and acute medical assistance by helping them to remain healthy. The meals and social interaction are essential for seniors to prevent or delay the onset of chronic disease or disability. The use of more costly alternatives such as hospitalization or long-term care institutionalization is delayed by the program.

### Archstone Foundation Grant

In December 2005, DAAS was granted funding in the amount of \$113,300 for two years by the Archstone Foundation for the project "Enhancing the Capacity of the Faith Community to Address Elder Abuse." The project is a collaborative effort to provide education and training to strengthen faith communities and clergy awareness of elder abuse and reporting responsibilities. This project has presented an opportunity for DAAS to mobilize the entire community to become involved in this issue.

In 2007, DAAS applied for and received an additional \$138,500 to conduct Phase II of this project. Next steps include the development of faith-specific materials and brochures in multiple languages with an emphasis on communal obligation and community response. The goal of Phase II is to build on the achievements in Phase I and enhance and enrich the current educational material and training.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Administration and Support	Yes	Required		■
Adult Protective Service	Yes	Mandated		■
In-Home Supportive Services	Yes	Mandated		■
LPS Conservatorship	Yes	Mandated		■
Senior Nutrition Program	Yes	Non-Mandated	Rebudgeted reserve will allow retention of the nutrition program at full service level.	■
Public Administration	Yes	Non-Mandated		■
Probate Conservatorship	Yes	Non-Mandated		■
Council on Aging	Yes	Non-Mandated		■
Archstone	No	Non-Mandated		■

Impact on Current Level of Service:

□ = Eliminated   ▼ = Reduced   ◻ = Modified   ▲ = Enhanced   ■ = No Change



## County Executive's Recommendation

### Senior Nutrition Program

**Rebudget Senior Nutrition Reserve in FY 2009:** This reserve is currently \$825,303, and it is estimated that the entire amount will be available for rebudget in FY 2009.

**Service Impact:** Rebudgeting this reserve will allow the Senior Nutrition Program to operate at a full service level in FY 2009. The program is non-mandated and

provides nutritious congregate meals and home-delivered meals to seniors. The reserve was established in FY 2007 using one-time funds from the Council on Aging, which adopted a resolution authorizing this funding for future operations of the Senior Nutrition Program. If a portion is spent before the end of FY 2008 the rebudgeted amount will decrease accordingly.

**Total One-Time Cost: \$825,303**

### FY 2009 Aging and Adult Services Program

Program	Total \$	County \$	County %
Adult Protective Services	\$6,250,812	\$2,384,000	38.1%
Council on Aging Contract For Title III Match	\$196,009	\$196,009	100.0%
Estate Administration	\$2,435,191	\$1,101,580	45.2%
In-Home Supportive Services (IHSS) Administration	\$13,559,808	\$2,520,027	18.6%
PA/G/C Health-Related Services	\$5,925,165	\$2,962,583	50.0%
PAG/C Non-Health-Related Services	\$2,915,254	\$1,738,181	59.6%
<b>DASS Subtotal</b>	<b>\$31,282,239</b>	<b>\$10,902,379</b>	<b>34.9%</b>
BU 509 Senior Nutrition	\$6,550,594	\$3,142,701	52.0%
<b>DAAS Total</b>	<b>\$37,832,883</b>	<b>\$14,045,080</b>	<b>52.0%</b>

### Department of Aging and Adult Services — Budget Unit 505 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
50501	DAAS Admin Fund 0001	\$ 7,947,618	\$ 7,658,921	\$ 7,718,225	\$ 8,167,004	\$ 508,083	6.6%
50502	DAAS Program Svcs Fund 0001	13,019,696	13,920,055	14,198,082	14,357,220	437,165	3.1%
50503	DAAS Program Spt Fund 0001	2,038,520	2,480,923	2,480,923	2,625,448	144,525	5.8%
50504	Senior Nutrition Fund 0001	6,076,744	6,329,029	7,154,332	7,375,897	1,046,868	16.5%
	<b>Total Net Expenditures</b>	<b>\$ 29,082,578</b>	<b>\$ 30,388,928</b>	<b>\$ 31,551,562</b>	<b>\$ 32,525,569</b>	<b>\$ 2,136,641</b>	<b>7.0%</b>



**Department of Aging and Adult Services — Budget Unit 505**  
**Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
50501	DAAS Admin Fund 0001	\$ 7,947,618	\$ 7,658,921	\$ 7,718,225	\$ 8,167,004	\$ 508,083	6.6%
50502	DAAS Program Svcs Fund 0001	13,019,696	13,920,055	14,198,082	14,357,220	437,165	3.1%
50503	DAAS Program Spt Fund 0001	2,038,520	2,480,923	2,480,923	2,625,448	144,525	5.8%
50504	Senior Nutrition Fund 0001	6,076,744	6,329,029	7,154,332	7,375,897	1,046,868	16.5%
<b>Total Gross Expenditures</b>		<b>\$ 29,082,578</b>	<b>\$ 30,388,928</b>	<b>\$ 31,551,562</b>	<b>\$ 32,525,569</b>	<b>\$ 2,136,641</b>	<b>7.0%</b>

**Department of Aging and Adult Services — Budget Unit 505**  
**Expenditures by Object**

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 23,297,918	\$ 24,230,702	\$ 24,568,033	\$ 25,461,414	\$ 1,230,712	5.1%
Services And Supplies	5,784,660	6,158,226	6,158,226	6,238,852	80,626	1.3%
Reserves	—	—	825,303	825,303	825,303	—
<b>Subtotal Expenditures</b>	<b>29,082,578</b>	<b>30,388,928</b>	<b>31,551,562</b>	<b>32,525,569</b>	<b>2,136,641</b>	<b>7.0%</b>
<b>Total Net Expenditures</b>	<b>29,082,578</b>	<b>30,388,928</b>	<b>31,551,562</b>	<b>32,525,569</b>	<b>2,136,641</b>	<b>7.0%</b>

**Department of Aging and Adult Services — Budget Unit 505**  
**Revenues by Cost Center**

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
50501	DAAS Admin Fund 0001	\$ 1,988,971	\$ 2,114,684	\$ 2,114,684	\$ 1,333,611	\$ (781,073)	-36.9%
50502	DAAS Program Svcs Fund 0001	327,532	496,000	496,000	396,000	(100,000)	-20.2%
50503	DAAS Program Spt Fund 0001	—	—	—	781,073	781,073	—
50504	Senior Nutrition Fund 0001	4,280,501	3,142,701	3,142,701	3,142,701	—	—
<b>Total Revenues</b>		<b>\$ 6,597,003</b>	<b>\$ 5,753,385</b>	<b>\$ 5,753,385</b>	<b>\$ 5,653,385</b>	<b>\$ (100,000)</b>	<b>-1.7%</b>

**DAAS Admin Fund 0001 — Cost Center 50501**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	78.0	\$ 7,658,921	\$ 2,114,684
Board Approved Adjustments During FY 2008	2.0	59,304	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	448,779	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	(781,073)
Subtotal (Current Level Budget)	80.0	\$ 8,167,004	\$ 1,333,611



**DAAS Admin Fund 0001 — Cost Center 50501**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	80.0	\$ 8,167,004	\$ 1,333,611

**DAAS Program Svcs Fund 0001 — Cost Center 50502**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	120.5	\$ 13,920,055	\$ 496,000
Board Approved Adjustments During FY 2008	—	278,027	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	264,452	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(105,314)	(100,000)
Subtotal (Current Level Budget)	120.5	\$ 14,357,220	\$ 396,000
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	120.5	\$ 14,357,220	\$ 396,000

**DAAS Program Spt Fund 0001 — Cost Center 50503**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	33.5	\$ 2,480,923	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	144,525	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	781,073
Subtotal (Current Level Budget)	33.5	\$ 2,625,448	\$ 781,073
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	33.5	\$ 2,625,448	\$ 781,073





**Senior Nutrition Fund 0001 — Cost Center 50504**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	7.0	\$ 6,329,029	\$ 3,142,701
Board Approved Adjustments During FY 2008	—	825,303	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	35,625	—
Internal Service Fund Adjustments	—	55,649	—
Other Required Adjustments	—	(695,012)	—
Subtotal (Current Level Budget)	7.0	\$ 6,550,594	\$ 3,142,701
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Rebudget Senior Nutrition Reserve	—	825,303	—
The Department anticipates an estimated \$825,303 in unspent reserves at the end of FY 2008, and it is recommended that the reserve be rebudgeted in FY 2009 to allow the Senior Nutrition Program to remain at a full service level for its clients.			
Subtotal (Recommended Changes)	—	\$ 825,303	\$ —
<b>Total Recommendation</b>	<b>7.0</b>	<b>\$ 7,375,897</b>	<b>\$ 3,142,701</b>





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# Section 4: Santa Clara Valley Health & Hospital System

Section 4: Santa Clara Valley  
Health & Hospital System



# Santa Clara Valley Health & Hospital System

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## 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.

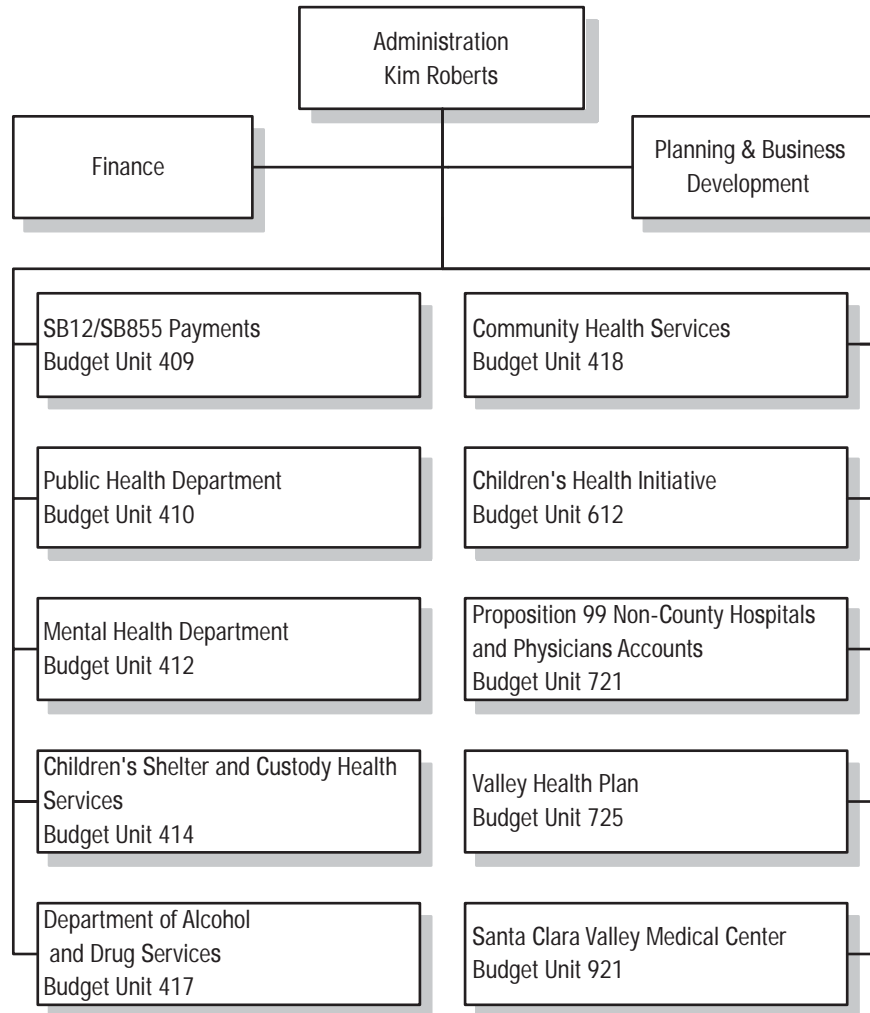


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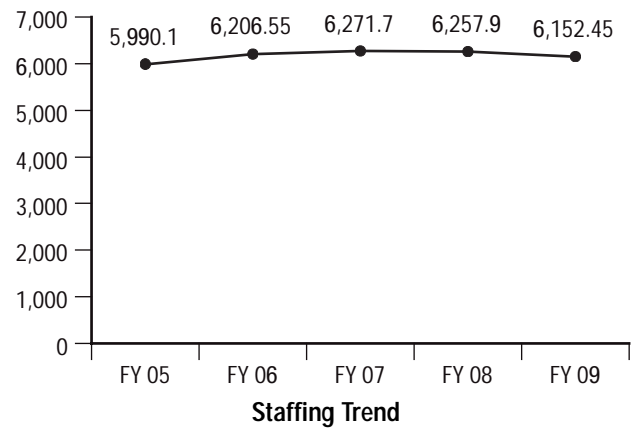
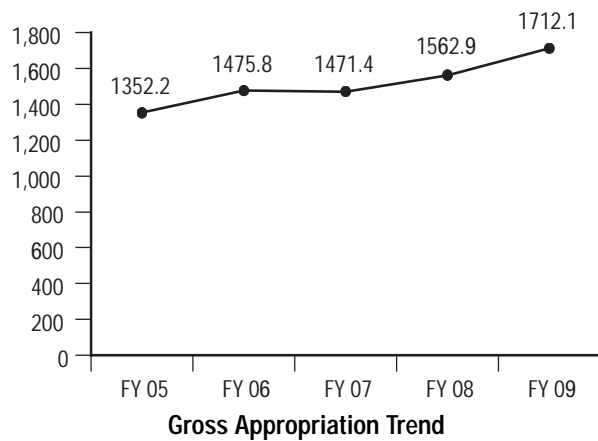
## Departments

- 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 Health 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



## Net Expenditures By Department

BU	Department Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
409	SB12/SB855 Funds	\$ 1,233,036	\$ 4,800,000	\$ 4,800,000	\$ 4,800,000	\$ —	—
410	Public Health	96,229,102	80,572,839	84,198,897	79,316,049	(1,256,790)	-1.6%
412	Mental Health Department	220,447,147	233,743,506	257,187,234	251,079,561	17,336,055	7.4%
414	Children's Shelter & Custody Health Svcs	2,606,254	289,014	2,602,672	—	(289,014)	-100.0%
417	Department Of Alcohol And Drug Programs	43,488,221	46,429,215	46,869,569	46,891,230	462,015	1.0%
418	Community Health Services	8,299,707	15,519,894	16,142,980	13,670,042	(1,849,852)	-11.9%
612	Healthy Children	4,131,771	4,500,000	4,500,000	4,500,000	—	—
721	CHIPS - AB 75	1,638,077	3,100,000	3,100,000	3,100,000	—	—
725	SCVMC-Valley Health Plan	104,150,356	105,778,166	105,778,166	107,021,550	1,243,384	1.2%
921	Santa Clara Valley Medical Center	862,326,734	968,782,391	988,422,718	1,085,759,618	116,977,227	12.1%
<b>Total Net Expenditures</b>		<b>\$ 1,344,550,406</b>	<b>\$ 1,463,515,025</b>	<b>\$ 1,513,602,236</b>	<b>\$ 1,596,138,050</b>	<b>\$ 132,623,025</b>	<b>9.1%</b>

## Gross Expenditures By Department

BU	Department Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
409	SB12/SB855 Funds	\$ 1,233,036	\$ 4,800,000	\$ 4,800,000	\$ 4,800,000	\$ —	—
410	Public Health	99,397,537	81,862,490	85,918,896	85,253,244	3,390,754	4.1%
412	Mental Health Department	222,661,361	235,741,636	260,140,219	253,698,198	17,956,562	7.6%
414	Children's Shelter & Custody Health Svcs	42,120,168	44,772,436	47,086,094	47,669,225	2,896,789	6.5%
417	Department Of Alcohol And Drug Programs	46,574,657	49,908,530	50,522,621	50,371,635	463,105	0.9%
418	Community Health Services	8,299,707	17,084,727	18,003,943	15,531,005	(1,553,722)	-9.1%
612	Healthy Children	4,131,771	4,500,000	4,500,000	4,500,000	—	—
721	CHIPS - AB 75	1,638,077	3,100,000	3,100,000	3,100,000	—	—
725	SCVMC-Valley Health Plan	104,150,356	105,778,166	105,778,166	107,021,550	1,243,384	1.2%
921	Santa Clara Valley Medical Center	883,995,277	1,015,272,670	1,037,041,158	1,140,163,721	124,891,051	12.3%
<b>Total Gross Expenditures</b>		<b>\$ 1,414,201,948</b>	<b>\$ 1,562,820,655</b>	<b>\$ 1,616,891,097</b>	<b>\$ 1,712,108,578</b>	<b>\$ 149,287,923</b>	<b>9.6%</b>

## Revenues By Department

BU	Department Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
409	SB12/SB855 Funds	\$ 1,633,050	\$ 4,800,000	\$ 4,800,000	\$ 4,800,000	\$ —	—
410	Public Health	50,797,953	53,307,066	54,419,306	48,064,244	(5,242,822)	-9.8%
412	Mental Health Department	135,420,963	156,681,503	181,177,093	179,101,975	22,420,472	14.3%
414	Children's Shelter & Custody Health Svcs	19,392	65,963	65,963	—	(65,963)	-100.0%
417	Department Of Alcohol And Drug Programs	23,076,850	23,043,164	23,483,521	22,101,888	(941,276)	-4.1%



## Revenues By Department

BU	Department Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
418	Community Health Services	1,076,172	5,310,826	5,598,832	5,769,891	459,065	8.6%
612	Healthy Children	386,302	4,500,000	4,500,000	4,500,000	—	—
721	CHIPS - AB 75	1,530,282	3,100,000	3,100,000	3,100,000	—	—
725	SCVMC-Valley Health Plan	103,571,660	105,778,166	105,778,166	106,017,512	239,346	0.2%
921	Santa Clara Valley Medical Center	705,745,225	968,165,887	978,938,364	898,059,693	(70,106,195)	-7.2%
<b>Total Revenues</b>		<b>\$ 1,023,257,850</b>	<b>\$ 1,324,752,575</b>	<b>\$ 1,361,861,245</b>	<b>\$ 1,271,515,203</b>	<b>\$ (53,237,373)</b>	<b>-4.0%</b>



# Health SB12 and Intergovernmental Transfer 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.

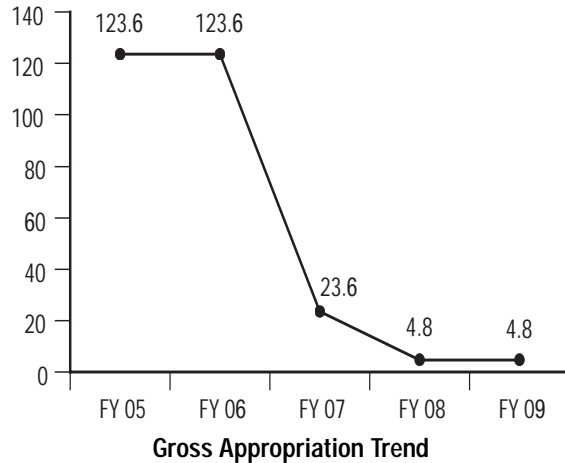
## Reduction in Intergovernmental Transfer

Following the expiration of SB 855 on June 30, 2005, the State finalized the next program to provide supplemental payments to hospitals that serve disproportionate numbers of low-income individuals. This program would require an expenditure transfer for participation.

Intergovernmental Transfers (IGT) must be provided from financial resources within the Hospital's fund, and gross proceeds for IGT-funded Disproportionate Share (DSH) payments must be retained by the Hospital. This is the same requirement made by the SB1255 program Santa Clara Valley Medical Center (SCVMC) participates in. IGTs for SB1255 have been funded in the Enterprise fund since FY 2006.

In FY 2007, the Board of Supervisors approved through the Final Budget a reduction in the IGT revenues and expenditures of \$80 million.

This reduction in the intergovernmental transfer is the result of fundamental changes in how public hospitals are paid for the Medi-Cal program, including Disproportionate Share Funding (DSH) under the Medi-Cal waiver. The use of IGTs has been again reduced in FY 2007. This latest reduction of the IGT in BU 409 essentially zeroes it out in this area. The IGT is now located in the Enterprise Fund 60 in cost center 6862 where it is budgeted at \$60 million for FY 2009.





**SB12/SB855 Funds — Budget Unit 409**  
**Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
4322	SB 12 Payments Fund 0018	\$ 1,275,297	\$ 4,800,000	\$ 4,800,000	\$ 4,800,000	\$ —	—
4324	Intergovernmental Transfers Fund 0001	(42,261)	—	—	—	—	—
<b>Total Net Expenditures</b>		\$ 1,233,036	\$ 4,800,000	\$ 4,800,000	\$ 4,800,000	\$ —	—

**SB12/SB855 Funds — Budget Unit 409**  
**Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
4322	SB 12 Payments Fund 0018	\$ 1,275,297	\$ 4,800,000	\$ 4,800,000	\$ 4,800,000	\$ —	—
4324	Intergovernmental Transfers Fund 0001	(42,261)	—	—	—	—	—
<b>Total Gross Expenditures</b>		\$ 1,233,036	\$ 4,800,000	\$ 4,800,000	\$ 4,800,000	\$ —	—

**SB12/SB855 Funds — Budget Unit 409**  
**Expenditures by Object**

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Services And Supplies	1,233,036	4,800,000	4,800,000	4,800,000	—	—
<b>Subtotal Expenditures</b>	1,233,036	4,800,000	4,800,000	4,800,000	—	—
<b>Total Net Expenditures</b>	1,233,036	4,800,000	4,800,000	4,800,000	—	—

**SB12/SB855 Funds — Budget Unit 409**  
**Revenues by Cost Center**

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
4322	SB 12 Payments Fund 0018	\$ 1,633,050	\$ 4,800,000	\$ 4,800,000	\$ 4,800,000	\$ —	—
<b>Total Revenues</b>		\$ 1,633,050	\$ 4,800,000	\$ 4,800,000	\$ 4,800,000	\$ —	—

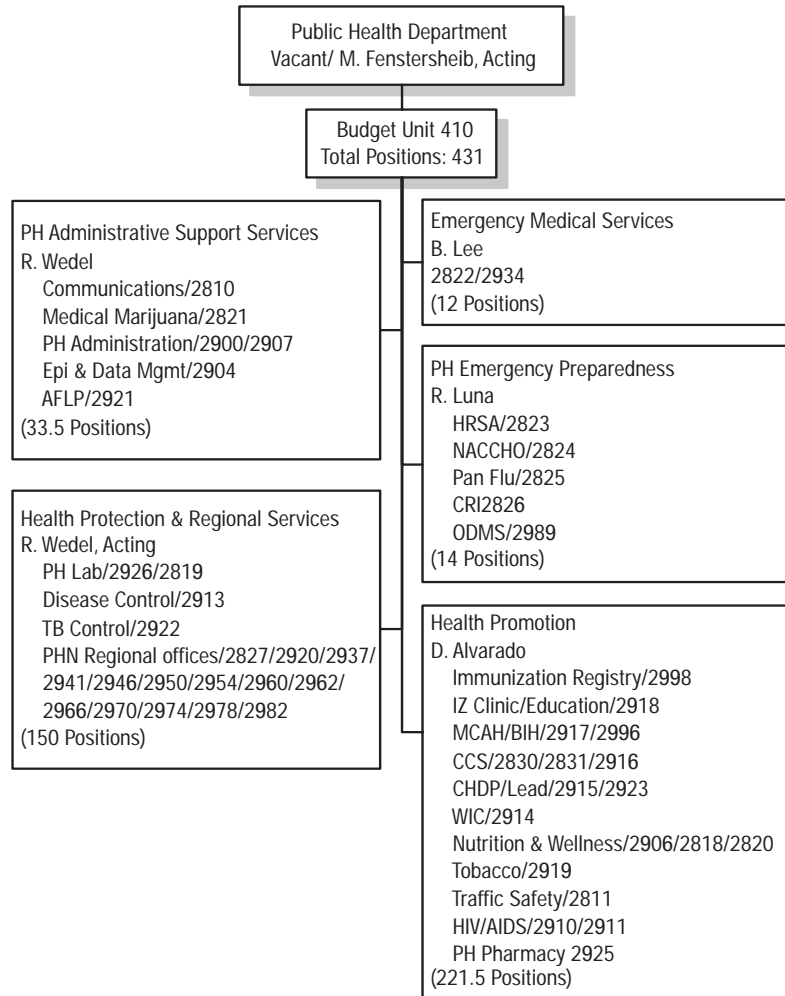


**SB 12 Payments Fund 0018 — Cost Center 4322**  
**Major Changes to the Budget**

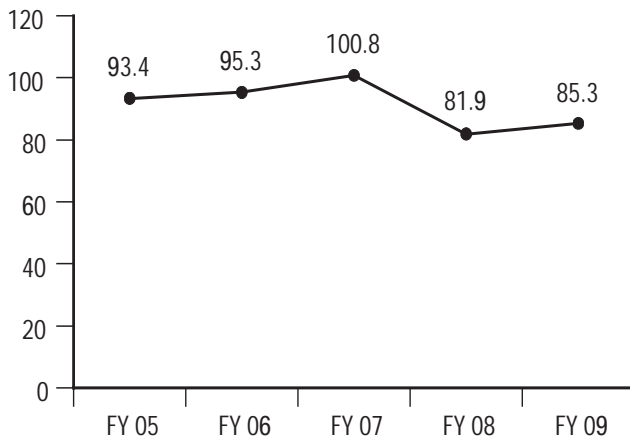
	Positions	Appropriations	Revenues
<b>SB-12 Tobacco Tax Payments (Fund Number 0018)</b>			
FY 2008 Approved Budget	—	\$ 4,800,000	\$ 4,800,000
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 4,800,000	\$ 4,800,000
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 4,800,000	\$ 4,800,000



# Public Health Department

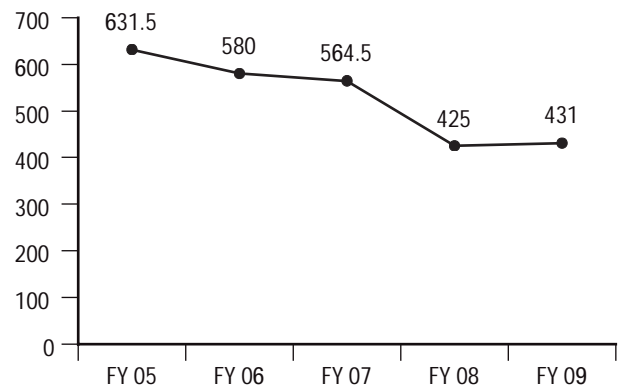


Section 4: Santa Clara Valley Health & Hospital System



**Gross Appropriation Trend**

Gross Appropriations of \$7,273,182 were transferred to BU 418 Community Health Services in FY 2008.



**Staffing Trend**

38.5 FTEs were transferred to BU 418 Community Health Services in FY 2008.



## Public Purpose

- Healthy Community
- Reduction of 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 assessment efforts, but are presented as examples of the many diverse health status issues assessed by the Department.

**Operational Data:** The Public Health Department monitored 11 categories of diseases and health conditions as depicted in the following table.

### Disease and Health Status Monitoring

Disease/Condition Type	Calendar Year					
	2002	2003	2004	2005	2006	2007
Leading Communicable Diseases (9 diseases)	10,293	10816	11,083	11,279	14,408	State Data Not Available
Leading Sexually Transmitted Diseases (Chlamydia and Gonorrhea)	4,862	5,405	6,344	5,010	6,813	6,622
Hospitalizations						
due to ACS (Ambulatory Care Sensitive Conditions)	13,655	14,567	12,111**	8,006	6,994	State Data Not Available
All Hospitalizations	161,020	163,102	163,305**	161,489**	164,617**	State Data Not Available
Teen Births	883	835	836	811	State Data Not Available	State Data Not Available
AIDS Cases	120	82	39***	90***	164***	125***
Leading Causes of Death (15 Causes)	6,882	7,205	7,157	7,364	State Data Not Available	State Data Not Available
All Deaths	8,142	8,638	8,470	8,717	State Data Not Available	State Data Not Available

## Disease and Health Status Monitoring

Disease/Condition Type	Calendar Year					
	2002	2003	2004	2005	2006	2007
Adolescents Surveyed for Behavioral Risk Factors (California Healthy Kids Survey)	*	24,722	*	30,896	*	Survey being implemented in 2008
Adults Surveyed for Behavioral Risk Factors (Behavioral Risk Factor Survey)	*	2,645	*	4,242 (added an over sample for STEPS area)	1486 STEPS area only	*
Hospitals Currently Involved With ESSENCE Surveillance System	Not Implemented	Not Implemented	Not Implemented	Not Implemented	3 (24 hours coverage)	6(24 hour coverage)
Number of patients tracked annually by ESSENCE	Not Implemented	Not Implemented	Not Implemented	ongoing	58,143	225,676
Hospitals Involved with Bioterrorism Syndromal Surveillance System (BTSSS)	12 (2-3 shifts/day)	12 (2-3 shifts/day)	12 (2-3 shifts/day)	12 (2-3 shifts/day)	9 (2-3 shifts/day)	Discontinued due to implementation of ESSENCE
Number of patients tracked annually by BTSSS	403,786	385,545	268,430	244,733	247,578	264,298****

\* Survey administered every 2-3 years.

\*\* Data provided by OSHPD.

\*\*\* Number of AIDS cases reported. Data provided by State Office of AIDS. Data as of December 31st 2007.

\*\*\*\* Number of patients tracked by Weapons of Mass Destruction (WMD) and ESSENCE.

**Diagnose Health Problems** by conducting epidemiological investigations of disease outbreaks and 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.

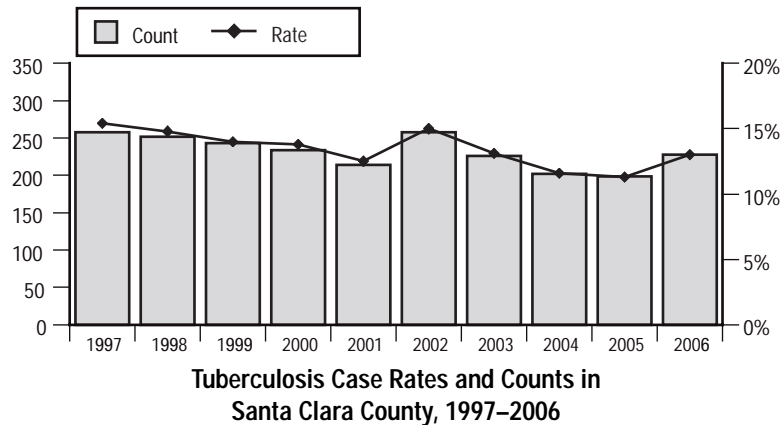
The following data are not representative of all Public Health Department epidemiological investigations or studies, but are presented as examples of the many diverse studies undertaken by the Department.

**Operational data:** The number and type of epidemiologic investigations conducted in FY 2007.

### Epidemiologic Investigations Conducted in FY 2007

Type of Investigation	Number of Investigations					
	2002	2003	2004	2005	2006	2007
Sexually Transmitted Diseases	1,154	1,164	1,405	960	1,170 (includes GC & Syph)	239
Foodborne Diseases	44	485	434	899	1,010	889
Vaccine-preventable diseases	95	64	71	212	143 (includes Hep A & acute Hep B)	259
Respiratory disease	14	28	13	167	18 (includes Influenza A)	13
Vector-borne	37	33	22	31	56 (includes Lyme with lab reporting problems)	134
Other Communicable Diseases	NA	28	32	36	41 (not include VRE/MRSA)	83
Tuberculosis Source Case Investigations (Calendar year data)	NA	NA	NA	126	187 (47 referrals + 140 contacts)	91 (37 source case, 54 contacts)
Tuberculosis Contact Investigations (Calendar year data)	NA	NA	NA	849	984 (228 cases + 756 contacts completed evaluation)	1,575 (241 cases, 1334 contacts)
NA = Data Not Available						



**Results Data:** Tuberculosis Case Rate Trends

Source: Santa Clara County Public Health Department, Epidemiology and Data Management, Tuberculosis Records 2007.  
California Department of Finance, Demographic Research Unit

**Results data:** Number of communicable disease outbreaks investigated: 25. Outbreak refers to 'more disease observed than expected' in a given population.

**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 health education efforts, but are presented as examples of the many diverse health issues addressed by the Department.

**Operational data:** Number of people receiving health education services by public health content area in FY 2007.

Health Education Content	Health Education Method	Quantity				
		2003	2004	2005	2006	2007
Public Health awareness	Media campaign (radio)	NA	NA	300,000 *	NA	NA
Maternal and child health	Individual health education	500	1,873	590	444	392
	Group presentations and trainings	2,300	1,594	2,319	2,104	1,865
	Media campaign	300,000 (media exposures)	400,000 (media exposures)	430,000 (media exposures)	400,000 (media exposures)	No media campaigns
Tobacco prevention	Individual health education	24,290	18,120	17,686	18,672 435,000 (Media exposure)	13,477 410,000 (Media exposure)
Childhood lead prevention	Individual health education	3,248	3,882	2,800	5,000	3,200
Violence prevention	Media campaign	13,860 (media exposures)	ND	ND	ND	N/A
	Theater slides		ND	ND	ND	N/A
	Outdoor bus shelters	ND	ND	ND	ND	N/A
Communicable diseases (includes HIV, CDs, STDs and TB)	Individual health education	9,941 HIV & STDs	16,747 HIV, STD, CD & TB	18,566 (HIV, STD, CD, & TB)	13,451 (STD, CD, HIV & TB)	9,708 (STD, CD, HIV & TB)
Bioterrorism/Disaster Preparedness	Health alerts to physicians	26,600	20,000	10,000	ND	4,000
	Individual health education	180	1,614	1,125	ND	1,119
	Group presentations and trainings	129	84	51	ND	99
	Emergency preparedness pocket guides, pandemic flu guides	279,616	121,700	3,295	1,03,000 (pandemic flu guides)	525,609 (pandemic flu guides)
	Media campaign	2,241,000 (media exposures)	ND	ND	ND	11,890 web hits (MVDR-377, Pan flu-11,513)

\* "West Nile Virus" Media Campaign

NA= Data not available.

ND= Service not provided.

**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 services linking people to services, but are presented as examples of the many diverse services provided by the Department.

**Operational data:** Number of clients provided case management, care coordination, and clinical health services in FY 2007.

### Clients Linked to Public Health Services

Public Health Area	Service Method	Quantity				
		2003	2004	2005	2006	2007
Maternal and child health	Regional case management	6,225 (Unduplicated)	8,171 (Unduplicated)	6,383 (Unduplicated)	7,645 (Unduplicated)	7,791 (Unduplicated)
	Nutritional care coordination	15,311	16,960 (Average unduplicated client count)	17,025 (Average unduplicated client count)	17,475 (Average unduplicated client count served monthly)	17,380 (Average unduplicated client count served monthly)
	Adolescent pregnancy and pregnancy prevention case management	1,046	1,034	854	846	Case management service is contracted
	Black infant health case management	190	230	198	215	230
	California Children's Services (CCS) clinical services	8,499	8,500	8,936	8,507	8,130
	Childhood Lead Prevention case management	104	71	94	98	80
	Medically Vulnerable Infant Program case management	130	105	118	45(program discontinued 6/06)	59 (Medically Fragile Infant-First 5)
	Family Planning clinical services	1,649	2,090	2,403 (Clinic closed 4/05)	Clinic closed	Clinic closed
	HIV	Case Management	NA	NA	704* (unduplicated)	938 (unduplicated)
PACE clinical services		907	886	914	923	1,007
Needle Exchange		5,246 (duplicated)	3,006 (duplicated)	3,176 (duplicated)	ND	6,815 (duplicated)
Tuberculosis	Case management	408	340	362	993	968
	Latent TB infection case management	NA	NA	99	568	571
	Clinical services	25,415 (total visits, duplicated clients)	27,128 (total visits, duplicated clients)	25,475 (total visits, duplicated clients)	26,334 (total visits, duplicated clients)	24,555 (total visits, duplicated clients)
Communicable Diseases	Regional case management	494	498	564	1055	1,199
Immunizations	Clinical services	59,546 vaccines given; 38,583 visits	71,006 vaccines given; 43,429 visits	58,055 vaccines given; 36,213 visits	61,755 vaccines given; 39,353 visits	55,419 vaccines given; 34,392 visits

NA Data not Available

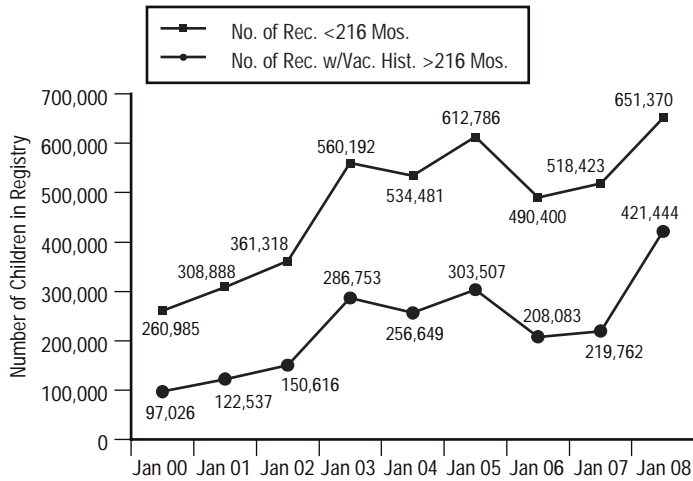
\* ½-year data. Source: CareWare

ND No Data Available



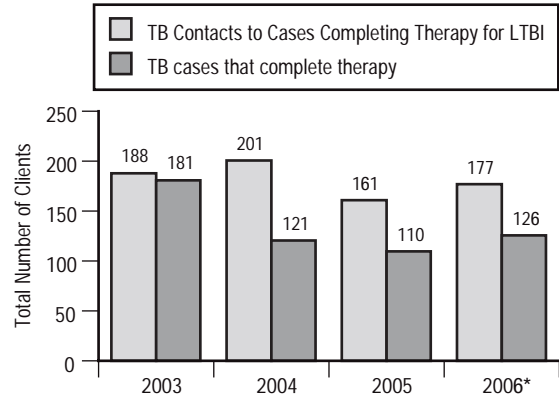


**Results data:** Number and percentage of clients achieving healthy outcomes in FY 2007.



**Santa Clara County Immunization Registry — Children in the Registry**

**Results Data:** Immunization coverage rates in Santa Clara County Immunization Registry  
 Note: The SCC – Registry is the Lead/Host County for the Bay Area Regional Immunization Registry (BARR)



**Number of TB and Latent TB Infection (LTBI) Cases Completing Therapy by Calendar Year**

Immunization coverage rates in the Santa Clara County Immunization Registry. TB cases and contacts to TB cases that completed therapy in calendar year 2003, 2004, 2005 and 2006.

\*Data for 2006 is preliminary.



## Description of Major Services

### Disaster Preparedness and Response Services

The Public Health Department is responsible for the establishment of the Department Emergency Operations Center and the Department Emergency Operations Plan and coordinating the medical preparedness and response functions with other organizations. 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 desired results for these services are health status monitored, health problems diagnosed, informed people, and people linked to services. Specific programs and activities under this service area include surveillance, Office of Disaster Medical Services (ODMS), Communicable Disease Control and Prevention (CD), Public Health Pharmacy, Emergency Medical Services and Public Health Laboratory.

In addition to natural disasters, the Public Health Department plays a key role in medical preparedness and response activities related to bioterrorism. The CD program is responsible for preventing and controlling the spread of communicable diseases as a potential result of 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, and 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 and case management services.

### Health Promotion Services

The desired results for these services are Informed People and People Linked to Services. Health promotion services develop and implement strategies that aim 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, Nutrition and Wellness programs, including Women Infants and Children Program (WIC), Maternal and Child Health, Black Infant Health, California Children's Services, Tobacco Prevention/Control, Traffic Safe Communities Network and Child Health & Disability Prevention Program (CHDP).

### Epidemiology and Data Management

The desired results for these services are the monitoring of health status and informing people about the health status of the community. 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 subpopulations. An annual report is produced that focuses on the health status of a target population. Additionally, monthly and quarterly statistics are generated that provide planning and reporting data for public health programs and state and federal government agencies.

### Administrative Services

These services result in enhanced staff capacity and infrastructure to meet all of the desired results. Administrative Services also operates the Medical Marijuana Identification Card Program (MMICP).



## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Nutrition/Wellness & Women, Infants, & Children (WIC)	Yes	Mandated	Providing services to SCVMC prenatal clients and generating new revenues	▲
Regional Services	Yes	Mandated	Providing services to post-partum clients and senior clients and generating new revenues. Eliminate vacant position with no impact to direct client services	▲
Disease Control	Yes	Mandated	Increase resources for Sexually Transmitted Disease (STD) Services.	▲
Emergency Medical Services (EMS)	Yes	Non-Mandated	Implement Comprehensive Cardiac Care System has no impact to direct client services and generates new revenues.	▲
Public Health Administration	Yes	Required	Increase resources for clerical support function.	▲
Public Health Pharmacy	Yes	Mandated	Recognize savings with no impact to direct client services	■
Immunization (IZ)	Yes	Mandated	Eliminate vacant position and funding for temporary help with no impact to direct client services.	■
California Children's Services (CCS)	Yes	Mandated	Eliminate vacant position with no impact to direct client services.	■
Public Health Laboratory	Yes	Mandated	Reduce funding for office supplies with no impact to direct client services.	■
Pandemic Flu Preparedness Planning	Yes	Non-Mandated	Continue FY 2008 one-time funding allocation in FY 2009.	■
Maternal, Child and Adolescent Health (MCAH)	Yes	Mandated	No change.	■
Black Infant Health (BIH)	Yes	Mandated	No change.	■
Tobacco Control	Yes	Mandated	No change.	■
HIV/AIDS	Yes	Mandated	No change	■
Tuberculosis	Yes	Mandated	No change.	■
Epidemiology/Evaluation & Data Monitoring	Yes	Mandated	No change.	■
Adolescent Family Life Program (AFLP)/Cal-Learn	Yes	Mandated	No change.	■
STEPS	Yes	Mandated	No change.	■
Medical Marijuana ID Card (MMIC)	Yes	Mandated	No change.	■
Disaster Medical Services/ Emergency Preparedness	Yes	Mandated	No change.	■
Child Health and Disability Program (CHDP)	Yes	Mandated	No change.	■
Traffic Safety	Yes	Non-Mandated	No change.	■
Immunization Registry	Less than 5%	Mandated	No change.	■
Vital Registration	No	Mandated	No change.	■
Lead Poisoning Control	No	Non-Mandated	No change.	■

Impact on Current Level of Service:

□ = Eliminated ▼ = Reduced ◻ = Modified ▲ = Enhanced ■ = No Change



## County Executive's Recommendation

### Nutrition/Wellness, Women, Infant and Children (WIC)

**Generate New Comprehensive Perinatal Services Program (CPSP) Revenues through Coordination of WIC/SCVMC Prenatal Clients:** The Public Health Department Nutrition & Wellness, WIC Program, and the Valley Health Center CPSP will launch a new collaboration, resulting in increased service to clients and an annual revenue increase of \$501,490. The collaboration will have existing WIC nutritionists providing at least 2 Nutrition CPSP Assessments to VMC/WIC Prenatal Clients at East Valley, Bascom, Tully, Gilroy and Fair Oaks. These are Federally Qualified Health Centers, which is a requirement for CPSP activities.

Full implementation will require adding 1.0 Health Care Program Analyst II for a cost of \$113,188 to assist Nutrition & Wellness administration in the implementation, quality assurance, data systems work and systems coordination issues related to the implementation of CPSP. The CPSP client will have a consultation with the Public Health Nutritionist (RD) to provide selected components of the nutrition assessment or intervention (nutrition education). The Nurse Case Managers will continue to provide the assessment and intervention for the other two disciplines: health education and psychosocial. The public health nutritionist will complete the assessment or intervention and forward the information to WIC.

Through CPSP, the client can receive several nutrition interventions, depending on her health status. In FY 2007 WIC served 17,475 participants per month throughout their five sites, and expects to reach 18,000 by the end of calendar year 2008. Prior to implementation in July 2008, WIC and VMC staff will work on the program design, scheduling, identifying the staff, and defining the type of intervention, billing, and evaluation systems.

**Service Impact:** The recommendation has no negative impact to the current level of direct client services.

**Position Added: 1.0**

**Ongoing Costs: \$113,188**

Offset by CPSP Revenues of \$501,490 in SCVMC BU 921

### Regional Services

**Generate New Comprehensive Perinatal Services Program (CPSP) Revenues through Services to Post-Partum Clients:** In FY 2008, a new collaboration was undertaken by the Public Health Department Regional Services and the Valley Health Center Comprehensive Perinatal Services Program (CPSP). The Regional Public Health Nurses anticipate visiting 3,000 post-partum CPSP clients per year. The PHNs are able to visit more clients as CPSP clients require significantly less paperwork than Targeted Case Management (TCM) clients, so more clients can be served in less time.

From September 2007 to January 2008, PHNs saw more than 1,800 clients, which would exceed the annual estimate of 3,000. For FY 2009, 5,256 visits are estimated. Associated with the increase in \$1,396,468 of CPSP revenue is a related decrease in TCM revenue of about \$1,064,807 as clients cannot be billed to both programs, resulting in a net increase of \$330,661 in revenues.

As the number of CPSP visits increase, the addition of 1.0 Office Specialist III is needed to process referrals and perform associated clerical duties, and 1.0 Office Management Coordinator to oversee all of the regional offices' clerical staff, and provide quality assurance of CPSP and TCM billing systems. The staffing costs of \$170,242 will be offset by new CPSP revenue.

**Service Impact:** The recommendation has no negative impact to the current level of direct client services. CPSP post-partum clients will be a part of each PHN's caseload, in addition to their other clients. All PHNs will accept referrals for CPSP, as appropriate to their caseload. In addition, the PHIHS data system improvements have led to time saving measures, and the department is continuing to explore additional measures such as handheld mobile devices for nurses to take into the field. Also, management and staff are committed to provide efficient and quality service.

**Positions Added: 2.0**

**Total Ongoing Costs: \$1,235,049**

Ongoing Costs: \$170,242

Reduced Ongoing TCM Revenues: \$1,064,807

Offset by CPSP Revenues of \$1,395,468 in SCVMC BU 921



**Generate New Targeted Case Management (TCM) Revenue by Focusing on Senior Care Services:** Services will be provided by the PHNs to a new targeted group of clients age 65 years old and over with one of the following risk factors: homebound or unable to carry out average daily living without assistance; no 'medical home' or frequent use of emergency room; inadequate resources and/or lack of support systems; multiple problems that affect health/safety; and at risk for abuse/neglect. Services provided include comprehensive in-home public health nursing and social worker assessment for clients meeting criteria, and coordination of needed referrals and services with interdepartmental and community agencies.

The PHD, Social Services Agency (SSA) and Ambulatory Care Services will coordinate clients to be referred to PHNs. Public Health Nursing will actually begin this new service in April 2008, so the program will be fully operational by FY 2009. A referral form will be developed and in-service meetings will be held with Ambulatory Care staff, SSA staff and other CBO staff to let them know of the new service. An outreach flyer will be developed. Referrals will be faxed to the PHN Referral Center where cases are dispersed to the Regional offices.

It is estimated that 1,060 home visits will be provided. In order to coordinate with SSA and SCVHHS Ambulatory Care and coordinate referrals, this proposal will add 1.0 Medical Social Worker II and 1.0 Health Services Representative positions for a total cost of \$186,412. The Medical Social Worker will assist with assigning referrals as well as providing case management to select clients. The Health Services Representative will reside at the TCM/CPSP Referral Center and will process referrals from VMC to Health, provide data entry and follow-up on billing systems. It is estimated that the reimbursement for 1,060 client visits will generate \$530,000 in additional TCM revenues.

**Service Impact:** The recommendation has no negative impact on current direct client services. All PHNs will accept referrals for seniors, as appropriate to their caseload. Seniors will be a part of each PHN's caseload, in addition to their other clients.

**Positions Added: 2.0**  
**Total Ongoing Savings: \$343,588**  
 Ongoing Revenues: \$530,000  
 Ongoing Costs: \$186,412

**Delete 1.0 Vacant Public Health Nurse position:** The position has been vacant for two years, and workload has been absorbed by remaining staff. As there was no extra help being used, no clients were seen and therefore no revenue was collected.

**Service Impact:** The recommendation has no negative impact to current level of direct client services.

**Position Reduced: 1.0**  
**Ongoing Savings: \$161,509**

### ▲ Disease Control

**Increase Resources for Sexually Transmitted Disease (STD) Services:** The revenue increase is a new funding component of the STD prevention contract and the grant award period goes through June 30, 2009. There was no budget for this component in FY 2007 and the budget for FY 2008 is \$30,000. Associated with the new grant funding is the increase in expenditures of \$2,138 for operating expense and \$3,000 for travel expenses.

**Service Impact:** Additional STD interventions will be provided.

**Total Ongoing Savings: \$24,862**  
 Ongoing Revenues: \$30,000  
 Ongoing Costs: \$5,138

### ▲ Emergency Medical Services

**Increase revenue for Cardiac Center Designation Fee:** The EMS Agency and pre-hospital providers have been making improvements in cardiac care for the past four years, including revising pre-hospital treatment protocols and upgrading field equipment and training so that all Santa Clara County paramedics are able to obtain 12-lead electrocardiograms (EKGs) and identify "ST Segment Elevation Myocardial Infarction" (STEMI) patients.

The EMS Agency proposes to implement a Comprehensive Cardiac Care System in Santa Clara County, similar to those programs which have been successfully implemented in the other California counties, whereby hospitals with emergency cardiac catheterization capability will be designated by the EMS Agency as STEMI Receiving Centers and pre-hospital protocols will be revised so that patients identified as having a STEMI are directed to the closest STEMI Receiving Center hospital. If the Board approves the

implementation of the Comprehensive Cardiac Care System, EMS will propose to include a Cardiac Center designation fee commencing on July 2008.

EMS proposes a new fee of \$8,000 per designated hospital (8 total) per year to cover the County EMS Agency's cost of initial hospital designation, re-designation, and contract and regulatory oversight including quality review and data collection. The cardiac center designation fee is similar to the stroke center designation fee. The patient volume of cardiac patients is projected to be higher than the volume of stroke patients, so the new system will require additional data collection, review and monitoring. If approved and implemented, Santa Clara County will be the fifth county in California to have an organized Cardiac Care program (including hospital designations). The EMS Agency will have about \$18,000 in direct and indirect costs associated with implementation and the on-going maintenance of the Cardiac Care Program. The fee is designed to recover most or all of these costs.

**Service Impact:** The fee recommendation has no impact to direct client services.

**Total Ongoing Savings: \$54,000**

Ongoing Revenues: \$64,000

Ongoing Costs: \$10,000

Ongoing Costs of \$8,000 are budgeted in SCVMC BU 921

## ▲ Public Health Administration

**Increase \$267,536 in Medi-Cal Administrative Activities (MAA) Revenues:** School Districts in Region 5 (Santa Clara, Santa Cruz, Monterey and San Benito Counties) that qualify for MAA claiming are requested to participate through the Local Governmental Agency (LGA) or Local Educational Consortia (LEC) of their choice. Currently there are eight school districts claiming through county LGA. The claims vary greatly, as the school districts are of different sizes and Medi-Cal-eligible populations.

\$210,000 reflects the earned administrative fee from the most recently filed school MAA claims, and the PHD does not need additional resources to process these additional claims at this time. \$57,536 in additional revenue will be earned by PH Administrative staff being added to the MAA claiming plan for FY 2009.

**Service Impact:** The recommendation has no impact to direct client services.

**Ongoing Revenues: \$267,536**

### Add 1.0 Office Specialist III position for Support Services:

This recommendation will add 1.0 Office Specialist III position in Public Health Administration for a cost of \$72,256. During the FY 2008 budget, many clerical positions were deleted from the Administration, Regional Services and other program areas. Restoring clerical support is a priority, with the intention of creating a clerical support position to assist various programs throughout the PHD during employee leaves and vacations, and with time-sensitive projects.

**Service Impact:** This position provides clerical support for various programs in the department, and adding the position is necessary for improving efficiency and effectiveness of the clerical support function for the department.

**Position Added: 1.0**

**Ongoing Costs: \$72,256**

## ■ Public Health Pharmacy

**Recognize \$200,000 in Medications Savings:** Public Health Department implemented 340B pricing for AIDS Drug Assistance Program (ADAP) medications in December, 2007. The \$200,000 savings is a result of the reduced cost of purchasing newly added ADAP medications to TB and other medications that were previously purchased through the 340B program, at approximately 30% less than the Novation contract pricing for those drugs which are 340B-eligible.

**Service Impact:** The recommendation has no impact to direct client services.

**Ongoing Savings: \$200,000**

## ■ Immunization Services (IZ)

**Delete 0.5 Vacant Health Information Clerk position:** The position has been vacant for over two years and covered by extra help in FY 2007. The current workload is being handled by both the Health Services Representative and the Public Health Assistant in the program, and include answering help desk lines and offering assistance to patients, physicians and the public; completing



purchase orders and supply requisitions for the Immunization Program; mailing of newsletters and informational materials to CBOs, provider sites and physicians; updating the provider lists on a periodic basis and entering patient data in the immunization registry database. This is not a registry position. The current workload is being handled by both the HSR and the PHA in the program.

**Service Impact:** The recommendation has no negative impact to current level of direct client services.

**Position Reduced: 0.5**  
**Ongoing Savings: \$34,230**

**Reduce Extra Help Usage:** The Immunization Program has maintained an extra-help line item for peak/seasonal-related help. Due to the transfer of the pediatric immunization services to Ambulatory Care, this expense budget can be reduced.

**Service Impact:** The recommendation has no negative impact on current level of direct client services.

**Ongoing Savings: \$86,207**

## California Children's Services (CCS)

**Delete 0.5 Vacant Information Services Technician position:** This position has been vacant for over two years and is not covered by extra help. CCS will continue to utilize the Information Services help desk for assistance with operating, monitoring, installing, testing, and repairing a wide variety of information systems equipment and applications.

**Service Impact:** The recommendation has no negative impact to current level of services.

**Position Reduced: 0.5**  
**Ongoing Savings: \$45,835**

## Public Health Laboratory

**Reduce Office Expenses:** As the Lab-Bioterrorism program has become established and office expenses have been purchased, ongoing office expenses can be reduced.

**Service Impact:** The reduction has no impact on direct client services.

**Ongoing Savings: \$32,448**

## Lease Savings

**Remove Lease Expenses for Gilroy Women, Infant and Children (WIC) Program:** As the new Valley Health Center in Gilroy is expected to be completed and ready for occupancy in July 2008, the WIC Program in Gilroy will vacate the current leased facility and move into this new County-owned facility with a savings in lease expenses of \$31,320. The leased facility is currently shared between the PHD and MHD, and the MHD has the need to expand and fully utilize the space for their self-help mental health center supported by MHSA funds.

**Service Impact:** The recommendation has no impact on direct client services.

**Ongoing Savings: \$31,320**

## All Hazards and Pandemic Flu Preparedness Planning

**Allocate One-time Funding of \$1.0 million for the Implementation of the All Hazards and Pandemic Influenza Preparedness and Response Plan:** In June 2007, the Board of Supervisors approved the second year of the one-time funding of \$2.5 million for FY 2008, to develop the Pandemic Influenza Preparedness and Response Plan. This recommendation continues these planning efforts. Funds are needed to support continued expenditures for supplies, training/drills and public information as follows:

- \$100,000 for educational services
- \$35,000 for warehouse security
- \$32,000 for moving costs
- \$833,000 for Influenza Community Center supplies

**Service Impact:** Allocation of the \$1.0 million funding will further develop the capacity to coordinate needed community and medical preparedness; enhance the core functions needed for response; allow key partners

to develop preparedness capacity; as well as continue stockpiling the basic supplies necessary for an immediate response to pandemic influenza.

**One-Time Cost: \$1,000,000**

## ▲ ITEC Projects

**Allocate One-time \$20,136 and Ongoing \$7,361 Funding for the Secure Messaging Project:** In 1996 the Federal Government established the Health Information Portability Access Act (HIPAA) and required that any electronic communications between patient-provider, provider-provider and/or provider-insurance, of known Personal Health Information (PHI), be encrypted to safeguard the privacy of the patient. During FY 2008 SCVHHS implemented the first phase of secured e-mail for inpatient and ambulatory areas of the organization, this request is to extend the current capabilities, and add more to the Public Health, Mental Health, DADS and Children's Shelter Custody Health departments. The added capabilities are intended to provide patients with a portal to securely communicate to the pharmacy department for prescription refills, and to pose questions to nurses and to support clinical staff.

**Service Impact:** The need for electronic communication between patient-provider, provider-provider and provider-insurance needs to be secured to ensure personal health information does not fall into the wrong hands when traveling throughout the public internet infrastructure. County policies also require that this type of information, PHI as well as any other confidential information, be secured to ensure the County is protected against any threats and/or data breaches.

**One-Time Cost: \$20,136**

**Ongoing Costs: \$7,361**

Ongoing costs of \$7,361 reflects the Chargeback from SCVMC BU 921

**Allocate One-time Funding of \$80,000 for the COGNOS 8 Business Intelligence Project:** The Cognos 8 Business Intelligence solution is a robust reporting tool that provides access to a complete list of self-serve report types, is adaptable to any data source, and operates from a single metadata layer for a variety of benefits, such as providing an authoring environment for creating all report types.

Over the last eight years, the Public Health Department has been successful in the process of integrating its systems to best fit the operational needs of the department. Through the use of Cognos 8 Business Intelligence tools, the department will be able to better analyze and report off of the integrated data sources, and further consolidate the use of data reporting views via a single web-based portal.

**Service Impact:** The Cognos 8 Business Intelligence tools provide the opportunity for the department to utilize a single source solution for data analysis and reporting, without the costly expense of implementing a complete data warehouse strategy. A pilot of the Cognos Business Intelligence tools took place within Public Health in FY 2008, and the department plans to continue to expand the use of this tool, and provide an environment from which enhanced data analysis of Public Health systems can take place. A single source of key data will create an efficient and effective tool to quickly provide answers for decision makers, on a daily operational basis, or during a public health event.

**One-Time Cost: \$80,000**

**Allocate One-time Funding of \$75,000 for Information Technology Infrastructure Replacement:** This project will replace aging/obsolete equipment that meets or exceeds the County's Information Technology Replacement criteria. These funds will be used for hardware purchases for end-of-life server replacements. This project is recommended by the Information Technology Executive Committee (ITEC).

**Service Impact:** Continued and enhanced service delivery to include safety and security issues.

**One-Time Cost: \$75,000**



### Public Health — Budget Unit 410 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
41011	Administration Fund 0001	\$ 21,824,231	\$ 20,299,719	\$ 19,201,608	\$ 17,752,151	\$ (2,547,568)	-12.5%
41012	Central Services Fund 0001	36,255,810	35,723,526	37,707,991	36,659,650	936,124	2.6%
41013	Support Services Fund 0001	7,455,368	5,180,568	6,056,002	5,003,665	(176,903)	-3.4%
41014	Ambulatory Care Fund 0001	10,586,664	1,482	1,482	5,324	3,842	259.2%
41015	Emergency Medical Services Fund 0001	3,498,332	4,486,425	6,350,695	4,815,598	329,173	7.3%
41016	Region #1 Fund 0001	2,256,113	1,967,683	2,050,131	2,256,945	289,262	14.7%
41017	Region #2 Fund 0001	4,737,094	3,886,542	3,886,542	3,806,001	(80,541)	-2.1%
41018	Region #3 Fund 0001	2,256	36,629	36,629	33,944	(2,685)	-7.3%
41019	Region #4 Fund 0001	2,807,519	2,527,213	2,527,213	2,502,200	(25,013)	-1.0%
41020	Region #5 Fund 0001	5,153,358	4,618,739	4,536,291	4,636,295	17,556	0.4%
41021	Region #6 Fund 0001	1,652,357	1,844,313	1,844,313	1,844,276	(37)	0.0%
<b>Total Net Expenditures</b>		<b>\$ 96,229,102</b>	<b>\$ 80,572,839</b>	<b>\$ 84,198,897</b>	<b>\$ 79,316,049</b>	<b>\$ (1,256,790)</b>	<b>-1.6%</b>

### Public Health — Budget Unit 410 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
41011	Administration Fund 0001	\$ 22,756,064	\$ 21,101,793	\$ 20,255,975	\$ 23,022,840	\$ 1,921,047	9.1%
41012	Central Services Fund 0001	36,938,599	36,119,321	38,132,687	37,085,220	965,899	2.7%
41013	Support Services Fund 0001	7,543,776	5,272,350	6,147,784	5,095,447	(176,903)	-3.4%
41014	Ambulatory Care Fund 0001	12,052,069	1,482	1,482	5,324	3,842	259.2%
41015	Emergency Medical Services Fund 0001	3,498,332	4,486,425	6,499,849	4,964,752	478,327	10.7%
41016	Region #1 Fund 0001	2,256,113	1,967,683	2,050,131	2,256,945	289,262	14.7%
41017	Region #2 Fund 0001	4,737,094	3,886,542	3,886,542	3,806,001	(80,541)	-2.1%
41018	Region #3 Fund 0001	2,256	36,629	36,629	33,944	(2,685)	-7.3%
41019	Region #4 Fund 0001	2,807,519	2,527,213	2,527,213	2,502,200	(25,013)	-1.0%
41020	Region #5 Fund 0001	5,153,358	4,618,739	4,536,291	4,636,295	17,556	0.4%
41021	Region #6 Fund 0001	1,652,357	1,844,313	1,844,313	1,844,276	(37)	0.0%
<b>Total Gross Expenditures</b>		<b>\$ 99,397,537</b>	<b>\$ 81,862,490</b>	<b>\$ 85,918,896</b>	<b>\$ 85,253,244</b>	<b>\$ 3,390,754</b>	<b>4.1%</b>

### Public Health — Budget Unit 410 Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 58,904,728	\$ 51,607,633	\$ 51,725,283	\$ 51,878,943	\$ 271,310	0.5%



## Public Health — Budget Unit 410 Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Services And Supplies	40,399,559	30,254,857	34,098,613	33,374,301	3,119,444	10.3%
Operating/Equity Transfers	93,250	—	95,000	—	—	—
<b>Subtotal Expenditures</b>	<b>99,397,537</b>	<b>81,862,490</b>	<b>85,918,896</b>	<b>85,253,244</b>	<b>3,390,754</b>	<b>4.1%</b>
Expenditure Transfers	(3,168,435)	(1,289,651)	(1,719,999)	(5,937,195)	(4,647,544)	360.4%
<b>Total Net Expenditures</b>	<b>96,229,102</b>	<b>80,572,839</b>	<b>84,198,897</b>	<b>79,316,049</b>	<b>(1,256,790)</b>	<b>-1.6%</b>

## Public Health — Budget Unit 410 Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
41011	Administration Fund 0001	\$ 8,809,444	\$ 11,303,055	\$ 11,463,416	\$ 7,935,661	\$ (3,367,394)	-29.8%
41012	Central Services Fund 0001	30,272,141	33,320,302	33,614,839	32,417,737	(902,565)	-2.7%
41013	Support Services Fund 0001	6,273,860	4,815,510	5,690,944	4,790,944	(24,566)	-0.5%
41014	Ambulatory Care Fund 0001	2,361,159	—	—	—	—	—
41015	Emergency Medical Services Fund 0001	2,936,285	3,868,199	3,650,107	2,919,902	(948,297)	-24.5%
41016	Region #1 Fund 0001	214	—	—	—	—	—
41017	Region #2 Fund 0001	334	—	—	—	—	—
41019	Region #4 Fund 0001	289	—	—	—	—	—
41020	Region #5 Fund 0001	144,044	—	—	—	—	—
41021	Region #6 Fund 0001	182	—	—	—	—	—
<b>Total Revenues</b>		<b>\$ 50,797,953</b>	<b>\$ 53,307,066</b>	<b>\$ 54,419,306</b>	<b>\$ 48,064,244</b>	<b>\$ (5,242,822)</b>	<b>-9.8%</b>

## Administration Fund 0001 — Cost Center 41011 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	40.5	\$ 20,299,719	\$ 11,303,055
Board Approved Adjustments During FY 2008	1.0	(1,098,111)	160,361
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(141,080)	—
Internal Service Fund Adjustments	—	(769,359)	—
Other Required Adjustments	—	(793,732)	(3,527,755)
Subtotal (Current Level Budget)	41.5	\$ 17,497,437	\$ 7,935,661
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Phone Rate Adjustment	—	(39)	—
Increase Chargeback from Public Health Department to SCVMC for Secure Messaging Project	—	7,361	—
<b>Decision Packages</b>			
1. Adjust appropriations for Public Health Administration	1.0	72,256	—



## Administration Fund 0001 — Cost Center 41011

### Major Changes to the Budget

	Positions	Appropriations	Revenues
◆ add 1.0 FTE Office Specialist III position for a cost of \$72,256			
2. Adjust appropriations for ITEC Projects	—	175,136	—
◆ allocate one-time funding of \$20,136 for Secured Messaging Project			
◆ allocate one-time funding of \$80,000 for COGNOS 8 Business Intelligence Project			
◆ allocate one-time funding of \$75,000 for IT Infrastructure Replacement			
Subtotal (Recommended Changes)	1.0	\$ 254,714	\$ —
<b>Total Recommendation</b>	<b>42.5</b>	<b>\$ 17,752,151</b>	<b>\$ 7,935,661</b>

## Central Services Fund 0001 — Cost Center 41012

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	236.0	\$ 35,723,526	\$ 33,320,302
Board Approved Adjustments During FY 2008	4.0	1,984,465	294,537
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-2.0	(342,780)	—
Internal Service Fund Adjustments	—	246,250	(337,332)
Other Required Adjustments	—	(1,229,263)	(622,499)
Subtotal (Current Level Budget)	238.0	\$ 36,382,198	\$ 32,655,008
<b>Recommended Changes for FY 2009</b>			
<b>Internal Service Fund Adjustments</b>			
FY 2009 Data Processing Adjustment	—	64	—
Transfer lease costs for Gilroy WIC Program in Public Health Department to Mental Health Department programs to be supported by MHSA funds	—	(31,320)	—
<b>Decision Packages</b>			
1. Revenue Enhancement - Sexually Transmitted Disease (STD) Grant	—	5,138	30,000
◆ increase \$30,000 in STD revenue			
◆ increase \$5,138 in services and supplies expenses			
2. Revenue Enhancement - increase Medi-Cal Administrative Activities (MAA) claims	—	—	267,536
◆			
3. Augment staffing due to increase revenue coordination of WIC/VMC prenatal clients	1.0	113,188	—
◆ add 1.0 FTE Health Care Program Analyst II position for the cost of \$113,188			
◆ increase of \$501,490 in CPSP revenues will be reflected in Santa Clara Valley Medical Center budget			
4. Adjust appropriations for Regional Services due to increased visits to post-partum clients	2.0	170,242	(1,064,807)
◆ reduce \$1,064,807 in TCM revenues			
◆ add 1.0 FTE Office Specialist III position for a cost of \$72,256			
◆ add 1.0 FTE Office Management Coordinator position for a cost of \$97,986			
◆ increase of \$1,395,468 in CPSP revenues will be reflected in Santa Clara Valley Medical Center budget			
5. Recommend change in TCM target population to senior care services	2.0	186,412	530,000



### Central Services Fund 0001 — Cost Center 41012 Major Changes to the Budget

	Positions	Appropriations	Revenues
◆ increase \$530,000 in TCM revenues			
◆ add 1.0 FTE Medical Social Worker II position for a cost of \$112,542			
◆ add 1.0 FTE Health Services Representative position for a cost of \$73,870			
6. Adjust appropriation for Immunization Services	-0.5	(120,437)	—
◆ delete 0.5 FTE vacant Health Information Clerk for a savings of \$34,230			
◆ reduce \$86,207 in funding for extra help expenses			
7. Adjust appropriations for California Childrens Services	-0.5	(45,835)	—
◆ delete 0.5 FTE vacant Information Services Technician position for a savings of \$45,835			
Subtotal (Recommended Changes)	4.0	\$ 277,452	\$ (237,271)
<b>Total Recommendation</b>	<b>242.0</b>	<b>\$ 36,659,650</b>	<b>\$ 32,417,737</b>

### Support Services Fund 0001 — Cost Center 41013 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	19.5	\$ 5,180,568	\$ 4,815,510
Board Approved Adjustments During FY 2008	—	875,434	875,434
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	80,108	—
Internal Service Fund Adjustments	—	3	(24,566)
Other Required Adjustments	—	(900,000)	(875,434)
Subtotal (Current Level Budget)	19.5	\$ 5,236,113	\$ 4,790,944
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Pharmacy Savings	—	(200,000)	—
◆ reduce \$200,000 in pharmacy expenses due to savings from 340B pricing program			
2. Adjust appropriations for Public Health Bioterrorism Lab	—	(32,448)	—
◆ reduce \$32,448 in funding for office expenses			
Subtotal (Recommended Changes)	—	\$ (232,448)	\$ —
<b>Total Recommendation</b>	<b>19.5</b>	<b>\$ 5,003,665</b>	<b>\$ 4,790,944</b>

### Ambulatory Care Fund 0001 — Cost Center 41014 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	—	\$ 1,482	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(1,482)	—
Internal Service Fund Adjustments	—	5,324	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 5,324	\$ —



### Ambulatory Care Fund 0001 — Cost Center 41014 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 5,324	\$ —

### Emergency Medical Services Fund 0001 — Cost Center 41015 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	22.0	\$ 4,486,425	\$ 3,868,199
Board Approved Adjustments During FY 2008	-3.0	1,864,270	(218,092)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-1.0	(75,862)	—
Internal Service Fund Adjustments	—	784,138	(947,869)
Other Required Adjustments	—	(3,253,373)	153,664
Subtotal (Current Level Budget)	18.0	\$ 3,805,598	\$ 2,855,902
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Revenue Enhancement - EMS Cardiac Center Designation Fees	—	10,000	64,000
◆ increase \$64,000 in revenues			
◆ increase \$10,000 in expenses for direct and indirect costs			
◆ increase of \$8,000 in expenses for direct and indirect costs will be reflected in Santa Clara Valley Medical Center budget			
2. Adjust appropriations for Pandemic Flu/Medical Mass Care Implementation Planning	—	1,000,000	—
◆ increase \$1,000,000 in one-time funding to support continued expenditures for supplies			
Subtotal (Recommended Changes)	—	\$ 1,010,000	\$ 64,000
<b>Total Recommendation</b>	18.0	\$ 4,815,598	\$ 2,919,902

### Region #1 Fund 0001 — Cost Center 41016 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	14.5	\$ 1,967,683	\$ —
Board Approved Adjustments During FY 2008	1.0	82,448	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	1.0	207,333	—
Internal Service Fund Adjustments	—	(519)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	16.5	\$ 2,256,945	\$ —



### Region #1 Fund 0001 — Cost Center 41016 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	16.5	\$ 2,256,945	\$ —

### Region #2 Fund 0001 — Cost Center 41017 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	29.0	\$ 3,886,542	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(80,541)	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	29.0	\$ 3,806,001	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	29.0	\$ 3,806,001	\$ —

### Region #3 Fund 0001 — Cost Center 41018 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	—	\$ 36,629	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(2,685)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 33,944	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 33,944	\$ —



### Region #4 Fund 0001 — Cost Center 41019 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	18.0	\$ 2,527,213	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	1.0	80,819	—
Internal Service Fund Adjustments	—	(105,832)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	19.0	\$ 2,502,200	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	19.0	\$ 2,502,200	\$ —

### Region #5 Fund 0001 — Cost Center 41020 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	32.0	\$ 4,618,739	\$ —
Board Approved Adjustments During FY 2008	-1.0	(82,448)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	25,234	—
Internal Service Fund Adjustments	—	74,770	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	31.0	\$ 4,636,295	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	31.0	\$ 4,636,295	\$ —

### Region #6 Fund 0001 — Cost Center 41021 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	13.5	\$ 1,844,313	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	1.0	187,594	—
Internal Service Fund Adjustments	—	(26,122)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	14.5	\$ 2,005,785	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			



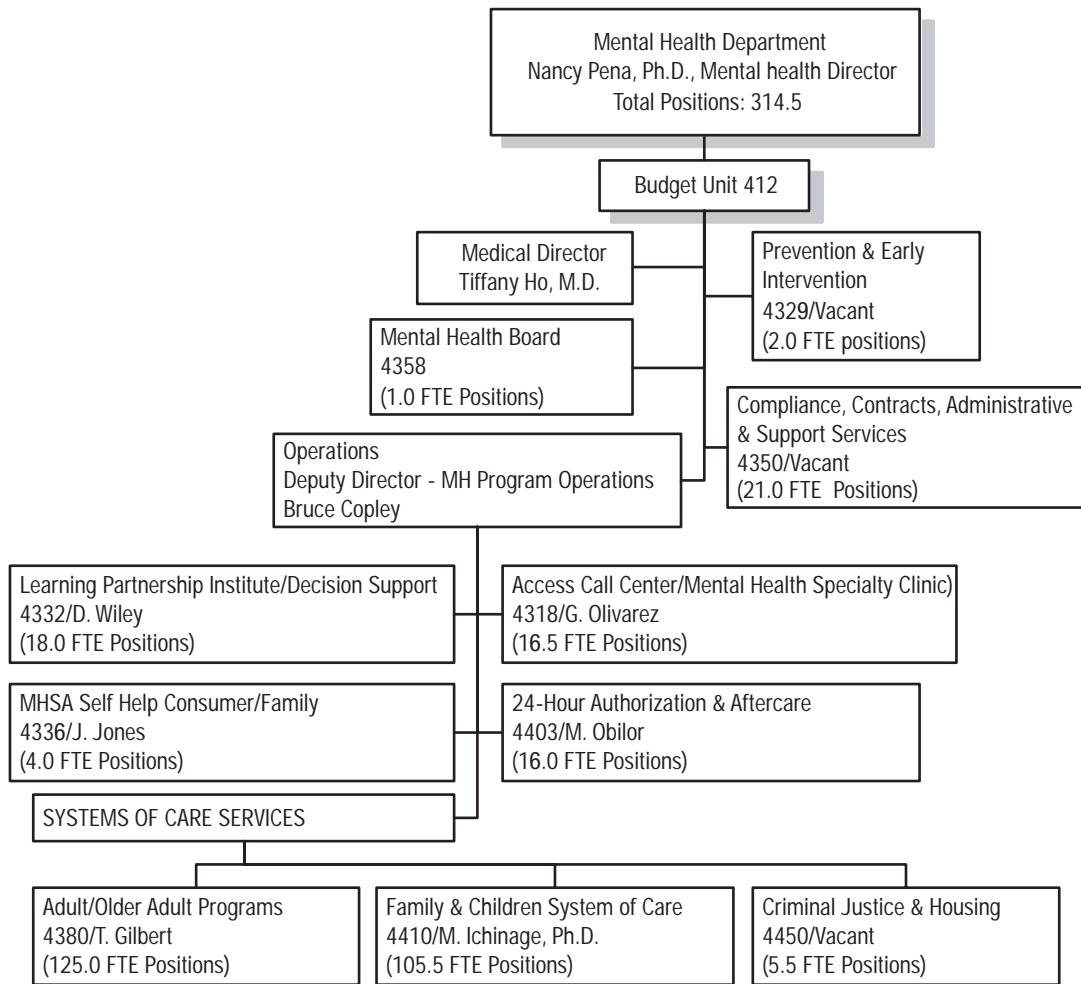
**Region #6 Fund 0001 — Cost Center 41021**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Decision Packages</b>			
1. Adjust appropriations for Regional Services	-1.0	(161,509)	—
◆ delete 1.0 FTE vacant Public Health Nurse position for a savings of \$161,509			
Subtotal (Recommended Changes)	-1.0	\$ (161,509)	\$ —
<b>Total Recommendation</b>	13.5	\$ 1,844,276	\$ —

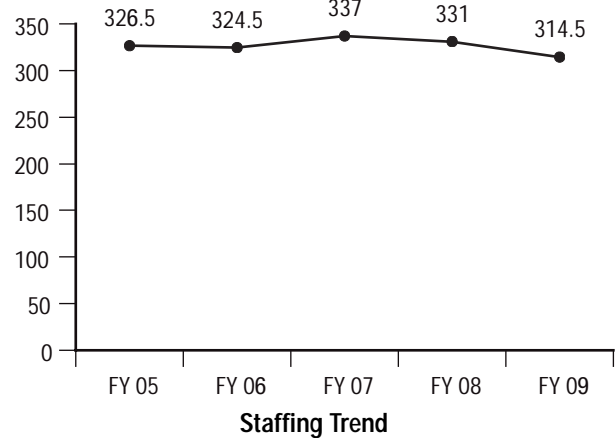
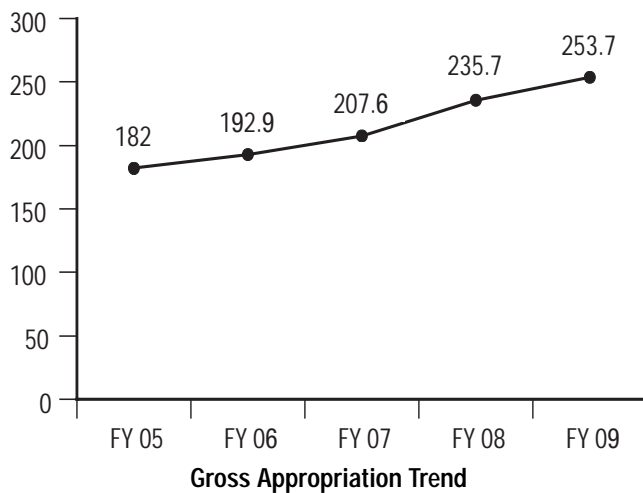




# Mental Health Department



Section 4: Santa Clara Valley Health & Hospital System



## 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

### Mission:

The Mental Health Department provides programs and services that are directed toward improving:

- ◆ Community Health
- ◆ Individual Well-Being and Achievement of Personal Goals
- ◆ Community Safety

### Desired Results:

Background: The Mental Health Department serves an estimated 19,000 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. In 2007 the MHD awarded 8 new contracts under the Mental Health Services Act designed to address the full scope of services needed by the seriously mentally ill, and opened an Urgent Care service co-located at the Central Mental Health Clinic in close proximity to the Emergency Psychiatric Service.

The Department's services are designed to accomplish the following goals:

- ◆ Improve childrens' emotional and behavioral functioning at home and school and improve their social functioning within their family as well as within other meaningful relationships.
- ◆ Improve the psychological and social functioning of adults and older adults and reduce symptoms that make work and other 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-based Budget Information

**Service Area:** Health and Hospital System

**Department:** Mental Health

### Performance Indicators

The following performance indicators were chosen to demonstrate progress toward achieving the goals listed above.

Data for the various indicators are based on information available through the Data Warehouse, Unicare, Social Services, Coroner's Office and the MHD Quality Improvement Unit. All data have 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 provider service production, program reviews, and responses to standard survey instruments completed by clients or family members. County suicide data were obtained from the Coroner's office; national data came from the NIH Healthy People 2010 document.

### Workload

Clients Served (w/duplicated episodes) by Type of Service:	2004	2005	2006	2007
24 Hour Total (18+ yrs old)	3,668	3,049	3,142	3,378
Community Total (18+ yrs old)	16,030	15,308	13,557	13,186
Juvenile & Criminal Justice Total	4,049	4,204	4,201	4,164
EPS Total (18+ yrs old)	7,176	9,375	9,277	9,159

**Analysis:** This is a measure of system utilization trends by type of care. With the past years' budget reductions, fewer clients were treated in Outpatient services in FY 2007. Community adult services showed the largest decrease. Criminal justice figures were estimated based on recorded data plus an adjustment factor due to incomplete reporting. The increase in 24 Hour Care may be associated with the reduction in community based services and community residential placement options. See Graph 1.

**Source:** Unicare for outpatient and 24 hour care, and Invision for EPS and BAP, internal data for contract hospital utilization

Percentage of Clients 18+ Years of Age in 24 Hour Care	2004	2005	2006	2007
Clients in 24 Hr Care as a % of Total Clients (w/Duplicate Episodes)	12.7%	10.8%	12.6%	12.8%

**Analysis:** 24 hour care includes acute hospital, skilled nursing, State hospital, IMD and residential care facilities. Clients in 24 hour care as a percent of total clients served shows a decrease between 2004 and 2005 as a result of efforts to place IMD and State Hospital clients in less restrictive community settings. However, the increase in 2006 and 2007 is believed to be related to the decrease in outpatient services and housing placement options and suggests a trend towards increased 24-hour utilization. See Graph 2.

**Source:** Unicare for outpatient, Invision for EPS and BAP, internal data for contract hospital utilization

Trend in Emergency Psychiatric Services Episodes:	2004	2005	2006	2007
Open Clients with Unduplicated Episodes	7,179	10,560	10,277	10,065
Readmissions	3,511	5,686	5,512	5,155
Readmission Percent	48.9%	53.8%	53.6%	51.2%

**Analysis:** The large increase in episodes between 2004 and 2005 may be due to a change in the data source. FY 2005 through FY 2007 data are, from the Invision system, while previous years were from the Data Warehouse. Admissions and readmissions appear to show a small downward trend. However, the slight decrease may be related to the longer lengths of stay, which has an impact on the number of clients who can be seen in the course of a year. In addition, the opening of the Urgent Care service may also be redirecting clients away from EPS and into a more appropriate level of care. See Graph 3.

**Source:** Invision



## Performance-based Budget Information

Service Area: Health and Hospital System		Department: Mental Health			
Percentage of Foster Children Receiving Mental Health Services	2004	2005	2006	2007	
Children in Foster Placement	2,099	2,061	2,040	1,972	
Foster Children Receiving Mental Health Services	469	487	414	513	
Sample data for November for 2004-2005, and 6 month average for Jan-Jun 2007	22.3%	23.6%	20.3%	26.0%	

**Analysis:** This indicator shows the change in access to appropriate services to enhance client coping skills and reduce the long-term impact associated with the trauma of abuse, neglect and removal from home. While the number of children in foster care appears to have decreased, the percent receiving mental health services has averaged 23%, with some annual fluctuation. Services to children in foster care will be expanded and enhanced through the implementation of specific work plans in the Mental Health Services Act Plan. Implementation began in FY 2007 and an increase in service to foster children is beginning to be realized. See Graph 4.

**Source:** Unicare and Social Services Child Placement Report

### Program Performance

Child and Adolescent Client Satisfaction:	2004	2005	2006	2007
Received Services Wanted - Family Response	83.1%	85.2%	84.8%	86.2%
Received Services Wanted - Client Response		74.6%	87.6%	78.8%
Programs Have Met Needs - Family Response	73.8%	87.6%	75.6%	75.4%
Programs Have Met Needs - Client Response		70.4%	75.8%	75.4%

**Analysis:** Self-reporting on standardized survey instruments responses showed an improving trend in family satisfaction related to the services they wanted, and no change in their satisfaction with the extent to which those services met their needs. Client responses were similar to family responses regarding services meeting their needs but fell with regard to services being those they wanted. The client survey data will continue to be reported in future years, consistent with the MHSA initiatives directed toward improved responsiveness to client needs. See Graphs 5a and 5b.

**Source:** Youth Satisfaction Survey (YSS) and Youth Satisfaction Survey for Families (YSS-F) both instruments supplied by the CA Department of Mental Health (DMH). Data analyzed by MHD.

Adult/Older Adult Client Satisfaction:	2004	2005	2006	2007
Liked Services	88.0%	91.8%	88.5%	85.6%
Received Services Needed	80.6%	85.1%	79.6%	80.1%

**Analysis:** Self-reporting on standardized surveys showed a slight increase in the percent of clients indicating positive response (agree or strongly agree) to receiving service they needed, but a decline in positive responses to receiving the services they wanted. Overall, these scores of 80% and higher indicate general satisfaction with services received. Results will be incorporated into the quality improvement program and used for program improvement initiatives over the next year. See Graph 6.

**Source:** Mental Health Statistics Improvement Program (MHSIP) data. Survey instruments supplied by DMH. Data analyzed by MHD

### Outcome:

Under the Mental Health Services Act, new client outcome data is being developed for County and State reporting. This data will be more sensitive and comparable to similar counties throughout the State. Implementation of the new measures began in FY 2007. Data is insufficient to provide valid analysis at this time.

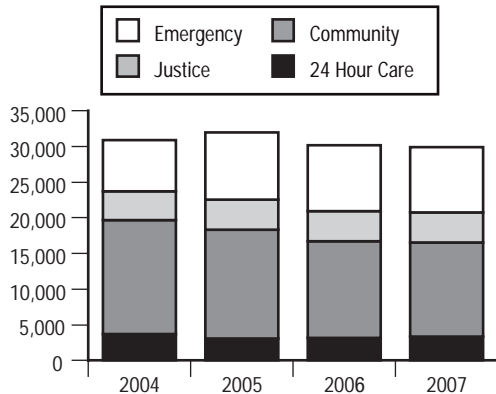


## Performance-based Budget Information

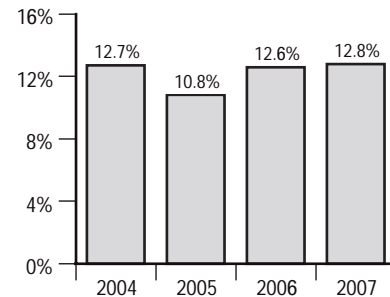
Service Area: Health and Hospital System	Department: Mental Health			
<b>Suicide Rate per 100,000 Population:</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
Santa Clara County Rate/100,000	7.8	6.0	6.2	6.0
National Target	5	5	5	5

**Analysis:** The suicide rate for Santa Clara County between 2004 and 2007 has averaged 6.5%, and has shown a downward trend . It still remains above the national target for 2010. Through new MHSA Prevention and Early Intervention funding expected in FY 2008, the MHD will develop a local plan to implement effective strategies for suicide prevention to continue this downward trend. See Graph 7.

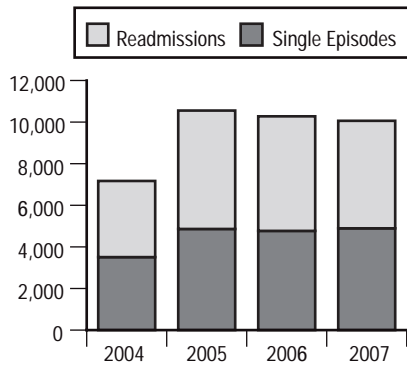
**Source:** SCCo Coroner's Office, Calif. Dept. of Finance and U.S. Department of Health and Human Services



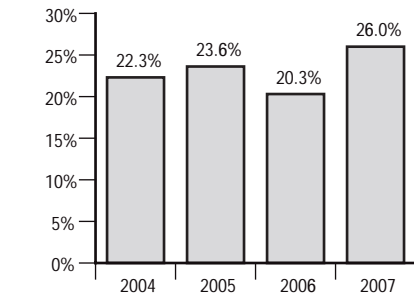
Graph 1. Clients Served with Duplicated Episodes by Type of Service



Graph 2. Percent of Clients 18+ Years of Age in 24 Hour Care

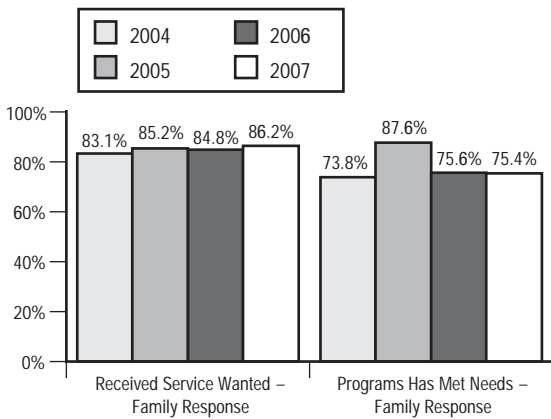


Graph 3. Trend in Emergency Psychiatric Service Unduplicated Episodes and Readmissions

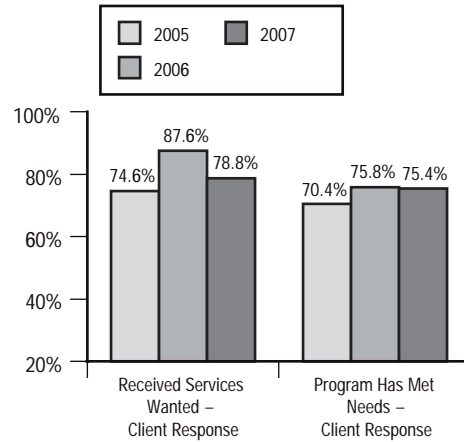


Graph 4. Percent of Foster Children Receiving Mental Health Services

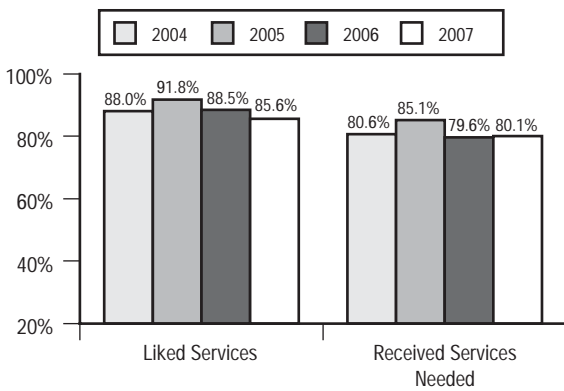




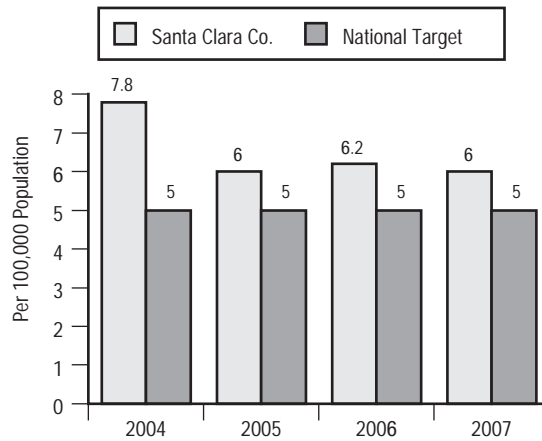
**Graph 5a. Child and Adolescent Client Satisfaction: Percent of Clients Indicating Positive Response**



**Graph 5b. Child and Adolescent Client Satisfaction Percent of Clients Indicating Positive Response Client Response**



**Graph 6. Adult/Older Adult Client Satisfaction: Percent of Clients Indicating Positive Response**



**Graph 7. Suicide Rate per 100,000 Population**

## Description of Major Services

### Family & Children’s Services

The Family & Children Services Division provides outpatient care and programs specific to the unique needs of children. Services in the Family and Children's System of Care include:

- the Mental Health Clinic at Juvenile Hall provides crisis evaluation, medication and brief treatment to incarcerated youth and youth placed in the Ranch programs on a 24-hour/day basis
- specialized services to juvenile probation youth that serve the needs of mentally ill juvenile offenders with serious emotional disturbances via intensive case management and clinical outpatient services
- the Children's Shelter program provides mental health crisis evaluation, medication, and brief treatment services to children and youth in protective custody
- school-based services offer outpatient services located on school sites and provide crisis evaluation, consultation, and brief therapy.



- wraparound services offer 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
- school day treatment programs located in both public and non-public school settings and open to students in need of daily intensive mental health treatment
- residential day treatment services (RCL-14) 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
- the Young Adult Transition team assists seriously mentally ill (SMI) young adults between the ages of 17 and 24 to cope with the stresses related to the responsibilities of life in an adult world
- the CalWORKs mental health team provides CalWORKs recipients with family-focused mental health services
- KidScope and KidConnections (formerly Center for Learning and Achievement) provides specialized screening, assessment and treatment to children under the age of 5 and pre-school in-classroom consultation, in-home treatment and support, parent partners, and parent self help for special needs children

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. 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 Adult & Older Adult Services Division provides 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 which provide the seriously mentally ill (SMI) 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 which provides assessment, consultation and linkage to appropriate long-term psychiatric care facilities, community placements and discharge, and facilitates appropriate movement of clients from one level of care to another
- vocational services to the mentally ill to rehabilitate them to learn job skills necessary to obtain gainful employment
- day rehabilitation services which maintain individuals in a community setting and serve clients at risk of psychiatric hospitalization
- a residential continuum of care that 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 evaluation and short-term (under 24 hours) crisis stabilization services, offered by SCVMC to individuals experiencing acute psychiatric episodes who are gravely disabled or pose a threat to themselves or to others
- inpatient acute psychiatric services available at SCVMC Barbara Arons Pavilion and private hospitals in the Bay Area region for those requiring hospitalization
- 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 MHRC 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 providing psychiatric rehabilitation services in non-locked settings to individuals at risk of hospitalization, or to transition from locked to community settings
- neurobehavioral programs serving 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 providing long-term transitional affordable housing options to SMI individuals
- supplemental mental health services providing specialized mental health services to clients in licensed community residential care facilities who are seriously mentally ill or require dual diagnosis care
- outpatient and inpatient mental health services at the Main Jail and at the Elmwood facility
- Legal Advocacy for mental health clients through the Mental Health Advocacy Project (MHAP)
- Urgent Care Center providing assessment and brief treatment for those experiencing immediate need for mental health services and the connection to community resources. This service is for voluntary clients who may have otherwise used emergency psychiatric services.

## Support Services

**Call Center and Authorization Unit** 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.

**Suicide & Crisis Services (SACS)** The program 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** The program offers support groups, classroom presentations and inservice trainings for school staff and parents on identifying suicidal behavior. Service is directly linked to SACS via a restricted trust.

## Administrative Services

**Self Help Centers** These low-cost consumer-run centers provide consumers with information pertinent to their interests, and give them access to others sharing similar life experiences and help to facilitate recovery and decrease reliance on the treatment system.

**Critical Incident and Crisis Management** Services include critical incident debriefing, coordination of the mental health response to disasters and emergencies in the community, and provision of training and consultation in crisis management.

**Pharmacy** The Department provides comprehensive pharmacy services at one location. 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 care Medi-Cal services. The 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.

## Mental Health Services Act

The Mental Health Services Act (MHSA) was passed by Voters in November 2004. It charges an additional 1% tax on Californians who have taxable income over \$1.0 million. The funds are to be used to expand public mental health services and programs, and to increase the number of residents served by those programs. Five major components will be phased in over the coming years:

- community services and support



- education and training/workforce development
- prevention and early intervention
- innovative programs
- capital and technology investment

Services now provided under MHSA include full service partnerships (wraparound-like) services for children, transitional age youth, adults, older adults and jail aftercare. Full service partnerships offer a complete scope of outpatient care; housing subsidies, flex funds for clients' personal needs including supplemental services in residential care facilities, and connections to community resources such as self help. In FY 2009, there will be continued implementation of new MHSA-funded programs and system development initiatives.

### Emerging Issues

The MHD in collaboration with the Social Services Agency and the Probation Department have recommended the closure of the locked residential

program for Adolescents, Starlight Community Treatment Center (CTF), located at the county-owned facility at 455 Silicon Valley Blvd. The program has provided residential services to youth referred by all three county agencies, and in recent years increasingly by other counties. Given the tenuous financing of the program, the complex regulatory requirements, and the reduced use by county agencies, the MHD will not renew the contract for the Starlight CTF in FY 2009. The provider is working with local and out-of-county placing agencies to insure a smooth transition of youth to other placements by the beginning of June 2008. Savings from the program closure will be utilized to cover expenses of alternative placements for youth requiring intensive residential care. County departments will work together over the next year to plan for local alternative options for severely disturbed youth.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Adult Outpatient Services	Yes	Mandated	Reduce staffing in three county-operated clinics and restructure services to urgent care and/or medications and group recovery. Impact on direct client services yet to be determined. Reduction in contract-operated programs implies reduction of CBO staffing.	▼
Specialized Outpatient (Family and Children's Services)	Yes	Mandated	Slight reduction of about less than 2% in services.	▼
Residential Treatment	Yes	Mandated	Slight reduction for F&C through CBOs across the board.	▼
Jail Mental Health	Yes	Mandated	Reduce staffing in PALS Program will result in loss of case management service to criminal justice consumers.	▼
Acute/Emergency Psychiatric Services	Yes	Manadated	SCVMC will implement efficiency strategies to reduce staffing and services & supplies costs.	◻
Adult/Older Adult Inpatient	Yes	Mandated	SCVMC will implement efficiency strategies to reduce costs.	◻
Pharmacy	Yes	Mandated	Reduce one pharmacy in Downtown MHC will result in no direct loss of client services.	◻

Impact on Current Level of Service:

◻ = Eliminated   ▼ = Reduced   ◻ = Modified   ▲ = Enhanced   ■ = No Change



Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Residential CTF	Yes	Mandated	Transfer of Medi-Cal Children's Residential Contract Services from SSA generates savings with no impact on direct client services.	▣
CalWORKs Outpatient	No	Mandated	Reducing staffing has no impact on direct client services, but impact to service provider remains unknown.	▣
Suicide Hotline	Yes	Non-Mandated	Grant funding expiration has no or minimal impact on direct client services.	▣
Mental Health Services Act	No	Mandated	Programming changes to mitigate FY 2008 and FY 2009 reductions.	▣
JPD Hall/Ranches	Yes	Mandated	No change.	■
Children's Shelter	Yes	Mandated	No change.	■
Wraparound	Yes	Mandated	No change.	■
24-Hour Care	Yes	Mandated	No change.	■
Call Center	Yes	Mandated	No change.	■
Managed Care	Yes	Mandated	No change.	■
Vocational Services	Yes	Mandated	No change.	■
Homeless Shelter	Yes	Mandated	No change.	■
Day Rehabilitation	Yes	Mandated	No change.	■
Family/Children Inpatient	Yes	Mandated	No change.	■
State Hospital	Yes	Mandated	No change.	■
IMD/SNF/OBS	Yes	Mandated	No change.	■
Legal Advocacy	Yes	Mandated	No change.	■
Disaster Response	Yes	Mandated	No change.	■
QI/Research	Yes	Mandated	No change.	■
School Day Treatment	less than 5%	Mandated	No change.	■
Administration	Yes	Required	No change.	■
Supplemental RCF Beds	Yes	Non-Mandated	No change.	■
Self-Help	Yes	Non-Mandated	No change.	■
Suicide Prevention	Yes	Non-Mandated	No change.	■
Supported Housing	Yes	Non-Mandated	No change.	■
Drug Treatment Court	Yes	Non-Mandated	No change.	■

Impact on Current Level of Service:

▣ = Eliminated ▼ = Reduced ▣ = Modified ▲ = Enhanced ■ = No Change

## County Executive's Recommendation

### ▼ Adult/Older Adult (A/OA) Outpatient Services

#### Redesign and Restructure Mental Health Centers (MHCs):

The FY 2009 budget for the entire A/OA outpatient services, including both county-operated and contract

agencies, is \$33.6 million. This proposal will reduce the County operated A/OA outpatient budget by \$4.8 million, which is approximately 31% of the County programs budget; and 16.51% of the overall A/OA outpatient budget. All adult programs, County and contract, will experience restructuring as the MHD



intends to implement a new level of care system that is being recommended by the California Mental Health Directors Association.

The recommendations will:

- restructure Fairoaks MHC that currently serves 157 adults in the Sunnyvale and Cupertino areas. The site will house a new adult recovery and medication service through MHSA funds, and/or the redirection of remaining county staff.
- redesign Central MHC that currently serves adults and is located on the SCVMC campus. The reduction in Central MHC will eliminate service capacity to approximately 1,100 uninsured and Medi-Cal adult seriously mentally ill individuals annually. 400 clients will be moved into a new medication and recovery service. Medi-Cal beneficiaries will be offered newly structured service through remaining County or contract programs. A new intensive aftercare and recidivism reduction day program for consumers on leaving the hospital and IMD settings will be implemented utilizing MHSA funds.
- reduce Downtown MHC that currently serves a caseload of 1,385 adults. The reduction will eliminate care service capacity to approximately 818 (45%) clients, however it is assumed that most of these clients (800) will be offered medication management and recovery services, or may be offered more intensive case management services, depending on their assessed need. A second new urgent care and medication service will be provided through Downtown Mental Health, utilizing MHSA funds.

The three County clinics selected were based on the following considerations:

- Fairoaks Clinic has the greatest portion of unsponsored clients and is most ready to convert to a medication-only service
- Central also has a high number of unsponsored clients and is also being converted to MHSA-funded programs, including Urgent Care and a medication/recovery group
- Downtown is also a center that is being converted to Urgent Care and other MHSA funded programs.

The following tables demonstrate how services provided by County-operated clinics and contract agencies may be impacted by the proposal:

#### Adult/Older Adult Outpatient Services

##### County-Operated:

Program	Estimated Annual Clients Served Before Reduction	Estimated Annual Clients Impacted by Reduction	Estimated Annual Clients to be Served After Reduction
Central	1,500	1,100	TBD
Downtown	1,385	818	TBD
East Valley	1,084	0	TBD
Fairoaks	557	157	TBD
Narvaez	835	0	TBD
North County	288	0	TBD
South County	254	0	TBD
<b>County Total</b>	<b>5,903</b>	<b>2,075</b>	<b>To be determined</b>

#### Adult/Older Adult Outpatient Services

##### Contract-Operated:

Agency	Caseload before Reduction	Estimated Caseload to be Reduced	Caseload after Reduction
AACI	314	(13)	301
Catholic Charities	84	(3)	81
Community Solutions	195	(8)	187
F&C Services	143	(6)	137
Gardner	377	(15)	362
Hope	367	(15)	352
Mekong	100	(4)	96
Momentum	2,000	(80)	1,920
Ujima	100	(4)	96
<b>Contract Total</b>	<b>3,680</b>	<b>(148)</b>	<b>3,532</b>

The MHD is currently completing program descriptions, budgets, client capacity and Medi-Cal and Medicare revenue assumptions for the new MHSA-funded programs. It is not known what the estimated impact on revenue will be as a result of this reduction. At this time, it is assumed that current revenue will shift to the new programs, thus revenue loss is not projected at this time.

Resources for the County-operated programs are proposed to be reduced as follows:

## Fairoaks Mental Health Center

### Positions

FTE	Filled/ Vacant	Job Title	Savings
(1.0)	Filled	Rehabilitation Counselor	(\$113,087)
(3.0)	Filled	Psychiatric Social Worker II//Marriage Family Therapist II/I	(\$371,169)
(2.0)	Vacant	Psychiatric Social Worker II//Marriage Family Therapist II/I	(\$228,861)
<b>(6.0)</b>			<b>(\$713,117)</b>

## Central Mental Health Center

### Positions

FTE	Filled/ Vacant	Job Title	Savings
(1.0)	Filled	Health Care Program Manager II	(\$143,042)
(1.0)	Filled	Mental Health Office Supervisor	(\$97,278)
(2.0)	Filled	Health Services Representative	(\$153,259)
(2.0)	Vacant	Health Services Representative	(\$137,536)
(1.0)	Filled	Psychiatrist III	(\$244,452)
(6.0)	Filled	Rehabilitation Counselor	(\$678,522)
(9.0)	Filled	Psychiatric Social Worker II//Marriage Family Therapist II/I	(\$1,065,410)
(3.0)	Vacant	Psychiatric Social Worker II//Marriage Family Therapist II/I	(\$307,340)
<b>(25.0)</b>			<b>(\$2,826,839)</b>

- reduce \$39,480 in funding for automobile services
- reduce \$82,370 in funding for utilities services

## Downtown Mental Health Center

### Positions

FTE	Filled/ Vacant	Job Title	Savings
(1.0)	Filled	Health Care Program Manager II	(\$143,042)
(1.0)	Vacant	Mental Health Office Supervisor	(\$97,278)
(1.0)	Vacant	Health Services Representative	(\$68,768)
(1.0)	Filled	Office Specialist II	(\$72,305)
(0.5)	Vacant	Psychiatrist III	(\$103,788)

## Positions

FTE	Filled/ Vacant	Job Title	Savings
(4.0)	Filled	Psychiatric Social Worker II//Marriage Family Therapist II/I	(\$485,181)
(2.0)	Vacant	Psychiatric Social Worker II//Marriage Family Therapist II/I	(\$228,861)
<b>(10.5)</b>			<b>(\$1,199,223)</b>

### Contract-operated Services

In addition to reduce staffing in County-operated clinics, this proposal also reduces \$690,658 from the \$15,868,282 outpatient budget for contract agencies (a reduction of 2.05% to the entire A/OA outpatient budget). Currently there are 9 contract agencies providing A/OA outpatient services. The proposed reduction will reduce the current caseload from 3,680 to 3,532, with a loss of 148 adult client cases per year. This represents a 4.35% reduction in contract budgets.

**Service Impact:** The MHD is currently completing an analysis of all clients in County and contract programs that are relatively low users/lower need who can be shifted to the new Medication/Recovery model. The caseload impact estimates given in the table above are based on current structures. The final impact on the overall adult outpatient capacity will be determined upon completion of the analysis. Contract and County programs are aware and committed to participating in the analysis of and transition to the new structure.

**Position Reduced: 41.5**  
**Ongoing Savings: \$5,551,687**

## ▼ Family and Children (F&C) Services

**Reduce Contract-operated Outpatient Services:** The FY 2009 budget for F&C outpatient services, including both County-operated and contract agencies, is \$29,216,660. This recommendation reduces \$207,197 from the \$19,063,153 budget for contract agencies by 1.09% (a reduction of 0.71% of the entire F&C outpatient budget). Currently there are 19 contract agencies

providing F&C outpatient services and the following table demonstrates services being reduced and those remaining after the proposed reduction:

<b>Family and Children Service Reductions</b>			
<b>Contract-Operated:</b>			
<b>Agency</b>	<b>Caseload before Reduction</b>	<b>Caseload to be Reduced</b>	<b>Caseload after Reduction</b>
AACI	143	(2)	141
Achieve	126	(1)	125
Bill Wilson Center	50	(1)	49
Catholic Charities	62	(1)	61
Chamberlains	100	(1)	99
Children's Health Council	116	(1)	115
Community Solutions	116	(1)	115
EESA	60	(1)	59
EMQ	307	(3)	304
F&C Services	67	(1)	66
Gardner	472	(5)	467
Hope	32	0	32
Indian Health Center	70	(1)	69
Mekong	20	0	20
Momentum	70	(1)	69
Rebekah's	64	(1)	63
Starlite	122	(1)	121
Ujima	60	(1)	59
Unity Care	20	0	20
<b>Contract Total</b>	<b>2,077</b>	<b>(23)</b>	<b>2,054</b>

**Service Impact:** The proposed reduction will reduce the current caseload from 2,077 to 2,054, or 23 youth clients per year.

**Ongoing Savings: \$207,197**

### ▼ Jail Mental Health Services

**Reduce staffing for Providing Assistance with Linkages to Services (PALS) Program:** This recommendation reduces 1.0 filled Health Care Program Manager, 1.0 filled Psychiatric Social Worker and 1.0 vacant Marriage Family Therapist position for the PALS program budgeted in Custody Health Department and restructures the remaining 1.0 Community Worker position into the MIOCR/MHSA-funded Criminal Justice program in Mental Health Department.

The PALS program provides intensive case management for a group of inmates released from custody who have a diagnosis of a serious mental illness. The program began in 2002 as a MIOCR (Mentally Ill Crime Offender Reduction) grant from the State Department of Corrections with a grant budget of about \$1 million for three years ending in June 2004. Upon the grant's expiration, the MHD made reductions in other areas to free up County General Funds to keep the PALS program going. PALS has a federal earmark grant to pay for housing services that expires in June 2008.

**Service Impact:** There will be a loss of case management service to criminal justice consumers. The PALS program serves about 350 clients, and after the recommended staffing reduction, the program will be incorporated into the new MHSA-funded Criminal Justice Full Service Partnership Program, through restructuring and use of additional MHSA funds to minimize negative client impact.

**Position Added: 1.0**

4.0 FTEs are reduced in Custody Health BU 414

**Ongoing Savings: \$351,522**

Ongoing Costs: \$74,117

Offset by reduction of \$425,639 in reimbursement to Custody Health BU 414

### ■ Acute Psychiatric Services (APS)

**Reduce Staffing and Contract Psychiatry Expense from APS and Emergency Psychiatric Services (EPS) Administration:** This recommendation is a result of the APS FY 2008 planning to reduce the census in EPS (YTD is 27.2) and expand the MHSA-funded Urgent Care program to be located in the Don Lowe Pavilion facility.

The reductions include \$357,835 in contract psychiatry expenses and deletion of the following positions in the SCVMC budget for a total personnel cost savings of \$642,165:

- 1.0 FTE Administrative Assistant position
- 0.6 FTE Clinical Psychologist position
- 1.0 FTE Utilization Review Supervisor position
- 1.0 FTE Assistant Nurse Manager position
- 0.5 FTE Psychiatrist position

**Service Impact:** This reduction will not have a negative impact on direct client services. The Psychologist position is being transferred to the new MHSA-funded

Mental Health Specialty Assessment Center (MHSAC), and will provide services system-wide, while also being available to accept referrals from inpatient settings. The contract psychiatric budget is utilized to pay for contract MDs that work on nights, weekends, and holidays in Acute Services. Through analysis of MD duties and a redesign of the MD process, the department has determined that this budget can be reduced with no impact to services. The redesign effort expects changes in EPS workload as a result of diversion of patients to the new MHSAC-funded Urgent Care, as well as a restructuring of work processes to be more efficient, while maintaining service to clients. Thus, no reduction in client service is expected to occur.

**Ongoing Savings: \$1,000,000**

4.1 FTEs are reduced in SCVMC BU 921

The ongoing savings represent the reduction of SCVMC Chargeback to MHD

**Budget Strategies to Implement FY 2008 Acute Psychiatric Services (APS) Reduction Plan**

In FY 2008 the APS base budget was reduced by \$5 million. The department has worked with the RDA Consultant to complete an analysis of the EPS program, and reduce \$7.38 million in overall costs through the following suggested strategies and staffing changes. The additional \$2.38 million savings are being redirected towards redesign services and programs for Urgent Care, Wellness and Recovery Services, and Mental Health Special Assessment Center.

**Emergency Psychiatric Services (EPS) Redesign**

This recommendation restructures current EPS staffing, assuming a reduction in the average daily census from 28-30 to 16 clients per day. Total EPS staffing will decrease from 67.83 to 44.86 FTEs. The redesigned EPS services will focus on only involuntary patients who require restraint and seclusion, emergency medication, and containment. Voluntary and less acute patients will be seen in the new Urgent Care Center to open in Don Lowe Pavilion adjacent to EPS, with the Central Urgent Care staff relocating to Don Lowe Pavilion, with some additional positions added for Urgent Care. This proposal will result in a total savings of \$3,415,152.

Positions reflected in SCVMC reductions include:

- 2.0 FTE Psychiatrist positions
- 1.8 FTE Psych Nurse II positions
- 9.0 FTE Psych Technician positions
- 11.75 FTE Nursing Assistant positions

- 1.0 FTE Nurse Manager position
- add 1.78 FTE Health Service Representative positions
- reduce \$711,760 in contract physician funding

**Service Impact:** This represents a new way of serving clients and will more appropriately meet their needs while implementing cost savings. Voluntary consumers that are not at risk for an involuntary hold will be provided services at the Urgent Care program. This will reduce the average daily census of EPS.

**Barbara Arons Pavilion (BAP) Inpatient Redesign Program**

This strategy will convert the current two 25-bed BAP inpatient units into one consolidated 50-bed inpatient program, and will incorporate specific program "tracks" to improve individualized patient care grounded in a new recovery-based inpatient program. A new Team Nursing model of care will insure that all patients receive cohesive multi-disciplinary care. Five Nursing teams, each including 2 Psychiatric Nurses and 2 Nursing Attendants, will have a caseload of 10 clients (a 1:5 nurse to client ratio). In addition, 1:1 staffing to monitor patients will be significantly reduced, resulting in a reduction in overtime and extra-help. Total BAP staffing will decrease from 136.95 FTE to 112.18 FTE. This proposal will result in a total savings of \$3,475,496.

Positions reflected in SCVMC reductions include:

- 2.85 FTE Assistant Nurse Manager positions
- 0.5 FTE Occupational Therapist position
- 4.4 FTE Licensed Vocational Nurse position
- 7.05 FTE Psychiatric Technician positions
- 12.67 FTE Nursing Assistant positions
- 1.0 FTE Nurse Manager position
- add 7.17 FTE Psychiatric Nurse II positions
- add 1.55 FTE Medical Unit Clerk positions
- add 2.0 Psychiatric Social Worker/Marriage Family Therapist positions

**Service Impact:** The development of a single 50 bed unit, along with the implementation of the team nursing model, will improve the care provided to the patients. The team nursing model will improve the effectiveness of psychiatric care and allow for the





quicker stabilization and discharge of consumers to a lower level of care. This model will assist in the reduction of the length of stay at BAP.

#### **BAP Inpatient Redesign-Discharge Planning and Aftercare**

This recommendation reduces 6.42 FTE Rehabilitation Counselors from BAP inpatient. These staff have been reassigned to a new integrated team that provides care management and aftercare transition support to consumers as they enter and move through crisis, acute inpatient, and skilled nursing care back into the community. The 6.42 FTE Rehabilitation Counselor staff are being integrated with the existing 6.0 FTE staff into the Mental Health 24 Hour Care team. This proposal will result in a total savings of \$692,513

**Service Impact:** This recommendation represents a new way of serving clients and will improve the efficiency of community placement. The development of a new integrated case management and discharge team will enhance the ability of the staff to make rapid treatment authorizations, and track the placement of consumers into community settings. The integration of this team with the 24-Hour team will improve the ability to allocate staff resources more efficiently and provide a greater depth of coverage for staff on vacation or out due to illness and communicate effectively to make more timely placements of patients with community providers.

#### **APS Administration and Quality Improvement**

This recommendation will result in a total cost of \$195,432. Resource changes reflected in SCVMC include:

- unfund 1.0 FTE Health Care Program Analyst II position
- switch 1.0 FTE Director of Mental Health Nursing for 1.0 FTE Associate Director of Acute Psychiatry Services
- transfer 1.0 FTE Executive Assistant position to Custody Health
- add 2.5 FTE clerical staff
- add 0.5 FTE Utilization Review Coordinator position

**Service Impact:** The Health Care Analyst position was created to support APS Administration but has never been filled. The unique Director of MH Nursing position has been in the budget, but vacant for so long that the budgeted salary is lower than the positions reporting to

it. An Associate Director of Acute Psychiatry Services with an appropriate salary is therefore requested. The clerical staff are primarily recommended to handle legal issues and processes, some of which were previously handled by the BAP Rehabilitation Counselors. The additional Utilization Review Coordinator is recommended given the plan to decrease the average length of stay and hence increase the number of total admissions at BAP.

**Net Savings: \$2,387,729**

Net 47.14 FTEs are reduced in SCVMC BU 921

Total Ongoing Savings: \$7,387,729

Offset by \$5 million accounted for FY 2008 reduction

### █ Pharmacy

#### **Reduce Staffing Budget in SCVMC Pharmacy Services:**

Delete 2.0 vacant Pharmacists and 1.0 vacant Pharmacy Technician position that were budgeted in the Downtown Mental Health Center Pharmacy, and were subsequently relocated to SCVMC in December 2007 as part of the FY 2008 340B Pharmacy Discount Budget Reduction item.

**Service Impact:** As the positions are vacant and the pharmacy workload of these vacancies have been absorbed by existing SCVMC Pharmacy staff, no direct loss of client service will result from this reduction.

**Ongoing Savings: \$389,594**

3.0 FTEs are reduced in SCVMC BU 921

The Ongoing Savings represent the reduction of SCVMC Chargeback to MHD

### █ Residential Treatment Facilities

#### **Generate Savings Through Transfer of Medi-Cal Children's Residential Contract Services from SSA to MHD:**

The MHD is working with SSA to identify contracts for residential services that can be transferred to MHD in order to gain access to the children's EPSDT/Medi-Cal entitlement. It is anticipated that a reduction in \$500,000 County general fund will be saved in FY 2009 through the transfer of contract funds to MHD from SSA, generating offsetting EPSDT/MediCal revenue.

It is estimated that restructuring children's services contracts are accessing eligible federal and state revenue will have a significant general fund savings. The clients are all foster care youth placed by DCFS. The placement fees are charged as daily patch rates on top of the AFDC rate. Eligible federal and state revenues are

included in the AFDC foster care group home rate, thus the patch payment is an additional charge to the AFDC payment and does not qualify for additional revenue. SSA currently administers the patch contracts that are executed directly with the group home providers. The restructuring will convert the daily patch into contracts for billable Medi-Cal outpatient mental health services such as group, individual therapy, day treatment, and case management. Given that the mental health services are reimbursed under the EPSDT/Medi-Cal program, and only a 5% general fund match is required, there is a resulting savings (up to 95%) in the cost of these contracts.

**Service Impact:** There will be no negative impact on services to youth as a result of this action.

**Ongoing Revenues: \$500,000**

### CalWORKs Outpatient Services

**Reduce staffing due to reduction in CalWORKs allocation:** The Board of Supervisors approved the original CalWORKs program design in November 1998 and the services have changed somewhat over the years, but they have always consisted of mainly outpatient services, with a small number of residential treatment beds for moms with their kids, and one Transitional Housing facility. In FY 2008 the County CalWORKS allocation was reduced. Though SSA covered the shortfall in FY 2008, they are not able to do so in FY 2009. With the loss of this reimbursement from SSA, 1.0 filled Prevention Analyst position will be deleted.

**Service Impact:** The current plan is for the position scheduled for deletion to be assigned the major responsibility for the implementation of a new screening and assessment process. Beginning this fall, for the first time all clients with a work requirement will be screened for mental health, alcohol, and drug problems. In other jurisdictions where this has been tried, it has resulted in a significant increase in referrals for behavioral health problems. As these referrals increase the availability of direct service staff from service provider agencies will decrease resulting in a need to curtail this service. Although numbers are not available, it is estimated that 50 - 75 clients per year will not be referred to treatment and will not receive behavioral health services. This will in turn effect their

ability to get and maintain employment or participate in required activities and hence on the County's Work Participation Rate (WPR).

**Position Reduced: 1.0**

**Net Savings: \$0**

Ongoing Savings: \$119,650

Offset by Reduced Ongoing Reimbursement of \$119,650 from SSA

### Suicide & Crisis Services (SACS)

**Reduce staffing due to expiration of Morrison Trust Fund Funding:** The Morrison Trust Fund will be exhausted at the end of FY 2008. The Morrison Trust Fund was established in 1998 and was first used to provide on-site counseling and support group services to troubled youths at selected middle and high school campuses. In FY 2006, the trust fund was redirected to pay for the Suicide & Crisis Services (SACS) hotline, and limited education and outreach services. The number of training workshops and outreach services to community-based organizations has been reduced in prior years. There has been an increase of the number of crisis calls and the number of individuals receiving SOS services from prior years. In addition, the number of FTEs has been reduced from 5.5 to 1.0 in prior years. With the expiration of the funding, the 1.0 filled Marriage & Family Therapist position will also be deleted.

**Service Impact:** The incumbent will move to Urgent Care but retain some Suicide and Crisis functions in addition to new Urgent Care functions.

**Position Reduced: 1.0**

**Net Ongoing Savings: \$14,038**

Ongoing Savings: \$122,162

Reduced Ongoing Revenues: \$108,124

### Programming Changes to Support FY 2008 and FY 2009 Reductions

#### Urgent Care Redesign

This recommendation restructures and expands the current Central Urgent Care Program which will be relocated to Don Lowe Pavilion. An estimated 12 clients per day will be diverted from the EPS program, and a small Urgent Care Center will also be opened at Downtown Mental Health Center. Urgent Care staffing will increase from 26.00 to 33.85 FTEs.



Resource changes in the Mental Health Department are as follows:

### Positions

FTE	Filled/ Vacant	Job Title	Savings
(2.0)	Vacant	Health Services Representative	(\$154,912)
1.0	New	Sr. Mental Health Program Specialist	\$153,155
(2.0)	Vacant	Psychiatrist MH	(\$488,904)
(4.0)	Vacant	Psychiatric Social Worker II//Marriage Family Therapist II/I	(\$494,892)
<b>(7.0)</b>			<b>(\$985,552)</b>

- increase personnel costs of \$64,288 equivalent to 0.83 FTE Health Services Representative support
- increase personnel costs of \$2,474 equivalent to 0.02 FTE Psychiatric Social Worker/Marriage Family Therapist support
- reduce \$130,835 in funding for services and supplies

Resource changes in SCVMC will result in total costs of \$2,876,260 and are reflected as follows:

- add 0.33 FTE Psychiatrist III - MH position
- add 2.0 FTE new and transfer 2.0 FTE Psychiatrist III positions from MHD
- add 4.83 FTE Psychiatric Nurse positions
- add 4.83 Psychiatric Technician positions
- increase \$473,326 in funding for contract physician services for weekend and holiday coverage is also included

**Service Impact:** The diversion of EPS clients to the expanded Urgent Care program will maintain the level of service capacity while providing these services in a less costly, less restrictive and more appropriate setting.

#### Positions Reduced: 7.0

Net 13.99 FTEs are added in SCVMC BU 921

**Ongoing Costs: \$1,826,635**

Ongoing Savings: \$1,049,625

Offset by increase of \$2,876,260 in Chargeback from SCVMC BU 921

### Wellness and Recovery

This recommendation eliminates 12.0 FTE vacant Community Worker positions and creates 6.42 Rehabilitation Counselor positions for the new

integrated team that provides care management and aftercare transition support to consumers as they enter and move through crisis, acute inpatient, and skilled nursing care back into the community. Additional consumer stipend funding is also included. Additionally, a new day program is being developed to serve high risk clients discharged from acute care hospitals.

Changes to staffing for this day program which will be located at Central Mental Health are as follows:

### Positions

FTE	Filled/ Vacant	Job Title	Savings
(12.0)	Vacant	Community Worker	(\$813,828)
6.0	New	Rehabilitation Counselor	\$647,208
0.5	New	Psychiatrist - MH	\$122,226
1.0	New	Psychiatric Technician	\$99,041
2.0	New	Psychiatric Social Worker II//Marriage Family Therapist II/I	\$247,446
<b>(2.5)</b>			<b>\$302,093</b>

- increase personnel costs of \$46,383 equivalent to 0.42 FTE Rehabilitation Counselor support

**Service Impact:** The new day program will provide a higher level of service to clients recently discharged from the acute hospital setting who are at risk of relapsing and reentering costly 24 Hour Care settings. The integrated care/aftercare management team will expedite the placement of clients in 24 Hour Care alternative settings. Additional consumer stipends will allow integration of peers/family/consumers into the Wellness Recovery Centers being created from the remaining County Outpatient resources.

**Positions Reduced: 2.5**

**Ongoing Costs: \$348,476**

### Mental Health Specialty Assessment Center

This recommendation modifies the staffing in SCVMC for this program for total costs of \$131,358 as follows:

- add 1.0 FTE Utilization Review (UR) Supervisor position
- add 0.6 FTE Attending Psychologist position
- delete 0.5 FTE vacant Psychiatrist position



**Service Impact:** The UR Supervisor (who is a Psychologist) and the Attending Psychologist, will perform assessments on MHSAC clients to assist in the process of securing SSI/SSA benefits for these clients.

**Position Added: 0**

Net 1.1 FTE is added in SCVMC BU 921

**Ongoing Costs: \$131,358**

Ongoing Costs represents the \$131,358 Chargeback from SCVMC BU 921

## ▲ ITEC Project

**One-time Funding for the Secure Messaging Project:** In 1996 the Federal Government established the Health Information Portability Access Act (HIPAA) and required that any electronic communications between patient-provider, provider-provider and/or provider-insurance, of known Personal Health Information (PHI), be encrypted to safeguard the privacy of the patient. During FY 2008 SCVHHS implemented the first phase of secured e-mail for inpatient and ambulatory areas of the organization, this request is to extend the current

capabilities, and add more to the Public Health, Mental Health, DADS and Children's Shelter Custody Health departments. The added capabilities are intended to provide patients with a portal to securely communicate to the pharmacy department for prescription refills, and to pose questions to nurses and to support clinical staff.

**Service Impact:** The need for electronic communication between patient-provider, provider-provider and provider-insurance needs to be secured to ensure personal health information does not fall into the wrong hands when traveling throughout the public internet infrastructure. County policies also require that this type of information, PHI as well as any other confidential information, be secured to ensure the County is protected against any threats and/or data breaches.

**One-Time Cost: \$15,682**

### Mental Health Department — Budget Unit 412 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
41201	MH Department Admin Fund 0001	\$ 21,291,792	\$ 30,203,294	\$ 41,109,045	\$ 38,582,741	\$ 8,379,447	27.7%
41202	Crisis, Outreach, Referral & Educ Div Fund 0001	2,019,419	2,730,504	4,012,520	3,391,924	661,420	24.2%
41203	Adult/Older Adult Div Fund 0001	75,719,656	81,886,193	83,363,724	79,360,271	(2,525,922)	-3.1%
41204	Family & Children's Svcs Div Fund 0001	59,636,674	59,657,313	63,444,193	62,741,429	3,084,116	5.2%
41205	Other Mental Health Svcs Fund 0001	61,779,606	59,266,202	59,266,202	58,037,810	(1,228,392)	-2.1%
41213	MHSA	—	—	5,991,550	8,965,386	8,965,386	—
<b>Total Net Expenditures</b>		<b>\$ 220,447,147</b>	<b>\$ 233,743,506</b>	<b>\$ 257,187,234</b>	<b>\$ 251,079,561</b>	<b>\$ 17,336,055</b>	<b>7.4%</b>



### Mental Health Department — Budget Unit 412 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
41201	MH Department Admin Fund 0001	\$ 21,291,792	\$ 30,203,294	\$ 41,609,045	\$ 39,082,741	\$ 8,879,447	29.4%
41202	Crisis, Outreach, Referral & Educ Div Fund 0001	2,952,000	2,847,611	4,129,627	3,391,924	544,313	19.1%
41203	Adult/Older Adult Div Fund 0001	75,754,656	81,886,193	83,363,724	79,360,271	(2,525,922)	-3.1%
41204	Family & Children's Svcs Div Fund 0001	60,883,308	61,538,336	65,780,071	64,860,066	3,321,730	5.4%
41205	Other Mental Health Svcs Fund 0001	61,779,606	59,266,202	59,266,202	58,037,810	(1,228,392)	-2.1%
41213	MHSA	—	—	5,991,550	8,965,386	8,965,386	—
<b>Total Gross Expenditures</b>		<b>\$ 222,661,361</b>	<b>\$ 235,741,636</b>	<b>\$ 260,140,219</b>	<b>\$ 253,698,198</b>	<b>\$ 17,956,562</b>	<b>7.6%</b>

### Mental Health Department — Budget Unit 412 Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 37,694,815	\$ 41,860,245	\$ 43,873,369	\$ 40,440,206	\$ (1,420,039)	-3.4%
Services And Supplies	184,966,546	193,881,391	216,266,850	213,257,992	19,376,601	10.0%
<b>Subtotal Expenditures</b>	<b>222,661,361</b>	<b>235,741,636</b>	<b>260,140,219</b>	<b>253,698,198</b>	<b>17,956,562</b>	<b>7.6%</b>
Expenditure Transfers	(2,214,214)	(1,998,130)	(2,952,985)	(2,618,637)	(620,507)	31.1%
<b>Total Net Expenditures</b>	<b>220,447,147</b>	<b>233,743,506</b>	<b>257,187,234</b>	<b>251,079,561</b>	<b>17,336,055</b>	<b>7.4%</b>

### Mental Health Department — Budget Unit 412 Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
41201	MH Department Admin Fund 0001	\$ 135,150,311	\$ 155,985,180	\$ 180,319,080	\$ 179,101,975	\$ 23,116,795	14.8%
41202	Crisis, Outreach, Referral & Educ Div Fund 0001	213	—	—	—	—	—
41203	Adult/Older Adult Div Fund 0001	1,243	—	—	—	—	—
41204	Family & Children's Svcs Div Fund 0001	1,094	696,323	858,013	—	(696,323)	-100.0%
41205	Other Mental Health Svcs Fund 0001	268,103	—	—	—	—	—
<b>Total Revenues</b>		<b>\$ 135,420,963</b>	<b>\$ 156,681,503</b>	<b>\$ 181,177,093</b>	<b>\$ 179,101,975</b>	<b>\$ 22,420,472</b>	<b>14.3%</b>



## MH Department Admin Fund 0001 — Cost Center 41201

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	30.0	\$ 30,203,294	\$ 155,985,180
Board Approved Adjustments During FY 2008	4.0	10,905,751	24,333,900
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	1.0	197,629	—
Internal Service Fund Adjustments	—	(420,907)	19,727,743
Other Required Adjustments	—	(1,628,050)	(21,336,724)
Subtotal (Current Level Budget)	35.0	\$ 39,257,717	\$ 178,710,099
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Expiration of Morrison Trust Fund	—	—	(2,000)
Expiration of Morrison Trust Fund	—	—	(106,124)
Decision Packages			
1. Adjust appropriations for ITEC Project	—	15,682	—
◆ allocate one-time funding of \$15,682 for Secure Messaging Project			
2. Adjust appropriations for Children's Residential Services	—	—	500,000
◆ increase \$263,158 in Medi-Cal revenues			
◆ increase \$236,842 in EPSDT revenues			
3. Adjust appropriations for Adult/Older Adult Outpatient Services	—	(690,658)	—
◆ reduce \$690,658 in funding for contract services			
Subtotal (Recommended Changes)	—	\$ (674,976)	\$ 391,876
<b>Total Recommendation</b>	<b>35.0</b>	<b>\$ 38,582,741</b>	<b>\$ 179,101,975</b>

## Crisis, Outreach, Referral & Educ Div Fund 0001 — Cost Center 41202

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	17.0	\$ 2,730,504	\$ —
Board Approved Adjustments During FY 2008	-1.0	1,282,016	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	1.0	(505,413)	—
Internal Service Fund Adjustments	—	911,188	—
Other Required Adjustments	—	(904,209)	—
Subtotal (Current Level Budget)	17.0	\$ 3,514,086	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Reduce reimbursement from Social Services Agency to Mental Health Department due to elimination of 1.0 FTE Prevention Program Analyst position	—	119,650	—
Decision Packages			
1. Adjust appropriations for CalWORKs Program	-1.0	(119,650)	—



## Crisis, Outreach, Referral & Educ Div Fund 0001 — Cost Center 41202

### Major Changes to the Budget

	Positions	Appropriations	Revenues
◆ delete 1.0 FTE filled Prevention Program Analyst position			
2. Adjust appropriations for Morrison Trust Fund Program Services	-1.0	(122,162)	—
◆ delete 1.0 FTE filled Marriage Family Therapist/Psychiatric Social Worker position			
Subtotal (Recommended Changes)	-2.0	\$ (122,162)	\$ —
<b>Total Recommendation</b>	<b>15.0</b>	<b>\$ 3,391,924</b>	<b>\$ —</b>

## Adult/Older Adult Div Fund 0001 — Cost Center 41203

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	161.5	\$ 81,886,193	\$ —
Board Approved Adjustments During FY 2008	4.0	1,477,531	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-1.5	184,501	—
Internal Service Fund Adjustments	—	40,162	—
Other Required Adjustments	—	287,367	—
Subtotal (Current Level Budget)	164.0	\$ 83,875,754	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Eliminate reimbursement from Mental Health Department to Facilities & Fleet Department for redesign of Central Mental Health Center	—	(39,480)	—
FY 2009 Phone Rate Adjustment	—	(2,930)	—
Decision Packages			
1. Adjust appropriations for Adult/Older Adult Outpatient Services - Fairoaks Mental Health Center	-6.0	(713,117)	—
◆ delete 1.0 FTE filled Rehabilitation Counselor position for a savings of \$113,087			
◆ delete 3.0 FTE filled and 2.0 FTE vacant Psychiatric Social Worker/Marriage Family Therapist positions for a total savings of \$600,030			
2. Adjust appropriations for Adult/Older Adult Outpatient Services - Central Mental Health Center	-25.0	(2,909,209)	—
◆ delete 1.0 FTE filled Health Care Program Manager position for a savings of \$143,042			
◆ delete 1.0 FTE filled Mental Health Office Supervisor position for a savings of \$97,278			
◆ delete 2.0 FTE filled and 2.0 FTE vacant Health Services Representative positions for a total savings of \$290,795			
◆ delete 1.0 FTE filled Psychiatrist position for a savings of \$244,452			
◆ delete 6.0 FTE filled Rehabilitation Counselor positions for a total savings of \$678,522			
◆ delete 9.0 FTE filled and 3.0 FTE vacant Psychiatric Services Worker/Marriage Family Therapist positions for a total savings of \$1,372,750			
◆ reduce \$82,370 in funding for utilities			
3. Adjust appropriations for Adult/Older Adult Outpatient Services - Downtown Mental Health Center	-10.5	(1,199,223)	—



### Adult/Older Adult Div Fund 0001 — Cost Center 41203 Major Changes to the Budget

	Positions	Appropriations	Revenues
◆ delete 1.0 FTE filled Health Care Program Manager for a savings of \$143,042			
◆ delete 1.0 FTE filled Mental Health Office Supervisor position for a savings of \$97,278			
◆ delete 1.0 FTE vacant Health Services Representative position for a savings of \$68,768			
◆ delete 1.0 FTE Office Specialist position for a savings of \$72,305			
◆ delete 0.5 FTE vacant Psychiatrist position for a savings of \$103,788			
◆ delete 4.0 FTE filled and 2.0 FTE vacant Psychiatric Social Worker/Marriage Family Therapist positions for a total savings of \$714,042			
4. Adjust appropriations for Wellness and Recovery Services	-2.5	348,476	—
◆ delete 12.0 FTE vacant Community Worker positions for a total savings of \$813,828			
◆ add 6.0 FTE Rehabilitation Counselor positions for a total cost of \$647,208			
◆ add 0.5 FTE Psychiatrist position for a cost of \$122,226			
◆ add 1.0 FTE Psychiatric Technician position for a cost of \$99,041			
◆ add 2.0 FTE Psychiatric Social Worker/Marriage Family Therapist positions for a total cost of \$247,446			
◆ adjust personnel costs of \$46,383			
Subtotal (Recommended Changes)	-44.0	\$ (4,515,483)	\$ —
<b>Total Recommendation</b>	<b>120.0</b>	<b>\$ 79,360,271</b>	<b>\$ —</b>

### Family & Children's Svcs Div Fund 0001 — Cost Center 41204 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	122.5	\$ 59,657,313	\$ 696,323
Board Approved Adjustments During FY 2008	14.5	3,786,880	161,690
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-0.5	1,157,922	—
Internal Service Fund Adjustments	—	(1,024,290)	—
Other Required Adjustments	—	420,585	(858,013)
Subtotal (Current Level Budget)	136.5	\$ 63,998,410	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Phone Rate Adjustment	—	(159)	—
Transfer lease costs from Public Health Department to Mental Health Department MHA programs in Gilroy	—	31,320	—
Decision Packages			
1. Redirect MHA funds to cover the lease costs for MHA programs in Gilroy	—	(31,320)	—
◆ see Public Health Department Lease Savings recommendation			
2. Adjust appropriations for Family & Children Services	—	(207,197)	—



## Family & Children's Svcs Div Fund 0001 — Cost Center 41204

### Major Changes to the Budget

	Positions	Appropriations	Revenues
◆ reduce \$207,197 in funding for contract services			
3. Adjust appropriations for Urgent Care Redesign	-7.0	(1,049,625)	—
◆ delete 2.0 FTE vacant Health Services Representative positions for a total savings \$154,912			
◆ add 1.0 FTE Sr. Mental Health Program Specialist for a cost of \$153,155			
◆ delete 2.0 FTE vacant Psychiatric positions for a total savings of \$488,904			
◆ delete 4.0 FTE Psychiatric Social Worker/Marriage Family Therapist positions for a total savings of \$494,892			
◆ adjust personnel costs of \$66,762			
◆ reduce \$361,072 in funding for office expenses			
◆ increase \$230,237 in funding for services and supplies			
◆ appropriation adjustment for staffing in Santa Clara Valley Medical Center will be reflected in BU 921 SCVMC budget			
Subtotal (Recommended Changes)	-7.0	\$ (1,256,981)	\$ —
<b>Total Recommendation</b>	<b>129.5</b>	<b>\$ 62,741,429</b>	<b>\$ —</b>

## Other Mental Health Svcs Fund 0001 — Cost Center 41205

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	—	\$ 59,266,202	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	1,371,501	—
Other Required Adjustments	—	(1,404,153)	—
Subtotal (Current Level Budget)	—	\$ 59,233,550	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Adjust reimbursement from Mental Health Department to Custody Health for Internal Services adjustment	—	(317)	—
Increase SCVMC Chargeback to MHD for Urgent Care and Wellness and Recovery Programming Changes	—	3,007,618	—
FY 2009 Phone Rate Adjustment	—	(79)	—
Reduce SCVMC Chargeback to MHD for staffing and contract psychiatry expenses from APS and EPS Administration	—	(1,000,000)	—
Reduce SCVMC Chargeback to MHD for Budget Strategies to Implement FY 2008 APS Reduction Plan	—	(7,387,729)	—
Net out FY 2008 Placeholder for MHD APS Reduction	—	5,000,000	—
Reduce reimbursement from Mental Health Department to Custody Health due to the deletion of the PALS Program positions	—	(425,639)	—
Reduce reimbursement from Mental Health Department to Santa Clara Valley Medical Center due to elimination of the 3.0 FTE pharmacy positions	—	(389,594)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (1,195,740)	\$ —
<b>Total Recommendation</b>	<b>—</b>	<b>\$ 58,037,810</b>	<b>\$ —</b>



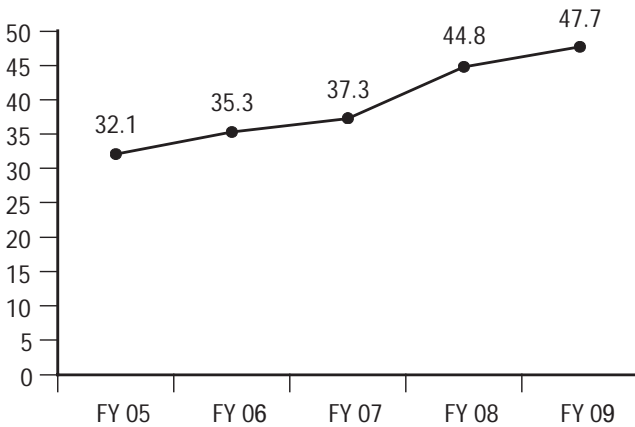
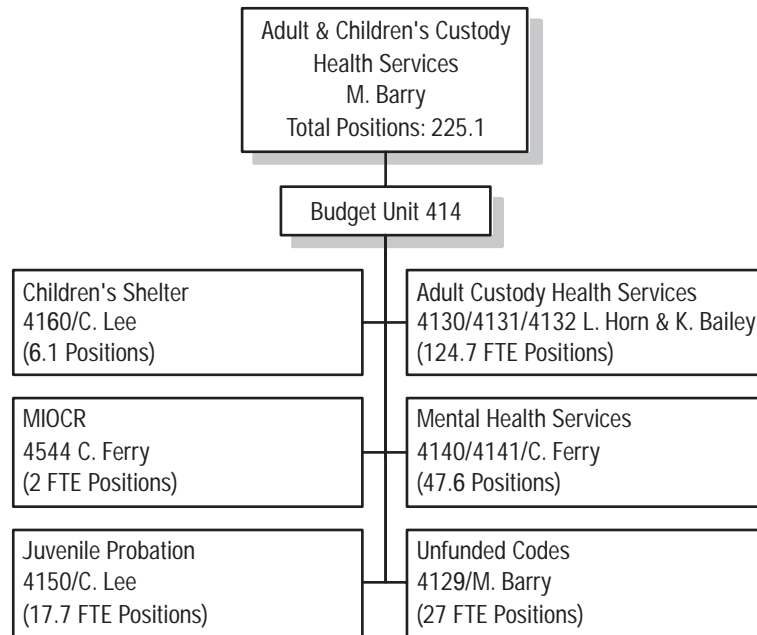
**MHSA — Cost Center 41213**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2008	14.0	5,991,550	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	1,009,386	—
Internal Service Fund Adjustments	—	123,312	—
Other Required Adjustments	—	1,767,021	—
Subtotal (Current Level Budget)	14.0	\$ 8,891,269	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Adjust appropriations to Criminal Justice Program Services due to elimination of PALS Program	1.0	74,117	—
◆ add 1.0 FTE Community Worker position			
Subtotal (Recommended Changes)	1.0	\$ 74,117	\$ —
<b>Total Recommendation</b>	<b>15.0</b>	<b>\$ 8,965,386</b>	<b>\$ —</b>

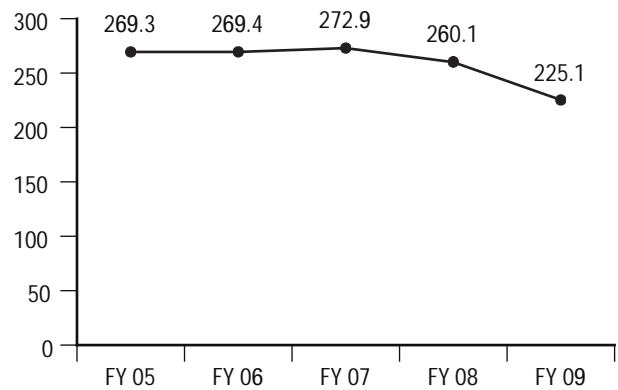




# Children's Shelter and Custody Health



**Gross Appropriation Trend**



**Staffing Trend**

Expenditures in this budget are 100% offset by reimbursements from the Social Services Agency, Probation Department, Mental Health Department, and Department of Correction.

Section 4: Santa Clara Valley Health & Hospital System



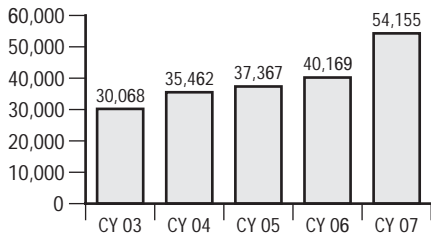
## Public Purpose

- Humane Society Preserved
- Responsible Government

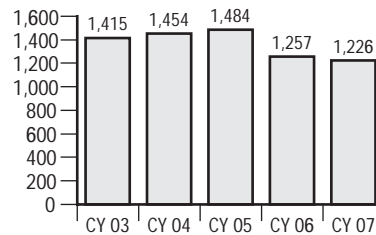


## Desired Results

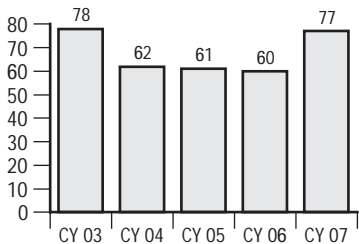
**Optimal Mental Health Outcomes** which this department promotes by improving the patient’s mental functioning while in custody, and providing appropriate community referrals upon release from custody to ensure the safety and well being of the patients and the community to which they will be released.



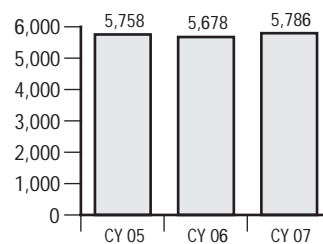
**Number of Inmates for whom Mental Health Services were Provided**



**Number of Inmates for Whom Acute Mental Health Treatment was Provided While Incarcerated**



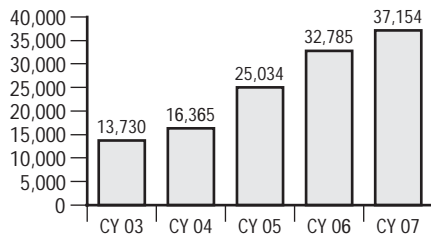
**Number of Inmates who were Temporarily Conserved due to a Mental Illness while Incarcerated**



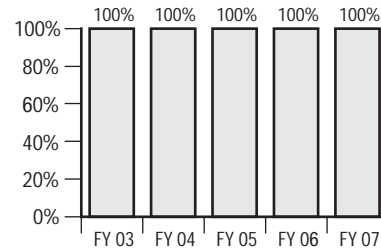
**Number of Adult Custody Health Mental Health Clinic Visits**



**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.

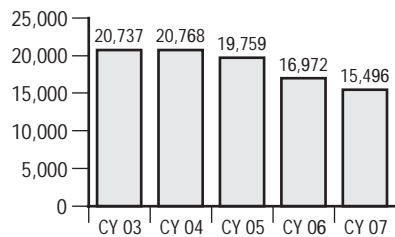


**Tuberculosis Skin Tests Administered In Adult Custody Health Facilities**

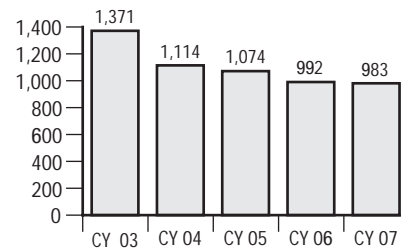


**Percent of AIDS Patients Referred to AIDS Drug Assistance Program (ADAP)**

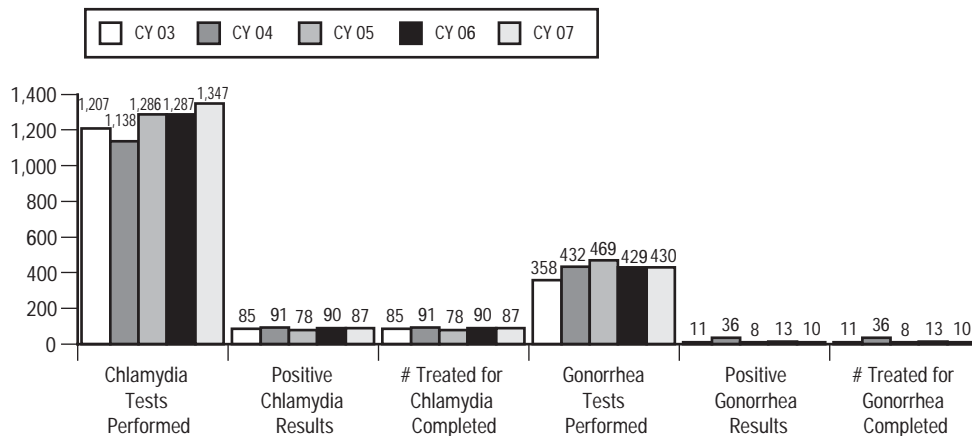
**Community Standard Patient Care Services Provided** which this department promotes by adherence to guidelines and standards of care and safety set forth by the Department of Health, Center for Disease Control, Title 15, DEA, OSHA, and other regulatory agencies.



**Number of Adult Custody Health Clinic Visits Annually**



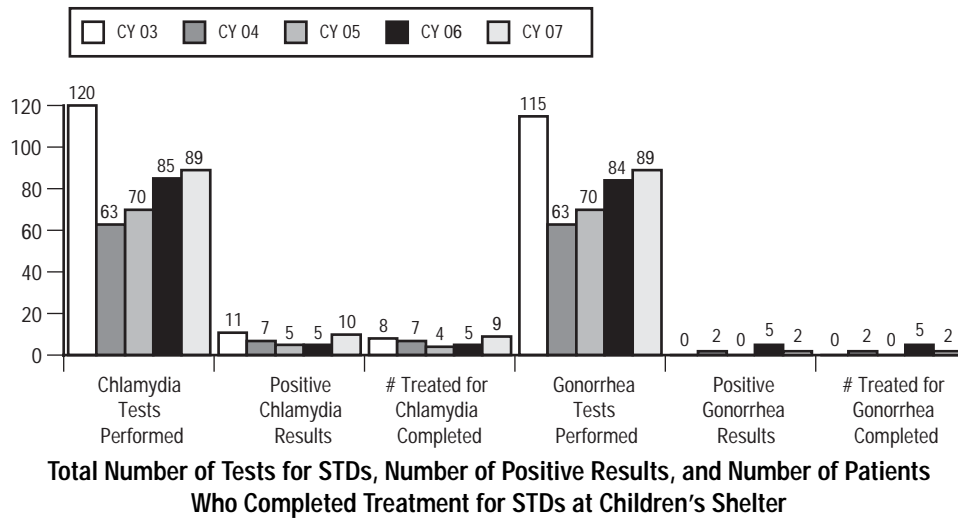
**Number of Patient Transfers to Emergency Department**



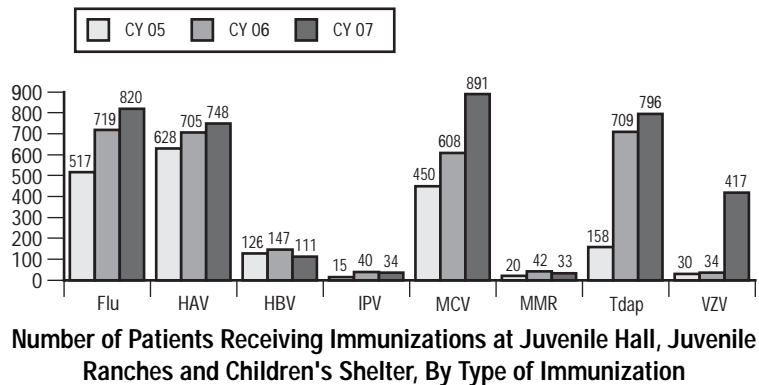
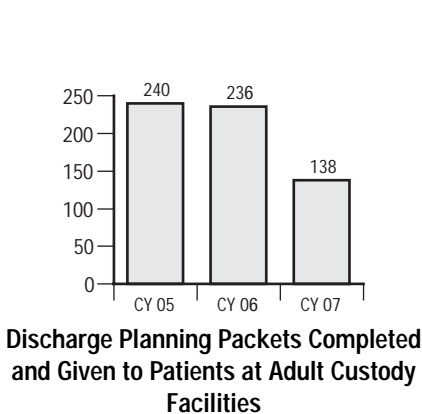
**Total Number of Tests for Sexually Transmitted Diseases (STDs), Number of Positive Results, and Number of Patients Who Completed Treatment at Juvenile Hall and Juvenile Ranches**



**Community Standard Patient Care Services Provided** which this department promotes by adherence to guidelines and standards of care and safety set forth by the Department of Health, Center for Disease Control, Title 15, DEA, OSHA, and other regulatory agencies.



**Greater use of technology to improve business processes** which this department promotes by conducting Business Process Re-engineering and Strategic Planning for technology in order to improve the delivery of care, streamline business processes, decrease liability and reduce costs.



## 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. Health services are provided by a professional multidisciplinary staff inclusive of physicians, registered nurses, licensed vocational nurses, marriage and family therapists, licensed social workers, clinical psychologists, nurse practitioners, and variety of ancillary support personnel.

### Medical Services

Comprehensive medical services are provided to the residents/detainees of the Children's Shelter, Juvenile Hall, Juvenile Ranches, Main Jail, and Elmwood Complex. These services are:

- Mental health assessment
- Medication administration
- Immunizations
- Patient education



- Testing
- In house treatment
- Screening
- Medical doctor evaluations and treatments
- Specialized consultation
- Referral treatment
- Court evaluations
- Discharge planning
- Hospice care
- Infection control

In addition, medical service provides court evaluations and other types of reports/evaluations to county organizations such as the county court system, District Attorney, Department of Probation, Department of Corrections, etc.

### **Mental Health Services**

Comprehensive mental health services are provided to the residents/detainees Main Jail, Elmwood Complex. These services include:

- Mental health assessment
- Medication administration
- Suicide assessments
- Crisis intervention
- Brief situational counseling
- Acute psychiatric unit admissions
- Psychiatric medication monitoring
- Medical doctor evaluation and treatment
- Court evaluations
- Case management
- Discharge planning
- Referral to the community
- Interagency mental health education

- PALS program (Providing Assistance with Linkages to Services)

The PALS program provides intensive case management for a small group of inmates released from custody who have a diagnosis of a serious mental illness.

Mental health services also includes court evaluations and other types of reports/evaluations to county organizations such as the county court system, District Attorney, Department of Probation, Department of Corrections, etc.

### **Pharmacy Services**

Comprehensive pharmacy services are provided to the residents/detainees of the Main Jail, Elmwood Detention Center and the Correctional Center for Women. Services include:

- Pharmacy assessment
- Self-administration of medication
- Patient education
- Inventory/inspection
- Drug Information Services
- Pharmacist Interventions
- Pharmacist Chart Reviews
- Integrated Pharmaceutical Care Services
- Modified Unit Dose medication delivery system
- Self-administration of medication program
- On-site Methadone program
- Inventory/inspection

In addition, limited Pharmacy services are provided to the Medical and Mental Health clinics at Juvenile Hall, the Ranches (Holden, James, & Wright Center), and the Children's Shelter.

### **Dental Services**

Dental services are provided to the residents/detainees of the Children's Shelter, Juvenile Hall, Juvenile Ranches, Main Jail, Elmwood Facility. 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, and the Elmwood Facility. These support services are:

- Medical records administration
- Performance-based budgeting
- Performance improvement
- Regulatory affairs
- Risk management
- Staff development
- Strategic planning
- Policy and procedure development
- Technology infrastructure design and support

In addition, Department Support Services collaborates with and acts as a conduit for other county agencies in support of county-wide goals and initiatives directly impacting CSCHS.

### 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. A lack of a computerized electronic medical records management system creates redundancy and inefficient use of clinical resources (40% of clinician time is spent searching for medical records and clinicians must look up critical assessment information on disparate data bases). There is increased risk and exposure to litigation due to transcription errors and lost paperwork (including medication orders, legal holds, and mental and medical referrals). In addition, data is unavailable for analysis and clinical decision-making, as well as increased costs due to inefficiencies.

The solution is to implement the Ambulatory - Electronic Medical Records (A-EMR) system designed 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

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

CSCHS is collaborating with Ambulatory Care Health Services for the completion of the A-EMR project.

#### CSCHS Video Conferencing Nursing Assessment Project

Due to budgetary shortfalls in providing 24 hours 7 day per week nursing staff coverage at the juvenile ranches, CSCHS developed an innovative project taking advantage of the latest in available video technology and computer imaging.

Using a set of interactive telecommunication technologies (high definition video cameras, monitors, microphones, and high speed computers), nursing staff and medical providers at the Juvenile Hall can interact via two-way video and audio transmissions, simultaneously, with the Juvenile Ranches. This technology allows nursing and medical staff to provide real time medical assessments, consultations and treatment determination for patients presenting at the Juvenile Ranches.

This system has allowed CSCHS to continue its mission of providing health care services to patients at the Juvenile Ranches while reducing costs and improving its technological support services.

#### CSCHS Strategic Plan 2001-2008

Children's Shelter and Custody Health Facilities (CSCHF) strategic planning identified priorities for emphasis and action for fiscal years 2001 through 2008.

Their priorities reflect the priorities of the Health and Hospital System (HHS) as well as the priorities of the County of Santa Clara. The CSCHS has established this strategic plan as a management tool for addressing their priorities, which are:

- 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

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
MIOCR/PALS	Yes	Non-mandated	Reduced staffing for PALS Program may result in loss of case management service to criminal justice consumers	▼
Custody Physicians	Yes	Mandated	Replacing obsolete radiology equipment will avoid transportation of inmates to SCVMC for services	■
Custody Pharmacy	Yes	Mandated	No change	■
Custody Nursing/Clinical	Yes	Mandated	No change	■
Custody Dental	Yes	Mandated	No change	■
Children's Shelter Physicians	Yes	Non-mandated	No change	■
Children's Shelter Pharmacy	Yes	Non-mandated	No change	■
Children's Shelter Nursing/Clinical	Yes	Non-mandated	No change	■
Administration	Yes	Required	No change	■

Impact on Current Level of Service:

□ = Eliminated   ▼ = Reduced   ◻ = Modified   ▲ = Enhanced   ■ = No Change

## County Executive's Recommendation

### Jail Mental Health Services

**Reduce staffing for Providing Assistance with Linkages to Services (PALS) Program:** This proposal is to reduce 1.0 filled Health Care Program Manager, 1.0 filled Psychiatric Social Worker and 1.0 vacant Marriage Family Therapist positions for the PALS program and restructures the remaining 1.0 Community Worker position into the MIOCR/MHSA-funded Criminal Justice program in Mental Health Department.

The PALS program provides intensive case management for a group of inmates released from custody who have a diagnosis of a serious mental illness. The program began in 2002 as a MIOCR (Mentally Ill Crime Offender Reduction) grant from the State Department of Corrections with a grant budget of about \$1 million for three years ending in June 2004. Upon the grant's expiration, the MHD made reductions in other areas to free up County General Funds to keep the PALS program going. As well, PALS has a federal earmark grant to pay for housing services that expires in June 2008.

**Service Impact:** The recommendation will result in the loss of case management service to criminal justice consumers. The PALS program serves about 350 clients, and after the proposed staffing reduction, the program will be incorporated into new MHSA funded Criminal Justice Full Service Partnership Program, through the restructure of remaining resources and the use of additional MHSA funds to minimize negative client impact.

**Positions Reduced: 4.0**

1.0 FTE is added in Mental Health BU 412

**Ongoing Savings: \$0**

Ongoing Savings: \$425,639

Offset by reduction of \$425,639 in reimbursement from MHD  
Net Savings of \$351,522 are reflected in Mental Health BU 412

### Custody Health Administration

**Transfer Budget for 1.0 FTE Executive Assistant Position from SCVMC:** In 1995, when the responsibilities for oversight of the Acute Psychiatric Services Department were assigned to the Associate Director, Custody Health Services, the cost of an Executive Assistant position which supported Custody Health Services was

transferred to SCVMC BU 921. The Associate Director, Custody Health Services will not have responsibility for oversight of Acute Psychiatric Services after this fiscal year, thus the Executive Assistant position needs to be transferred back to Custody Health. The cost of the position will be offset by the reduction in cost in SCVMC BU921.

**Service Impact:** The recommendation has no impact to direct client services.

**Position Added: 1.0**

**Ongoing Costs: \$89,649**

Reduced Ongoing Costs of \$89,649 are reflected in SCVMC BU 921

### Medical Services

**Replace Seventeen-year-old Radiology Equipment:** The current radiology processor at Elmwood is obsolete and needs to be replaced. In Fiscal Year 2007, 2,552 radiology services were being provided at the Elmwood Facility. If the equipment is not replaced, all inmate radiology services in Elmwood will have to be provided at Santa Clara Valley Medical Center (SCVMC).

**Service Impact:** If inmates must be transported to SCVMC for radiology services, the waiting time will increase for services, and the service will cost more for the Department of Correction to provide.

**One-Time Costs: \$82,421**

### ITEC Projects

**Allocate One-time Funding of \$138,545 for Personal Computer and Printer Upgrades in Elmwood:** This project will replace aging/obsolete equipment that meets or exceeds the County's Information Technology Replacement criteria. Items in this request may include servers, printers, routers/switches, laptops, and software. This project is recommended by the Information Technology Executive Committee (ITEC) for CSCHS. CSCHS has not had any upgrades for PCs and/or printers since they were installed in FY 2003. Locations within the Elmwood Complex will be activating 6 buildings to support electronic clinical information; services will be added to the Children's Shelter that require additional hardware to support the





services to be provided. CSCHS has over 170 PCs and 30 printers that will need to be replaced over the next three years.

**Service Impact:** Continued and enhanced service delivery to include safety and security issues. To support new technologies such as wireless that will be implemented within the next year, a new type of infrastructure needs to be in-placed over the next three years.

**One-Time Costs: \$138,545**

**Allocate One-time Funding of \$12,323 for the Secure Messaging Project:** In 1996 the Federal Government established the Health Information Portability Access Act (HIPAA) and required that any electronic communications between patient-provider, provider-provider and/or provider-insurance, of known Personal Health Information (PHI), be encrypted to safeguard the privacy of the patient. During FY 2008, SCVHHS implemented the first phase of secured e-mail for inpatient and ambulatory areas of the organization, this request is to extend the current capabilities, and add

more to the Public Health, Mental Health, DADS and Children's Shelter Custody Health departments. The added capabilities are intended to provide patients with a portal to securely communicate to the pharmacy department for prescription refills, and to pose questions to nurses and to clinical support staff.

**Service Impact:** The need for electronic communication between patient-provider, provider-provider and provider-insurance needs to be secure to ensure personal health information does not fall into the wrong hands when traveling throughout the public internet infrastructure. County policies also require that this type of information, PHI as well as any other confidential information, be secure to ensure the County is protected against any threats and/or data breaches.

**One-Time Costs: \$12,323**

#### Children's Shelter & Custody Health Svcs — Budget Unit 414 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
41401	Adult Custody Med Svcs Fund 0001	\$ 352,894	\$ 188,997	\$ 2,439,494	\$ —	\$ (188,997)	-100.0%
41402	Adult Custody Mental Health Svcs Fund 0001	1,973,619	56,935	120,096	—	(56,935)	-100.0%
4150	Juvenile Probation Med Svcs Fund 0001	206,593	30,335	30,335	—	(30,335)	-100.0%
4160	Children's Shelter Med Svcs Fund 0001	72,469	12,747	12,747	—	(12,747)	-100.0%
4142	Work Furlough Program (Inactive)	680	—	—	—	—	—
<b>Total Net Expenditures</b>		<b>\$ 2,606,254</b>	<b>\$ 289,014</b>	<b>\$ 2,602,672</b>	<b>\$ —</b>	<b>\$ (289,014)</b>	<b>-100.0%</b>



### Children's Shelter & Custody Health Svcs — Budget Unit 414 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
41401	Adult Custody Med Svcs Fund 0001	\$ 27,237,688	\$ 29,600,265	\$ 31,850,762	\$ 31,715,971	\$ 2,115,706	7.1%
41402	Adult Custody Mental Health Svcs Fund 0001	10,089,573	9,411,687	9,474,848	9,983,354	571,667	6.1%
4150	Juvenile Probation Med Svcs Fund 0001	3,552,479	4,378,307	4,378,307	4,483,812	105,505	2.4%
4160	Children's Shelter Med Svcs Fund 0001	1,239,749	1,382,177	1,382,177	1,486,088	103,911	7.5%
4142	Work Furlough Program (Inactive)	680	—	—	—	—	—
<b>Total Gross Expenditures</b>		<b>\$ 42,120,168</b>	<b>\$ 44,772,436</b>	<b>\$ 47,086,094</b>	<b>\$ 47,669,225</b>	<b>\$ 2,896,789</b>	<b>6.5%</b>

### Children's Shelter & Custody Health Svcs — Budget Unit 414 Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 35,574,807	\$ 35,711,066	\$ 35,424,449	\$ 36,745,878	\$ 1,034,812	2.9%
Services And Supplies	6,545,362	9,061,370	11,661,645	10,840,926	1,779,556	19.6%
Fixed Assets	—	—	—	82,421	82,421	—
<b>Subtotal Expenditures</b>	<b>42,120,168</b>	<b>44,772,436</b>	<b>47,086,094</b>	<b>47,669,225</b>	<b>2,896,789</b>	<b>6.5%</b>
Expenditure Transfers	(39,513,914)	(44,483,422)	(44,483,422)	(47,669,225)	(3,185,803)	7.2%
<b>Total Net Expenditures</b>	<b>2,606,254</b>	<b>289,014</b>	<b>2,602,672</b>	<b>—</b>	<b>(289,014)</b>	<b>-100.0%</b>

### Children's Shelter & Custody Health Svcs — Budget Unit 414 Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
41401	Adult Custody Med Svcs Fund 0001	\$ 18,699	\$ 65,963	\$ 65,963	\$ —	\$ (65,963)	-100.0%
41402	Adult Custody Mental Health Svcs Fund 0001	327	—	—	—	—	—
4150	Juvenile Probation Med Svcs Fund 0001	305	—	—	—	—	—
4160	Children's Shelter Med Svcs Fund 0001	61	—	—	—	—	—
<b>Total Revenues</b>		<b>\$ 19,392</b>	<b>\$ 65,963</b>	<b>\$ 65,963</b>	<b>\$ —</b>	<b>\$ (65,963)</b>	<b>-100.0%</b>



## Adult Custody Med Svcs Fund 0001 — Cost Center 41401

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	128.7	\$ 188,997	\$ 65,963
Board Approved Adjustments During FY 2008	-1.0	2,250,497	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	1,018,075	—
Internal Service Fund Adjustments	—	(854,492)	—
Other Required Adjustments	0.0	(2,603,077)	(65,963)
Subtotal (Current Level Budget)	127.7	\$ —	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Adjust reimbursement from Main Jail to Custody Health for Internal Services charges	—	39	—
Increase reimbursement from Elmwood to Custody Health for the one-time purchase of radiology equipment, ITEC Project and Internal Services adjustment	—	(221,127)	—
Increase reimbursement from Main Jail to Custody Health for the addition of 1.0 FTE Executive Assistant position, ITEC Project and Internal Services adjustments	—	(101,659)	—
Reduce reimbursement from Mental Health Department to Custody Health due to the deletion of the PALS Program positions	—	425,639	—
FY 2009 Data Processing Adjustment	—	85	—
FY 2009 Phone Rate Adjustment	—	(276)	—
Decision Packages			
1. Adjust appropriations for Elmwood Medical Services	—	82,421	—
◆ increase \$82,421 in one-time funding for new radiology equipment			
2. Adjust appropriations for Providing Assistance with Linkages to Services (PALS)	-4.0	(425,639)	—
◆ delete 1.0 FTE filled Health Care Program Manager position for a savings of \$142,431			
◆ delete 1.0 FTE vacant Marriage Family Therapist position for a savings of \$96,679			
◆ delete 1.0 FTE Psychiatric Social Worker position for a savings of \$112,412			
◆ delete 1.0 FTE filled Community Worker position for a savings of \$74,117			
3. Adjust appropriations for ITEC Project	—	12,323	—
◆ allocate one-time funding of \$12,323 for Secure Messaging Project			
4. Adjust appropriations for ITEC Project	—	138,545	—
◆ allocate one-time funding of \$138,545 for upgrades of personal computers and printers			
5. Adjust appropriations for Acute Psychiatric Services (APS) Administrative Staffing Change	1.0	89,649	—
◆ add 1.0 FTE Executive Assistant position for a cost of \$89,649			
Subtotal (Recommended Changes)	-3.0	\$ —	\$ —
<b>Total Recommendation</b>	<b>124.7</b>	<b>\$ —</b>	<b>\$ —</b>



### Adult Custody Mental Health Svcs Fund 0001 — Cost Center 41402 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	107.6	\$ 56,935	\$ —
Board Approved Adjustments During FY 2008	-31.0	63,161	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	452,595	—
Internal Service Fund Adjustments	—	(490,928)	—
Other Required Adjustments	—	(81,763)	—
Subtotal (Current Level Budget)	76.6	\$ —	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Adjust reimbursement from Mental Health Department to Custody Health for Internal Services adjustment	—	317	—
FY 2009 Phone Rate Adjustment	—	(317)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>76.6</b>	<b>\$ —</b>	<b>\$ —</b>

### Juvenile Probation Med Svcs Fund 0001 — Cost Center 4150 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	18.2	\$ 30,335	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-0.5	89,487	—
Internal Service Fund Adjustments	—	(119,822)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	17.7	\$ —	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Adjust reimbursement from Probation Department to Custody Health for Internal Services adjustment	—	238	—
FY 2009 Phone Rate Adjustment	—	(238)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>17.7</b>	<b>\$ —</b>	<b>\$ —</b>

### Children's Shelter Med Svcs Fund 0001 — Cost Center 4160 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	5.6	\$ 12,747	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	0.5	97,262	—

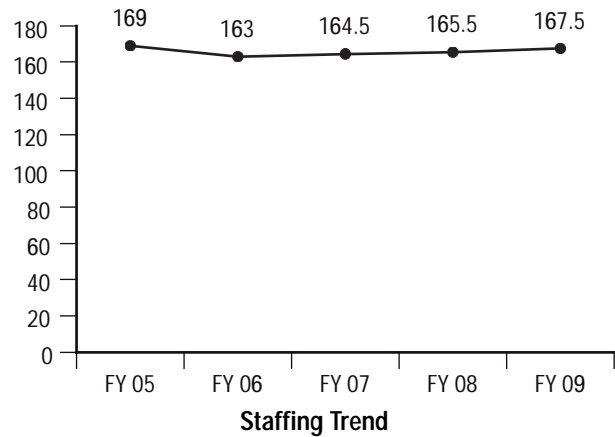
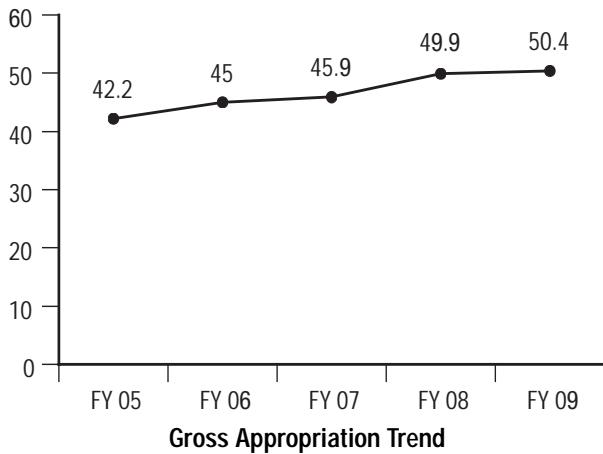
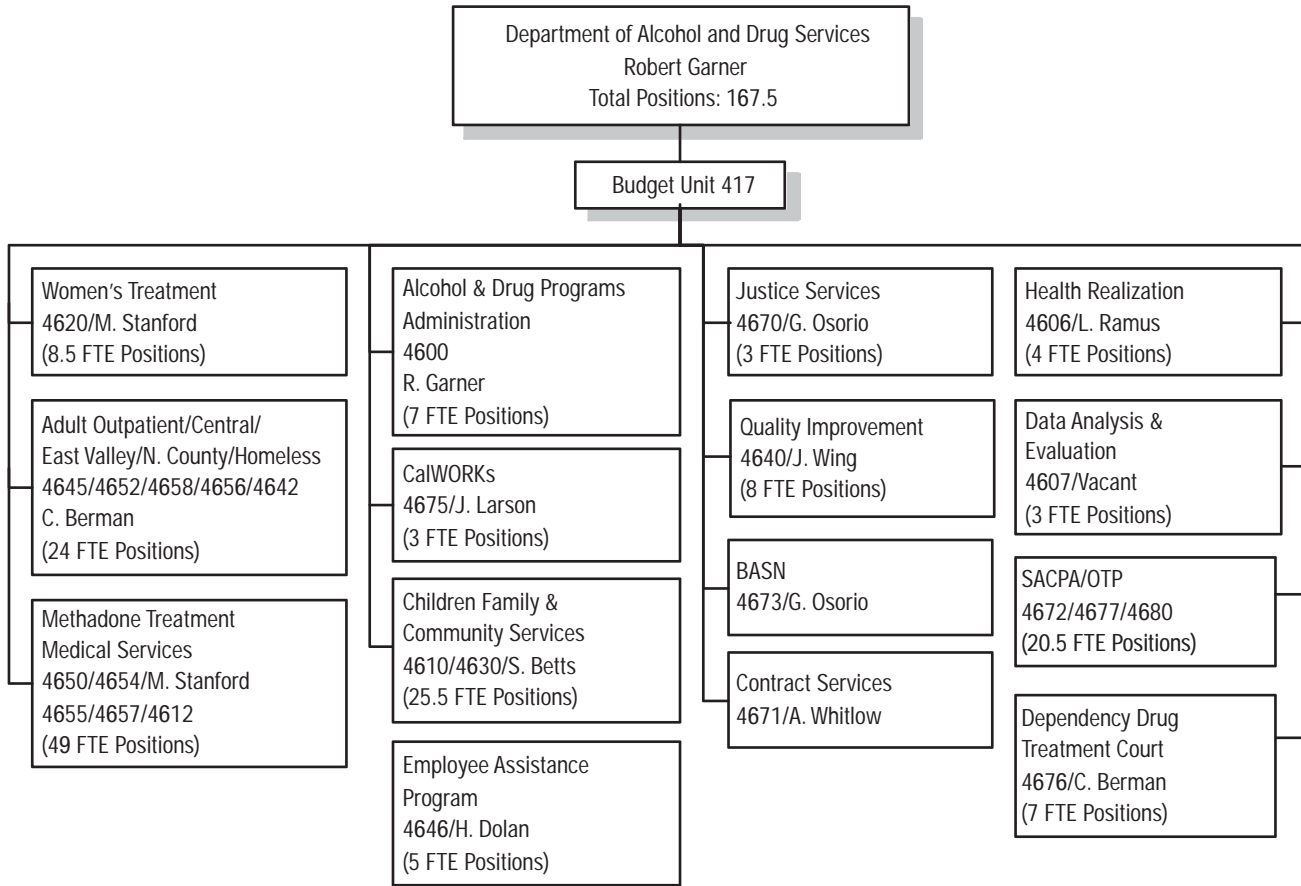


**Children's Shelter Med Svcs Fund 0001 — Cost Center 4160**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	(110,009)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	6.1	\$ —	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	6.1	\$ —	\$ —



# Department of Alcohol and Drug Services



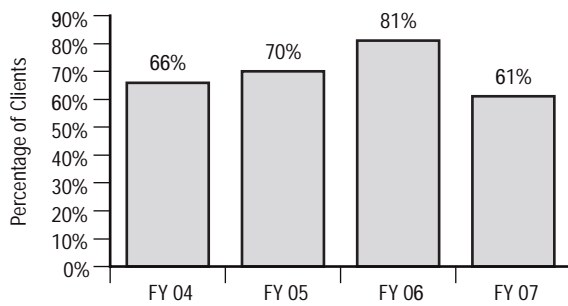
## Public Purpose

- ➔ Reduce the impact of alcohol and other drugs (AOD) on individuals and the community

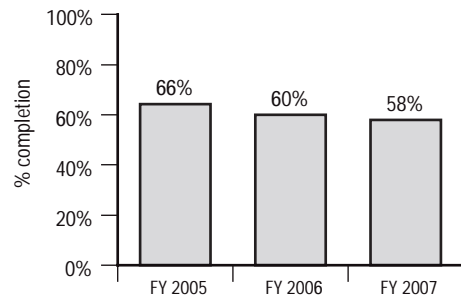


## Desired Results

Reduce the impact of alcohol and other drugs (AOD) on individuals and the community: Treatment Outcomes



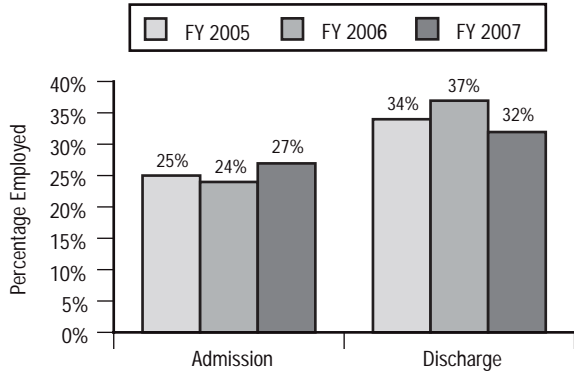
**Reduced Substance Abuse Use/Abstinence At Discharge From Treatment**



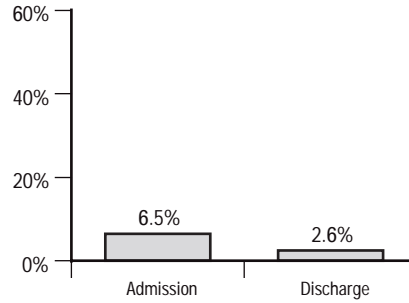
**Treatment Completion Rate**



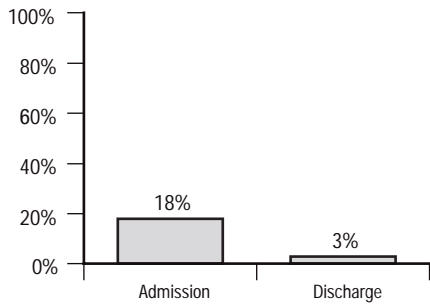
Reduce the impact of alcohol and other drugs (AOD) on individuals and the community: (continued)



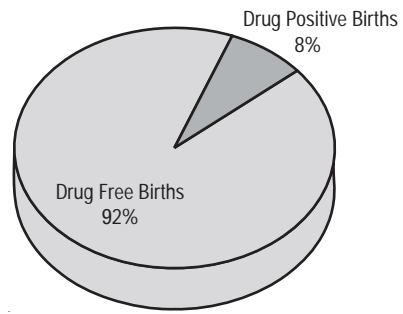
Employment at Admission and Discharge



Clients Reporting Family Conflict at Admission & Discharge

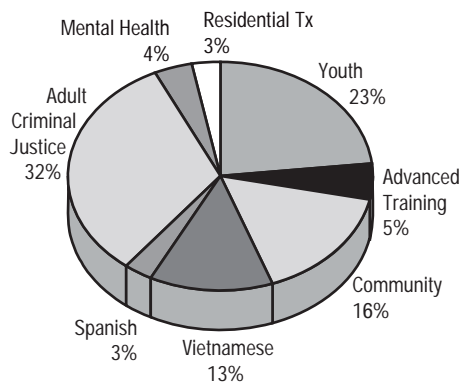


Criminal Justice Involvement at Admission and Discharge



Drug Free Births to Clients in Perinatal Programs

Provide Prevention services: Assist community organizations and coalitions to implement evidence-based practices and provide Health Realization training to community and County staff.

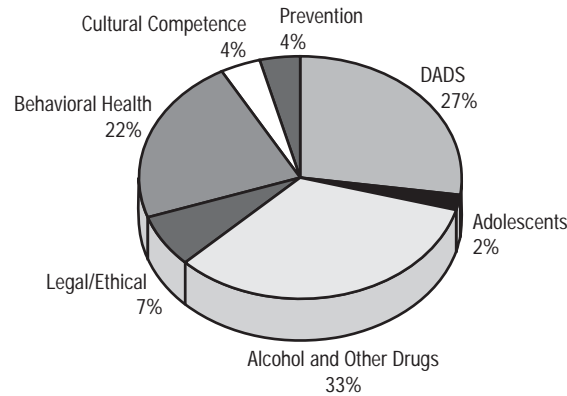


Health Realization Training by Major Areas — FY 2006-07





**Provide training** to increase knowledge, skills and abilities of participants related to the field of substance abuse.



**Learning Institute Trainings by Category — 2006-07**

## Description of Major Services

The mission of the Department of Alcohol & Drug Services (DADS) is to develop and operate a seamless Continuum of Care for the prevention and treatment of substance abuse problems in the community that is appropriate for the diverse populations of the County and that is accountable for its services. DADS offers substance abuse treatment and prevention services to residents of Santa Clara County, which contribute to the reduction of adverse effects of substance abuse in the County. DADS operates under Managed Care principles, which is a planned, comprehensive approach to providing health services. This benefits consumers and providers by combining administrative and clinical services in an integrated, coordinated system to give clients high-quality yet cost-effective care in a timely manner. Through standardized assessments and case management, clients move up or down through a complete continuum of services - based on their needs - to enhance their return to stable community life.

Clients receive substance abuse treatment through DADS' network of over 40 County and community-based treatment providers. DADS contracts with community-based providers for treatment services and transitional housing for its clients. The substance abuse treatment system in Santa Clara County serves its diverse client population with special programs for parenting women, adolescents, criminal justice clients including parolees and persons with opiate addiction. Clients are referred to substance abuse treatment by criminal justice agencies such as Drug Treatment and

Juvenile Courts, and County agencies such as the Social Services Agency, Mental Health Department and the CalWORKS program.

Highlights of DADS system of care and characteristics of substance abuse clients:

- There were 9,810 admissions to the Adult System of Care
- Methamphetamines were the primary substance of abuse for 47% followed by alcohol, 21%
- Criminal Justice referrals made up 68% of admissions
- Minorities made up 62% of admissions and Hispanic clients made up 43% of admissions
- Women made up 33% of admissions
- Adults between the ages of 26 and 45 made up 55% of admissions
- Homeless persons made up 21% of admissions

### Goals of Treatment Services

The goals of substance abuse treatment services are to:

- Reduce the negative impact of substance abuse on clients
- Increase client psychosocial functioning by assisting in the successful completion of treatment

- Help 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 & Assessment Center screens and assesses clients over the telephone, matches and refers clients to the appropriate level of treatment services. This includes clients referred from the criminal justice system, including SACPA, Drug Treatment Court, and Dependency Drug Treatment Court. Assessments are conducted using the American Society of Addiction Medicine- Patient Placement Criteria.

### Treatment services

Short stay social model (non-medical) detoxification services are offered for treating withdrawal symptoms. Clients who complete detoxification continue their treatment in residential or outpatient treatment settings.

Supervised residential treatment facilities stabilize substance abuse clients in a structured environment.

Outpatient treatment offers individual and group counseling, as well as psycho-educational services.

Addiction Medicine and Therapy Program (AMT) - a State- and Federally-regulated outpatient program for opiate addiction, accredited by the Commission on the Accreditation of Rehabilitation Facilities (CARF), provides medication-assisted treatment, medically-

managed withdrawal services, counseling, case management, medical consultation, confidential HIV, TB, and hepatitis A, B, & C testing and counseling.

Women's Programs - residential and outpatient treatment services specifically tailored for substance abusing pregnant and parenting women. The Perinatal Substance Abuse Program (PSAP) serves addicted women who are pregnant and/or parenting young children. House on the Hill and Blossoms provide specialized services and residential treatment for women with minor children. Services include classes on domestic violence & child development, reading programs, referrals to medical services, methadone treatment and detoxification services.

### Special Programs

CALWORKS - Health Alliance (HA) is a partnership between DADS, the Social Service Agency (SSA) and the Mental Health Department. The HA provides alcohol and other drug and mental health services to assist CW clients in overcoming barriers that prevent them from obtaining and/or maintaining employment.

Bay Area Services Network (BASN) - provides Residential, Outpatient (O/P) and Transitional Housing Units (THU) to state parolees in Santa Clara County

Drunk Driver Program (DDP) - a service provided by private, state-licensed contractors. DADS monitors these services and provides technical assistance.

Deferred Entry of Judgment (DEJ) - a drug diversion program that allows clients to enter psycho-educational services and low level counseling as an alternative to jail.

Employee Assistance Program (EAP) - provides free and confidential counseling, assessment and referral services to the employees of the County and their immediate family members.

## Ancillary Services

Transitional housing services — provides safe and affordable housing to outpatient clients who are homeless or living in unsafe environments.

Homeless Program — provides case management and helps clients access housing.

Job/vocational & educational support services — include career counseling, job readiness 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.

Psychiatric services — these services include assessment and short-term treatment including psychiatric medications for dually diagnosed clients.

Case management services are available in specialized programs for court-involved clients.

HIV Intervention Program — provides confidential HIV, TB and hepatitis testing and counseling to clients enrolled in residential programs.

## Children Family & Community Services

This Division of the Department of Alcohol & Drug Services offers services to youth who are typically between 13 and 18 years of age. Services are provided

through a small network of County staff and Community-Based Organizations in schools, Juvenile Hall and community-based sites.

Three levels of service are available: outpatient, intensive outpatient and residential. Services include: assessment, education, case management, treatment, family counseling and referral.

## Prevention Services

The Prevention Services Division promotes and funds activities that reduce the impact of alcohol and drug use, these include:

- Community coalitions that support evidence-based activities with an aim to reducing the prevalence of alcohol and drug-related problems
- The department's Learning Institute, which provides substance abuse education and training through workshops and conferences
- Health Realization programs in adult and juvenile detention facilities, homeless shelters, mental health facilities and schools
- Information dissemination through a community-based organization, which provides a resource center, speakers, a recovery-based newspaper, an on-line resource directory and a public access television show
- Friday Night Live — a youth leadership program with a focus on substance-use prevention activities

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
SACPA Services	Yes	Mandated	Funding from County General Funds for case manager positions will best serve the needs of the SACPA clients in the adult system of care services.	▲
Justice Services	Yes	Non-mandated	Restore some administrative support services eliminated in FY 2008	▲
Drinking Driver Program	No	Mandated		■
Drug Testing (SATTA)	No	Mandated		■
CalWORKs	No	Mandated		■
HIV Services	Less than 5%	Mandated		■

Impact on Current Level of Service:

□ = Eliminated ▼ = Reduced ▣ = Modified ▲ = Enhanced ■ = No Change



Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Adult Outpatient	Yes	Mandated		■
Residential Services	Yes	Mandated		■
Perinatal Services	Yes	Mandated		■
Methadone Services	Yes	Mandated		■
Residential Detox	Yes	Mandated		■
Adolescent Services	Yes	Mandated		■
Medical Services	Yes	Mandated		■
Health Realization	No	Non-mandated		■
Bay Area Services Network (BASN)	No	Non-mandated		■
Dependency Drug Treatment Court	No	Non-mandated		■
Prevention Services	Less than 5%	Non-mandated		■
Homeless Project	Yes	Non-mandated		■
Employee Assistance	Yes	Non-mandated		■
Administration and Support/Research and Evaluation/Quality Improvement	Yes	Required		■

Impact on Current Level of Service:

□ = Eliminated ▼ = Reduced ▣ = Modified ▲ = Enhanced ■ = No Change

## County Executive's Recommendation

### ▲ Substance Abuse Crime Prevention Act (SACPA) Services

The DADS budget includes reductions of \$1,188,265, reflecting loss of State (\$368,908) and County General Fund support (\$819,357) in the base budget.

In FY 2006 the Board of Supervisors accepted the revised Substance Abuse and Crime Prevention Act (SACPA) Plan with the State's decreased allocation. The lower than expected allocation was due to emergency regulations that included an excess funds methodology not being adopted as anticipated. For program continuity, the shortfall of \$1.38 million of SACPA funding that did not materialize, were backfilled by the County's State Reserve. The revised plan included an one-time General Fund subsidy of \$819,357 which covered the increase costs and capacity of outpatient and residential treatment services.

In FY 2007 the Board of Supervisors approved to continue the County General Fund support of the \$819,357 by utilizing one-time Safety Net Reserve Funding to continue the services for SACPA clients supported by these funds. In FY 2008 the Board of Supervisors accepted the report that the existing \$819,357 was used to backfill the FY 2008 State allocation shortfall.

For FY 2009, the one-time County General Fund SACPA expenditures of \$819,357 and the \$368,908 of State funding that ended November 30, 2007 for a total of \$1,188,265 are being removed from the base budget. With the removal of this one-time expenditures, funding for 140 outpatient treatment slots for 560 clients, 17 residential treatment beds for 92 clients and 19.5 Transitional housing Units for 78 clients are removed.

**Add 1.0 FTE Psychiatric Social Worker/Marriage Family Therapist and 3.0 FTE Community Worker positions for SACPA Case Management Services:** In December of 2007, the State discontinued support for a range of treatment services as well as a new and unique case management function. Although one-time funding allowed all of these services to be continued through June of 2008, they will terminate on that date. In reviewing the total needs of the adult system of care, the Department has concluded that the case management function (four positions) needs to be continued to best serve the needs of the SACPA clients in the adult treatment system.

The costs of adding the 4.0 FTE positions are \$334,409, of which \$190,719 will be supported by Offender Treatment Program (OTP) funding and the net General Fund costs to support this recommendation will be \$143,690.

**Service Impact:** The DADS case managers were hired in the spring of 2007 to provide services to SACPA clients who were at high risk for continued substance abuse. They provide case management services to those clients most at risk of failing to follow through in treatment, or who have a history of cycling in and out of the criminal justice system, and without resources to help themselves. The case managers help these clients organize themselves; this includes transporting clients to appointments, accompanying them to court and acting as advocates, as well as combing the County for needed resources. The case management team has established working relationships with the judges, probation officers, and other professionals who are providing services for their clients. The team has exceeded all of the original estimates for the number of clients they would serve, and they have provided services to 256 unduplicated clients. In the first year they provided 2,748 services which included transportation, assistance in finding housing and medical care, referrals for clothing, food and other necessities, assistance in developing a positive support group, vocational assistance, etc. Continuation of these four positions is essential to producing the most favorable outcomes for the most difficult clients in the SACPA part of the Adult System of Care.

**Positions Added: 4.0**

**Net Ongoing Costs: \$143,690**

Ongoing Costs of \$334,409 are partially offset by OTP Funds of \$190,719

## Justice Services

**Restore 1.0 FTE Administrative Assistant position:** This position was deleted in FY 2008 however, there is no other clerical support available for this function on a continuous basis. In the immediate interim since the position was deleted, department has had to utilize extra help clerical staff and administrative support loaned from other program services that will not be available on a continuous basis.

**Service Impact:** This position provides support for all of the activities of the manager in the program, and restoring the position is necessary for improving efficiency and effectiveness of the support function of the program.

**Position Added: 1.0**  
**Ongoing Costs: \$85,069**

## Substance Abuse Mental Health Service Administration (SAMHSA)

**Delete 1.0 FTE Filled Psychiatric Social Worker/Marriage Family Therapist position due to Expiration of Grant Funding** The SAMHSA grant, first funded in September 2004, is going to expire in September 2008. The goal of the project, "Teens In Transition Evolve" (TITE) program, is to provide substance abuse treatment and related re-entry services to sentenced juvenile offenders aged 14 to 17 returning to the community from incarceration. The MFT position provides assessment, counseling, therapy and treatment services in a Community Treatment setting at Juvenile Hall and in the community. Clients participate in assessment and a 13-week outpatient program that has been conducting about four cycles a year, with approximately ten youth in each cycle. Funding to support the MFT position will be discontinued and position will be eliminated after September 29, 2008.

**Service Impact:** Approximately 40 youth will be impacted by the loss of the position, but anticipate placement in alternative programs. Children, Family and Community Services (CFCS) holds two group counseling sessions per week at the Alexian location.

Clients may also be referred to other adolescent programs depending on where the clients live and their accessibility to transportation.

**Position Reduced: 1.0**

**Ongoing Savings: \$0**

Funding for the position is already removed from the base budget

## ▲ ITEC Project

**Allocate One-time Funding for the Secure Messaging Project:** In 1996 the Federal Government established the Health Information Portability Access Act (HIPAA) and required that any electronic communications between patient-provider, provider-provider and/or provider-insurance, of known Personal Health Information (PHI), be encrypted to safeguard the privacy of the patient. During FY 2008 SCVHHS implemented the first phase of secured e-mail for inpatient and ambulatory areas of the organization, this

request is to extend the current capabilities, and add more to the Public Health, Mental Health, DADS and Children's Shelter Custody Health departments. The added capabilities are intended to provide patients with a portal to securely communicate to the pharmacy department for prescription refills, and to pose questions to nurses and to support clinical staff.

**Service Impact:** The need for electronic communication between patient-provider, provider-provider and provider-insurance needs to be secured to ensure personal health information does not fall into the wrong hands when traveling throughout the public internet infrastructure. County policies also require that this type of information, PHI as well as any other confidential information, be secured to ensure the County is protected against any threats and/or data breaches.

**One-Time Cost: \$7,839**

## Department Of Alcohol And Drug Programs — Budget Unit 417 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
4600	Administration Fund 0001	\$ 3,842,869	\$ 6,297,663	\$ 6,311,607	\$ 7,164,434	\$ 866,771	13.8%
4604	Fiscal Support (Inactive)	41	—	—	—	—	—
4606	Health Realization Fund 0001	601,052	613,755	613,755	632,235	18,480	3.0%
4607	Data Analysis & Evaluation Fund 0001	588,338	536,338	536,338	486,892	(49,446)	-9.2%
4610	CFCS Svcs Fund 0001	3,309,764	3,670,551	3,695,548	3,475,941	(194,610)	-5.3%
4612	HIV Svcs Fund 0001	352,871	283,989	320,773	343,071	59,082	20.8%
4620	Perinatal Substance Abuse Fund 0001	2,195,970	2,186,861	2,212,011	2,174,236	(12,625)	-0.6%
4630	Prevention Svcs Fund 0001	3,093,715	1,866,889	1,879,889	1,812,343	(54,546)	-2.9%
4640	Quality Improvement Fund 0001	906,336	919,050	919,050	981,899	62,849	6.8%
4642	Homeless Project Fund 0001	207,477	210,900	210,900	220,530	9,630	4.6%
4645	Adult Services Fund 0001	445,337	565,023	472,174	543,090	(21,933)	-3.9%
4646	Employee Assist Prog Fund 0001	552,643	617,432	617,432	644,886	27,454	4.4%
4650	Medical Services Fund 0001	2,758,998	2,520,068	2,520,068	2,558,576	38,508	1.5%
4652	Central Ctr Fund 0001	1,043,437	1,053,519	1,147,033	1,148,303	94,784	9.0%
4654	East Valley Clinic Fund 0001	806,762	839,805	839,805	875,481	35,676	4.2%
4655	Central Valley Clinic Fund 0001	1,554,738	1,586,142	1,586,142	1,636,963	50,821	3.2%
4656	North County Ctr Fund 0001	98,656	237,522	237,522	134,298	(103,224)	-43.5%
4657	South County Clinic Fund 0001	636,208	592,228	592,228	618,691	26,463	4.5%
4658	East Valley Ctr Fund 0001	505,135	495,291	495,291	638,802	143,511	29.0%
4659	West Valley Ctr Fund 0001	526	—	—	—	—	—
4670	Justice Svcs Fund 0001	2,295,778	2,162,480	2,259,911	2,369,089	206,609	9.6%
4671	Contract Svcs Fund 0001	10,177,334	11,239,563	11,239,563	11,569,066	329,503	2.9%





## Department Of Alcohol And Drug Programs — Budget Unit 417

### Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
4672	SACPA Svcs Fund 0001	3,908,102	3,817,076	2,878,797	2,878,797	(938,279)	-24.6%
4673	Basn Svcs Fund 0001	913,845	910,884	910,884	910,884	—	—
4675	Calworks Prog Fund 0001	106,682	—	—	(4,392)	(4,392)	—
4676	Dependency Drug Treatment Ct Fund 0001	1,371,324	1,561,091	1,561,091	1,667,937	106,846	6.8%
4677	SACPA General Fund 0001	606,927	1,093,030	1,093,030	275,970	(817,060)	-74.8%
4678	Offender Treatment Program Fund 0001	607,358	552,065	735,065	5,856	(546,209)	-98.9%
4679	Offender Treatment Prog II Fund 0001	—	—	983,662	—	—	—
4680	Offender Treatment Program III - Fund 0001	—	—	—	1,127,352	1,127,352	—
<b>Total Net Expenditures</b>		<b>\$ 43,488,221</b>	<b>\$ 46,429,215</b>	<b>\$ 46,869,569</b>	<b>\$ 46,891,230</b>	<b>\$ 462,015</b>	<b>1.0%</b>

## Department Of Alcohol And Drug Programs — Budget Unit 417

### Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
4600	Administration Fund 0001	\$ 3,918,729	\$ 6,373,523	\$ 6,387,467	\$ 7,240,294	\$ 866,771	13.6%
4604	Fiscal Support (Inactive)	41	—	—	—	—	—
4606	Health Realization Fund 0001	637,149	805,357	864,325	823,837	18,480	2.3%
4607	Data Analysis & Evaluation Fund 0001	588,338	536,338	536,338	486,892	(49,446)	-9.2%
4610	CFCs Svcs Fund 0001	3,309,764	3,670,551	3,695,548	3,475,941	(194,610)	-5.3%
4612	HIV Svcs Fund 0001	352,871	283,989	320,773	343,071	59,082	20.8%
4620	Perinatal Substance Abuse Fund 0001	2,632,012	2,662,942	2,688,092	2,650,317	(12,625)	-0.5%
4630	Prevention Svcs Fund 0001	3,093,715	1,866,889	1,879,889	1,812,343	(54,546)	-2.9%
4640	Quality Improvement Fund 0001	906,336	919,050	919,050	981,899	62,849	6.8%
4642	Homeless Project Fund 0001	207,477	210,900	210,900	220,530	9,630	4.6%
4645	Adult Services Fund 0001	445,337	565,023	472,174	543,090	(21,933)	-3.9%
4646	Employee Assist Prog Fund 0001	552,643	617,432	617,432	644,886	27,454	4.4%
4650	Medical Services Fund 0001	2,758,998	2,594,068	2,594,068	2,632,576	38,508	1.5%
4652	Central Ctr Fund 0001	1,043,437	1,053,519	1,147,033	1,148,303	94,784	9.0%
4654	East Valley Clinic Fund 0001	806,762	839,805	839,805	875,481	35,676	4.2%
4655	Central Valley Clinic Fund 0001	1,565,988	1,586,142	1,586,142	1,636,963	50,821	3.2%
4656	North County Ctr Fund 0001	98,656	237,522	237,522	134,298	(103,224)	-43.5%
4657	South County Clinic Fund 0001	636,208	592,228	592,228	618,691	26,463	4.5%
4658	East Valley Ctr Fund 0001	505,135	495,291	495,291	638,802	143,511	29.0%
4659	West Valley Ctr Fund 0001	526	—	—	—	—	—
4670	Justice Svcs Fund 0001	2,295,778	2,162,480	2,259,911	2,369,089	206,609	9.6%
4671	Contract Svcs Fund 0001	10,177,334	11,239,563	11,239,563	11,569,066	329,503	2.9%
4672	SACPA Svcs Fund 0001	3,908,102	3,817,076	2,878,797	2,878,797	(938,279)	-24.6%



## Department Of Alcohol And Drug Programs — Budget Unit 417

### Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
4673	Basn Svcs Fund 0001	913,845	910,884	910,884	910,884	—	—
4675	Calworks Prog Fund 0001	2,633,868	2,661,772	2,661,772	2,437,818	(223,954)	-8.4%
4676	Dependency Drug Treatment Ct Fund 0001	1,371,324	1,561,091	1,675,860	1,888,589	327,498	21.0%
4677	SACPA General Fund 0001	606,927	1,093,030	1,093,030	275,970	(817,060)	-74.8%
4678	Offender Treatment Program Fund 0001	607,358	552,065	735,065	5,856	(546,209)	-98.9%
4679	Offender Treatment Prog II Fund 0001	—	—	983,662	—	—	—
4680	Offender Treatment Program III - Fund 0001	—	—	—	1,127,352	1,127,352	—
<b>Total Gross Expenditures</b>		<b>\$ 46,574,657</b>	<b>\$ 49,908,530</b>	<b>\$ 50,522,621</b>	<b>\$ 50,371,635</b>	<b>\$ 463,105</b>	<b>0.9%</b>

## Department Of Alcohol And Drug Programs — Budget Unit 417

### Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 17,197,687	\$ 17,946,975	\$ 18,238,782	\$ 18,924,870	\$ 977,895	5.4%
Services And Supplies	29,376,970	31,961,555	32,283,839	31,446,765	(514,790)	-1.6%
<b>Subtotal Expenditures</b>	<b>46,574,657</b>	<b>49,908,530</b>	<b>50,522,621</b>	<b>50,371,635</b>	<b>463,105</b>	<b>0.9%</b>
Expenditure Transfers	(3,086,435)	(3,479,315)	(3,653,052)	(3,480,405)	(1,090)	0.0%
<b>Total Net Expenditures</b>	<b>43,488,221</b>	<b>46,429,215</b>	<b>46,869,569</b>	<b>46,891,230</b>	<b>462,015</b>	<b>1.0%</b>

## Department Of Alcohol And Drug Programs — Budget Unit 417

### Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
4600	Administration Fund 0001	\$ 9,956,871	\$ 9,903,011	\$ 9,899,918	\$ 9,862,346	\$ (40,665)	-0.4%
4606	Health Realization Fund 0001	13,041	7,000	7,000	7,000	—	—
4607	Data Analysis & Evaluation Fund 0001	37,693	44,321	44,321	19,790	(24,531)	-55.3%
4610	CFCs Svcs Fund 0001	1,019,181	1,405,307	1,430,307	1,090,297	(315,010)	-22.4%
4612	HIV Svcs Fund 0001	327,093	326,965	366,431	379,587	52,622	16.1%
4620	Perinatal Substance Abuse Fund 0001	1,202,022	1,269,160	1,294,310	1,294,310	25,150	2.0%
4630	Prevention Svcs Fund 0001	2,858,568	2,550,095	2,562,178	2,451,792	(98,303)	-3.9%
4640	Quality Improvement Fund 0001	269	—	—	—	—	—
4645	Adult Services Fund 0001	56	—	—	—	—	—
4646	Employee Assist Prog Fund 0001	43	—	—	—	—	—
4650	Medical Services Fund 0001	—	293,000	293,000	—	(293,000)	-100.0%
4652	Central Ctr Fund 0001	21,959	19,000	18,703	17,813	(1,187)	-6.2%





## Department Of Alcohol And Drug Programs — Budget Unit 417

### Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
4654	East Valley Clinic Fund 0001	70,520	74,000	74,000	74,000	—	—
4655	Central Valley Clinic Fund 0001	130,197	138,000	138,000	184,000	46,000	33.3%
4656	North County Ctr Fund 0001	4,294	2,000	2,000	2,000	—	—
4657	South County Clinic Fund 0001	51,822	50,700	50,700	38,700	(12,000)	-23.7%
4658	East Valley Ctr Fund 0001	12,648	48,000	48,000	14,000	(34,000)	-70.8%
4670	Justice Svcs Fund 0001	1,252,386	1,254,503	1,368,168	1,514,833	260,330	20.8%
4671	Contract Svcs Fund 0001	3,422	—	—	—	—	—
4672	SACPA Svcs Fund 0001	4,036,945	3,817,076	2,878,797	2,878,797	(938,279)	-24.6%
4673	Basn Svcs Fund 0001	1,012,093	1,012,093	1,012,093	1,012,093	—	—
4675	Calworks Prog Fund 0001	58,172	—	—	—	—	—
4676	Dependency Drug Treatment Ct Fund 0001	429,072	276,868	276,868	276,868	—	—
4677	SACPA General Fund 0001	140	—	—	—	—	—
4678	Offender Treatment Program Fund 0001	578,344	552,065	735,065	—	(552,065)	-100.0%
4680	Offender Treatment Program III - Fund 0001	—	—	—	983,662	983,662	—
<b>Total Revenues</b>		<b>\$ 23,076,850</b>	<b>\$ 23,043,164</b>	<b>\$ 22,499,859</b>	<b>\$ 22,101,888</b>	<b>(941,276)</b>	<b>-4.1%</b>

### Administration Fund 0001 — Cost Center 4600

#### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	7.0	\$ 6,297,663	\$ 9,903,011
Board Approved Adjustments During FY 2008	—	13,944	(3,093)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(7,772)	—
Internal Service Fund Adjustments	—	893,833	—
Other Required Adjustments	—	(41,073)	(37,572)
Subtotal (Current Level Budget)	7.0	\$ 7,156,595	\$ 9,862,346
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Adjust appropriations for ITEC Project	—	7,839	—
◆ allocate one-time funding of \$7,839 for Secure Messaging Project			
Subtotal (Recommended Changes)	—	\$ 7,839	\$ —
<b>Total Recommendation</b>	<b>7.0</b>	<b>\$ 7,164,434</b>	<b>\$ 9,862,346</b>



### Health Realization Fund 0001 — Cost Center 4606 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	4.0	\$ 613,755	\$ 7,000
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	18,480	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	4.0	\$ 632,235	\$ 7,000
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>4.0</b>	<b>\$ 632,235</b>	<b>\$ 7,000</b>

### Data Analysis & Evaluation Fund 0001 — Cost Center 4607 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	3.0	\$ 536,338	\$ 44,321
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(24,915)	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(24,531)	(24,531)
Subtotal (Current Level Budget)	3.0	\$ 486,892	\$ 19,790
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>3.0</b>	<b>\$ 486,892</b>	<b>\$ 19,790</b>

### CFCS Svcs Fund 0001 — Cost Center 4610 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	18.5	\$ 3,670,551	\$ 1,405,307
Board Approved Adjustments During FY 2008	—	24,997	25,000
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	59,716	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(279,323)	(340,010)
Subtotal (Current Level Budget)	18.5	\$ 3,475,941	\$ 1,090,297
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			



### CFCS Svcs Fund 0001 — Cost Center 4610 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Decision Packages</b>			
1. Adjust appropriations for SAMSHA Grant Funding	-1.0	—	—
◆ delete 1.0 FTE filled Marriage Family Therapist/Psychiatric Social Worker position due to loss of grant funding			
◆ restore funding in operating expenses used as placeholder for funding reduction in the base budget			
Subtotal (Recommended Changes)	-1.0	\$ —	\$ —
<b>Total Recommendation</b>	17.5	\$ 3,475,941	\$ 1,090,297

### HIV Svcs Fund 0001 — Cost Center 4612 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	2.0	\$ 283,989	\$ 326,965
Board Approved Adjustments During FY 2008	—	36,784	39,466
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	7,406	—
Internal Service Fund Adjustments	—	1,736	—
Other Required Adjustments	—	13,156	13,156
Subtotal (Current Level Budget)	2.0	\$ 343,071	\$ 379,587
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
<b>Decision Packages</b>			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	2.0	\$ 343,071	\$ 379,587

### Perinatal Substance Abuse Fund 0001 — Cost Center 4620 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	8.5	\$ 2,186,861	\$ 1,269,160
Board Approved Adjustments During FY 2008	—	25,150	25,150
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(38,097)	—
Internal Service Fund Adjustments	—	322	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	8.5	\$ 2,174,236	\$ 1,294,310
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
<b>Decision Packages</b>			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	8.5	\$ 2,174,236	\$ 1,294,310



**Prevention Svcs Fund 0001 — Cost Center 4630**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	8.0	\$ 1,866,889	\$ 2,550,095
Board Approved Adjustments During FY 2008	—	13,000	12,083
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	37,928	—
Internal Service Fund Adjustments	—	4,912	—
Other Required Adjustments	—	(110,386)	(110,386)
Subtotal (Current Level Budget)	8.0	\$ 1,812,343	\$ 2,451,792
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>8.0</b>	<b>\$ 1,812,343</b>	<b>\$ 2,451,792</b>

**Quality Improvement Fund 0001 — Cost Center 4640**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	8.0	\$ 919,050	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	62,849	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	8.0	\$ 981,899	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>8.0</b>	<b>\$ 981,899</b>	<b>\$ —</b>

**Homeless Project Fund 0001 — Cost Center 4642**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	2.0	\$ 210,900	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	9,630	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	2.0	\$ 220,530	\$ —



### Homeless Project Fund 0001 — Cost Center 4642 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	2.0	\$ 220,530	\$ —

### Adult Services Fund 0001 — Cost Center 4645 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	4.5	\$ 565,023	\$ —
Board Approved Adjustments During FY 2008	0.5	(92,849)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-1.0	70,916	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	4.0	\$ 543,090	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	4.0	\$ 543,090	\$ —

### Employee Assist Prog Fund 0001 — Cost Center 4646 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	5.0	\$ 617,432	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	25,056	—
Internal Service Fund Adjustments	—	2,398	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	5.0	\$ 644,886	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	5.0	\$ 644,886	\$ —



### Medical Services Fund 0001 — Cost Center 4650 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	20.0	\$ 2,520,068	\$ 293,000
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-1.0	38,508	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	(293,000)
Subtotal (Current Level Budget)	19.0	\$ 2,558,576	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	19.0	\$ 2,558,576	\$ —

### Central Ctr Fund 0001 — Cost Center 4652 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	10.5	\$ 1,053,519	\$ 19,000
Board Approved Adjustments During FY 2008	-0.5	93,514	(297)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	1.0	1,270	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	(890)
Subtotal (Current Level Budget)	11.0	\$ 1,148,303	\$ 17,813
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	11.0	\$ 1,148,303	\$ 17,813

### East Valley Clinic Fund 0001 — Cost Center 4654 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	8.0	\$ 839,805	\$ 74,000
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	36,481	—
Internal Service Fund Adjustments	—	(805)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	8.0	\$ 875,481	\$ 74,000



### East Valley Clinic Fund 0001 — Cost Center 4654 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>8.0</b>	<b>\$ 875,481</b>	<b>\$ 74,000</b>

### Central Valley Clinic Fund 0001 — Cost Center 4655 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	14.0	\$ 1,586,142	\$ 138,000
Board Approved Adjustments During FY 2008	-1.0	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	1.0	49,329	—
Internal Service Fund Adjustments	—	1,492	—
Other Required Adjustments	—	—	46,000
Subtotal (Current Level Budget)	14.0	\$ 1,636,963	\$ 184,000
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>14.0</b>	<b>\$ 1,636,963</b>	<b>\$ 184,000</b>

### North County Ctr Fund 0001 — Cost Center 4656 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	2.0	\$ 237,522	\$ 2,000
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-1.0	(103,224)	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	1.0	\$ 134,298	\$ 2,000
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>1.0</b>	<b>\$ 134,298</b>	<b>\$ 2,000</b>



### South County Clinic Fund 0001 — Cost Center 4657 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	5.0	\$ 592,228	\$ 50,700
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	26,126	—
Internal Service Fund Adjustments	—	337	—
Other Required Adjustments	—	—	(12,000)
Subtotal (Current Level Budget)	5.0	\$ 618,691	\$ 38,700
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>5.0</b>	<b>\$ 618,691</b>	<b>\$ 38,700</b>

### East Valley Ctr Fund 0001 — Cost Center 4658 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	5.0	\$ 495,291	\$ 48,000
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	1.0	143,511	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	(34,000)
Subtotal (Current Level Budget)	6.0	\$ 638,802	\$ 14,000
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>6.0</b>	<b>\$ 638,802</b>	<b>\$ 14,000</b>

### Justice Svcs Fund 0001 — Cost Center 4670 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	3.0	\$ 2,162,480	\$ 1,254,503
Board Approved Adjustments During FY 2008	—	97,431	113,665
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(73,992)	—
Internal Service Fund Adjustments	—	672	193,000
Other Required Adjustments	—	97,429	(46,335)
Subtotal (Current Level Budget)	3.0	\$ 2,284,020	\$ 1,514,833
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			





### Justice Svcs Fund 0001 — Cost Center 4670 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Decision Packages</b>			
1. Adjust appropriations for Justice Services	1.0	85,069	—
◆ add 1.0 FTE Administrative Assistant position			
Subtotal (Recommended Changes)	1.0	\$ 85,069	\$ —
<b>Total Recommendation</b>	4.0	\$ 2,369,089	\$ 1,514,833

### Contract Svcs Fund 0001 — Cost Center 4671 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	—	\$ 11,239,563	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	16,500	—
Other Required Adjustments	—	313,003	—
Subtotal (Current Level Budget)	—	\$ 11,569,066	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 11,569,066	\$ —

### SACPA Svcs Fund 0001 — Cost Center 4672 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	10.5	\$ 3,817,076	\$ 3,817,076
Board Approved Adjustments During FY 2008	—	(938,279)	(938,279)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	82,411	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(82,411)	—
Subtotal (Current Level Budget)	10.5	\$ 2,878,797	\$ 2,878,797
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	10.5	\$ 2,878,797	\$ 2,878,797



### Basn Svcs Fund 0001 — Cost Center 4673 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	—	\$ 910,884	\$ 1,012,093
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 910,884	\$ 1,012,093
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 910,884	\$ 1,012,093

### Calworks Prog Fund 0001 — Cost Center 4675 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	3.0	\$ —	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	15,284	—
Internal Service Fund Adjustments	—	219,562	—
Other Required Adjustments	—	(239,238)	—
Subtotal (Current Level Budget)	3.0	\$ (4,392)	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	3.0	\$ (4,392)	\$ —

### Dependency Drug Treatment Ct Fund 0001 — Cost Center 4676 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	7.0	\$ 1,561,091	\$ 276,868
Board Approved Adjustments During FY 2008	3.0	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	223,364	—
Internal Service Fund Adjustments	—	(220,652)	—
Other Required Adjustments	—	104,134	—
Subtotal (Current Level Budget)	10.0	\$ 1,667,937	\$ 276,868



### Dependency Drug Treatment Ct Fund 0001 — Cost Center 4676 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	10.0	\$ 1,667,937	\$ 276,868

### SACPA General Fund 0001 — Cost Center 4677 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	3.0	\$ 1,093,030	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	2,297	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(819,357)	—
Subtotal (Current Level Budget)	3.0	\$ 275,970	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	3.0	\$ 275,970	\$ —

### Offender Treatment Program Fund 0001 — Cost Center 4678 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	4.0	\$ 552,065	\$ 552,065
Board Approved Adjustments During FY 2008	—	183,000	183,000
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-4.0	(123,366)	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(605,843)	(735,065)
Subtotal (Current Level Budget)	—	\$ 5,856	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 5,856	\$ —

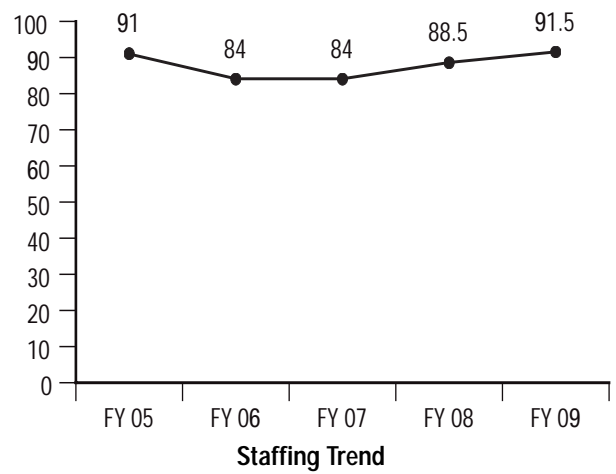
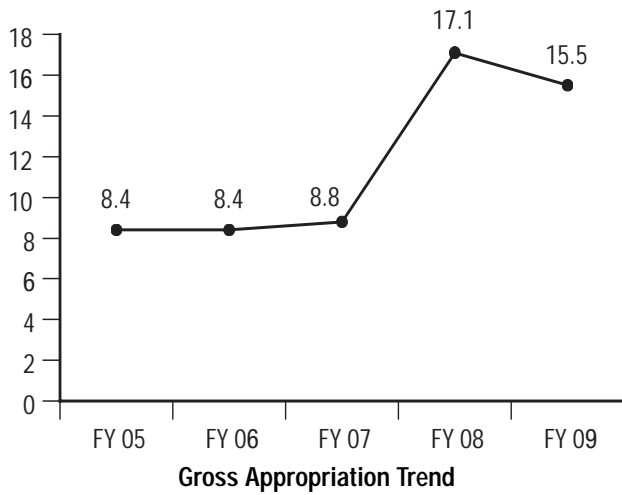
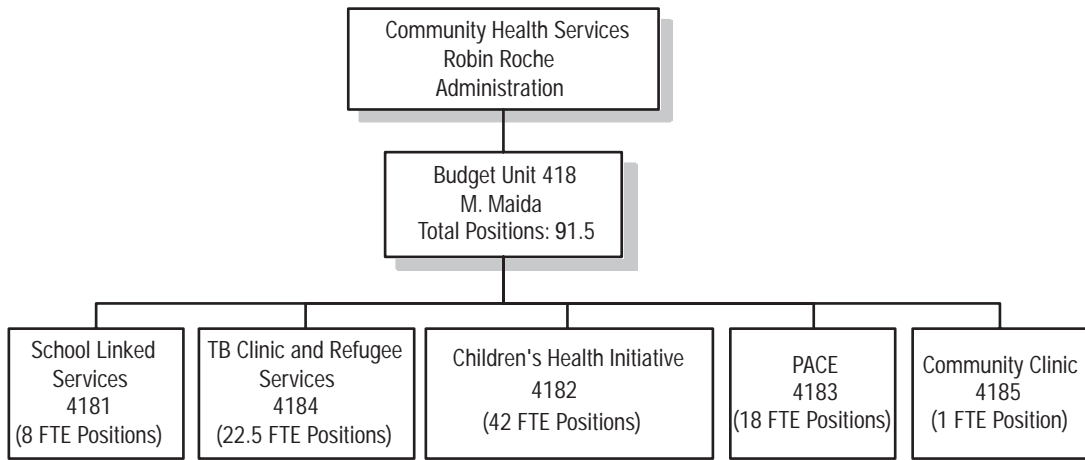


**Offender Treatment Program III - Fund 0001 — Cost Center 4680**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	190,719	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	792,943	983,662
Subtotal (Current Level Budget)	—	\$ 983,662	\$ 983,662
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Adjust appropriations for case management services for SACPA Services	4.0	143,690	—
◆ add 1.0 FTE Marriage Family Therapist/Psychiatric Social Worker position for a cost of \$105,302			
◆ add 3.0 FTE Community Worker positions for a total cost of \$229,107			
◆ adjust \$190,719 in OTP funds to pay partially for the 4.0 FTE new positions			
Subtotal (Recommended Changes)	4.0	\$ 143,690	\$ —
<b>Total Recommendation</b>	<b>4.0</b>	<b>\$ 1,127,352</b>	<b>\$ 983,662</b>



# Community Health Services



## Public Purpose

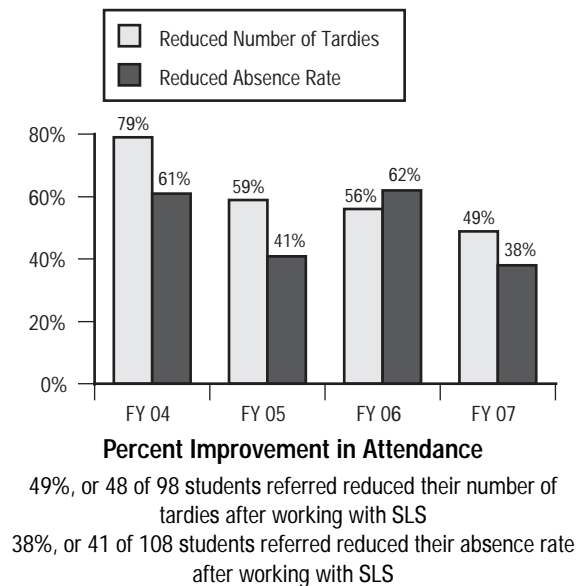
Promote the health and well-being of children and families in Santa Clara County by:

- 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 and County residents
- Providing access to public health clinical services to ensure a healthy community and reduction of health risk

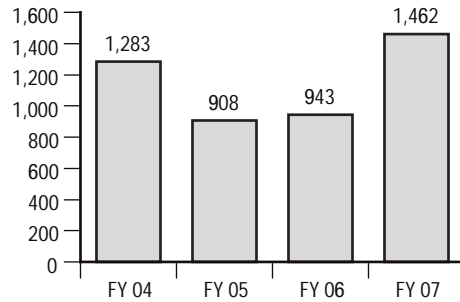


## Desired Results

Improve student attendance by contacting parents, facilitating student group sessions targeting truancy, providing other attendance-related support services, and tracking actual attendance.



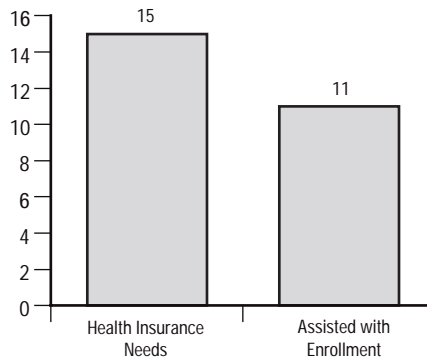
Improve student attendance (continued)



**Number of Students and Families Who Attended Group Services**

1,462 students and families served through 136 closed groups and 1,004 group sessions

**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.

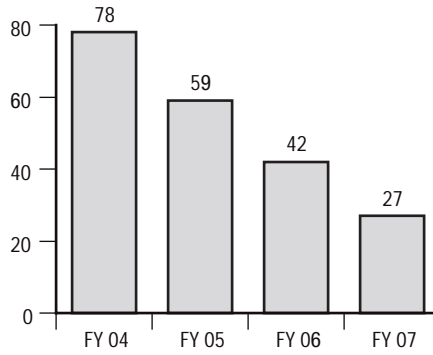


**Number of Students Referred for Health Care Insurance Application Assistance**

15 children identified as having health insurance needs:  
11 (73%) were assisted with enrollment into a Health Insurance Program



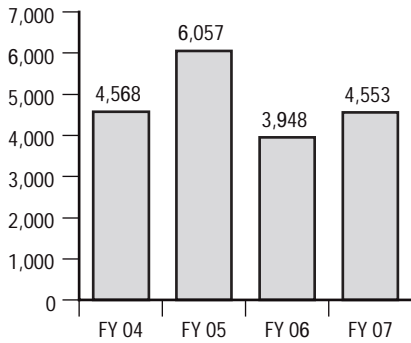
**Increased identification and assistance** in reducing barriers to special education testing and services.



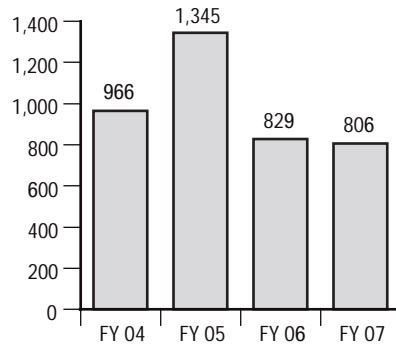
**Number of Students Assisted For Testing or Other Educational Services**

27 students were identified and assisted by SLS with special education needs.  
 21 students, or 78%, enrolled in special education services by end of school year.

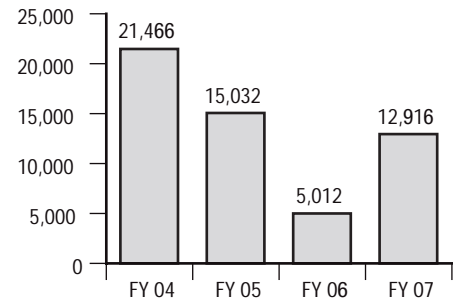
**Decrease other barriers to learning** by providing translation services to families, crisis intervention, and student and family case management services.



**Number of Translation Services Provided to Families**



**Number of Crisis Intervention Services Provided to Students and Families**

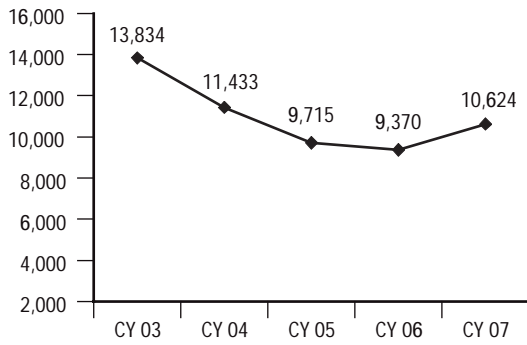


**Number of Encounters Provided to Students and Families**

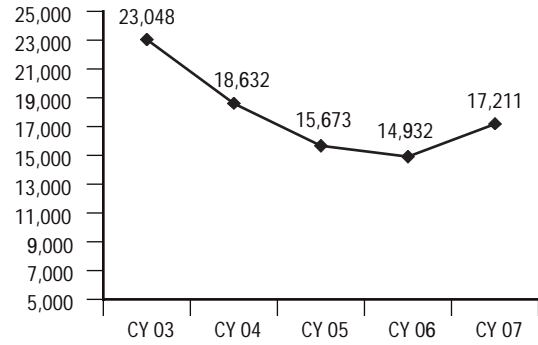




**Improved Health of Uninsured Families** by maximizing enrollments and optimizing retention of enrollees in a comprehensive health insurance program.



**Number of Applications Completed**  
CY = Calendar Year

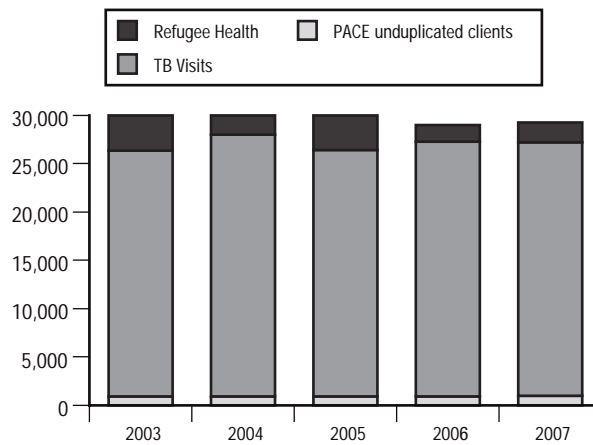


**Number of Children Represented in those Applications**

\* Year to year comparisons are not valid, as a few CHI partners have not reported data every month

Valley Children’s Health Initiative has taken applications for over 120,000 children. The downward trend exhibited in the above two graphs is to be expected since the estimated number of uninsured children in the year 2000 was approximately 70,000. Since then CHI partners have successfully reached community members with uninsured children through public relations and marketing, enrollment events, and other various outreach methods. Outreach efforts initially targeted areas and/or populations with highest need, yielding a large return, but now it takes more effort to find uninsured children as they are fewer and more dispersed. Thus the pool of uninsured children has gradually reduced. Additionally, Healthy Kids developed a waiting list over a year ago for the 6 - 18-year-olds, due to reaching the maximum enrollment for funds available. The enrollment for 0-5 year-olds continues with FIRST 5 funding. The mobility of this population coupled with those families who “drop off” of insurance programs suggests that there will always be a group of uninsured children to reach.

**Ambulatory Public Health Services** Provide ambulatory public health services to county residents.



**Number of clients and/or visits in FY 2007**  
CY = Calendar Year

\* Refugee services now only include initial assessments. On-going care is now provided by VMC clinics.



## Description of Major Services

### School-Linked Services

The School-Linked Services (SLS) Program provides strengths based services for children and families on school sites and focuses on promoting the success of all students. Partners of this collaboration include schools, community members and organizations, and County departments.

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 individual, family and group counseling, parenting classes, crisis intervention support, and case-management services by clinicians and interns. Services are provided on a part-time basis on most school sites.

### 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 a 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.

### Health Care Services

The public health clinics provide specialized services with an emphasis on easy access for targeted populations. Services include HIV and TB health services, as well as refugee health assessments.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
School Linked Services	Yes	Non-Mandated	Mental health, counseling, case-management, health and truancy services to over 22 school sites in 7 school districts no longer provided.	<input type="checkbox"/>
Mobile Health Services	Yes	Non-Mandated	Move program budget to SCVMC	<input checked="" type="checkbox"/>
Children's Health Initiative	Yes	Non-Mandated	No Change	<input checked="" type="checkbox"/>

Impact on Current Level of Service:

= Eliminated    ▼ = Reduced     = Modified    ▲ = Enhanced     = No Change

## County Executive's Recommendation

### □ School-Linked Services (SLS)

**Eliminate Program Services:** This proposal deletes a total of 6.0 FTE filled Psychiatric Social Workers and 1.0 FTE vacant Health Education Associate position, and eliminates the revised SLS service model that the Board approved in FY 2008 Budget Hearing. The revised SLS Program focuses on clinical interventions, via individual and group work, that is short-term in nature; consultation and coaching, rather than direct intervention, and dealing with crisis interventions as needed. SLS has provided intensive direct services to over 100 families, resulting in 500 interventions in prior school year. Over 2,500 additional interventions had also been provided to children and families on a one-time basis, such as conflict mediation, assessment for mental health services and referrals as appropriate.

This proposal also ends the contract funding to support the School Child Health Program in the Mountain View-Whisman School District, therefore reducing the number of FTEs providing health, attendance, and SST support to students and families. In addition, mileage expenses for the budget unit will be reduced. The elimination of the program services also includes the loss of funding support from Foothill High School for the Prevention Program Analyst position. Since Foothill High School will no longer be able to commit to funding

the full cost of this position, the Prevention Program Analyst will be redirected to support VMC clinics as this position is a billable FQHC provider.

**Service Impact:** Elimination of the program will result in increased referrals to Mental Health, Social Services and other related support agencies. All School-Linked Services such as mental health, counseling, case management, health and truancy services to over 16 school sites and 5 school districts will be eliminated. An estimated 3,000 interventions (conflict mediation, assessment for mental health services and referrals as appropriate) to children and families will not be provided.

**Positions Reduced: 7.0**  
**Total Ongoing Savings: \$750,000**  
 Ongoing Savings: \$868,840  
 Reduced Ongoing Revenues: \$118,840

### ▣ Mobile Health Services

**Transfer Program Staffing to SCVMC:** All medical mobile operations are consolidated under the Valley Homeless Healthcare Program in SCVMC BU 921. The staffing to be transferred from CHS BU 418 to SCVMC BU 921 includes 1.0 FTE filled Public Health Community Specialist and 1.0 FTE filled Mobile Outreach Driver position.

## Community Health Services — Budget Unit 418 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
4181	School Linked Svcs Fund 0001	\$ 4,912,824	\$ 4,441,896	\$ 4,392,378	\$ 1,596,197	\$ (2,845,699)	-64.1%
4182	Children's Hlth Initiative & Outreach Fund 0001	3,386,883	3,403,438	4,012,464	4,287,660	884,222	26.0%
4183	Partners in AIDS Care & Education Fund 0001	—	1,628,147	1,496,268	1,708,367	80,220	4.9%
4184	TB Refugee Clinic Fund 0001	—	2,831,734	2,993,024	2,784,306	(47,428)	-1.7%
4185	Community Clinics Fund 0001	—	3,214,679	3,248,846	3,293,512	78,833	2.5%
<b>Total Net Expenditures</b>		<b>\$ 8,299,707</b>	<b>\$ 15,519,894</b>	<b>\$ 16,142,980</b>	<b>\$ 13,670,042</b>	<b>\$ (1,849,852)</b>	<b>-11.9%</b>



### Community Health Services — Budget Unit 418 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
4181	School Linked Svcs Fund 0001	\$ 4,912,824	\$ 4,441,896	\$ 4,392,378	\$ 1,596,197	\$ (2,845,699)	-64.1%
4182	Children's Hlth Initiative & Outreach Fund 0001	3,386,883	3,403,438	4,012,464	4,287,660	884,222	26.0%
4183	Partners in AIDS Care & Education Fund 0001	—	2,943,695	3,107,946	3,320,045	376,350	12.8%
4184	TB Refugee Clinic Fund 0001	—	3,081,019	3,242,309	3,033,591	(47,428)	-1.5%
4185	Community Clinics Fund 0001	—	3,214,679	3,248,846	3,293,512	78,833	2.5%
<b>Total Gross Expenditures</b>		\$ 8,299,707	\$ 17,084,727	\$ 18,003,943	\$ 15,531,005	\$ (1,553,722)	-9.1%

### Community Health Services — Budget Unit 418 Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 7,477,519	\$ 10,968,155	\$ 11,655,754	\$ 9,322,715	\$ (1,645,440)	-15.0%
Services And Supplies	822,189	6,116,572	6,328,189	6,208,290	91,718	1.5%
Fixed Assets	—	—	20,000	—	—	—
<b>Subtotal Expenditures</b>	8,299,707	17,084,727	18,003,943	15,531,005	(1,553,722)	-9.1%
Expenditure Transfers	—	(1,564,833)	(1,860,963)	(1,860,963)	(296,130)	18.9%
<b>Total Net Expenditures</b>	8,299,707	15,519,894	16,142,980	13,670,042	(1,849,852)	-11.9%

### Community Health Services — Budget Unit 418 Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
4181	School Linked Svcs Fund 0001	\$ 106,752	\$ 106,032	\$ 56,514	—	\$ (106,032)	-100.0%
4182	Children's Hlth Initiative & Outreach Fund 0001	969,420	1,313,376	1,621,489	1,742,352	428,976	32.7%
4183	Partners in AIDS Care & Education Fund 0001	—	1,207,338	1,075,459	1,193,459	(13,879)	-1.1%
4184	TB Refugee Clinic Fund 0001	—	2,684,080	2,845,370	2,834,080	150,000	5.6%
<b>Total Revenues</b>		\$ 1,076,172	\$ 5,310,826	\$ 5,598,832	\$ 5,769,891	\$ 459,065	8.6%

### School Linked Svcs Fund 0001 — Cost Center 4181 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	16.0	\$ 4,441,896	\$ 106,032
Board Approved Adjustments During FY 2008	-1.0	(49,518)	(49,518)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(1,868,276)	—



### School Linked Svcs Fund 0001 — Cost Center 4181 Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	36,928	—
Other Required Adjustments	—	—	62,326
Subtotal (Current Level Budget)	15.0	\$ 2,561,030	\$ 118,840
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Adjust appropriations for School Linked Services (SLS)	-7.0	(868,840)	(118,840)
◆ delete 6.0 FTE filled Psychiatric Social Worker/Marriage Family Therapist positions for a total savings of \$716,163			
◆ delete 1.0 FTE vacant Health Education Associate position for a savings of \$89,486			
◆ reduce \$58,000 in funding for contract services			
◆ reduce \$5,191 in funding for mileage expenses			
◆ reduce \$118,840 in school revenues			
2. Adjust appropriations for Mobile Health Services	-1.0	(95,993)	—
◆ delete 1.0 FTE filled Public Health Community Specialist position			
Subtotal (Recommended Changes)	-8.0	\$ (964,833)	\$ (118,840)
<b>Total Recommendation</b>	<b>7.0</b>	<b>\$ 1,596,197</b>	<b>\$ —</b>

### Children's Hlth Initiative & Outreach Fund 0001 — Cost Center 4182 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	34.0	\$ 3,403,438	\$ 1,313,376
Board Approved Adjustments During FY 2008	10.0	609,026	308,113
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	364,765	—
Internal Service Fund Adjustments	—	(3,635)	—
Other Required Adjustments	—	—	120,863
Subtotal (Current Level Budget)	44.0	\$ 4,373,594	\$ 1,742,352
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Adjust appropriations for Mobile Health Services	-1.0	(85,934)	—
◆ delete 1.0 FTE filled Mobile Outreach Driver position			
Subtotal (Recommended Changes)	-1.0	\$ (85,934)	\$ —
<b>Total Recommendation</b>	<b>43.0</b>	<b>\$ 4,287,660</b>	<b>\$ 1,742,352</b>

### Partners in AIDS Care & Education Fund 0001 — Cost Center 4183 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	16.0	\$ 1,628,147	\$ 1,207,338
Board Approved Adjustments During FY 2008	2.0	(131,879)	(131,879)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	246,734	—
Internal Service Fund Adjustments	—	(249,265)	—



**Partners in AIDS Care & Education Fund 0001 — Cost Center 4183**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Other Required Adjustments	—	214,630	118,000
Subtotal (Current Level Budget)	18.0	\$ 1,708,367	\$ 1,193,459
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	18.0	\$ 1,708,367	\$ 1,193,459

**TB Refugee Clinic Fund 0001 — Cost Center 4184**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	21.5	\$ 2,831,734	\$ 2,684,080
Board Approved Adjustments During FY 2008	1.0	161,290	161,290
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(104,078)	—
Internal Service Fund Adjustments	—	9,906	—
Other Required Adjustments	—	(114,546)	(11,290)
Subtotal (Current Level Budget)	22.5	\$ 2,784,306	\$ 2,834,080
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	22.5	\$ 2,784,306	\$ 2,834,080

**Community Clinics Fund 0001 — Cost Center 4185**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	1.0	\$ 3,214,679	\$ —
Board Approved Adjustments During FY 2008	—	34,167	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	15,392	—
Internal Service Fund Adjustments	—	(3,086)	—
Other Required Adjustments	—	32,360	—
Subtotal (Current Level Budget)	1.0	\$ 3,293,512	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	1.0	\$ 3,293,512	\$ —

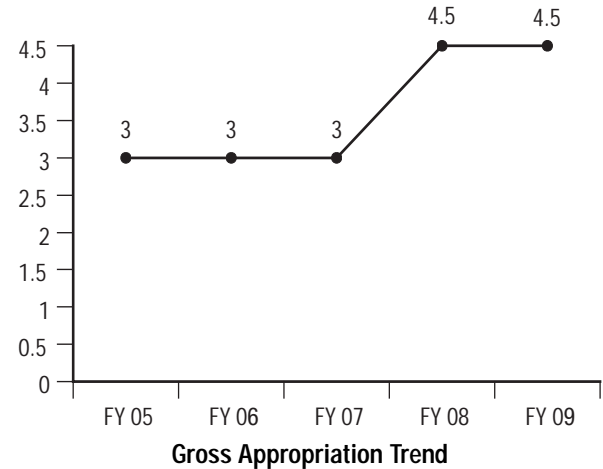


# Children's Health Initiative

## 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. These funds are used to leverage other funding opportunities from both foundations and the business community.



## Healthy Children — Budget Unit 612 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
6112	Healthy Children Fund 0012	\$ 4,131,771	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ —	—
<b>Total Net Expenditures</b>		\$ 4,131,771	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ —	—

## Healthy Children — Budget Unit 612 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
6112	Healthy Children Fund 0012	\$ 4,131,771	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ —	—
<b>Total Gross Expenditures</b>		\$ 4,131,771	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ —	—



### Healthy Children — Budget Unit 612 Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Services And Supplies	4,131,771	4,500,000	4,500,000	4,500,000	—	—
<b>Subtotal Expenditures</b>	4,131,771	4,500,000	4,500,000	4,500,000	—	—
<b>Total Net Expenditures</b>	4,131,771	4,500,000	4,500,000	4,500,000	—	—

### Healthy Children — Budget Unit 612 Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
6112	Healthy Children Fund 0012	\$ 386,302	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ —	—
	<b>Total Revenues</b>	\$ 386,302	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ —	—

### Healthy Children Fund 0012 — Cost Center 6112 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Childrens Health Initiative (Fund Number 0012)</b>			
FY 2008 Approved Budget	—	\$ 4,500,000	\$ 4,500,000
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 4,500,000	\$ 4,500,000
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 4,500,000	\$ 4,500,000

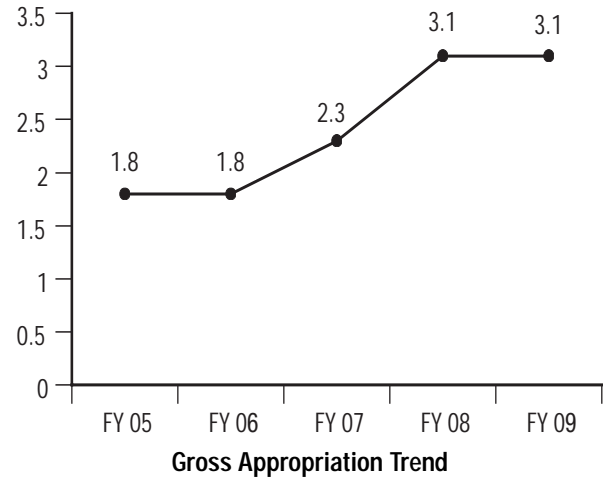




## PROP 99 Non-County Hospital and Physician Funds

### 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.



### CHIPS - AB 75 — Budget Unit 721 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
7000	CHIPS AB 75 Fund 0015	\$ 40,515	\$ 200,000	\$ 200,000	\$ 200,000	—	—
7001	CHIPS AB 75 Fund 0016	263,128	400,000	400,000	400,000	—	—
7002	CHIPS AB 75 Fund 0017	37,082	700,000	700,000	700,000	—	—
7003	CHIPS AB 75 Fund 0040	1,297,352	1,800,000	1,800,000	1,800,000	—	—
<b>Total Net Expenditures</b>		<b>\$ 1,638,077</b>	<b>\$ 3,100,000</b>	<b>\$ 3,100,000</b>	<b>\$ 3,100,000</b>	<b>—</b>	<b>—</b>

### CHIPS - AB 75 — Budget Unit 721 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
7000	CHIPS AB 75 Fund 0015	\$ 40,515	\$ 200,000	\$ 200,000	\$ 200,000	—	—
7001	CHIPS AB 75 Fund 0016	263,128	400,000	400,000	400,000	—	—
7002	CHIPS AB 75 Fund 0017	37,082	700,000	700,000	700,000	—	—
7003	CHIPS AB 75 Fund 0040	1,297,352	1,800,000	1,800,000	1,800,000	—	—
<b>Total Gross Expenditures</b>		<b>\$ 1,638,077</b>	<b>\$ 3,100,000</b>	<b>\$ 3,100,000</b>	<b>\$ 3,100,000</b>	<b>—</b>	<b>—</b>



### CHIPS - AB 75 — Budget Unit 721 Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Services And Supplies	1,638,077	3,100,000	3,100,000	3,100,000	—	—
<b>Subtotal Expenditures</b>	1,638,077	3,100,000	3,100,000	3,100,000	—	—
<b>Total Net Expenditures</b>	1,638,077	3,100,000	3,100,000	3,100,000	—	—

### CHIPS - AB 75 — Budget Unit 721 Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
7000	CHIPS AB 75 Fund 0015	\$ 40,515	\$ 200,000	\$ 200,000	\$ 200,000	\$ —	—
7001	CHIPS AB 75 Fund 0016	263,128	400,000	400,000	400,000	—	—
7002	CHIPS AB 75 Fund 0017	37,082	700,000	700,000	700,000	—	—
7003	CHIPS AB 75 Fund 0040	1,189,557	1,800,000	1,800,000	1,800,000	—	—
	<b>Total Revenues</b>	\$ 1,530,282	\$ 3,100,000	\$ 3,100,000	\$ 3,100,000	\$ —	—

### CHIPS AB 75 Fund 0015 — Cost Center 7000 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Prop 99 Non-County Hospital Fund (Fund Number 0015)</b>			
FY 2008 Approved Budget	—	\$ 200,000	\$ 200,000
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 200,000	\$ 200,000
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 200,000	\$ 200,000

### CHIPS AB 75 Fund 0016 — Cost Center 7001 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>SB 2132 (Fund Number 0016)</b>			
FY 2008 Approved Budget	—	\$ 400,000	\$ 400,000
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—



**CHIPS AB 75 Fund 0016 — Cost Center 7001**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 400,000	\$ 400,000
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 400,000	\$ 400,000

**CHIPS AB 75 Fund 0017 — Cost Center 7002**  
**Major Changes to the Budget**

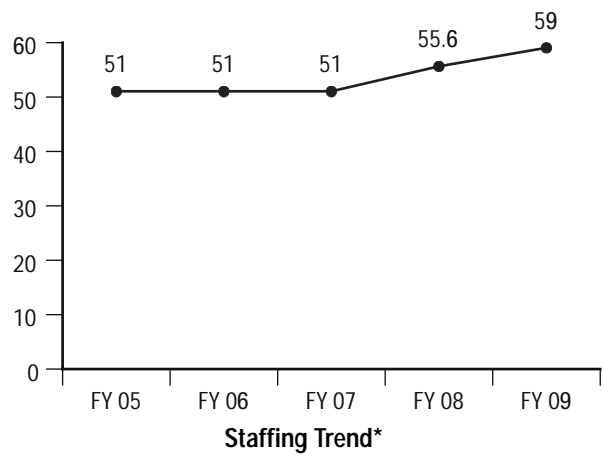
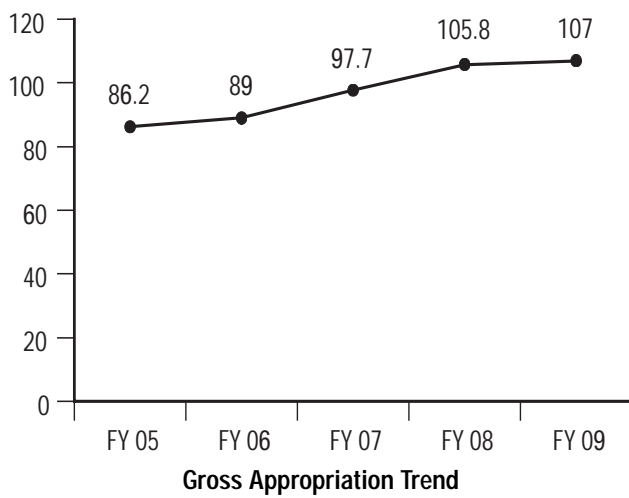
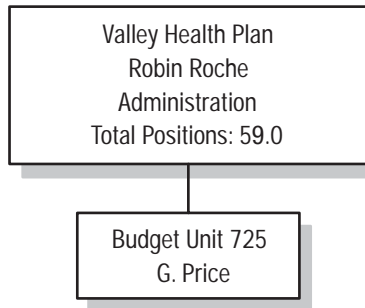
	Positions	Appropriations	Revenues
<b>AB-75 CHIP Physicians (Fund Number 0017)</b>			
FY 2008 Approved Budget	—	\$ 700,000	\$ 700,000
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 700,000	\$ 700,000
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 700,000	\$ 700,000

**CHIPS AB 75 Fund 0040 — Cost Center 7003**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>County Bonds Fund (Fund Number 0040)</b>			
FY 2008 Approved Budget	—	\$ 1,800,000	\$ 1,800,000
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 1,800,000	\$ 1,800,000
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 1,800,000	\$ 1,800,000



# Valley Health Plan



\*Authorized codes include 11.0 unfunded FTEs



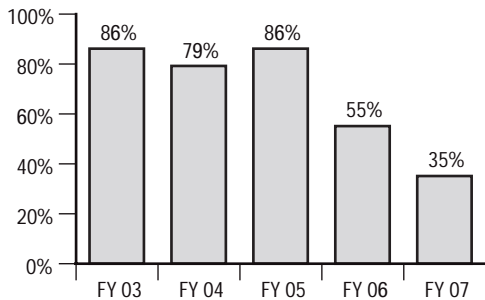
## Public Purpose

- Provide County health insurance option for county residents and employees which allows for County healthcare benefit costs to be retained within the county system.

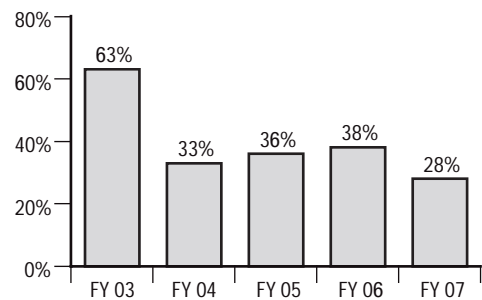


## Desired Results

**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 for 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.



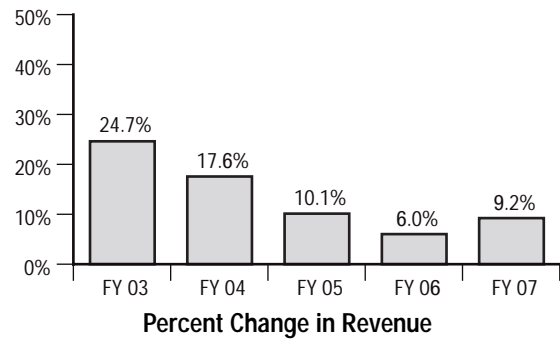
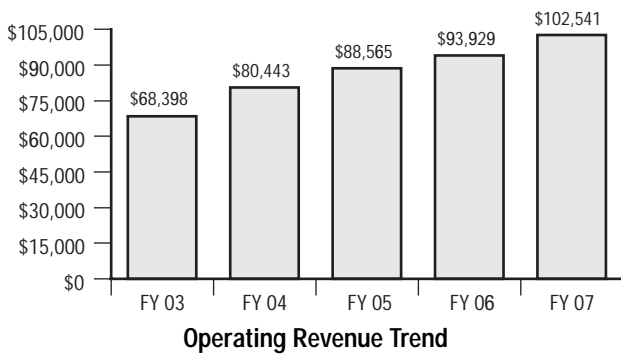
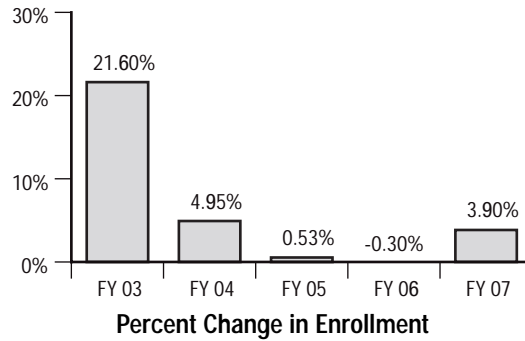
Percent of VHP performed *Adult* HEDIS studies which exceeded the 50th NCQA percentile.



Percent of VHP performed *Adult* HEDIS studies which exceeded the 90th NCQA percentile.



**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.



**Compliance With Regulations**, which this department ensures by adhering to Health Maintenance Organization standards.

VHP completed a routine Medical Site Audit in June 2007 and received an excellent final report from DMHC with no deficiencies.

**Medical Site Audit**

VHP continues to maintain its Knox-Keene HMO license in good standing with no DMHC assessed fines or penalties.

**Medical Compliance Audit**

VHP completed a routine Financial Site Audit in September 2006 and received an excellent final report from DMHC with no uncorrected deficiencies.

**Financial Site 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, Healthy Kids, and Healthy Generations 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 Supportive 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. In 2008, VHP began enrollment in the Healthy Generations program for dual eligible Medicare and Medi-Cal recipients. In addition, VHP started the role of Management Service Organization (MSO) for Valley Care, which is the SCVMC program under the State Coverage Initiative.

### 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.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Medicare Managed Care	No	Non-Mandated	Added positions to support Healthy Generations and Valley Care increased enrollment.	▲
Medi-Cal Managed Care	No	Non-Mandated		■
Administration and Support	No	Required		■
Commercial Plan	No	Non-Mandated		■
Commercial IHSS and COA	No	Non-Mandated		■
Healthy Family	No	Non-Mandated		■
Healthy Kids	No	Non-Mandated		■

Impact on Current Level of Service:

□ = Eliminated ▼ = Reduced ◻ = Modified ▲ = Enhanced ■ = No Change

## County Executive's Recommendation

### ▲ Medicare Managed Care

**Add 3.4 FTE to support Increased Membership:** The implementation of Healthy Generations and Valley Care, which is Santa Clara Valley Medical Center's program under the State Coverage Initiative, will result in increased revenue and the need for additional staffing. The addition of the following positions will adequately serve this population:

- 0.85 FTE Member Services Rep (D25) - \$56,304

- 1.70 FTE Patient Business Services Clerk (D48) - \$105,349

- 0.85 FTE Provider Relations Specialist (J31) - \$77,230

**Service Impact:** New clients enrolling in both Healthy Generations and/or Valley Care will have the appropriate personnel serving their needs. The costs for these positions are offset by an increase in Managed Care Revenue.

**Ongoing Cost: \$0**

Costs of \$238,883 in Fund 0380 are fully offset by a matching increase in Managed Care Revenue.

### Valley Health Plan Fund 0380

	FY 2008	FY 2009	Difference	% Difference	
<b>FTEs &amp; Statistics</b>	<b>FTEs</b>	<b>44.6<sup>a</sup></b>	<b>48.0<sup>b</sup></b>	<b>3.4</b>	<b>7.6%</b>
<b>Average Monthly Enrollment</b>					
Medi-Cal	34,000	37,000	3,000	8.8%	
Healthy Families	5,500	6,800	1,300	23.6%	
Healthy Kids	9,500	8,500	(1,000)	-10.5%	
Healthy Generations	N/A	1,000	1,000	100%	
IHSS/COA	4,600	5,500	900	19.6%	
Commercial	6,400	6,200	(200)	-3.1%	
<b>Combined Average Monthly Enrollment</b>	<b>60,000</b>	<b>65,000</b>	<b>5,000</b>	<b>8.3%</b>	
<b>OPERATIONS</b>					
<b>Revenues</b>					
Medi-Cal Managed Care	46,414,080	50,509,440	4,095,360	8.8%	
Other	59,064,086	73,914,180	14,850,094	25.1%	
Interest	300,000	300,000	0	0%	
<b>Total Revenue</b>	<b>105,778,166</b>	<b>124,723,620</b>	<b>18,945,454</b>	<b>17.9%</b>	
<b>Operating Expenses</b>					
Personnel	5,031,679	5,588,320	556,641	11.1%	
Total Medical Services	96,203,385	114,245,817	18,042,431	18.8%	
Other Services and Supplies	1,213,707	1,213,707	0	0%	
County Overhead	401,725	560,736	159,011	39.6%	
Agency Overhead	2,711,705	2,885,254	173,549	6.4%	
Marketing & Planning	215,965	229,787	13,822	6.4%	
<b>Total Expenses</b>	<b>105,778,166</b>	<b>124,723,620</b>	<b>18,945,424</b>	<b>17.9%</b>	
<b>Net Income/(Loss)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(100.0%)</b>	

a. The Salary Ordinance includes an additional 11.0 FTE authorized positions that were unfunded for FY 2008.

b. The Salary Ordinance includes an additional 11.0 FTE authorized positions that were unfunded for FY 2009.





**SCVMC-Valley Health Plan — Budget Unit 725**  
**Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
72501	Valley Health Plan Group Fund 0380	\$ 104,150,356	\$ 105,778,166	\$ 105,778,166	\$ 107,021,550	\$ 1,243,384	1.2%
<b>Total Net Expenditures</b>		\$ 104,150,356	\$ 105,778,166	\$ 105,778,166	\$ 107,021,550	\$ 1,243,384	1.2%

**SCVMC-Valley Health Plan — Budget Unit 725**  
**Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
72501	Valley Health Plan Group Fund 0380	\$ 104,150,356	\$ 105,778,166	\$ 105,778,166	\$ 107,021,550	\$ 1,243,384	1.2%
<b>Total Gross Expenditures</b>		\$ 104,150,356	\$ 105,778,166	\$ 105,778,166	\$ 107,021,550	\$ 1,243,384	1.2%

**SCVMC-Valley Health Plan — Budget Unit 725**  
**Expenditures by Object**

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 4,134,895	\$ 5,031,679	\$ 5,031,679	\$ 5,523,040	\$ 491,361	9.8%
Services And Supplies	96,615,461	100,746,487	99,746,487	101,498,510	752,023	0.7%
Operating/Equity Transfers	3,400,000	—	1,000,000	—	—	—
<b>Subtotal Expenditures</b>	104,150,356	105,778,166	105,778,166	107,021,550	1,243,384	1.2%
<b>Total Net Expenditures</b>	104,150,356	105,778,166	105,778,166	107,021,550	1,243,384	1.2%

**SCVMC-Valley Health Plan — Budget Unit 725**  
**Revenues by Cost Center**

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
72501	Valley Health Plan Group Fund 0380	\$ 103,571,660	\$ 105,778,166	\$ 105,778,166	\$ 106,017,512	\$ 239,346	0.2%
<b>Total Revenues</b>		\$ 103,571,660	\$ 105,778,166	\$ 105,778,166	\$ 106,017,512	\$ 239,346	0.2%

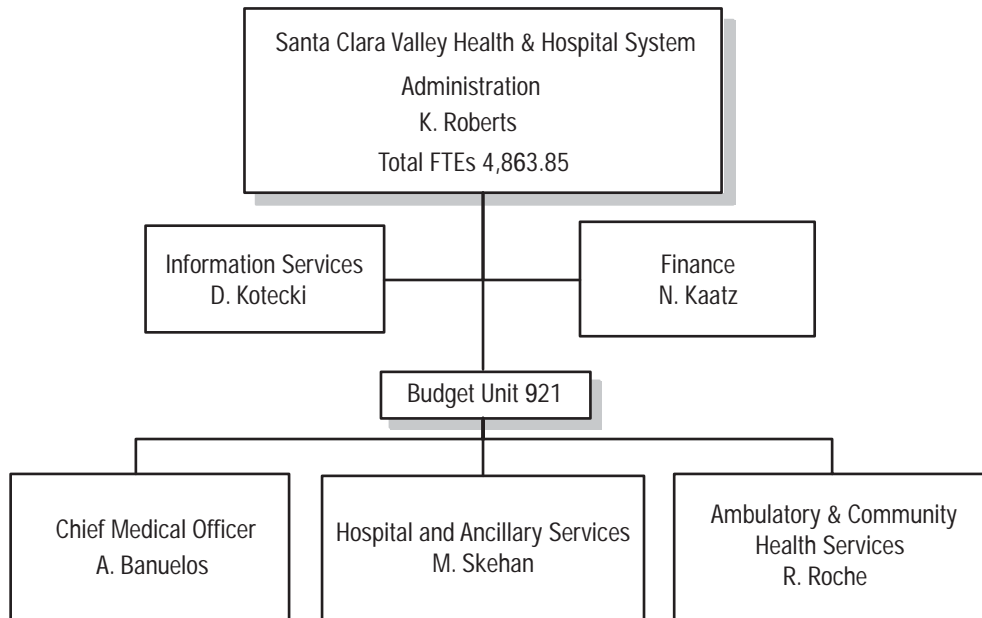


**Valley Health Plan Group Fund 0380 — Cost Center 72501**  
**Major Changes to the Budget**

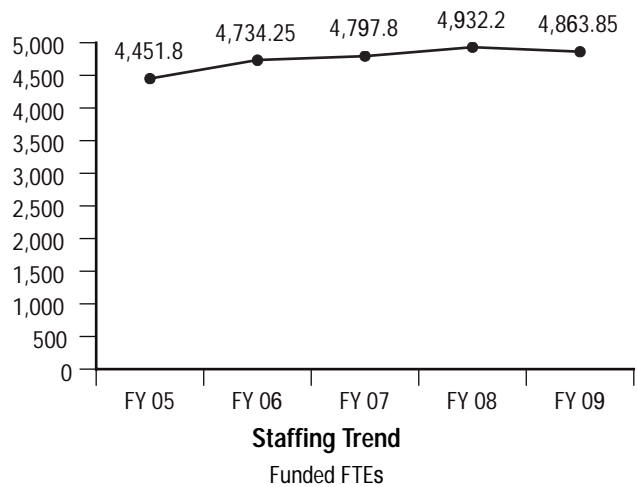
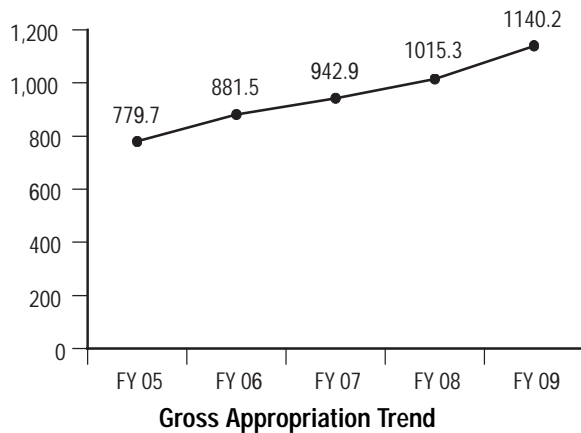
	Positions	Appropriations	Revenues
<b>VHP-Valley Health Plan (Fund Number 0380)</b>			
FY 2008 Approved Budget	55.6	\$ 105,778,166	\$ 105,778,166
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	252,478	—
Internal Service Fund Adjustments	—	752,023	—
Other Required Adjustments	—	—	463
Subtotal (Current Level Budget)	55.6	\$ 106,782,667	\$ 105,778,629
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Add 3.4 FTE for Managed Care	3.4	238,883	238,883
Add 3.4 FTE with additional revenue to accommodate the increase in management care enrollment. Total increase in expense and revenue: \$238,883.			
Subtotal (Recommended Changes)	3.4	\$ 238,883	\$ 238,883
<b>Total Recommendation</b>	<b>59.0</b>	<b>\$ 107,021,550</b>	<b>\$ 106,017,512</b>



# Santa Clara Valley Medical Center

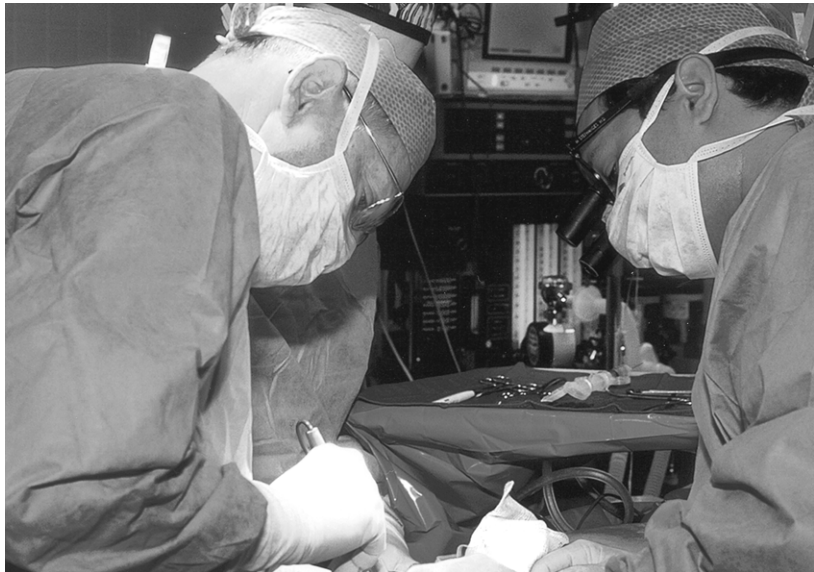


Section 4: Santa Clara Valley Health & Hospital System



## Public Purpose

- ➔ Provide quality healthcare for all persons in Santa Clara County regardless of their ability to pay.



## Desired Results

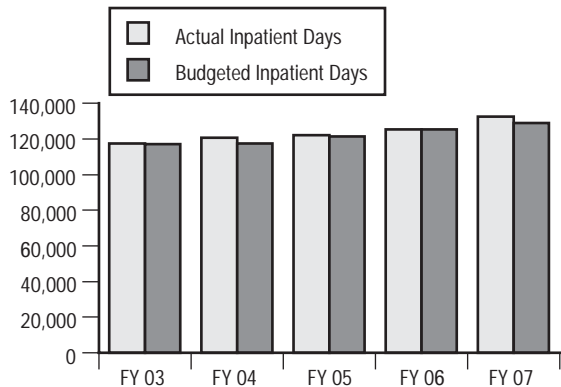
**Quality Healthcare** by adhering to the standards established by the Joint Commission on the Accreditation of Healthcare Organization (JCAHO) review. JCAHO Standards are the accepted healthcare industry standards for quality inpatient and outpatient services.

<ul style="list-style-type: none"> <li>◆ SCVMC hospital, clinics, and laboratory services were surveyed by Joint Commission in November 2006 and received full three-year accreditation. Laboratory accreditation also granted.</li> <li>◆ The Joint Commission Disease-Specific Care Certification survey was conducted in January, 2007 and resulted in designation as a certified Stroke Program.</li> </ul>	<ul style="list-style-type: none"> <li>◆ VMC has opted for survey by Joint Commission to fulfill requirement for submission of the Annual Periodic Performance Report. Awaiting notification of survey date.</li> <li>◆ Follow up Stroke Program report submitted as required to Joint Commission in December 2007.</li> </ul>
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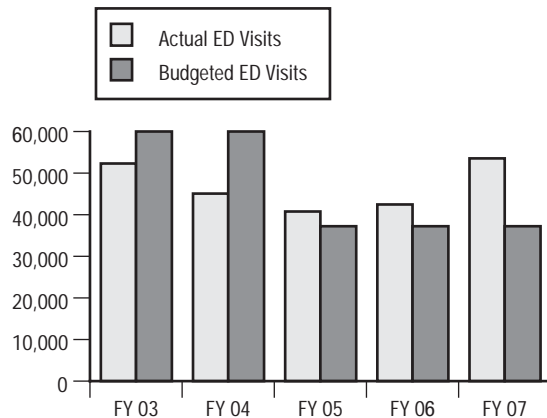
**Current JCAHO Accreditation**

**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.

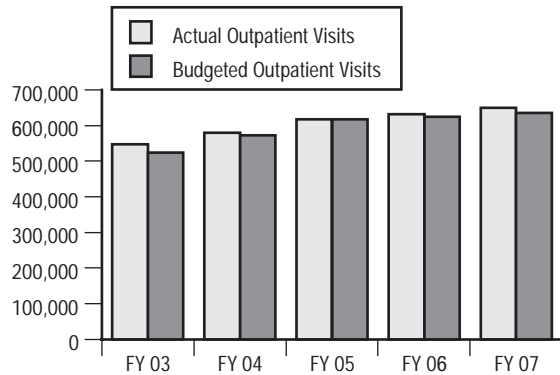


**Five-year Trended Actual and Budgeted Inpatient Days**



**Five-year Trended Actual and Budgeted Emergency Room Visits**

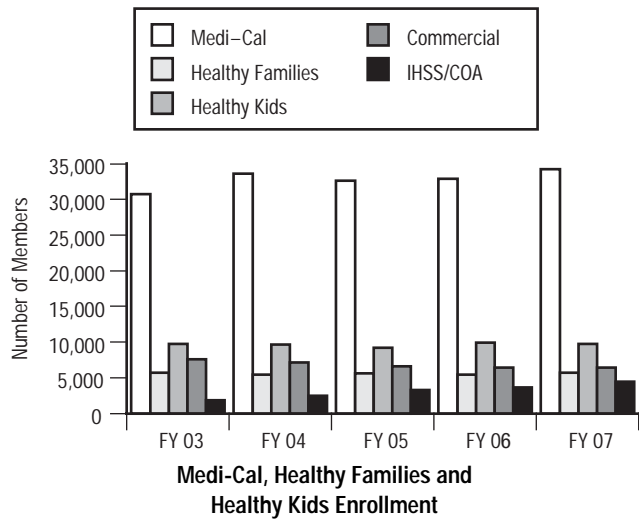
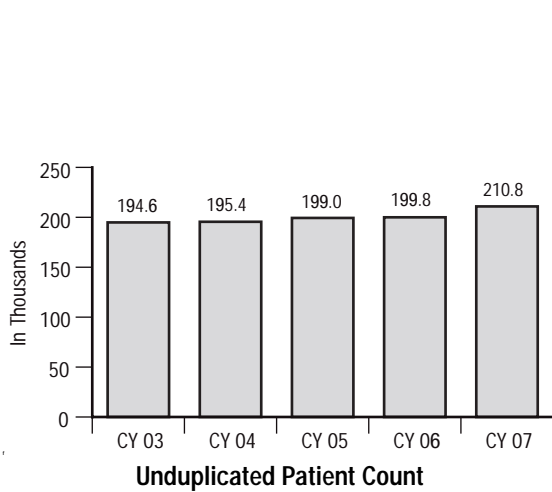




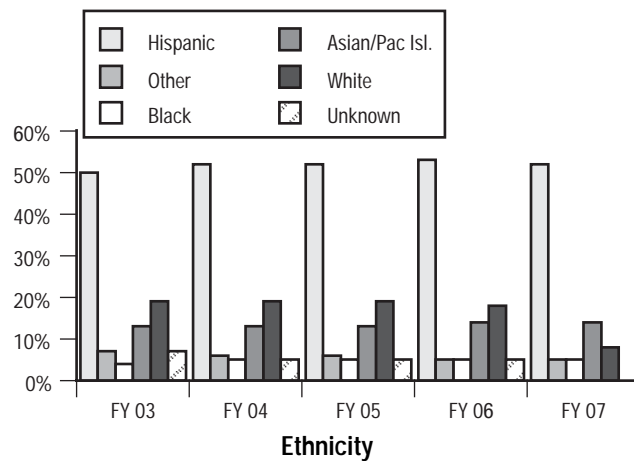
**Five-year Trended Actual and Budgeted Outpatient Visits**

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 decrease in Emergency Department visits.

**Meeting Diverse and Growing Community Healthcare Needs** by expanding our medical care system.

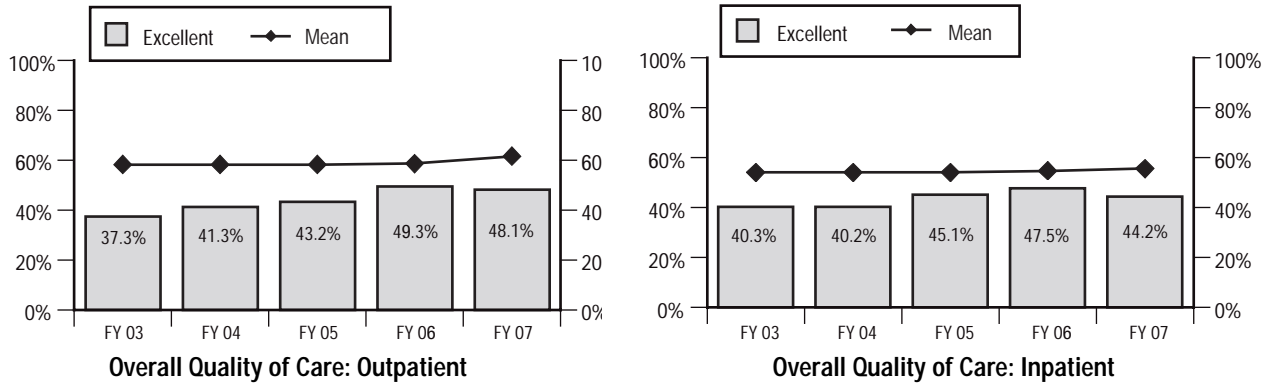


Section 4: Santa Clara Valley Health & Hospital System

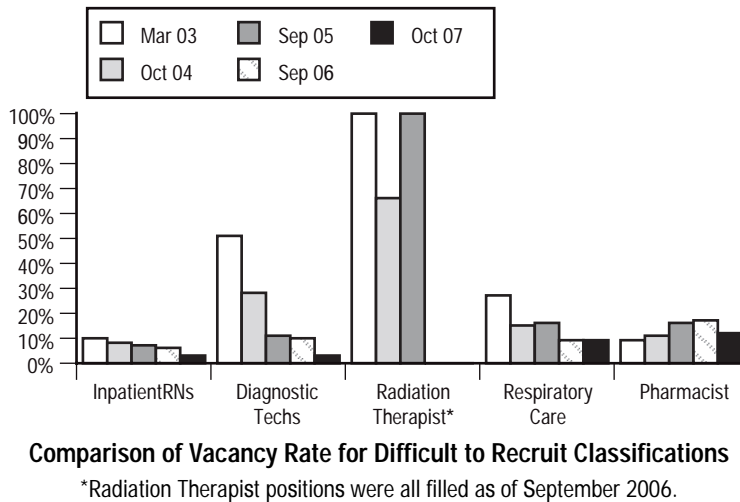


**High Regard for Patient Welfare**, which this Department promotes by maintaining an environment within which the needs of our patients are paramount and where patients, their families, and all our visitors are treated in a compassionate, supportive, friendly, and dignified manner. Reporting patient satisfaction assists in evaluating the achievement of this desired result.

Note: The mean represents the average of total responses and the data points represent the percentage of those responses that were "excellent."



**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.



**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.

<ul style="list-style-type: none"> <li>SCVMC independently sponsors Medicine (Categorical, Primary Care, and Preliminary), 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. The institution, which has its own accreditation, also is accredited until 2011.</li> </ul>	<ul style="list-style-type: none"> <li>The Medicine program is accredited to August 2008 and the Transitional program is accredited to August 2009.</li> </ul>	<ul style="list-style-type: none"> <li>The Radiology program last accredited in 2002, ranked 40th out of 208 US and Canadian training programs and is to be reviewed in February 2008.</li> <li>The OB/GYN program was last accredited in 2007 for four years and received four years of accreditation. Next review is due in 2011.</li> </ul>
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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 healthcare system 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 2007, SCVMC provided 28,791 admissions for inpatient care and 702,860 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 acute care licensure for SCVMC is 574 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 operational and financial responsibility for these services.

### Outpatient Medical Services

Santa Clara Valley Medical Center provides 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.

### Funding Components

The table below shows the General Fund funding components to SCVMC. While patient revenue makes up most of SCVMC's funding, the General Fund's contribution fills the gap when patient revenue falls short of the operational expense needs. The reductions in SCVMC of \$27 million reduces the General Fund Grant on an ongoing basis by that much to give an overall savings in the General Fund. In FY 2009 an additional ongoing reduction of \$1.7 in the General Fund Grant is related to overall SCVHHS transfers and reductions.

As part of the County Executive's overall budget solution strategy, ongoing solutions of \$28.7 million and one-time use of SCVMC budget reserves of \$181 million are recommended for SCVMC.

### General Fund Subsidy to SCVMC<sup>a</sup>

Subsidy Component	Fiscal Year				
	2006	2007	2008	2009 Base	2009 Rec
VLF Revenue	\$54.1	\$57.3	\$67.4	\$60.9	\$60.9
Tobacco Settlement Revenue	\$12.0	\$12.0	\$12.0	\$12.0	\$12.0
Unreimbursed County Services	\$7.2	\$9.3	\$10.0	\$10.9	\$10.9
General Fund Grant	\$36.2	\$91.3	\$139.3	\$223.3	\$13.5
<b>Total GF Subsidy</b>	<b>\$109.5</b>	<b>\$169.9</b>	<b>\$228.7</b>	<b>\$307.2</b>	<b>\$97.4</b>
<b>Use of SCVMC Budget Reserves</b>					
	<b>\$107.0</b>	<b>\$77.0</b>	<b>\$31.5</b>		<b>\$181.0</b>

a. \$ reflected in millions



## Proposals and Highlights

Name of Proposal	Highlights and Impacts	Impact on Current Level of Service
Revenue and Business Development: Revenue Cycle Initiative	Increase revenues from reduction in denials, improved charge capture and reduced interest expense due to increased cash flow.	■
Revenue and Business Development: Accounts Receivable Collections Initiative	Reduced interest expense as a result of increased cash flow from improved collection strategies.	■
Revenue and Business Development: Charge Master	Business strategy initiative aimed to increase revenue by enhancing services in better reimbursement departments like the Burn Center.	▲
Revenue and Business Development: Coverage Initiative	Increased enrollment in Valley Care will net additional revenues.	▲
Revenue and Business Development: Managed Care	Increased enrollment in Managed Care will net additional revenues.	▲
Expense Reductions: Ancillary and Support Service Initiative	Technology and process improvements will create areas where expenses can be reduced.	▣
Expense Reductions: Organizational Structure Initiative	Redesign and streamlining of SCVMC Management to achieve expense reductions.	▣
Business Redesign: Care Delivery System	Staffing model changes in the care delivery system will create areas where expenses can be reduced.	▣
Business Redesign: Ambulatory and Physician Practice Management	Increase in revenue from the implementation of a new service model including Comprehensive Perinatal Services Program (CPSP) revenues.	▣
Technical Changes: Resident Staffing Requirements	A cost neutral change to the intern training programs with Stanford University School of Medicine.	▣
Interagency Transfers: Nutrition/Wellness, Women Infant and Children (WIC)	New Comprehensive Perinatal Services Program (CPSP) for increase in revenue	▣
Interagency Transfers: Regional Services	Services to Post-Partum Clients through CPSP expansion for increase in revenue.	▣
Interagency Transfers: Emergency Medical Services	Increase expense to pay for Cardiac Center Designation Fee.	▣
Interagency Transfers: Mental Health Pharmacy	Staffing changes in Mental Health Pharmacy	▣
Interagency Transfers: Mental Health Acute Psychiatric Services (APS)	Staffing changes for Mental Health APS	▣
Interagency Transfers: Programming Changes to Support FY 2008 and FY 2009 Reductions	Urgent Care Redesign and Mental Health Specialty Assessment Center modifications.	▣
Interagency Transfers: Mobile Health Services	Transfer Program Staffing from Community Health Services	▣

Impact on Current Level of Service:

□ = Eliminated ▼ = Reduced ▣ = Modified ▲ = Enhanced ■ = No Change

## County Executive's Recommendation

SCVMC's recommendations are in large part, based on the anticipated results from Transformation 2010 (T2010), the sweeping transformation initiative supported by a contract with Deloitte Consulting. SCVMC launched several of the 16 interrelated initiatives immediately after obtaining Board approval in November, 2007. Although they are still in the very

early stages of implementation, most of the SCVMC budget reduction recommendations are comprised of T2010 initiatives except where indicated.

It is important to note that some specifics may change as the teams complete their work and in some cases (such as the case with the Organizational Structure





Initiative) full details may not be available at the time of this printing, and will be presented to the Board before the Budget Hearings in June, 2008.

## Revenue and Business Development

### Revenue Cycle Initiatives

**Improve Revenue Through Reduction in Denials and Improved Charge Capture:** The Revenue Cycle Initiative will improve net revenues and accelerate cash flow while working with management to create a more organized and accountable organizational structure and culture across the revenue cycle.

An increase in revenues will result from reduced denials and improved collections through improvement in efficiencies and process designs by elevating the skill set and knowledge of the existing revenue cycle staff. This will happen through intensive training, improved and streamlined processes and procedures, improved use of enabling technology and available management reports.

Teams include patient access, providers and ancillary departments, utilization management, medical records, as well as patient financial services.

Reduction in denials and improved charge capture will net \$8,431,714. Additionally, as a result of increased cashflow, interest expense can be reduced by \$200,000.

**Total Ongoing Savings: \$8,631,714**  
Ongoing Revenue: \$8,431,714  
Ongoing Expense Reduced: \$200,000

### Accounts Receivable Collections Initiative

**Increase Revenue Through a Redesign of Accounts Receivable Collections:** The Accounts Receivable Collections Initiative will redesign current collection strategies to improve cash collections. Other aspects include reducing the current backlogs within the Discharged-Not-Final-Billed (DNFB) category and developing recommendations for new management.

This increase in cashflow will reduce the use of interest expense by \$85,000.

**Ongoing Savings: \$85,000**

## Revenue and Business Development

### Charge Master

**Add 2.0 FTE Physicians to Targeted Services to Generate Additional Revenue:** As part of its Business Development work, SCVMC would add 2.0 FTE Physician positions, one specific to Burn Center services, which are key to generating additional income. This, combined with increased charges (across the board) has an impact on increased insured patient net revenue. The role of the additional Physician will be determined by the program needs throughout SCVMC.

A combination of enhancing specific targeted service areas with annual charge master increases will result in additional revenue. Annual charge increases are required to keep up with annual cost increases, and are built into insurance contract assumptions. Not increasing charges would potentially result in decreased net results from insurance contracts

**Positions Added: 2.0**  
**Total Ongoing Savings: \$2,000,000**  
Ongoing Revenue: \$2,500,000  
Ongoing Expense: \$500,000

### Coverage Initiative

**This is NOT part of a T2010 Initiative.**

**Increase Revenue Due to Increased Valley Care Enrollment:** Valley Care is SCVMC's program created as part of the Medi-Cal Coverage Initiative for low income, uninsured patients and is funded through the Medi-Cal waiver. Enrollment has increased beyond the level of the current budgeted revenue. This proposal recognizes additional net revenue from the continued implementation of the program.

**Ongoing Revenue: \$3,000,000**

### Managed Care

**This is NOT part of a T2010 Initiative.**

**Increase Revenue Due to Increased Managed Care Enrollment:** Valley Health Plan is a key contributor to the managed care environment in Santa Clara County. As enrollment and coverage options expand, such as Valley Care and Healthy Generations, additional net

revenue from enrollment and rate increases for these managed care members can be recognized within SCVMC to provide patient services to this growing group of reimbursed patients. This proposal is a companion item to the enrollment item on the VHP proposal list.

**Ongoing Revenue: \$1,250,000**

## Expense Reductions

### █ Ancillary and Support Service Initiative

**Delete 4.5 FTE in Ancillary and Support Services:** The Ancillary and Support Systems Initiative focuses on defining and implementing new staffing models that comply with State regulations, while balancing quality and appropriate service levels to meet patient volume requirements across defined departments and cost centers. The Initiative will identify process and technology-enabled improvements and develop and implement actions to facilitate new staffing models.

As a result of these process improvements, the following position changes will be made with minimal service impacts:

FTE	Job Code	Description	Amount
(3.00)	C60	Administrative Assistant	(\$250,239)
1.00	D97	Account Clerk	\$76,964
(2.00)	D09	Office Specialist III	(\$152,104)
0.50	D51	Office Specialist I	\$33,430
(1.00)	D79	Medical Administrative Assistant	(\$85,051)
<b>(4.50)</b>		<b>Total</b>	<b>(\$377,000)</b>

**Positions Reduced: 4.5**  
**Ongoing Savings: \$377,000**

### █ Organizational Structure Initiative

The budget proposal for SCVMC includes the results from the Transformation 2010 (T2010) Organizational Structure initiative at SCVMC, and restructures various supervisory, management and executive management positions, resulting in a savings of approximately \$2,397,229 with a net reduction of 12.0 FTEs.

- The Hospital and Ancillary restructuring includes deleting 21.0 FTEs and adding 14.0 FTEs, resulting in a net reduction of 7.0 FTEs. These actions are expected to yield a savings of \$1,409,385.
- The Ambulatory and Managed Care Services restructuring includes the deletion of 17.0 FTEs and the addition of 12.0 FTEs, resulting in a net deletion of 5.0 FTEs. These actions are expected to yield a savings of approximately \$987,844.

It is expected that a number of the codes to be deleted will be vacant by July 1, 2008. The incumbents of the filled codes will be laid-off in accordance with the respective labor agreements, executive management salary ordinance or applicable Merit System Rules. Since this solution also includes establishing 26 new positions, it is anticipated that some of the current employees who are affected by the reductions will compete for these new positions, thus possibly mitigating the lay-off impact.

Inclusive of this solution will be the establishment of a number of new classifications and setting the salaries for the new classifications in conjunction with the FY 2009 budget hearing process for the Health & Hospital System budget.

**Positions Reduced: 12.0**  
**Ongoing Savings: \$2,397,229**

## Business Redesign

### █ Care Delivery System

**Delete 50.97 FTE in Care Delivery System:** The Care Delivery Systems Initiative will define and implement a new staffing model that complies with State regulations, while balancing quality and patient throughput initiatives. It will redesign the inpatient staffing model in order to improve the efficiency of nursing staff.

FTE	Job Code	Description	Amount
(4.00)	S11	Assistant Nurse Manager	(\$805,213)
0.74	S75	Clinical Nurse III	\$9,161
(28.85)	S93	Hospital Services Assistant	(\$2,142,000)
(11.96)	S85	Licensed Vocational Nurse	(\$1,096,737)
(3.20)	D02	Medical Unit Clerk	(\$242,597)
(2.90)	S59	Nurse Practitioner	(\$629,112)
(0.80)	S39	Nurse Coordinator	(\$143,966)
<b>(50.97)</b>		<b>Total</b>	<b>(\$5,050,463)</b>

The Care Delivery System contains positions with shift differentials assigned for 24-hour service. This reduction also includes a reduction of \$208,594 for shift differential costs.

**Service Impact:** The implementation of new staffing models will insure proper service delivery to patients. This recommendation is fueled by efficiencies that can be attained with improved process management of shifts as well as taking into account types of patient needs in the various care delivery units. There is no direct patient care impact.

Positions Reduced: 50.97  
Ongoing Savings: \$5,259,057

### Ambulatory and Physician Practice Management

**Increase Revenue From the Implementation of a New Service Model:** The Ambulatory and Physician Practice Management Initiative will refine and implement a new ambulatory clinical service model that is patient-centric and supports chronic disease management programs while balancing supply and demand in addition to improving integration with front end insurance verification and cash collection.

**Service Impact:** The improved practice model will assist SCVMC to achieve increased patient access (both availability of clinical time and more efficient throughput) and improved practice management. This recommendation includes the ability to see additional patients in the Comprehensive Perinatal Services Program (CPSP), generating revenue in the amount of \$3,250,000. Services provided in the clinics, as well as additional primary care visits for managed care enrollees, will net an additional \$750,000 in revenue.

Ongoing Revenue: \$4,000,000

## Technical Changes

### Resident Staffing Requirements

**Add 3.0 FTE Resident Positions:** To maintain existing resident and intern training programs with Stanford University School of Medicine, SCVMC must add 3.0 FTE Resident positions to the resident staffing office. This action includes an increase in revenue to offset the costs of position adds.

**Service Impact:** This recommendation will enable SCVMC to continue the resident program with Stanford University and provide patient care. SCVMC's highly regarded reputation as a teaching facility will continue to draw interested medical interns to this program.

**Total Cost: \$0**

Ongoing Expense: \$248,616

Ongoing Revenue: \$248,616

### Interagency Transfers: General Fund Health Department Proposals

The following Interagency Transfers are NOT part of a T2010 Initiative.

### Nutrition/Wellness, Women, Infant and Children (WIC)

**Generate New Comprehensive Perinatal Services Program (CPSP) Revenues through Coordination of WIC/SCVMC Prenatal Clients:** The Public Health Department Nutrition & Wellness, WIC Program, and the Valley Health Center CPSP will launch a new collaboration, resulting in increased service to clients and an annual revenue increase of \$501,490. The collaboration will have existing WIC nutritionists providing at least 2 Nutrition CPSP Assessments to VMC/WIC Prenatal Clients at East Valley, Bascom, Tully, Gilroy and Fair Oaks. These are Federally Qualified Health Centers, which is a requirement for CPSP activities.

**Service Impact:** Through CPSP, the client can receive several nutrition interventions, depending on her health status. In FY 2007 WIC served 17,475 participants per month throughout their five sites, and expects to reach 18,000 by the end of calendar year 2008. Prior to implementation in July 2008, WIC and SCVMC staff will

work on the program design, scheduling, identifying the staff, and defining the type of intervention, billing, and evaluation systems.

**Service Impact:** The recommendation has no negative impact to the current level of direct client services.

**Ongoing Revenue: \$501,490**

Revenue transferred out to Public Health Department

## Regional Services

### Generate New Comprehensive Perinatal Services Program (CPSP) Revenues through Services to Post-Partum Clients:

In FY 2008, a new collaboration was undertaken by the Public Health Department Regional Services and the Valley Health Center Comprehensive Perinatal Services Program (CPSP). The Regional Public Health Nurses anticipate visiting 3,000 post-partum CPSP clients per year. The Public Health Nurses (PHNs) are able to visit more clients as CPSP clients require significantly less paperwork than Targeted Case Management (TCM) clients, so more clients can be served in less time.

From September 2007 to January 2008, PHNs saw more than 1,800 clients, which would exceed the annual estimate of 3,000. For FY 2009, 5,256 visits are estimated. This will net an increase in \$1,396,468 of CPSP revenue.

**Ongoing Revenue: \$1,395,468**

## Emergency Medical Services

**Cardiac Center Designation Fee:** The EMS Agency and pre-hospital providers have been making improvements in cardiac care for the past four years, including revising pre-hospital treatment protocols and upgrading field equipment and training so that all Santa Clara County paramedics are able to obtain 12-lead electrocardiograms (EKGs) and identify "ST Segment Elevation Myocardial Infarction" (STEMI) patients.

The EMS Agency proposes to implement a Comprehensive Cardiac Care System in Santa Clara County, similar to those programs which have been successfully implemented in the other California counties, whereby hospitals with emergency cardiac catheterization capability will be designated by the EMS

Agency as STEMI Receiving Centers and pre-hospital protocols will be revised so that patients identified as having a STEMI are directed to the closest STEMI Receiving Center hospital. If the Board approves the implementation of the Comprehensive Cardiac Care System, EMS will propose to include a Cardiac Center designation fee commencing on July 2008.

EMS proposes a new fee of \$8,000 per designated hospital (8 total) per year to cover the County EMS Agency's cost of initial hospital designation, redesignation, and contract and regulatory oversight including quality review and data collection. The cardiac center designation fee is similar to the stroke center designation fee. The patient volume of cardiac patients is projected to be higher than the volume of stroke patients, so the new system will require additional data collection, review and monitoring. If approved and implemented, Santa Clara County will be the fifth county in California to have an organized Cardiac Care program (including hospital designations).

This cost increase reflects the fee from SCVMC to support this program.

**Ongoing Cost: \$8,000**

Fee revenue for EMS Cardiac Designation Program in Public Health

## Pharmacy

### Reduce Staffing Budget in SCVMC Pharmacy Services:

Delete 2.0 vacant Pharmacists and 1.0 vacant Pharmacy Technician position that were budgeted in the Downtown Mental Health Center Pharmacy, and were subsequently relocated to SCVMC in December 2007 as part of the FY 2008 340B Pharmacy Discount Budget Reduction item.

**Service Impact:** As the positions are vacant and the pharmacy workload of these vacancies have been absorbed by existing SCVMC Pharmacy staff, no direct loss of client service will result from this reduction.

**Positions Reduced: 3.0**

**Ongoing Savings: \$0**

Ongoing savings \$389,594

Savings offset by a reduction in Mental Health Department of \$389,594

Savings of \$389,594 are budgeted in the Mental Health Department



## █ Acute Psychiatric Services (APS)

### Reduce Staffing and Contract Psychiatry Expense from APS and Emergency Psychiatric Services (EPS)

**Administration:** This recommendation is a result of the APS FY 2008 planning to reduce the census in EPS (YTD is 27.2) and expand the MHSA-funded Urgent Care program to be located in the Don Lowe Pavilion facility. The reductions include \$357,835 in contract psychiatry expenses and deletion of the following positions in the SCVMC budget for a total savings of \$642,165:

- 1.0 FTE Administrative Assistant position
- 0.6 FTE Clinical Psychologist position
- 1.0 FTE Utilization Review Supervisor position
- 1.0 FTE Assistant Nurse Manager position
- 0.5 FTE Psychiatrist position

**Service Impact:** This reduction will not have a negative impact on direct client services. The Psychologist position is being transferred to the new MHSA-funded Mental Health Specialty Assessment Center (MHSAC), and will provide services system-wide, while also being available to accept referrals from inpatient settings. The contract psychiatric budget is utilized to pay for contract MDs that work on nights, weekends, and holidays in Acute Services. Through analysis of MD duties and a redesign of the MD process, the department has determined that this budget can be reduced with no impact to services. The redesign effort expects changes in EPS workload as a result of diversion of patients to the new MHSA-funded Urgent Care, as well as a restructuring of work processes to be more efficient, while maintaining service to clients. Thus, no reduction in client service is expected to occur.

**Positions Reduced: 4.1**

**Ongoing Savings: \$0**

Savings of \$1,000,000 are budgeted in the Mental Health Department

### Budget Strategies to Implement FY 2008 Acute Psychiatric Services (APS) Reduction Plan

In FY 2008 the APS base budget was reduced by \$5 million. The department has worked with the RDA Consultant to complete an analysis of the EPS program, and reduce \$7.38 million in overall costs through the following suggested strategies and staffing changes. The additional \$2.38 million savings are being redirected

towards redesign services and programs for Urgent Care, Wellness and Recovery Services, and Mental Health Special Assessment Center.

### Emergency Psychiatric Services (EPS) Redesign

This recommendation restructures current EPS staffing, assuming a reduction in the average daily census from 28-30 to 16 clients per day. Total EPS staffing will decrease from 67.83 to 44.86 FTEs. The redesigned EPS services will focus on only involuntary patients who require restraint and seclusion, emergency medication, and containment. Voluntary and less acute patients will be seen in the new Urgent Care Center to open in Don Lowe Pavilion, adjacent to EPS, with the Central Urgent Care staff relocating to Don Lowe Pavilion, with some additional positions added for Urgent Care. This proposal will result in a total savings of \$3,415,152.

Positions reflected in SCVMC reductions include:

- 2.0 FTE Psychiatrist positions
- 1.8 FTE Psych Nurse II positions
- 9.0 FTE Psych Technician positions
- 11.75 FTE Nursing Assistant positions
- 1.0 FTE Nurse Manager position
- add 1.78 FTE Health Service Representative positions
- reduce \$711,760 in contract physician funding

**Service Impact:** This represents a new way of serving clients and will more appropriately meet their needs while implementing cost savings. Voluntary consumers that are not at risk for an involuntary hold will be provided services at the Urgent Care program. This will reduce the average daily census of EPS.

### Barbara Arons Pavilion (BAP) Inpatient Redesign Program

This strategy will convert the current two 25-bed BAP inpatient units into one consolidated 50-bed inpatient program, and will incorporate specific program "tracks" to improve individualized patient care grounded in a new recovery-based inpatient program. A new Team Nursing model of care will insure that all patients receive cohesive multi-disciplinary care. Five Nursing teams, each including 2 Psychiatric Nurses and 2 Nursing Attendants, will have a caseload of 10 clients (a 1:5 nurse to client ratio). In addition, 1:1 staffing to monitor patients will be significantly reduced, resulting

in a reduction in overtime and extra-help. Total BAP staffing will decrease from 136.95 FTE to 112.18 FTE. This proposal will result in a total savings of \$3,475,496.

Positions reflected in SCVMC reductions include:

- 2.85 FTE Assistant Nurse Manager positions
- 0.5 FTE Occupational Therapist position
- 4.4 FTE Licensed Vocational Nurse position
- 7.05 FTE Psychiatric Technician positions
- 12.67 FTE Nursing Assistant positions
- 1.0 FTE Nurse Manager position
- add 7.17 FTE Psychiatric Nurse II positions
- add 1.55 FTE Medical Unit Clerk positions
- add 2.0 Psychiatric Social Worker/Marriage Family Therapist positions

**Service Impact:** The development of a single 50 bed unit, along with the implementation of the team nursing model, will improve the care provided to the patients. The team nursing model will improve the effectiveness of psychiatric care and allow for the quicker stabilization and discharge of consumers to a lower level of care. This model will assist in the reduction of the length of stay at BAP.

#### **BAP Inpatient Redesign-Discharge Planning and Aftercare**

This recommendation reduces 6.42 FTE Rehabilitation Counselors from BAP inpatient. These staff have been reassigned to a new integrated team that provides care management and aftercare transition support to consumers as they enter and move through crisis, acute inpatient, and skilled nursing care back into the community. The 6.42 FTE Rehabilitation Counselor staff are being integrated with the existing 6.0 FTE staff into the Mental Health 24 Hour Care team. This proposal will result in a total savings of \$692,513

**Service Impact:** This recommendation represents a new way of serving clients and will improve the efficiency of community placement. The development of a new integrated case management and discharge team will enhance the ability of the staff to make rapid treatment authorizations, and track the placement of consumers into community settings. The integration of this team with the 24-Hour team will improve the ability to allocate staff resources more efficiently, provide a greater depth of coverage for staff on vacation or out

due to illness, and improve communication to make more timely placements of patients with community providers.

#### **APS Administration and Quality Improvement**

This recommendation will result in a total cost of \$195,432. Resource changes reflected in SCVMC include:

- unfund 1.0 FTE Health Care Program Analyst II position
- switch 1.0 FTE Director of Mental Health Nursing for 1.0 FTE Associate Director of Acute Psychiatry Services
- transfer 1.0 FTE Executive Assistant position to Custody Health
- add 2.5 FTE clerical staff
- add 0.5 FTE Utilization Review Coordinator position

**Service Impact:** The Health Care Analyst position was created to support APS Administration but has never been filled. The unique Director of MH Nursing position has been in the budget, but vacant for so long that the budgeted salary is lower than the positions reporting to it. An Associate Director of Acute Psychiatry Services with an appropriate salary is therefore requested. The clerical staff are primarily recommended to handle legal issues and processes, some of which were previously handled by the BAP Rehabilitation Counselors. The additional Utilization Review Coordinator is recommended given the plan to decrease the average length of stay and hence increase the number of total admissions at BAP.

**Positions Reduced: 47.14**

**Net Savings: \$0**

Total Ongoing Savings: \$7,387,729

Offset by \$5 million reuction already included in the base budget for FY 2008 reduction. \$2,387,729 in savings is budgeted in the Mental Health Department.

### **Programming Changes to Support FY 2008 and FY 2009 Reductions**

**Urgent Care Redesign** This recommendation restructures and expands the current Central Urgent Care Program which will be relocated to Don Lowe Pavilion. An estimated 12 clients per day will be diverted from the EPS program, and a small Urgent Care Center will also be opened at Downtown Mental Health Center.

Resource changes in SCVMC will result in total costs of \$2,876,260 and are reflected as follows:

- add 0.33 FTE Psychiatrist III - MH position
- add 2.0 FTE new and transfer 2.0 FTE Psychiatrist III positions from MHD
- add 4.83 FTE Psychiatric Nurse positions
- add 4.83 Psychiatric Technician positions
- increase \$473,326 in funding for contract physician services for weekend and holiday coverage is also included

**Service Impact:** The diversion of EPS clients to the expanded Urgent Care program will maintain the level of service capacity while providing these services in a less costly, less restrictive and more appropriate setting.

**Positions Added: 13.99**  
**Ongoing Costs: \$0**

Ongoing Costs: \$2,876,260

Offset by increase of \$2,876,260 in Chargeback to Mental Health Department

#### **Mental Health Specialty Assessment Center**

This recommendation modifies the staffing in SCVMC for this program for total costs of \$131,358 as follows:

- add 1.0 FTE Utilization Review (UR) Supervisor position
- add 0.6 FTE Attending Psychologist position
- delete 0.5 FTE vacant Psychiatrist position

**Service Impact:** The UR Supervisor (who is a Psychologist) and the Attending Psychologist, will perform assessments on MHSAC clients to assist in the process of securing SSI/SSA benefits for these clients.

**Position Added: 1.1**  
**Ongoing Costs: \$0**

Ongoing Costs: \$131,358

Offset by increase of \$131,358 in Chargeback to Mental Health Department

#### **Mobile Health Services**

**Transfer Program Staffing from Community Health Services (CHS):** All medical mobile operations will be consolidated under the Valley Homeless Healthcare Program in SCVMC BU 921. The staffing to be transferred from CHS BU 418 to SCVMC BU 921

includes 1.0 FTE filled Public Health Community Specialist and 1.0 FTE filled Mobile Outreach Driver position.

**Positions Added: 2.0**

2.0 FTEs are transferred from BU 418

**Ongoing Cost: \$181,921**

Ongoing Savings of \$181,921 are reflected in BU 418

#### **ITEC Project Funding**

**Allocate Ongoing \$7,361 Funding for the Secure Messaging Project in the General Fund Health Departments:** In 1996 the Federal Government established the Health Information Portability Access Act (HIPAA) and required that any electronic communications between patient-provider, provider-provider and/or provider-insurance, of known Personal Health Information (PHI), be encrypted to safeguard the privacy of the patient. During FY 2008 SCVHHS implemented the first phase of secured e-mail for inpatient and ambulatory areas of the organization, this request is to extend the current capabilities, and add more to the Public Health, Mental Health, DADS and Children's Shelter Custody Health departments. The added capabilities are intended to provide patients with a portal to securely communicate to the pharmacy department for prescription refills, and to pose questions to nurses and to support clinical staff.

**Service Impact:** The need for electronic communication between patient-provider, provider-provider and provider-insurance needs to be secured to ensure personal health information does not fall into the wrong hands when traveling throughout the public internet infrastructure. County policies also require that this type of information, PHI as well as any other confidential information, be secured to ensure the County is protected against any threats and/or data breaches.

**Ongoing Costs: \$7,361**

Ongoing costs are charged out to the General Fund Health Departments.

## Santa Clara Valley Medical Center Statement of Revenues and Expenses Summary

Enterprise Fund Only	FY 2008 Approved	FY 2009 Recommended	Difference	Percent Difference
<b>FTEs &amp; Statistics</b>				
Payroll FTEs	4,932.22	4,863.85	(68.37)	-1.4%
Total Patient Days	133,590	133,225	(365)	-0.3%
Average Daily Census	365.0	365.0	0	0%
Outpatient Visits	703,395	761,295	57,900	8.2%
<b>Operations</b>				
Net Patient Revenue	560,333,633	622,242,549	61,908,916	11.0%
Realignment	10,565,028	10,565,893	0	0%
Other	50,171,802	46,351,644	(3,820,158)	-7.6%
<b>Total Revenue</b>	<b>621,070,463</b>	<b>679,159,221</b>	<b>58,088,758</b>	<b>9.4%</b>
<b>EXPENSES</b>				
Payroll/Personnel	656,011,075	683,630,630	27,619,555	4.2%
Services and Supplies	219,837,708	249,477,204	29,639,496	13.5%
County Overhead	12,024,783	12,960,792	936,009	7.8%
Depreciation	26,141,076	38,747,159	12,606,083	48.2%
Transfers	(46,490,279)	(52,670,649)	(6,180,370)	13.3%
Interest Expense net of Income	15,233,456	32,972,216	17,738,760	116.4%
<b>Total Expenses</b>	<b>882,757,819</b>	<b>965,117,352</b>	<b>82,359,533</b>	<b>9.3%</b>
<b>Operating Income/(Loss)</b>	<b>(261,687,356)</b>	<b>(285,958,131)</b>	<b>(24,270,775)</b>	<b>9.3%</b>
<b>Transfers</b>				
County General Fund Subsidy				
Vehicle License Fee	67,362,527	60,922,626	(6,439,901)	-9.6%
Unreimbursed County Expenses	10,029,616	10,946,547	916,931	9.1%
Tobacco Settlement	12,000,000	12,000,000	0	0%
General Fund Grant	139,305,861	13,534,858	(125,771,003)	-90.3%
<b>Total County General Fund Subsidy</b>	<b>228,698,004</b>	<b>97,404,031</b>	<b>(127,934,721)</b>	<b>-55.9%</b>
Use of VMC Budget Reserves	31,500,000	181,042,786	149,542,786	474.7%
Bond Super Funds	872,848	872,848	0	0%
<b>Total Transfers</b>	<b>261,070,852</b>	<b>279,319,665</b>	<b>21,608,065</b>	<b>8.3%</b>
<b>Net Income/(Loss)</b>	<b>(616,504)</b>	<b>(6,638,466)</b>	<b>(7,254,970)</b>	<b>-1,176.8%</b>

## Santa Clara Valley Medical Center — Budget Unit 921 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
6846	SCVMC Capital Fund 0059	\$ 8,720,237	\$ 5,000,000	\$ 5,000,000	\$ 24,442,400	\$ 19,442,400	388.8%
6849	SCVMC Fixed Assets & Debt Svc Fund 0060	8,614,415	21,024,572	21,024,572	33,058,693	12,034,121	57.2%
6862	SCVMC Intergovernmental Trfs Fund 0060	—	60,000,000	60,000,000	60,000,000	—	—
92106	SCVMC Operations Fund 0060	844,992,083	882,757,819	902,398,146	968,258,525	85,500,706	9.7%
<b>Total Net Expenditures</b>		<b>\$ 862,326,734</b>	<b>\$ 968,782,391</b>	<b>\$ 988,422,718</b>	<b>\$ 1,085,759,618</b>	<b>\$ 116,977,227</b>	<b>12.1%</b>





### Santa Clara Valley Medical Center — Budget Unit 921 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
6846	SCVMC Capital Fund 0059	\$ 8,720,237	\$ 5,000,000	\$ 5,000,000	\$ 24,442,400	\$ 19,442,400	388.8%
6849	SCVMC Fixed Assets & Debt Svc Fund 0060	8,614,415	21,024,572	21,024,572	33,058,693	12,034,121	57.2%
6862	SCVMC Intergovernmental Trfs Fund 0060	—	60,000,000	60,000,000	60,000,000	—	—
92106	SCVMC Operations Fund 0060	866,660,626	929,248,098	951,016,586	1,022,662,628	93,414,530	10.1%
<b>Total Gross Expenditures</b>		<b>\$ 883,995,277</b>	<b>\$ 1,015,272,670</b>	<b>\$ 1,037,041,158</b>	<b>\$ 1,140,163,721</b>	<b>\$ 124,891,051</b>	<b>12.3%</b>

### Santa Clara Valley Medical Center — Budget Unit 921 Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 607,165,242	\$ 656,011,075	\$ 659,062,701	\$ 683,584,074	\$ 27,572,999	4.2%
Services And Supplies	202,003,410	231,941,691	249,658,553	298,031,422	66,089,731	28.5%
Other Charges	16,227,851	26,867,535	26,867,535	32,422,229	5,554,694	20.7%
Fixed Assets	14,588,750	40,452,369	41,452,369	66,125,996	25,673,627	63.5%
Operating/Equity Transfers	44,010,024	60,000,000	60,000,000	60,000,000	—	—
<b>Subtotal Expenditures</b>	<b>883,995,277</b>	<b>1,015,272,670</b>	<b>1,037,041,158</b>	<b>1,140,163,721</b>	<b>124,891,051</b>	<b>12.3%</b>
Expenditure Transfers	(21,668,543)	(46,490,279)	(48,618,440)	(54,404,103)	(7,913,824)	17.0%
<b>Total Net Expenditures</b>	<b>862,326,734</b>	<b>968,782,391</b>	<b>988,422,718</b>	<b>1,085,759,618</b>	<b>116,977,227</b>	<b>12.1%</b>

### Santa Clara Valley Medical Center — Budget Unit 921 Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
6846	SCVMC Capital Fund 0059	\$ 15,940,204	\$ 5,000,000	\$ 5,000,000	\$ 24,400,000	\$ 19,400,000	388.0%
6849	SCVMC Fixed Assets & Debt Svc Fund 0060	—	21,024,572	21,024,572	33,058,693	12,034,121	57.2%
6862	SCVMC Intergovernmental Trfs Fund 0060	—	60,000,000	60,000,000	60,000,000	—	—
92106	SCVMC Operations Fund 0060	689,805,021	882,141,315	892,913,792	780,601,000	(101,540,316)	-11.5%
<b>Total Revenues</b>		<b>\$ 705,745,225</b>	<b>\$ 968,165,887</b>	<b>\$ 978,938,364</b>	<b>\$ 898,059,693</b>	<b>\$ (70,106,195)</b>	<b>-7.2%</b>



### SCVMC Capital Fund 0059 — Cost Center 6846 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>VMC Capital Projects (Fund Number 0059)</b>			
FY 2008 Approved Budget	—	\$ 5,000,000	\$ 5,000,000
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(36,800)	(500,000)
Other Required Adjustments	—	379,200	800,000
Subtotal (Current Level Budget)	—	\$ 5,342,400	\$ 5,300,000
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Transfer RDA Delegated Funds from Fund 0001 to SCVMC Fund 0059 for SCMP	—	—	19,100,000
Decision Packages			
1. FY 2009 SCMP Requirement	—	19,100,000	—
FY 2009 Seismic Compliance Modernization Project requirement. Redevelopment Delegated funds are transferred from the General Fund to support this project.			
Subtotal (Recommended Changes)	—	\$ 19,100,000	\$ 19,100,000
<b>Total Recommendation</b>	—	\$ 24,442,400	\$ 24,400,000

### SCVMC Fixed Assets & Debt Svc Fund 0060 — Cost Center 6849 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>VMC Enterprise Fund (Fund Number 0060)</b>			
FY 2008 Approved Budget	—	\$ 21,024,572	\$ 21,024,572
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	12,034,121	12,034,121
Subtotal (Current Level Budget)	—	\$ 33,058,693	\$ 33,058,693
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 33,058,693	\$ 33,058,693

### SCVMC Intergovernmental Trfs Fund 0060 — Cost Center 6862 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>VMC Enterprise Fund (Fund Number 0060)</b>			
FY 2008 Approved Budget	—	\$ 60,000,000	\$ 60,000,000
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—



## SCVMC Intergovernmental Trfs Fund 0060 — Cost Center 6862

### Major Changes to the Budget

	Positions	Appropriations	Revenues
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 60,000,000	\$ 60,000,000
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 60,000,000	\$ 60,000,000

## SCVMC Operations Fund 0060 — Cost Center 92106

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>VMC Enterprise Fund (Fund Number 0060)</b>			
FY 2008 Approved Budget	4,932.2	\$ 882,757,819	\$ 882,141,315
Board Approved Adjustments During FY 2008	31.3	19,640,327	10,772,477
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	36,797,552	—
Internal Service Fund Adjustments	—	(4,588,301)	78,031,723
Other Required Adjustments	—	44,419,339	1,465,743
Subtotal (Current Level Budget)	4,963.5	\$ 979,026,736	\$ 972,411,258
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
CPSP Post Partum	—	—	(1,395,468)
EMS Cardiac Fees	—	—	8,000
Mobile Health Services	—	—	181,927
One-time Reduction in General Fund Grant to SCVMC - Planned Use of SCVMC Reserves for Ongoing Costs	—	—	(31,500,000)
One-time Reduction in General Fund Grant to SCVMC - Use SCVMC Reserves to Fund 50% of Retiree Health Normal Cost	—	—	(5,732,646)
One-time Reduction in General Fund Grant to SCVMC - Use SCVMC Reserves to Fund FY 2009 Costs, Allowing Benefit to the General Fund to Solve Deficit	—	—	(138,851,508)
One-time Reduction in General Fund Grant to SCVMC - Use SCVMC Reserves to Fund Non-recurring Labor Costs in FY 2009 Base	—	—	(4,958,632)
Reduce Ongoing GF Grant to SCVMC for Accounts Receivable Collection Initiative	—	—	(85,000)
Reduce Ongoing GF Grant to SCVMC for Ambulatory and Physician Practice Management	—	—	(4,000,000)
Reduce Ongoing GF Grant to SCVMC for Ancillary and Support Services Initiative	—	—	(377,000)
Reduce Ongoing GF Grant to SCVMC for Care Delivery System	—	—	(5,259,057)
Reduce Ongoing GF Grant to SCVMC for Charge Master	—	—	(2,000,000)
Reduce Ongoing GF Grant to SCVMC for Coverage Initiatives	—	—	(3,000,000)
Reduce Ongoing GF Grant to SCVMC for Managed Care	—	—	(1,250,000)



## SCVMC Operations Fund 0060 — Cost Center 92106

### Major Changes to the Budget

	Positions	Appropriations	Revenues
Reduce Ongoing GF Grant to SCVMC for Organizational Structure Initiative	—	—	(2,397,229)
Reduce Ongoing GF Grant to SCVMC for Revenue Cycle Initiatives	—	—	(8,631,714)
Reduce SCVMC Chargeback to MHD for Budget Strategies to Implement FY 2008 APS Reduction Plan	—	—	(7,387,729)
Net out FY 2008 Placeholder for MHD APS Reduction	—	—	5,000,000
WIC/CPSP Revenue	—	—	(501,490)
Increase SCVMC Chargeback to MHD for Urgent Care and Wellness and Recovery Programming Changes	—	(3,007,618)	—
Increase Chargeback from Public Health Department to SCVMC for Secure Messaging Project	—	(7,361)	—
Reduce SCVMC Chargeback to MHD for staffing and contract psychiatry expense from APS and EPS Administration	—	—	(1,000,000)
Reduce reimbursement from Mental Health Department to Santa Clara Valley Medical Center due to elimination of the 3.0 FTE pharmacy positions	—	389,594	—
FY 2009 Data Processing Adjustment	—	(739)	—
<b>Decision Packages</b>			
1. Interagency Transfers: FY 2008 Mental Health Department Placeholder	—	5,000,000	—
Net out FY 2008 Placeholder for Mental Health Department Acute Psychiatric Services reduction.			
2. Ancillary and Support Services Initiative	-4.5	(377,000)	—
The following position changes are required to better support the new staffing model in the Ancillary and Support Services Initiative:			
◆ Delete 3.0 FTE Administrative Assistant (C60)			
◆ Delete 2.0 FTE Office Specialist III (D09)			
◆ Medical Administrative Assistant (D79)			
◆ Add .50 FTE Office Specialist I (D51)			
◆ Add 1.0 FTE Account Clerk II (D97)			
The total net savings from the above actions is \$377,000.			
3. Care Delivery Service	-51.0	(5,259,057)	—
Various position changes that net out to the deletion of 50.97 FTE in the Care Delivery System will achieve a savings of \$5,259,057. For details, please refer to the narrative section of this document.			
4. Ambulatory and Physician Practice Management	—	—	4,000,000
The Ambulatory and Physician Management Initiative will refine and implement a new ambulatory clinical service model. This new model will net an additional \$3,250,000 in Comprehensive Perinatal Services Program (CPSP) and \$750,000 in increased Managed Care capacity.			
5. Adjust Appropriations for ITEC Project	—	7,361	—
◆ increase \$7,361 in funding for Secure Messaging Project			
6. Interagency Transfers: Programming Changes to Support FY 2008 and FY 2009 Reductions	15.1	3,007,618	—
Programming changes in both Urgent Care Redesign (\$2,876,260) and Mental Health Speciality Assessment Center (\$131,358).			
7. Interagency Transfers: Mental Health Acute Psychiatric Services (APS)	-6.4	(692,513)	—
Staffing changes for Mental Health Department Acute Psychiatric Services (APS)			
8. Interagency Transfers: Mental Health Acute Psychiatric Services (APS)	1.0	195,432	—
Staffing changes for Mental Health Department Acute Psychiatric Services (APS)			



**SCVMC Operations Fund 0060 — Cost Center 92106**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
9. Interagency Transfers: Public Health Department	—	—	1,896,958
Revenues generated for Nutrition/Wellness, Women, Infant and Children (WIC) prenatal clients and services for post partum clients through the Comprehensive Perinatal Services Program (CPSP).			
10. Interagency Transfers: EMS Cardiac Fees	—	8,000	—
Increase costs associated with SCVMC hospital fee for the EMS Agency's implementation of the Comprehensive Cardiac Care System in Santa Clara County.			
11. Interagency Transfers: Community Health Services	2.0	181,927	—
Transfer program staffing from Community Health Services to SCVMC to support Mobile Services related to the Valley Homeless Healthcare Program.			
12. Interagency Transfers: Mental Health Pharmacy	-3.0	(389,594)	—
Staffing changes for Mental Health Department Pharmacy.			
13. Revenue Cycle Initiative	—	(200,000)	8,431,714
Revenue Cycle Initiative:			
◆ Reduction in Denials - \$6,750,000			
◆ Improved Charge Capture - \$1,681,714			
◆ Improved Cash Flow - \$200,000			
14. Accounts Receivable Collection Initiative	—	(85,000)	—
Improved cash flow as a result of the Accounts Receivable Collection Initiative will decrease the need for interest expense by \$85,000.			
15. Charge Master Increase	2.0	500,000	2,500,000
Increase revenue based on addition of 2.0 FTE Physicians for specialized programs such as the Burn Center. The increase of patient revenue will offset costs of positions and also net an additional \$2,000,000.			
16. Coverage Initiative	—	—	3,000,000
Additional revenue of \$3,000,000 due to increased enrollment in Valley Care, SCVMC's program created as part of the Medi-Cal Coverage Initiative.			
17. Managed Care Enrollment	—	—	1,250,000
Additional enrollment in Healthy Generations and rate increases in Valley Care account for the increased revenue of \$1,250,000.			
18. Organizational Structure Initiative	-12.0	(2,397,229)	—
Organizational Structure Initiative for a total savings of \$2,397,229.			
19. Technical Changes	3.0	248,616	248,616
To maintain the current resident and intern training programs with Stanford University School of Medicine, SCVMC must add 3.0 FTE Resident positions. Fully offset by increase in revenues of \$248,616.			
20. Interagency Transfers: Mental Health Acute Psychiatric Services (APS)	-17.8	(3,475,496)	—
Staffing changes for Mental Health Department Acute Psychiatric Services (APS)			
21. Interagency Transfers: Acute Psychiatric Services (APS)	-24.0	(3,415,152)	—
Staffing changes for Mental Health Department Acute Psychiatric Services (APS)			
Subtotal (Recommended Changes)	-95.5	\$ (9,768,211)	\$ (191,810,258)
<b>Total Recommendation</b>	<b>4,863.9</b>	<b>\$ 968,258,525</b>	<b>\$ 780,601,000</b>





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# 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 Services Departments

- Department of Planning and Development
- Department of Agriculture and Environmental Management
  - Department of Environmental Health
  - Vector Control District
- Department of Parks and Recreation

### ➔ Roads and Airports Departments

- 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

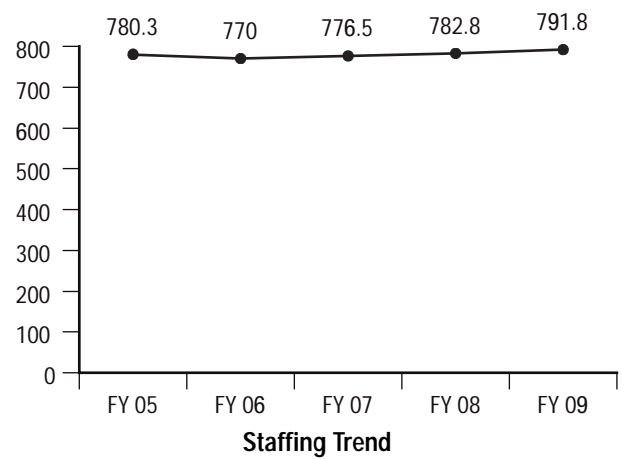
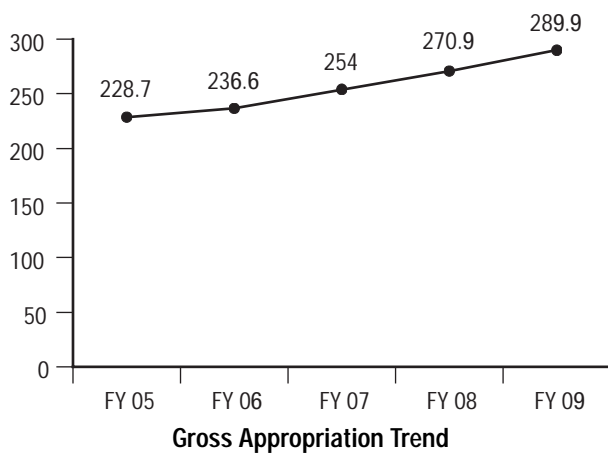
Planning and Development  
Budget Unit 260

Roads and Airports Department  
Budget Units 603, 608

Agriculture and Environmental Management  
Budget Units 261, 262, 411

Fire Districts  
Budget Units 904, 979, 980

Parks and Recreation  
Budget Unit 710



Staffing Trend data does not include the Santa Clara County Central Fire District Employees

Section 5: Housing, Land Use, Environment & Transportation



## Net Expenditures By Department

BU	Department Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
260	Department Of Planning And Development	\$ 12,723,641	\$ 13,005,390	\$ 14,295,070	\$ 14,738,677	\$ 1,733,287	13.3%
710	Parks and Recreation Department	57,810,685	66,238,265	108,453,003	72,581,557	6,343,292	9.6%
262	Agriculture and Environmental Mgmt	8,197,339	9,730,921	9,762,897	9,901,812	170,891	1.8%
261	Department of Environmental Health	16,463,561	19,392,429	19,539,815	20,325,484	933,055	4.8%
411	Vector Control District	9,436,073	6,678,124	6,758,767	6,473,009	(205,115)	-3.1%
603	Roads & Airports Department - Roads	48,714,652	45,466,362	48,726,732	49,914,397	4,448,035	9.8%
608	Roads & Airports Dept - Airports	3,853,885	3,145,904	3,976,192	3,308,422	162,518	5.2%
904	Santa Clara County Fire Dept	61,103,073	74,176,705	74,176,705	78,068,930	3,892,225	5.2%
979	Los Altos Hills County Fire District	4,028,310	20,151,419	20,151,419	22,162,468	2,011,049	10.0%
980	South Santa Clara County Fire District	3,751,085	5,460,612	5,813,106	5,401,220	(59,392)	-1.1%
<b>Total Net Expenditures</b>		<b>\$ 226,082,304</b>	<b>\$ 263,446,131</b>	<b>\$ 311,653,706</b>	<b>\$ 282,875,976</b>	<b>\$ 19,429,845</b>	<b>7.4%</b>

## Gross Expenditures By Department

BU	Department Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
260	Department Of Planning And Development	\$ 13,261,271	\$ 13,511,618	\$ 14,801,298	\$ 15,287,905	\$ 1,776,287	13.1%
710	Parks and Recreation Department	58,971,798	67,688,265	109,913,003	74,031,557	6,343,292	9.4%
262	Agriculture and Environmental Mgmt	8,401,703	9,948,491	9,980,467	10,139,959	191,468	1.9%
261	Department of Environmental Health	16,742,581	19,582,429	19,729,815	20,627,484	1,045,055	5.3%
411	Vector Control District	9,443,606	6,678,124	6,758,767	6,473,009	(205,115)	-3.1%
603	Roads & Airports Department - Roads	52,189,995	49,066,362	52,326,732	52,914,397	3,848,035	7.8%
608	Roads & Airports Dept - Airports	3,853,186	3,145,904	3,976,192	3,308,422	162,518	5.2%
904	Santa Clara County Fire Dept	62,336,248	75,572,805	75,572,805	79,533,335	3,960,530	5.2%
979	Los Altos Hills County Fire District	4,028,310	20,151,419	20,151,419	22,162,468	2,011,049	10.0%
980	South Santa Clara County Fire District	3,747,926	5,460,612	5,813,106	5,401,220	(59,392)	-1.1%
<b>Total Gross Expenditures</b>		<b>\$ 232,976,624</b>	<b>\$ 270,806,029</b>	<b>\$ 319,023,604</b>	<b>\$ 289,879,756</b>	<b>\$ 19,073,727</b>	<b>7.0%</b>

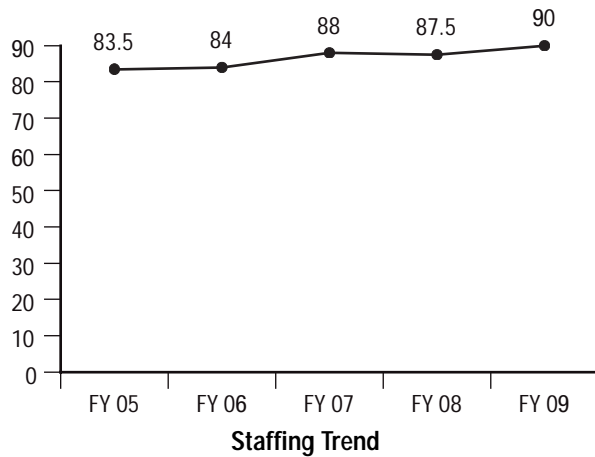
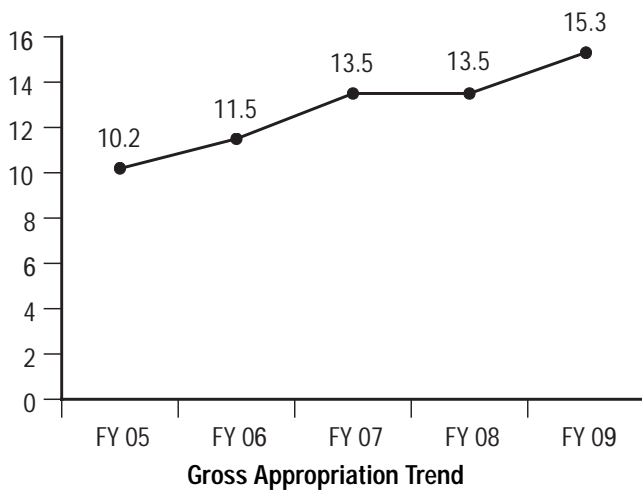
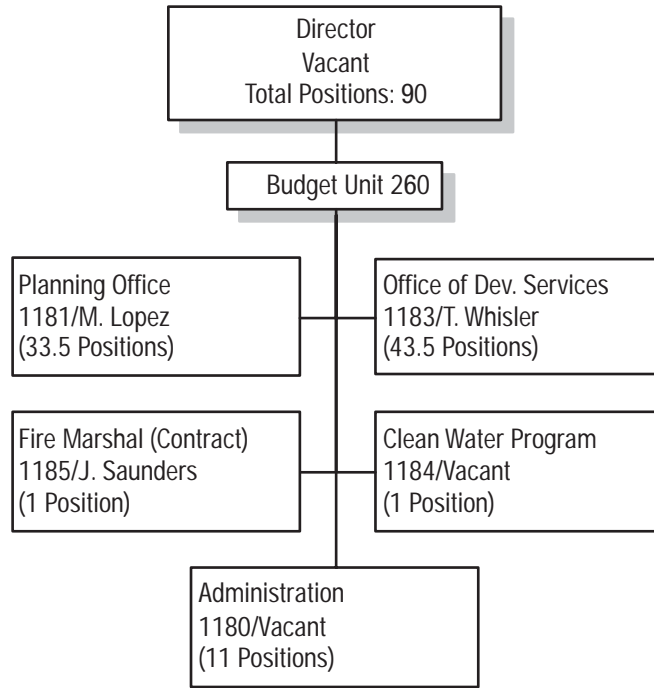


## Revenues By Department

BU	Department Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
260	Department Of Planning And Development	\$ 8,284,967	\$ 8,613,678	\$ 8,814,572	\$ 9,060,983	\$ 447,305	5.2%
710	Parks and Recreation Department	44,133,418	69,249,486	76,024,084	73,137,503	3,888,017	5.6%
262	Agriculture and Environmental Mgmt	5,508,463	5,828,304	5,929,593	5,861,826	33,522	0.6%
261	Department of Environmental Health	17,271,286	17,676,729	17,676,729	18,085,808	409,079	2.3%
411	Vector Control District	11,669,646	7,129,502	7,196,946	7,229,028	99,526	1.4%
603	Roads & Airports Department - Roads	45,693,660	45,224,354	77,086,953	46,784,214	1,559,860	3.4%
608	Roads & Airports Dept - Airports	3,279,925	3,290,389	6,918,629	3,383,101	92,712	2.8%
904	Santa Clara County Fire Dept	64,116,173	67,707,000	67,707,000	71,022,000	3,315,000	4.9%
979	Los Altos Hills County Fire District	6,937,202	6,860,019	6,860,019	7,331,016	470,997	6.9%
980	South Santa Clara County Fire District	4,360,114	4,930,939	5,283,433	5,167,760	236,821	4.8%
<b>Total Revenues</b>		<b>\$ 211,254,853</b>	<b>\$ 236,510,400</b>	<b>\$ 279,497,958</b>	<b>\$ 247,063,239</b>	<b>\$ 10,552,839</b>	<b>4.5%</b>



# Department of Planning and Development



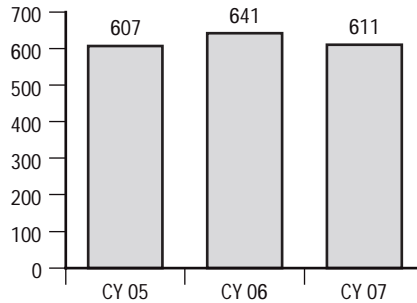
## Public Purpose

- Maintain and Enhance the Quality of the Built Environment
- Preserve and Enhance Natural and Historical Resources
- Preserve the Quality of Life for Urban County Residents



## Desired Results

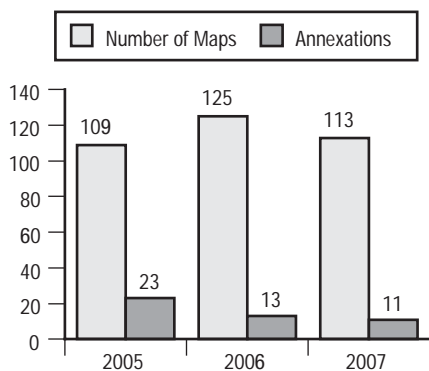
County General Plan maintained by carrying out the Board-approved work plan.



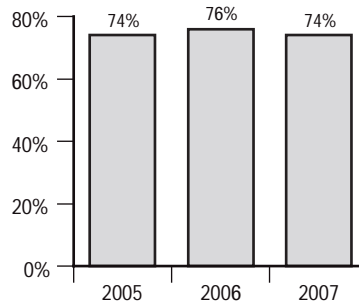
**Number Of New Land Use Applications Processed by Calendar Year**

Number of Applications has remained flat due primarily to changes in State Law and County Ordinance.

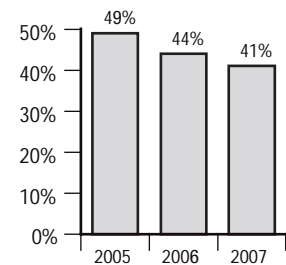
Safe and code-compliant structures ensured.



**Number of Maps and City Conducted Annexations Reviewed and Recorded in Mandated 20 Day Period**



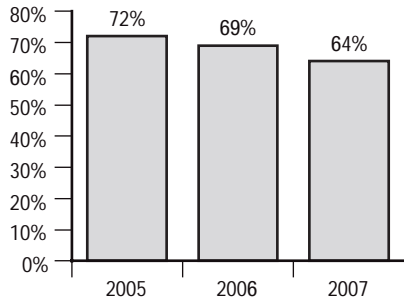
**Percentage of Building Permits Closed (on a 3-year average)**



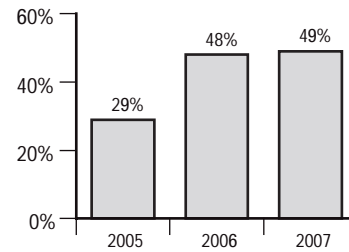
**Percentage of Building Plan Checks Reviewed within One Working Day**

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**Percentage of Building Plan Checks Initially Reviewed within 21 Working Days**



**Percentage of Improvement/Grading Plan Checks Initially reviewed within 30 Working Days**

	Total #	Target	% On Time <sup>a</sup>
<b>Construction &amp; Special Event Plan Reviews</b>	421	30 – 45 days of submission (depending on type)	100%
<b>Land Development Plan Reviews<sup>b</sup></b>	1,408	30 days of submission	100%
<b>Construction Inspections</b>	526	Within 72 Hours	99%
<b>Stanford Annual Mandated Inspections</b>	268	Annual	99%
<b>Total</b>	<b>2,623</b>		<b>99.4%</b>

a. Includes review of engineering and planning permit submittals, as well as final sign-off of building permit submittals.

b. Performance measures set by contract with County Fire. On-time target is 90%, allowing for fluctuations in workload.

### FY 07 Performance Measure Summary Fire Marshal Office

## Description of Major Services

Services provided by the Department of Planning and Development include implementation of the General Plan, Building Inspection, Planning, Land Development Engineering, Surveying, administration of the Clean Water Program and services provided by the Office of the Fire Marshal.

### Development Services Office

The Development Services Office consists of Building Inspection, Land Development Engineering, Surveying and the Clean Water Program. The Building Inspection Office provides services to ensure buildings/structures are safe and code-compliant through professional plan checking, building inspection and investigation. This office also provides plan review checks and inspections to complete the permitting procedure. It maintains a satellite office on the campus of Stanford University to facilitate both north county residents and Stanford University projects.

Land Development Engineering safeguards the interest of the general public by reviewing the design and construction of land development projects for compliance with County and engineering standards. During the application process, the Land Development Engineering division reviews the project and establishes conditions of approval relating to improvement of privately-maintained streets and on-site grading. After a project has received conditional approval, Land Development Engineering reviews the final engineering plans and specifications for conformance with the conditions of approval, County Land Development and Grading Ordinances and County standards. Land Development permits are issued and construction is monitored by their inspectors. The division also enforces grading violations.

The Surveyor's Office accurately surveys, checks, and records maps. The Office assists with all Local Agency Formation Commission (LAFCO) annexations, submittal requirements, sample plans and legal descriptions. The Surveyor's Office also provides primary map review, surveying services to other county offices and determines County grids.

The Clean Water Program, formerly known as the Nonpoint Source Pollution Control Program ensures enforcement of the County Nonpoint Source Pollution Ordinance for the San Francisco Bay watershed area and maintains the County's NPDES Phase I Storm Water Discharge Permit requirements; maintains the County's NPDES Phase II Storm Water Discharge Permit requirements for the Pajaro River/Monterey Bay watershed area; and provides staff liaison services to the Pajaro River Watershed Floor Prevention Authority on behalf of the County.

### Planning Office

The Planning Office maintains and implements the General Plan, processes land use and building permit applications and administers County land development regulations. It accomplishes this by providing public information, reviewing and evaluating land development and building permit requests, supporting the Planning, Historical Heritage, and Airport Land Use

Commissions, as well as other land-use committees, implementing program initiatives, supporting County programs and providing policy analysis and ordinance development.

### 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, 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 to offset costs 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, dormitories, and detention facilities. Annual inspections are also conducted in all significant County-owned or leased facilities.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Land Use Permit Review	No	Mandated	The Department will increase its timeliness and responsiveness to customers.	▲
Clean Water Program	Yes	Mandated	Ensure that staff possess necessary environmental engineering technical skills .	▲
Monument Preservation	Yes	Mandated	Monument preservation work will be addressed and handled.	▲
Administration and Support	Yes	Required	The Department will be able to implement its technological initiatives.	▲
Fire Marshal	Yes	Mandated	The percentage of cost recovery for Fire Marshal services will increase.	▲
Project and Program Implementation	Yes	Mandated		■
Building Inspection	No	Mandated		■

Impact on Current Level of Service:

□ = Eliminated ▼ = Reduced ▣ = Modified ▲ = Enhanced ■ = No Change



Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Williamson Act	Yes	Mandated		■
Zoning Investigation	Yes	Mandated		■
Habitat Conservation Plan	Yes	Mandated		■
Geographical Information System	Yes	Mandated		■
Commission Support	Yes	Mandated		■
Viewshed Protection Study	Yes	Mandated		■
Post-Approval Monitoring	Yes	Mandated		■
Surveying of County Projects	Yes	Mandated		■
Grading Violation Investigation	Yes	Mandated		■
Subdivision Map	Yes	Mandated		■
Code Enforcement Program	Yes	Mandated		■
Record of Survey	Yes	Mandated		■
Corner Records	Yes	Mandated		■
Monument Bond Check	Yes	Mandated		■
Engineering Plan Check	Less than 5%	Mandated		■
City and LAFCO Annexations	Yes	Mandated		■
Map Check	No	Mandated		■
Private Development Inspection	No	Mandated		■
Stanford Plan Check and Inspection	No	Mandated		■
Building Plan Check	No	Mandated		■

Impact on Current Level of Service:

□ = Eliminated ▼ = Reduced ◻ = Modified ▲ = Enhanced ■ = No Change

## County Executive's Recommendation

### ▲ Land Use Permit Review

**Add 1.0 FTE Senior Civil Engineer Position:** The number of land use applications requiring review by Land Development staff has increased over the past two years, from 70 in CY2005 to 85 in CY2007. In addition to the increase in land use applications, there has also been an increase in construction permits which require review.

**Service Impact:** The Department will have available resources for the conditioning of planning projects and the review of construction documents. This enhanced level of staff will also increase the Department's timeliness and responsiveness to its customers.

A new fee for service performed by the Land Development staff was established in the FY 2008 Budget process. The budgeted level of revenue can be increased (without increasing the fee itself) because of the increasing workload. The increased revenue of \$200,000 slightly exceeds the cost of this position, thereby creating an overall benefit to the General Fund

**Positions Added: 1.0**  
**Ongoing Cost: \$172,986**  
**Ongoing Increased Revenue: \$200,000**





## ▲ Clean Water Program

### Delete Vacant 1.0 FTE Senior Management Analyst

**Position:** The Senior Management Analyst position has historically represented the County in the Santa Clara Valley Urban Runoff Pollution Prevention Program (SCVURPP), a multi-jurisdictional cooperative effort comprised mostly of engineers. While the recently retired incumbent had the technical skills to perform this role, the Department believes that it will be more successful in adding a position with an environmental engineering background.

**Service Impact:** This deletion enables the Department to add an Assistant Civil Engineer position to coordinate the Clean Water Program.

**Positions Deleted: 1.0**  
**Ongoing Savings: \$133,726**

**Add 1.0 FTE Assistant Civil Engineer Position:** The addition of this position with an environmental engineering background will bring the requirements of the position more in alignment with the needs of the Clean Water Program.

**Service Impact:** The Clean Water Program will continue to be staffed with a position that possesses the necessary environmental engineering technical skills.

**Positions Added: 1.0**  
**Ongoing Cost: \$127,920**

## ▲ Monument Preservation

### Delete Vacant 0.5 FTE Engineering Technician II Position:

The Survey Monument Preservation Fund may be used for specific projects as governed by State law. The Department estimates that there is approximately \$25,000 of monumentation work to be done by the County Surveyor's division each year. The division is unable to address the workload with the current staff resources.

**Service Impact:** This deletion enables the Department to add a full-time Permit Technician thereby providing necessary staffing flexibility to address the monumentation work.

**Positions Deleted: 0.5**  
**Ongoing Savings: \$58,580**

**Add 1.0 FTE Permit Technician:** The addition of this position will enable the Department to address monumentation projects by freeing up journey-level staff to work on them.

All monumentation work will be offset by revenue from the Survey Monument Preservation Fund. Revenue from this fund will offset the cost of the position by approximately \$25,000.

**Positions Added: 1.0**  
**Ongoing Cost: \$87,939**  
**Ongoing Monument Preservation Revenue: \$25,000**

## ▲ Administration and Support

**Add 0.5 FTE Information Systems Analyst:** The Department is seeking technological solutions to meet customer needs, such as developing a greater presence on the Internet and implementing a process for accepting credit cards for payment of fees. The Department is also focused on designing and developing numerous databases related to Development Engineering, Fire Marshal, and Code Enforcement.

**Service Impact:** The addition of this position will provide the Department with necessary technological support to implement their initiatives as well as general systems support.

**Positions Added: 0.5**  
**Ongoing Cost: \$66,746**

**Add 0.5 FTE Information Systems Technician II:** The Department is seeking to provide critical on-going functionality to employees.

**Service Impact:** The addition of this position will enable the Department to install new hardware and software upgrades; trouble-shoot system problems; document standard Office IT procedures and Office environment; and assist staff with application and printing issues.

The Department is proposing to recognize additional ongoing revenue related to the Fire Marshal's Office (please see below - Fire Marshal -), to completely offset the cost of this position.

**Positions Added: 0.5**  
**Ongoing Cost: \$52,889**  
**Ongoing Revenue: \$53,000**

## ▲ Fire Marshal

**Recognize \$100,100 in Revenue via an Increase in the Private Development Application Fee:** The County contracts with County Fire to provide Fire Marshal staff to conduct review of land use proposals for fire department access and fire protection water supply regulations of non-residential building permit applications. The cost of Fire Marshal services has increased by 12% over the past two years and these costs have not been passed on to the applicants for private development. This increased fee will enable the Department to bear the increased costs for Fire Marshal services.

**Service Impact:** The additional revenue will enable the Department to support the increased costs in Fire Marshal services and fund the addition of a needed halftime IT resource position.

**Ongoing Revenue: \$100,100**

**Ongoing Revenue Recognized - Position Addition: \$53,000**

### Department Of Planning And Development — Budget Unit 260 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1123	Habitat Conservation Prog Fund 0001	\$ 1,099,636	\$ —	\$ 647,894	\$ 1,049,400	\$ 1,049,400	—
1179	Surveyor Monument Fund 0366	27,922	30,000	30,000	55,000	25,000	83.3%
1180	Planning and Dev Admin Fund 0001	1,903,719	2,060,777	2,810,563	2,044,475	(16,302)	-0.8%
26001	Planning & Development Fund 0001	9,692,364	10,914,613	10,806,613	11,589,802	675,189	6.2%
<b>Total Net Expenditures</b>		<b>\$ 12,723,641</b>	<b>\$ 13,005,390</b>	<b>\$ 14,295,070</b>	<b>\$ 14,738,677</b>	<b>\$ 1,733,287</b>	<b>13.3%</b>

### Department Of Planning And Development — Budget Unit 260 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1123	Habitat Conservation Prog Fund 0001	\$ 1,099,636	\$ —	\$ 647,894	\$ 1,049,400	\$ 1,049,400	—
1179	Surveyor Monument Fund 0366	27,922	30,000	30,000	55,000	25,000	83.3%
1180	Planning and Dev Admin Fund 0001	1,903,719	2,060,777	2,810,563	2,044,475	(16,302)	-0.8%
26001	Planning & Development Fund 0001	10,229,994	11,420,841	11,312,841	12,139,030	718,189	6.3%
<b>Total Gross Expenditures</b>		<b>\$ 13,261,271</b>	<b>\$ 13,511,618</b>	<b>\$ 14,801,298</b>	<b>\$ 15,287,905</b>	<b>\$ 1,776,287</b>	<b>13.1%</b>



## Department Of Planning And Development — Budget Unit 260 Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 9,415,733	\$ 10,250,998	\$ 10,220,998	\$ 11,171,990	\$ 920,992	9.0%
Services And Supplies	3,845,538	3,260,620	4,580,300	4,115,915	855,295	26.2%
<b>Subtotal Expenditures</b>	<b>13,261,271</b>	<b>13,511,618</b>	<b>14,801,298</b>	<b>15,287,905</b>	<b>1,776,287</b>	<b>13.1%</b>
Expenditure Transfers	(537,630)	(506,228)	(506,228)	(549,228)	(43,000)	8.5%
<b>Total Net Expenditures</b>	<b>12,723,641</b>	<b>13,005,390</b>	<b>14,295,070</b>	<b>14,738,677</b>	<b>1,733,287</b>	<b>13.3%</b>

## Department Of Planning And Development — Budget Unit 260 Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1123	Habitat Conservation Prog Fund 0001	\$ 494,401	\$ 849,400	\$ 948,294	\$ 868,883	\$ 19,483	2.3%
1179	Surveyor Monument Fund 0366	73,050	90,000	90,000	90,000	—	—
1180	Planning and Dev Admin Fund 0001	1,340	—	—	—	—	—
26001	Planning & Development Fund 0001	7,716,175	7,674,278	7,776,278	8,102,100	427,822	5.6%
	<b>Total Revenues</b>	<b>\$ 8,284,967</b>	<b>\$ 8,613,678</b>	<b>\$ 8,814,572</b>	<b>\$ 9,060,983</b>	<b>\$ 447,305</b>	<b>5.2%</b>

## Habitat Conservation Prog Fund 0001 — Cost Center 1123 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	—	\$ —	\$ 849,400
Board Approved Adjustments During FY 2008	—	647,894	98,894
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	401,506	(79,411)
Subtotal (Current Level Budget)	—	\$ 1,049,400	\$ 868,883
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 1,049,400	\$ 868,883



## Surveyor Monument Fund 0366 — Cost Center 1179

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Survey Monument Preservation Fund (Fund Number 0366)</b>			
FY 2008 Approved Budget	—	\$ 30,000	\$ 90,000
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 30,000	\$ 90,000
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Offset addition of Permit Technician in Development Services	—	25,000	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 25,000	\$ —
<b>Total Recommendation</b>	—	\$ 55,000	\$ 90,000

## Planning and Dev Admin Fund 0001 — Cost Center 1180

### Major Changes to the Budget

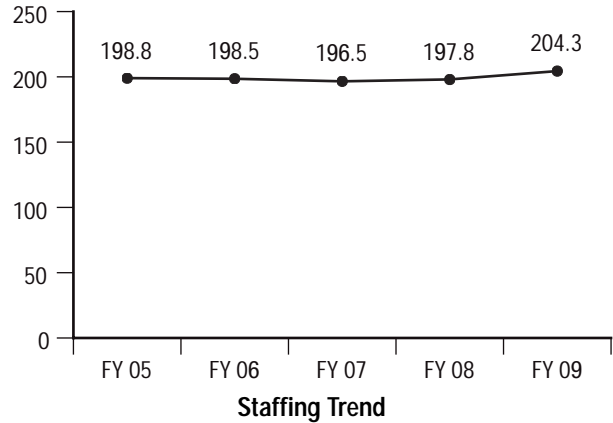
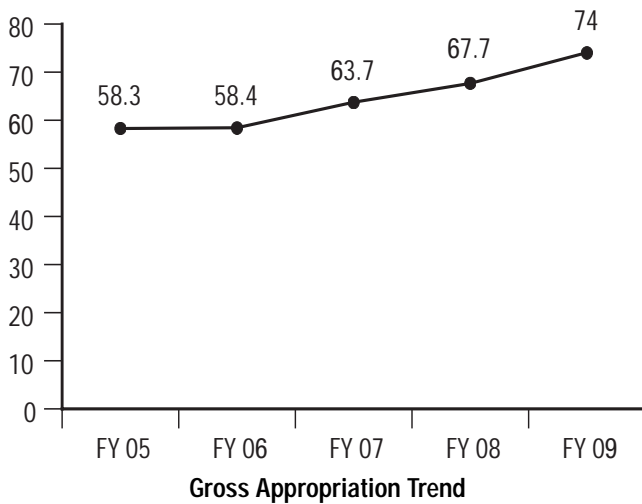
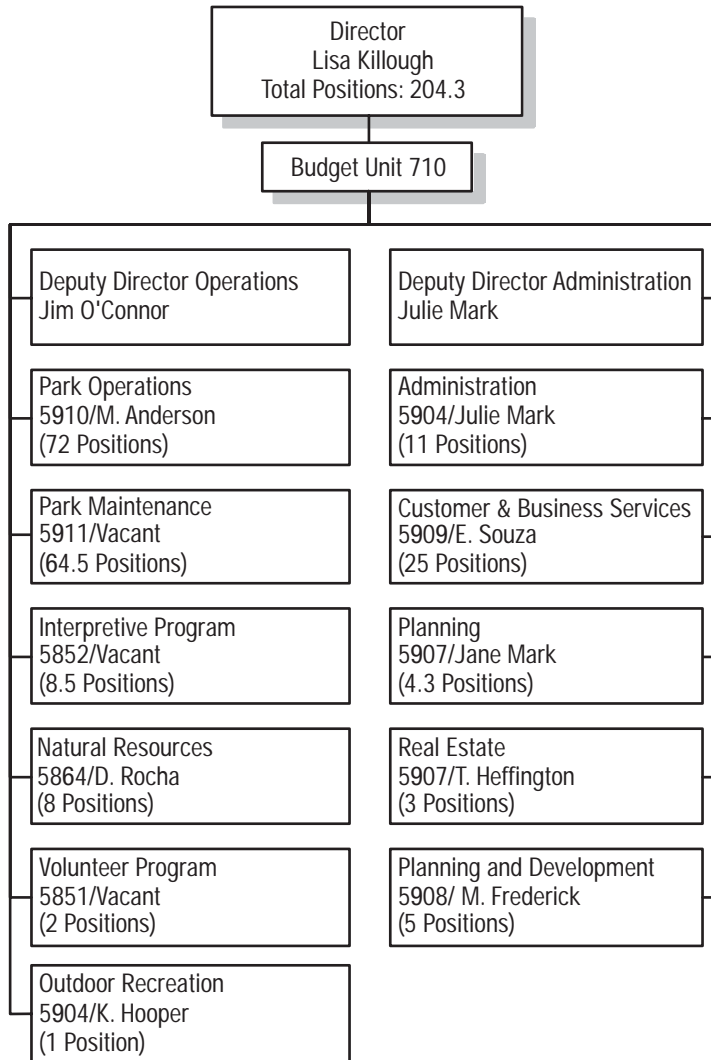
	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	11.5	\$ 2,060,777	\$ —
Board Approved Adjustments During FY 2008	—	749,786	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	94,366	—
Internal Service Fund Adjustments	—	19,697	—
Other Required Adjustments	—	(999,786)	—
Subtotal (Current Level Budget)	11.5	\$ 1,924,840	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Add Information System Positions to Administration	1.0	119,635	—
Add the following positions to enable the department to provide both improved customer service to the public and critical ongoing functionality to its employees:			
◆ Add 0.5 FTE Information Systems Analyst II (G28) - \$66,746			
◆ Add 0.5 FTE Information Systems Technician II (G50) - \$52,889			
◆ The cost of the 0.5 FTE Information Systems Technician II will be completely offset via the recognition of additional ongoing revenue related to the Fire Marshal's Office.			
Subtotal (Recommended Changes)	1.0	\$ 119,635	\$ —
<b>Total Recommendation</b>	12.5	\$ 2,044,475	\$ —



**Planning & Development Fund 0001 — Cost Center 26001**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	76.0	\$ 10,914,613	\$ 7,674,278
Board Approved Adjustments During FY 2008	—	(108,000)	102,000
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	539,325	—
Internal Service Fund Adjustments	—	63,356	—
Other Required Adjustments	—	8,000	25,722
Subtotal (Current Level Budget)	76.0	\$ 11,417,294	\$ 7,802,000
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Offset addition of Permit Technician in Development Services	—	(25,000)	—
FY 2009 Phone Rate Adjustment	—	(158)	—
Decision Packages			
1. Add 1.0 FTE Senior Civil Engineer	1.0	172,986	200,000
To support the increase in land use applications and construction permits requiring review by Land Development Services. The addition of this position is fully funded by an increase in budgeted revenue from fees established in FY 2008.			
2. Add/Delete Action in the Clean Water Program	—	(4,679)	—
Add and delete the following positions to ensure that staff possess the necessary environmental engineering technical skills:			
◆ Add 1.0 FTE Assistant Civil Engineer (L18) - \$127,920			
◆ Delete vacant 1.0 FTE Senior Management Analyst (B1N) - (\$133,726)			
3. Add/Delete Action in Development Services	0.5	29,359	—
Add and delete the following positions to provide the department with sufficient staffing resources to address monumentation work:			
◆ Add 1.0 FTE Permit Technician (N33) - \$87,939			
◆ Delete vacant 0.5 FTE Engineering Technician III (K81) - (\$58,580)			
◆ Revenue, in the amount of \$25,000, from the Survey Monument Preservation Fund, will partially offset the annual cost increase.			
4. Recognize increased Fire Marshal Fee	—	—	100,100
Recognize an ongoing \$100,100 in additional revenue from an increase in the Fire Marshal Fee. The cost of Fire Marshal services has increased over the past 2 years but these costs have not been passed on to applicants. A portion of this amount, \$53,000, will be utilized to fully offset the cost of adding 0.5 FTE Information System Technician II position. Board approval is necessary to increase this fee.			
Subtotal (Recommended Changes)	1.5	\$ 172,508	\$ 300,100
<b>Total Recommendation</b>	<b>77.5</b>	<b>\$ 11,589,802</b>	<b>\$ 8,102,100</b>

# Department of Parks and Recreation



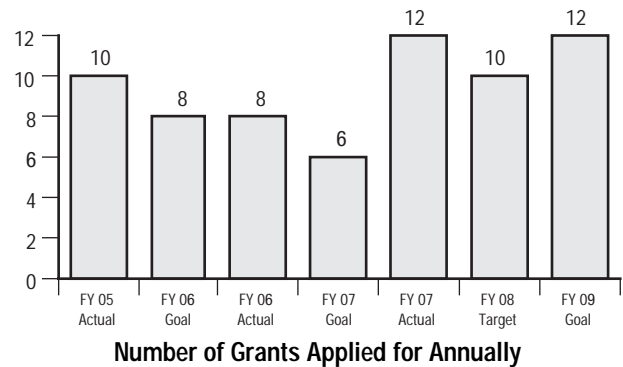
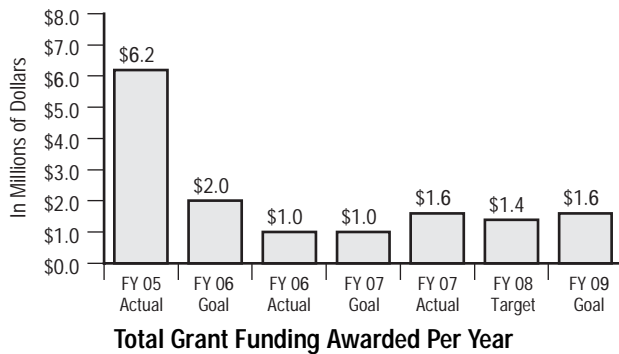
## Public Purpose

- Provide, protect, and preserve regional parklands for the enjoyment, education, and inspiration of this and future generations

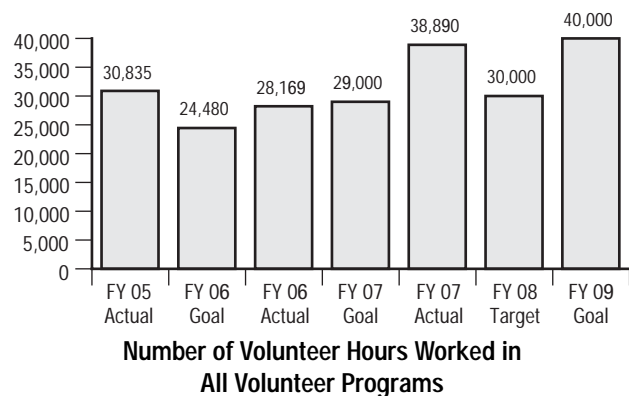
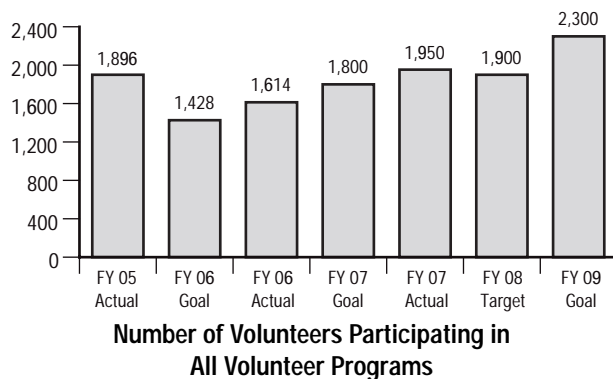


## Desired Results

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.

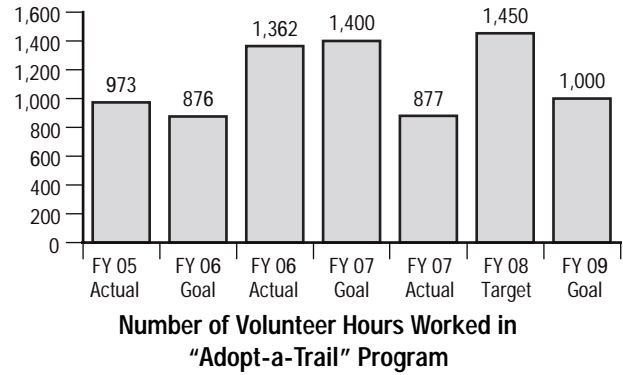
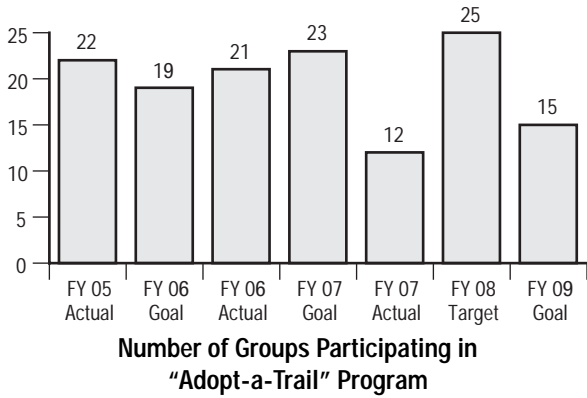


Create opportunities for community service, in partnership with the Department, that support the successful completion of projects and programs that provide visitors with safe, educational and enjoyable experiences.

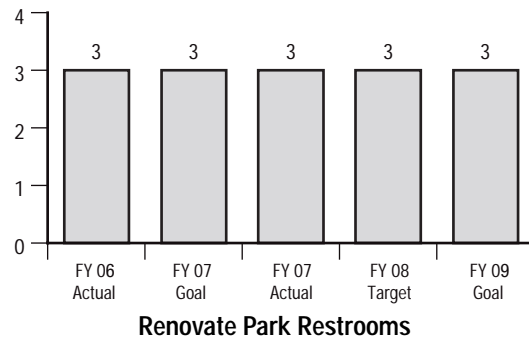
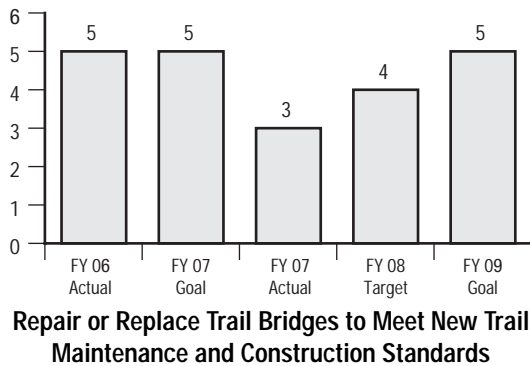


Section 5: Housing, Land Use, Environment & Transportation





**Park Maintenance Services** promote maximum visitor enjoyment by ensuring that park facilities are clean, safe, functional and attractive.



## 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 260 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.

### 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

## Planning and Development

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.

## Emerging Issues

**Potential Infestation by Zebra/Quagga Mussels:** Zebra and quagga mussels are non-native species from Europe that were first discovered in the Great Lakes region in 1988. The mussels reproduce prolifically and spread easily in waterways, so much so that one zebra or quagga mussel could multiply by the thousands and eventually decimate native aquatic populations, change water environments, cripple water delivery system infrastructure, disrupt recreational uses such as boating and cause a significant financial liability of millions of dollars for monitoring, maintenance, containment and eradication efforts.

The mussels spread by attaching themselves to boats and related equipment. Mature adults can live out of water for up to ten days and microscopic larvae can sustain themselves in small quantities of water or humid conditions for up to 28 days. Boats from infested waters can carry zebra mussels on the hull, prop, drive train and anchor chain. Microscopic larvae can be carried in boat bilge water, live wells bait buckets and engine cooling systems. This has significant impacts on recreational boating programs administered by the Parks and Recreation Department on reservoirs managed by the Santa Clara Valley Water District.

Quagga mussels were discovered in reservoirs in southern California, Nevada and Arizona in January 2007. In January 2008, zebra mussels were found in San Justo Reservoir in San Benito County. The potential risk to the State is enormous, as California has an interconnected water delivery system, and if one water agency's water system becomes infested all connected water systems are at risk of infestation.

The Parks and Recreation Department, working in cooperation with the Santa Clara Valley Water District, is developing a boat inspection and public information program to prevent the spread of zebra/quagga mussels into this County. The objective is to establish a program which would allow continued launching in all three reservoirs open to power and non-power boating (Anderson, Calero and Coyote Lake), as well as one reservoir open to non-power boating only (Lexington).



In order to do so, an inspection program will be recommended for boats entering these reservoirs. It is likely that boats coming from areas known to contain mussel-infested waters will be banned from launching in the County's facilities.

The public information program is aimed at educating the boating public on the serious risks if boaters are not vigilant. The cost for the inspection and public information program is estimated to be \$400,000 - \$700,000 for this initial start-up phase. Costs are anticipated to be ongoing because the inspection and monitoring program must be incorporated into annual operations of these three facilities. Costs will increase dramatically if the mussel is found to be in the County's water system and will have serious implications on the future feasibility of recreational boating.

**The Guadalupe River Watershed Mercury Total Maximum Daily Load (TMDL) Study/Project:** The San Francisco Bay Regional Water Quality Control Board released a proposed Basin Plan Amendment for the Guadalupe River Watershed TMDL study/project (Guadalupe TMDL.) A TMDL is a calculation of the maximum amount of a pollutant that a waterbody can receive and still meet water quality standards, and an allocation of that amount to the pollutant's sources. The Guadalupe TMDL includes remedial actions to reduce possible mercury containing sediment in Almaden Quicksilver County Park from entering into the Guadalupe River watershed. The objective is to reduce sediment and particulate mercury in the watershed to a level where mercury contamination in the food chain is substantially reduced.

Almaden Quicksilver County Park was established in the mid 1970's when the County acquired the New Idria Mines. The mines were active from the mid 1800's to

1975 and were the richest and largest mercury mine in this area. One of the by-products of the mercury extraction process is a material called calcines, which is considered to be a contaminant source. From 1998-2000, through agreement with the State Department of Toxic Substance Control, the Department completed a project to remediate calcines from five areas in the park to reduce potential human health risk to an acceptable level. More recently, through a Natural Resource Damage Assessment settlement agreement with a host of federal and state regulatory agencies, the Department is underway with a project to remove mining waste from the Hacienda area of the park to minimize bird and fish impacts.

The Basin Plan Amendment for the Guadalupe TMDL was released for public comment and the Parks Department submitted a response on April 21, 2008. A final hearing is scheduled for May 14, 2008 and an adoption hearing is scheduled for July 9, 2008. The Basin Plan Amendment proposes extremely stringent standards that will be difficult to attain. The standards appear to be based on scant scientific data, and seem inconsistent with the approach taken with a similar TMDL recommendation by the Central Valley Regional Water Quality Control Board for the Delta area.

The Department recommends a phased approach to implementation, with an emphasis on an adaptive management process. Should the Basin Plan Amendment recommendations be adopted as currently written, the County will be responsible for additional actions that could well exceed the \$6 million plus spent to-date for clean up within the park. In addition, the implementation actions are expected to occur over a 20-year or more time frame.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Administration	No	Mandated	Review of safety program will reduce work-related injuries.	▲
Capital Improvement Projects	No	Mandated	New capital improvement projects will improve infrastructure and park user experiences.	▲

□ = Eliminated ▼ = Reduced ▣ = Modified ▲ = Enhanced ■ = No Change



Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Customer & Business Services	No	Required	Funding will enable the Department to replace aging office technology and enhance overall efficiencies. Office space will be created for additional employees and Rangers will receive training required to respond to emergencies.	▲
Interpretive Program	No	Mandated	The 1.5 positions and augmentation will improve and expand services to additional parks and increase the summer activities available to park users.	▲
Historical Heritage Commission	No	Mandated	Annual augmentation, no change to current level service.	◻
Land Acquisition Holding Account	No	Mandated	Annual augmentation, no change to current level service.	◻
Maintenance Division	No	Mandated	Motorcycle Park infrastructure will be improved and user safety will be enhanced.	▲
Natural Resources	No	Mandated	No change to current level service.	■
Marketing and Development	No	Required	Augmentations will enhance the various programs' efforts to expand and increase health, wellness, park attendance, and user experiences, through different recreational opportunities.	▲
Operations Division	No	Mandated	Position will provide maintenance support to the Division. New fixed asset purchases will provide equipment to perform maintenance repairs and resources to enhance park safety through regular monitoring and inspection.	▲
Planning and Real Estate	No	Mandated	No change to current level service.	■

◻ = Eliminated ▼ = Reduced ◻ = Modified ▲ = Enhanced ■ = No Change

## County Executive's Recommendation

### ▲ Administration

**One-time Funding to Evaluate Safety Program:** An industrial safety consultant will evaluate the current safety training and procedures and make recommendations to reduce the high rate of reportable employee injuries and improve employee safety at work.

**Service Impact:** Work-related injuries will be reduced. The safety program and procedures will be revised accordingly.

**Total One-time Cost: \$35,000**

### ▲ Customer and Business Services

**One-time Funding to Reconfigure Office Space:** With the growth in staffing related to the augmentation for various programs, the current Administration Building requires reconfiguration to accommodate the new staffing recommended.

**Service Impact:** Work spaces will be created for additional employees.

**Total One-time Cost: \$15,000**

**One-time Funding for the Park Ranger Training:** All new Park Rangers are required to attend the Ranger Academy. This is specialized training to ensure the

safety of park users, property and the Rangers. Also recommended are vessel operations and rescue training for Rangers assigned to the boating units.

- Ranger Academy: \$20,000
- Vessel Operations and Rescue Training: \$10,350

**Service Impact:** Services will improve. Rangers will receive needed training to perform their assignments.

**Total One-time Cost: \$30,350**

**One-time Funding for Various Information Technology-Related Projects:** In line with the County's Technology Replacement policy, the Department will upgrade its various hardware and software programs and licenses for its office and program operations. One-time funding has also been allocated for the design and development of a new database program to assist in property management. This new database will have the capability to consolidate and compile a comprehensive inventory of land acquisitions, leases and other property transactions such as easements.

A cost of a consultant to assist in the design, set-up and implementation of the database is included in this funding.

A one-time allocation is included for the replacement of the outdated GPS receiver units for the mapping of park properties and natural resources projects. The allocation of these projects are listed below:

- Department-wide Upgrade to Office 2003: \$37,000
- Department-wide Upgrade to Adobe Acrobat 8: \$17,000
- Replacement of 3 network servers: \$22,000
- A digital darkroom computer and software program for editing and producing video programs for the Interpretive Program: \$3,000
- A laptop computer and projector for the Interpretive Programs at Ed Levin and Joseph D Grant Parks: \$2,050
- Database development and cost of a consultant to assist with the development and implementation: \$80,000
- Replacement of 2 GPS receiver units: \$11,600

**Total One-time Cost: \$172,650**

## ▲ Interpretive Program

**Add 1.0 FTE Program Manager II (B3N) Position:** This program is expanding due to its success with park users, and it now includes the addition of 3 historic sites - the Almaden Quicksilver Mining Museum, the Historic Bernal-Gulnac-Joyce Ranch and the Chitactac-Adams Heritage Park. There are planned future expansion into the Martial Cottle Park and the Santa Teresa Historic Site.

**Service Impact:** The Program will have the required management oversight and expand the recreational opportunities offered to County residents.

**Add Net 0.5 FTE Park Interpreter (T31) Position:** Convert one of the currently filled half-time positions in the Program to a full-time code. The position will provide support to the school-based interpretive programs and the new summer camp program designed to reconnect children with the natural world and to the mission of the Department.

**Service Impact:** Improved staffing resources required to support expansion of recreational opportunities.

**Augment Services and Supplies Budget:** This recommendation provides the budget required to expand services to more diverse audiences. This will be achieved by translating various publications into Spanish and Vietnamese. Website usage will be expanded for the children through the development of an online-based *Access2nature* page. Funds will also be used for a Summer Camp Leaders Program and to expand interpretive programming through a summer day camp, and an annual music program at Vasona Park.

**Service Impact:** Funding will improve the visitor experience, and expand the variety of services and programs offered at the different parks.

- 1.0 FTE Program Manager II (B3N): \$146,484
- 0.5 FTE Park Interpreter (T31): \$51,363
- Service and Supplies augmentation: \$19,700

**Positions Added: 1.5**  
**Total Ongoing Cost \$217,547**

## ▲ Marketing and Development

**One-time Funding to Commemorate the Ten-Year Anniversary of the Fantasy of Lights Program:** Funding will cover marketing and promotional costs associated with the anniversary, such as solicitations and sponsorships for print, radio and television. It will target the County's diverse population for sponsorship. Other operational costs such as public relations services, redesigning of new promotional products, signage and website redesign will be covered by this allocation.

**Service Impact:** Funding will cover expenses related to the 10-year anniversary.

**Total One-time Cost: \$23,000**

**Augment the Healthy Trails Program's Services and Supplies Budget:** Successfully launched last year, the Healthy Trails Program is a joint partnership program with Kaiser Permanente and the Public Health Department, through the Center for Disease Control's "Steps to a Healthier Santa Clara" Program. This is a personal fitness challenge program that targets children and families who are at risk for obesity, diabetes and chronic disease. It encourages participants to walk, roller blade, ride a horse or run around one of the 21 regional park trails within a 12-month cycle. Incentives and rewards are given to motivate participation and completion.

**Service Impact:** Funding will allow for expansion of outreach programs and meeting of related operational costs such as mailers, guidebooks, design costs and awards.

**Total Ongoing Cost \$41,800**

**Augment Festival in the Park's Services and Supplies Budget:** This is an annual health, wellness, safety and recreation fair presented in partnership with the Public Health Department, Kaiser Permanente, the Health Trust, and Healthy Silicon Valley to mention a few. It provides families with information and access to services that promote healthy, active living.

**Total Ongoing Cost: \$40,815**

**Augment Outreach Effort Budget:** An ongoing augmentation is recommended to expand multi-lingual outreach efforts to the Hispanic and Vietnamese

communities as it relates to "connecting kids to nature," while at the same time expanding the Spanish language option online and in printed materials.

**Total Ongoing Cost: \$35,000**

**Service Impact:** Park user experiences, access and options will improve and increase.

## ▲ Outdoor Recreation Program

**One-time Funding for Summer Program Assistant:** This action will allow for expanded recreational experiences. A contractor will provide program support during the peak summer usage months.

**Service Impact:** Additional help will be available to cover the busy summer months.

**Total One-time Cost \$20,000**

## ▲ Maintenance Division

**Add 1.0 FTE Utility Worker (H17) Position:** The position will provide ongoing support to the Facility Preventive Maintenance Program and to the Small Projects Crew. Efficiency will increase by relieving the Park Unit staff from minor repairs and custodial maintenance duties related to the park residences and deliveries of construction materials.

**Service Impact:** Minor maintenance tasks required within the Park grounds will be performed in a timely manner.

**Positions Added: 1.0  
Total Ongoing Cost: \$73,739**

**One-time Funding for Call Box Replacement:** Remaining analog call boxes located at various park locations will be replaced with call boxes operating on digital technology.

**Service Impact:** Park users will have access to digital telephone systems.

**Total One-time Cost: \$16,000**



**Motorcycle Park Infrastructure Improvements:** Funding will be provided for replacement of six picnic tables, additional soil for motorcycle tracks, and supplemental trail conditioning. 75% of these costs are funded by the State Off-Highway Motor Vehicle Commission.

**Service Impact:** Operations and services will be optimized and improved while enhancing park user safety.

**Total One-time Cost: \$21,000**

## ▲ Operations Division

**Add 1.0 FTE Program Manager I (B3P) Position:** Position will manage the Volunteer Program. The Volunteer Program provides over 34,000 hours of volunteer labor in support of several programs including maintenance, trails, interpretation, resource management, outdoor recreation and park operations. The Department currently manages approximately 2,251 volunteers.

**Service Impact:** Management oversight will be provided for the complex partnership and sponsorship programs as well as program expansion to support new park facilities such as the Martial Cottle Park and the Santa Teresa Historic Site.

**Total Positions Added: 1.0**  
**Total Ongoing Cost: \$133,726**

**One-time Fixed Asset Purchases:** Allocate one-time funding to purchase various new and replacement equipment for operational use throughout the 28 regional parks as listed in the table below.

**Service Impact:** Maintenance and minor projects will be completed on schedule, thereby increasing efficiencies in the Operations and Maintenance Divisions. The Department will save the cost of renting equipment and replace aging fixed assets.

**Total One-time Cost: \$242,500**

### One-time Fixed Asset Purchases

Item	Amount
John Deere 4X4 Front Loader Tractor - for performing park-wide trail construction and maintenance.	\$68,000
MIG Welder - to replace 20-year old welder no longer supported by manufacturer.	\$3,500

### One-time Fixed Asset Purchases

Item	Amount
Rokan Trail Cycle - for hauling heavy trail construction materials and equipment on narrow width trails.	\$13,000
Over seeder - to maintain turf health and to fill in weak or damaged turf areas.	\$11,000
Bear Cat Towable Chipper - to direct trail tread and reduce fuel load along trail edges.	\$7,000
John Deere Front Loader Buckets (3) - for broader range of maintenance tasks.	\$18,000
Water Wagon - for increased efficiency in trail construction activities.	\$8,000
Drill Rock Breaker - for increased efficiency in trail construction.	\$7,000
Renovation Rake - with increase in usage, Department will own equipment for turf renovation.	\$9,000
Polaris Two-Person All Terrain Vehicle - to inspect remote trail locations and emergency patrols.	\$18,000
Mini Excavator - with increase in usage and cost effectiveness, Department will own equipment.	\$32,000
All Terrain Vehicle - to replace current aging quad ATV used at the Motorcycle Park for patrols, emergency response and transportation of injured park users. Purchase partially funded by the State's Off-Highway Vehicle Commission funds.	\$16,000
Motorcycles - to replace 2 aging motorcycles for patrolling park trails and tracks and responding to emergencies. Purchase partially funded by the State's Off-Highway Vehicle Commission funds.	\$16,000
Clay Target Thrower - for use in the Field Sports Park to meet the demand and expand usage by opening another shooting field.	\$9,000
Fire Pumper - to replace aging pumper and maintain initial fire response capabilities	\$7,000
<b>Total</b>	<b>\$242,500</b>

## ▲ Capital Projects

**Add One-time Funding for the Capital Projects:** Several projects in the amount of \$6.9 million have been identified for the fiscal year. About \$7 million has also been earmarked for land acquisition funding by the Department for a total of \$14,214,971 projects for the fiscal year. These include widening of trails, construction of yurts, toxic mitigation project at the Almaden Quicksilver Park, the Almaden Quicksilver Casa Grande Restoration and restroom upgrades to mention a few. The projects are listed in full in the Capital Projects table below.

Majority of the projects are funded by the Park Charter Fund. Department received revenues from various sources discussed below that will fund part of the projects.

**Recognize Various One-time Revenues:** The Department secured various one-time revenues from private sources, state and federal governments. These include:

A Proposition 40 Per Capita Block grant for continuing investment in parks and recreational facilities through the acquisition and development of neighborhood, community and regional parks and recreation lands and facilities in urban and rural areas. Amount: \$221,000.

The Roberti-Z'berg-Harris (RZH) Grant Program - Proposition 40 Block grant for the acquisition and development of neighborhood, community and regional parks for land, air and water conservation programs, including acquisition to restore, preserve and interpret California's historical and cultural resources. Amount: \$1,444,959.

Save America's Treasures grant for preservation and conservation work on nationally significant historic properties and collections. Amount: \$98,000.

Private donation in the amount of \$20,000.

Coastal Impact Assistance Program grant for the conservation, protection or restoration of coastal areas, including wetlands. Amount: \$69,051.

Historical Heritage Preservation Commission grant to preserve and enhance California's irreplaceable historic heritage as a matter of public interest so that its vital legacy of cultural, educational, recreational, aesthetic, economic, social, and environmental benefits will be maintained and enriched for present and future generations. This grant allows for 10% deduction for administrative costs. Net amount: \$225,000.

**Service Impact:** Grants will partially fund acquisitions and improvement projects for current parklands and programs.

**Total One-time Revenues: \$2,078,010**

## Capital Projects

FY 2009 Projects	Revenue	Park Charter Fund	Total Expense
Coyote Creek Trail – Silicon Valley Boulevard - Malaguerra Road – First phase of the Integrated Coyote Creek Natural Resource Management and Master Plan. The improvements include widening the existing eight foot wide paved trail with a 12 foot wide paved trail with soft shoulders to accommodate equestrian use.		\$505,000	\$505,000
Coyote Creek Trail – Metcalf Road - Malaguerra Road Trail Design – Widening, overlaying and realignment of the existing paved trail between Metcalf Road in San Jose and Malaguerra Road in Morgan Hill to accommodate equestrian use. The design will also include installation of a bridge to replace a low-flow crossing north of Bailey Avenue.		\$125,000	\$125,000
Coyote Creek Perry Hill Planning and Design – Complete Site Plan for the Perry Hill area of the park, to include several major master plan elements such as the Environmental Center, Disk Golf facility, access and parking.		\$425,000	\$425,000
Preventive Maintenance Program Phase 2 – Ongoing preventive maintenance program to renovate restrooms and bridges that are in poor condition. The existing condition of the bridges will determine which will be removed and replaced versus those bridges that will be repaired.		\$250,000	\$250,000
Mt. Madonna Visitor Center Redesign - Design to renovate the existing ranger station, visitor center, and maintenance yard facility. Current facilities do not meet code requirements or visitor serving needs.		\$280,000	\$280,000
Pavement Management - Complete scheduled paving management program for FY 2009 and deferred paving management priorities from FY 2008. Work includes crack filling, slurry seal and striping at thirteen parks.		\$500,000	\$500,000
Vasona-Los Gatos Creek Trail - Widen and repave an existing trail with a two-foot shoulder on each side of the trail within Vasona Lake County Park. May include relocation of the trail adjacent to the reservoir.		\$760,000	\$760,000



## Capital Projects

FY 2009 Projects	Revenue	Park Charter Fund	Total Expense
Stevens Creek Boat Ramp Upgrade - Design and construct retaining walls at both edges of the existing ramp to protect against further erosive wave action, and install rock lining at bottom of ramp to stabilize the interface with the concrete foot of the ramp.		\$275,000	\$275,000
Vasona Playground - Replace existing playground equipment damaged from weather exposure. Equipment has been in place for ten years and currently presents a safety concern.		\$170,000	\$170,000
Park Residence Repair Program - Renovations and maintenance at various residences (e.g. Curie, San Ignacio residence at Santa Teresa, Coyote Lake, Sanborn).		\$200,000	\$200,000
Mt. Madonna Yurt Implementation - Design and construct six yurts at Mt. Madonna Park as recommended in the feasibility study.		\$255,000	\$255,000
Sanborn Kiosk Replacement - Replace an existing entrance kiosk in disrepair due to roofing problems and water leakage.		\$200,000	\$200,000
Uvas Campground Restroom Upgrade - Design a new shower building with additional wheelchair accessible restrooms.		\$80,000	\$80,000
Almaden Quicksilver Casa Grande Restoration - Renovate and restore the historic facility to the "Period of Historic Significance." This time period spans from 1854 to 1927.	\$1,783,959	\$334,041	\$2,118,000
Almaden Quicksilver Toxic Mitigation - Minimize the discharge of mercury-laden sediment into the Guadalupe River and/or Guadalupe watershed from areas within the park.	\$69,051	\$0	\$69,051
CIP contingency - Annual allocation to augment CIP projects as needed.		\$500,000	\$500,000
Land Acquisitions Holding Account - Appropriate 20% Park Charter distributions to the Land Acquisition Holding Account to be used for future acquisitions		\$7,052,920	\$7,052,920
Historic Heritage Commission Grant Program - Allocate funding for HHC Grant Program. The funding is allocated at 90% of the grant amount of \$250,000, deducting 10% administrative costs as adopted by the Board on 10/17/2007.	\$225,000	\$225,000	\$450,000
<b>Total</b>	<b>\$2,078,010</b>	<b>\$12,136,961</b>	<b>\$14,214,971</b>

## Parks and Recreation Department — Budget Unit 710 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
5852	Interpretive Program Fund 0039	\$ 445,282	\$ 848,816	\$ 848,816	\$ 1,088,815	\$ 239,999	28.3%
5864	Natural Resource Mgt Fund 0039	210,314	617,405	617,405	672,593	55,188	8.9%
71010	Administration Fund 0039	2,115,060	2,976,729	3,049,729	3,241,256	264,527	8.9%
71011	Customer & Business Svcs Fund 0039	2,744,212	2,757,094	2,652,702	4,155,137	1,398,043	50.7%
5901	Parks Capital Improvement Fund 0056	27,686,548	29,730,579	42,993,363	33,290,501	3,559,922	12.0%
5902	Parks Hist Heritage Fund 0065	365,746	100,000	1,634,063	225,000	125,000	125.0%
5903	Parks Acquisition Fund 0066	2,729,423	7,424,429	32,780,085	7,382,045	(42,384)	-0.6%
5905	Parks Capital Improve Grant Fund 0067	400,891	140,000	1,591,175	—	(140,000)	-100.0%
5907	Planning & Dev Fund 0039	1,025,792	1,265,590	1,265,590	1,193,675	(71,915)	-5.7%
71013	Park Operations Fund 0039	9,890,349	9,964,024	10,273,476	10,684,396	720,372	7.2%
71014	Park Maintenance Fund 0039	10,197,069	10,413,599	10,746,599	10,648,139	234,540	2.3%
	<b>Total Net Expenditures</b>	<b>\$ 57,810,685</b>	<b>\$ 66,238,265</b>	<b>\$ 108,453,003</b>	<b>\$ 72,581,557</b>	<b>\$ 6,343,292</b>	<b>9.6%</b>





**Parks and Recreation Department — Budget Unit 710**  
**Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
5852	Interpretive Program Fund 0039	\$ 445,282	\$ 848,816	\$ 848,816	\$ 1,088,815	\$ 239,999	28.3%
5864	Natural Resource Mgt Fund 0039	210,314	617,405	617,405	672,593	55,188	8.9%
71010	Administration Fund 0039	2,115,060	2,976,729	3,059,729	3,241,256	264,527	8.9%
71011	Customer & Business Svcs Fund 0039	3,905,325	4,207,094	4,102,702	5,605,137	1,398,043	33.2%
5901	Parks Capital Improvement Fund 0056	27,686,548	29,730,579	42,993,363	33,290,501	3,559,922	12.0%
5902	Parks Hist Heritage Fund 0065	365,746	100,000	1,634,063	225,000	125,000	125.0%
5903	Parks Acquisition Fund 0066	2,729,423	7,424,429	32,780,085	7,382,045	(42,384)	-0.6%
5905	Parks Capital Improve Grant Fund 0067	400,891	140,000	1,591,175	—	(140,000)	-100.0%
5907	Planning & Dev Fund 0039	1,025,792	1,265,590	1,265,590	1,193,675	(71,915)	-5.7%
71013	Park Operations Fund 0039	9,890,349	9,964,024	10,273,476	10,684,396	720,372	7.2%
71014	Park Maintenance Fund 0039	10,197,069	10,413,599	10,746,599	10,648,139	234,540	2.3%
<b>Total Gross Expenditures</b>		<b>\$ 58,971,798</b>	<b>\$ 67,688,265</b>	<b>\$ 109,913,003</b>	<b>\$ 74,031,557</b>	<b>\$ 6,343,292</b>	<b>9.4%</b>

**Parks and Recreation Department — Budget Unit 710**  
**Expenditures by Object**

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 19,156,179	\$ 20,354,298	\$ 20,467,358	\$ 22,345,375	\$ 1,991,077	9.8%
Services And Supplies	8,228,062	11,024,846	11,167,846	11,768,437	743,591	6.7%
Other Charges	26,712	28,000	28,000	—	(28,000)	-100.0%
Fixed Assets	7,358,259	10,854,447	53,001,925	14,266,071	3,411,624	31.4%
Operating/Equity Transfers	24,202,587	24,976,674	25,156,674	25,101,674	125,000	0.5%
Reserves	—	450,000	91,200	550,000	100,000	22.2%
<b>Subtotal Expenditures</b>	<b>58,971,798</b>	<b>67,688,265</b>	<b>109,913,003</b>	<b>74,031,557</b>	<b>6,343,292</b>	<b>9.4%</b>
Expenditure Transfers	(1,161,113)	(1,450,000)	(1,460,000)	(1,450,000)	—	—
<b>Total Net Expenditures</b>	<b>57,810,685</b>	<b>66,238,265</b>	<b>108,453,003</b>	<b>72,581,557</b>	<b>6,343,292</b>	<b>9.6%</b>

**Parks and Recreation Department — Budget Unit 710**  
**Revenues by Cost Center**

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
5852	Interpretive Program Fund 0039	\$ 10,077	—	—	—	—	—
71010	Administration Fund 0039	80,965	25,000	25,000	25,000	—	—
71011	Customer & Business Svcs Fund 0039	2,860,439	28,154,130	28,154,130	28,318,478	164,348	0.6%
5901	Parks Capital Improvement Fund 0056	28,307,026	29,900,909	36,665,507	32,817,822	2,916,913	9.8%
5902	Parks Hist Heritage Fund 0065	—	100,000	110,000	225,000	125,000	125.0%
5903	Parks Acquisition Fund 0066	6,687,732	7,114,447	7,114,447	7,741,203	626,756	8.8%



## Parks and Recreation Department — Budget Unit 710

### Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
5905	Parks Capital Improve Grant Fund 0067	949,794	—	—	—	—	—
5906	Parks Interest Fund 0068	3,521,298	2,500,000	2,500,000	2,500,000	—	—
5907	Planning & Dev Fund 0039	1,543,066	1,455,000	1,455,000	1,510,000	55,000	3.8%
71013	Park Operations Fund 0039	172,282	—	—	—	—	—
71014	Park Maintenance Fund 0039	740	—	—	—	—	—
<b>Total Revenues</b>		<b>\$ 44,133,418</b>	<b>\$ 69,249,486</b>	<b>\$ 76,024,084</b>	<b>\$ 73,137,503</b>	<b>\$ 3,888,017</b>	<b>5.6%</b>

## Interpretive Program Fund 0039 — Cost Center 5852

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>County Park Charter Fund (Fund Number 0039)</b>			
FY 2008 Approved Budget	7.0	\$ 848,816	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	36,187	—
Internal Service Fund Adjustments	—	(7,685)	—
Other Required Adjustments	—	750	—
Subtotal (Current Level Budget)	7.0	\$ 878,068	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Augment Staff and Services & Supplies Budget for the Interpretive Program	1.5	210,747	—
Add 1.0 FTE Program Manager II position to the Interpretive Program to provide oversight and manage recreational opportunities offered to County residents. Add 1.0 FTE Park Interpreter position and delete the filled 0.5 FTE Park Interpreter position. Action also augments the Services and Supplies budget by \$12,900 for program enhancements, such as translation of written and web-based publications in Vietnamese and Spanish to expand program access for the County residents.			
Subtotal (Recommended Changes)	1.5	\$ 210,747	\$ —
<b>Total Recommendation</b>	<b>8.5</b>	<b>\$ 1,088,815</b>	<b>\$ —</b>

## Natural Resource Mgt Fund 0039 — Cost Center 5864

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>County Park Charter Fund (Fund Number 0039)</b>			
FY 2008 Approved Budget	4.0	\$ 617,405	\$ —
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	5,715	—
Internal Service Fund Adjustments	—	(2,647)	—
Other Required Adjustments	—	52,120	—
Subtotal (Current Level Budget)	4.0	\$ 672,593	\$ —



## Natural Resource Mgt Fund 0039 — Cost Center 5864

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>4.0</b>	<b>\$ 672,593</b>	<b>\$ —</b>

## Administration Fund 0039 — Cost Center 71010

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>County Park Charter Fund (Fund Number 0039)</b>			
FY 2008 Approved Budget	11.0	\$ 2,976,729	\$ 25,000
Board Approved Adjustments During FY 2008	—	73,000	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	29,285	—
Internal Service Fund Adjustments	—	31,777	—
Other Required Adjustments	—	(65,150)	—
Subtotal (Current Level Budget)	11.0	\$ 3,045,641	\$ 25,000
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Augmentation for the Healthy Trails Program	—	41,800	—
Augmentation of the Services and Supplies budget related to marketing costs associated with the enhancement and expansion of the Healthy Trails Program.			
2. Augmentation for the Festival in the Park Program	—	40,815	—
Augmentation of the Services and Supplies budget related to marketing costs associated with the enhancement and expansion of the Festival In the Park Program and outreach to the multi-lingual communities.			
3. One-time Augmentation for the Fantasy of Lights Program	—	23,000	—
Augmentation of the Services and Supplies budget related to marketing costs associated with the Fantasy of Lights Program's 10-year anniversary and outreach to the multi-lingual communities.			
4. Augmentation for Programmatic Expansions to the Vietnamese and Hispanic Communities	—	35,000	—
Augmentation of the Services and Supplies budget to fund various outreach activities to the Hispanic and Vietnamese communities through printed materials and access of information online in Spanish.			
5. One-time Funding for a Summer Program Assistant to Cover the Peak Summer Season	—	20,000	—
One-time augmentation for a contractor to assist the Outdoor Recreation Program during its peak summer season.			
6. One-time Funding to Evaluate Existing Safety Program.	—	35,000	—
One-time augmentation for the services of a consultant to evaluate the Department's Safety Program.			
Subtotal (Recommended Changes)	—	\$ 195,615	\$ —
<b>Total Recommendation</b>	<b>11.0</b>	<b>\$ 3,241,256</b>	<b>\$ 25,000</b>



**Customer & Business Svcs Fund 0039 — Cost Center 71011**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>County Park Charter Fund (Fund Number 0039)</b>			
FY 2008 Approved Budget	24.0	\$ 2,757,094	\$ 28,154,130
Board Approved Adjustments During FY 2008	1.0	(104,392)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	0.0	489,607	—
Internal Service Fund Adjustments	—	442,962	4,051,849
Other Required Adjustments	—	346,365	(3,887,501)
Subtotal (Current Level Budget)	25.0	\$ 3,931,636	\$ 28,318,478
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Data Processing Adjustment	—	5,493	—
FY 2009 Phone Rate Adjustment	—	8	—
Decision Packages			
1. One-time Augmentation Related to the Customer and Business Services Functions.	—	218,000	—
One-time augmentation to reconfigure the Administration Building to accommodate new employees, fund Park Ranger Training, fund purchase of various new technology-related purchases such as software, hardware, database development, servers and GPS units.			
Subtotal (Recommended Changes)	—	\$ 223,501	\$ —
<b>Total Recommendation</b>	25.0	\$ 4,155,137	\$ 28,318,478

**Parks Capital Improvement Fund 0056 — Cost Center 5901**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>County Park Fund-Discretionary (Fund Number 0056)</b>			
FY 2008 Approved Budget	—	\$ 29,730,579	\$ 29,900,909
Board Approved Adjustments During FY 2008	—	13,262,784	6,764,598
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	4,059,720	—
Other Required Adjustments	—	(20,699,633)	(5,700,695)
Subtotal (Current Level Budget)	—	\$ 26,353,450	\$ 30,964,812
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			



## Parks Capital Improvement Fund 0056 — Cost Center 5901

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Decision Packages</b>			
1. One-time Augmentations and Revenues for Capital Projects.	—	6,937,051	1,853,010
<p>The FY 2009 Capital Projects are partly funded by revenues in the amount of \$1.8 Million from the state and federal governments. These include the Proposition 40 Per Capita Block Grant; the RZH Prop 40 Block Grant for the acquisition and development of neighborhood, community, and regional parks and recreational areas, for land, air, and water conservation programs, including acquisition for those purposes, and to acquire, restore, preserve and interpret California's historical and cultural resources. Others include the Save America's Treasures federal grant, the Coastal Impact Assistance Program grant and \$20,000 from private donations. The projects include the following:</p> <ul style="list-style-type: none"> <li>◆ Coyote Creek Trail improvement</li> <li>◆ Phase 2 of the Prevention and Maintenance Programs for restrooms and bridges</li> <li>◆ The redesign of the Mt. Madonna Visitor Center</li> <li>◆ Pavement Management at 13 parks</li> <li>◆ Widening of the Vasona-Los Gatos Creek Trail</li> <li>◆ Upgrade of the Stevens Creek Boat Ramp</li> <li>◆ Replacement of existing playground equipment at the Vasona Playground [b]Repairs at the Park residences</li> <li>◆ construction of yurts at Mt. Madonna Park</li> <li>◆ Replacement of the Sanborn Park Kiosk</li> <li>◆ The Uvas Campground Restroom upgrade</li> <li>◆ The Almaden Quicksilver Casa Grande restoration and the mitigation of mercury-laden sediments in to the Guadalupe River from areas within the Almaden Quicksilver Park.</li> </ul>			
Subtotal (Recommended Changes)	—	\$ 6,937,051	\$ 1,853,010
<b>Total Recommendation</b>	—	\$ 33,290,501	\$ 32,817,822

## Parks Hist Heritage Fund 0065 — Cost Center 5902

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Historical Heritage Projects (Fund Number 0065)</b>			
FY 2008 Approved Budget	—	\$ 100,000	\$ 100,000
Board Approved Adjustments During FY 2008	—	1,534,063	10,000
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(1,634,063)	(110,000)
Subtotal (Current Level Budget)	—	\$ —	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
<b>Decision Packages</b>			
1. One-time Augmentation Related to the Historic Heritage Preservation Commission Grant Program.	—	225,000	225,000
One-time allocation of the Historic Heritage Commission Grant Program in the amount of \$250,000, of which 10%, or \$25,000, is allocated to administrative cost associated with the Program.			
Subtotal (Recommended Changes)	—	\$ 225,000	\$ 225,000
<b>Total Recommendation</b>	—	\$ 225,000	\$ 225,000



### Parks Acquisition Fund 0066 — Cost Center 5903 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>County Park Fund - Acquisition (Fund Number 0066)</b>			
FY 2008 Approved Budget	—	\$ 7,424,429	\$ 7,114,447
Board Approved Adjustments During FY 2008	—	25,355,656	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	19,143	—
Other Required Adjustments	—	(32,470,103)	626,756
Subtotal (Current Level Budget)	—	\$ 329,125	\$ 7,741,203
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. One-time Augmentation for the Acquisition Holding Account.	—	7,052,920	—
One-time Augmentation equivalent to 20% of the Park Charter Funds, transferred to the Land Acquisition Holding Account to fund future acquisitions.			
Subtotal (Recommended Changes)	—	\$ 7,052,920	\$ —
<b>Total Recommendation</b>	—	\$ 7,382,045	\$ 7,741,203

### Parks Interest Fund 0068 — Cost Center 5906 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>County Park Fund - Interest (Fund Number 0068)</b>			
FY 2008 Approved Budget	—	\$ —	\$ 2,500,000
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ 2,500,000
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ —	\$ 2,500,000

### Planning & Dev Fund 0039 — Cost Center 5907 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>County Park Charter Fund (Fund Number 0039)</b>			
FY 2008 Approved Budget	7.3	\$ 1,265,590	\$ 1,455,000
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(57,541)	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(14,374)	55,000



**Planning & Dev Fund 0039 — Cost Center 5907**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Subtotal (Current Level Budget)	7.3	\$ 1,193,675	\$ 1,510,000
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>7.3</b>	<b>\$ 1,193,675</b>	<b>\$ 1,510,000</b>

**Park Operations Fund 0039 — Cost Center 71013**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>County Park Charter Fund (Fund Number 0039)</b>			
FY 2008 Approved Budget	71.0	\$ 9,964,024	\$ —
Board Approved Adjustments During FY 2008	2.0	309,452	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	0.0	562,199	—
Internal Service Fund Adjustments	—	(105,616)	—
Other Required Adjustments	—	(271,189)	—
Subtotal (Current Level Budget)	73.0	\$ 10,458,870	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Add 1.0 Program Manager I to Manage the Volunteer Program	1.0	133,726	—
Add 1.0 FTE Program Manager I to oversee the Volunteer Program supporting the various programs in the Department such as interpretation, maintenance, resource management, outdoor recreation and park operations.			
2. One-time Augmentation for the Motorcycle Park.	—	53,000	—
<ul style="list-style-type: none"> <li>◆ One-time augmentation for the purchase of 2 motorcycles (\$16,000)</li> <li>◆ An all terrain vehicle (\$16,000) for partrolling the trails and tracks</li> <li>◆ Replacement of picnic tables (\$6,000)</li> <li>◆ Additional soil for the tracks (\$5,000)</li> <li>◆ Supplemental trail conditioning (\$10,000).</li> </ul>			
3. Augment Funding for Park Operations	—	38,800	—
One-time augmentation to convert the remaining analog telephones (\$16,000) to digital technology, purchase a fire pumper (\$7,000) and a clay target thrower (\$9,000) for Parks operations to maintain initial fire response capabilities and enable the opening of another shooting field for the Field Sports Park respectively. An augmentation in the amount of \$6,800 is added for services related to the Interpretive Program Enhancement.			
Subtotal (Recommended Changes)	1.0	\$ 225,526	\$ —
<b>Total Recommendation</b>	<b>74.0</b>	<b>\$ 10,684,396</b>	<b>\$ —</b>



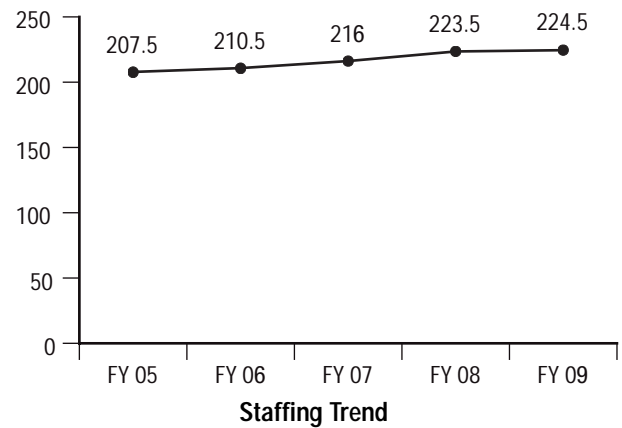
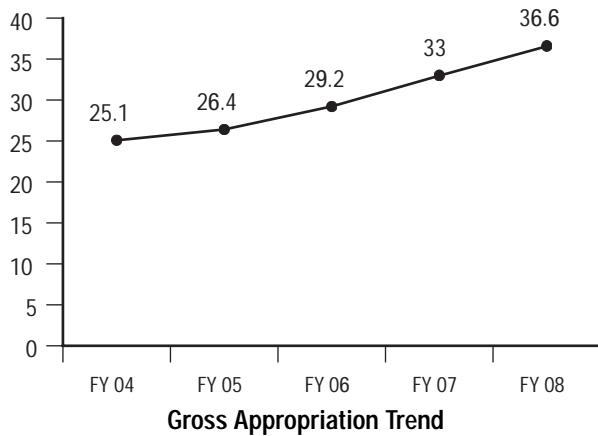
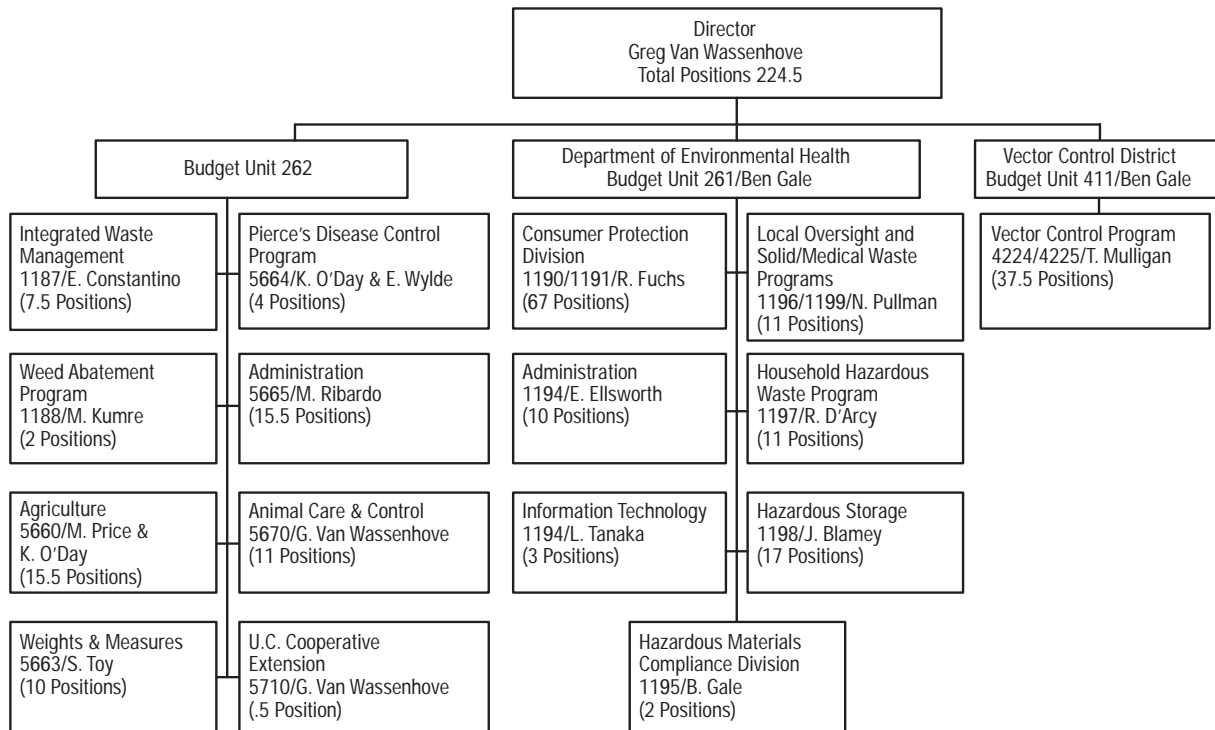
**Park Maintenance Fund 0039 — Cost Center 71014**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>County Park Charter Fund (Fund Number 0039)</b>			
FY 2008 Approved Budget	73.5	\$ 10,413,599	\$ —
Board Approved Adjustments During FY 2008	—	333,000	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	407,253	—
Internal Service Fund Adjustments	—	(234,121)	—
Other Required Adjustments	—	(539,831)	—
Subtotal (Current Level Budget)	73.5	\$ 10,379,900	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Add 1.0 FTE Utility Worker Position	1.0	73,739	—
Add 1.0 Utility Worker position to provide ongoing support for the Department's facility Preventive Maintenance Program and to the Small Projects Crew to provide custodial and maintenance duties related to park facilities and residences.			
2. One-time Augmentation for Fixed Asset Purchases for Park Maintenance.	—	194,500	—
Augment Services and Supplies budget to fund the purchase of equipment for use at the Parks to replace dated and/or obsolete equipment for its trail construction, turf maintenance and renovation, patrol of Park grounds and replacement of dated equipment. The list includes a welder, and an over seeder to maintain turf health and a water wagon and mini excavator for the Trail crew. A bear cat towable chipper will assist in directing wood chips onto the trail tread, and loader attachments will maximize the tractor usage. Other fixed asset purchases include a renovation rake, and a drill rock breaker for the Trails and Project crew. A Polaris 2-person all terrain vehicle is needed to access the trails in wet conditions for inspections and responding to emergencies.			
Subtotal (Recommended Changes)	1.0	\$ 268,239	\$ —
<b>Total Recommendation</b>	<b>74.5</b>	<b>\$ 10,648,139</b>	<b>\$ —</b>





# Agriculture and Environmental Management



Section 5: Housing, Land Use, Environment & Transportation



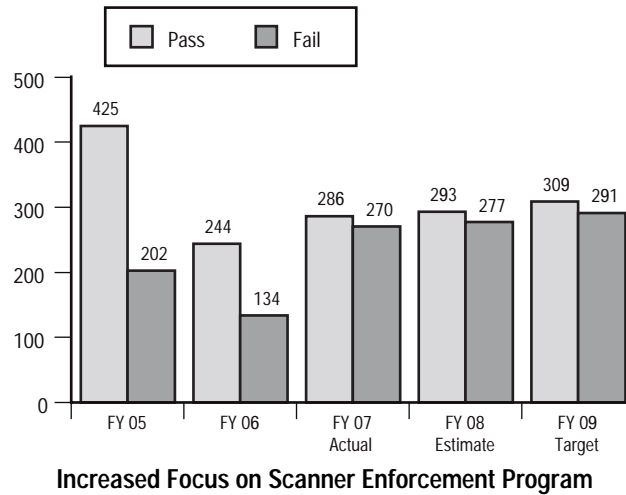
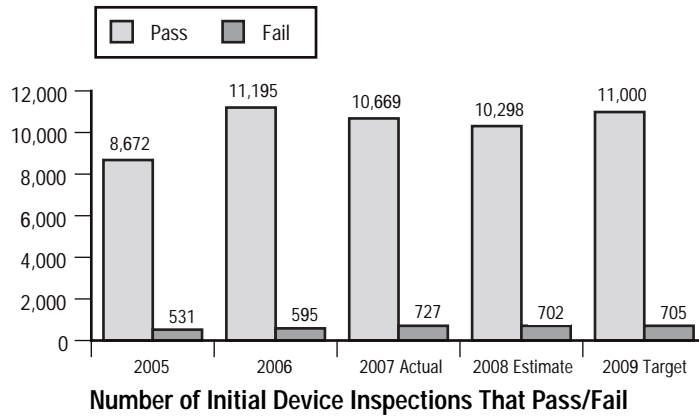
## Public Purpose

- Protection of the Environment
- Protection of Public Health
- Consumer Protection
- Environmental Stewardship through cost effective Vector Control strategies



## Desired Results

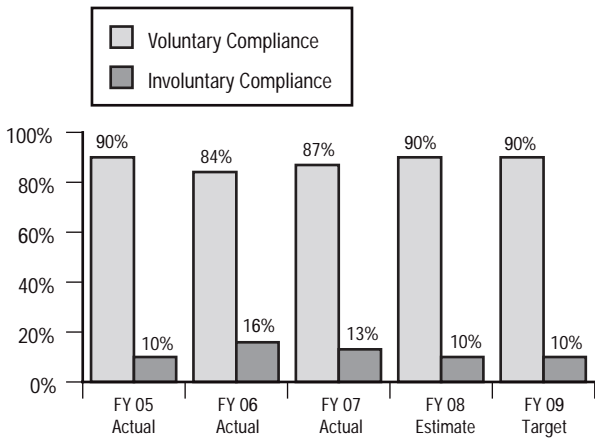
**Equity in the marketplace** is promoted by assuring the correct pricing of commodities and the accuracy of commercial weighing and measuring devices operated in Santa Clara County.



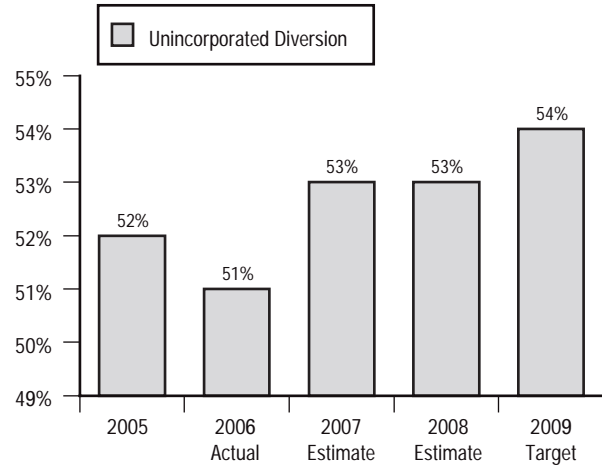
Section 5: Housing, Land Use, Environment & Transportation



**Human and animal populations are protected** through Department's efforts to ensure compliance with environmental laws and regulations in Santa Clara County.

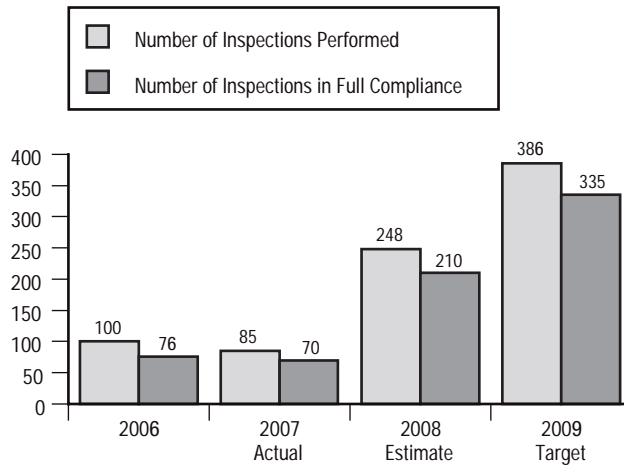


**Percentage of Voluntary Compliance in Weed Abatement by Property Owners on the Program List**



**State Mandated Landfill Reduction and Diversion Rates**

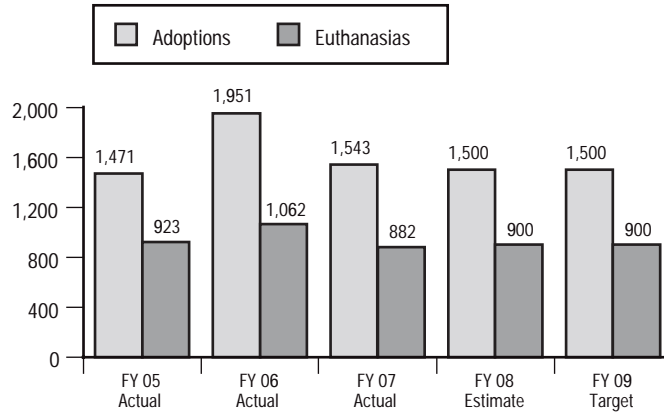
The legal, responsible and judicious use of pesticides is ensured through the enforcement program.



**Home Fumigation Inspections**

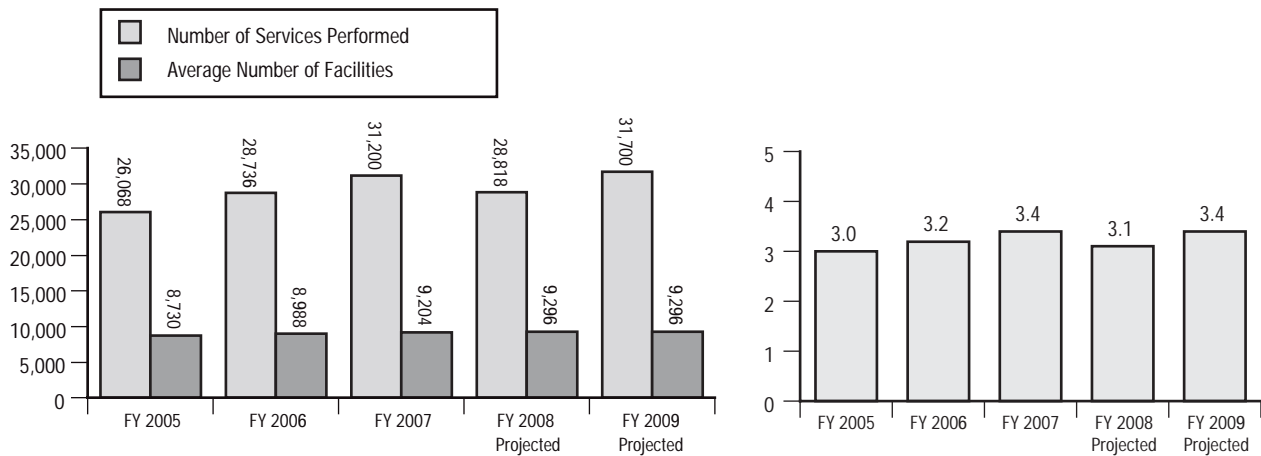


**A healthy animal population** is promoted by ensuring the humane treatment of animals in Santa Clara County.



**Animal Adoptions Compared to the Number of Euthanasias**

**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 for 2009 is 31,700 services performed at an average of 9,296 facilities.

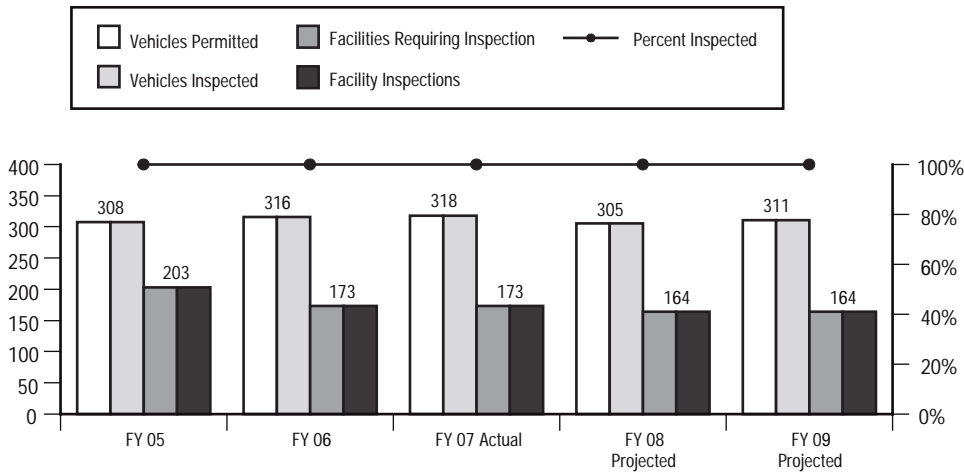
Services at food facilities include: inspections, communications regarding enforcement actions, and educational outreach such as food handling classes.

**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.



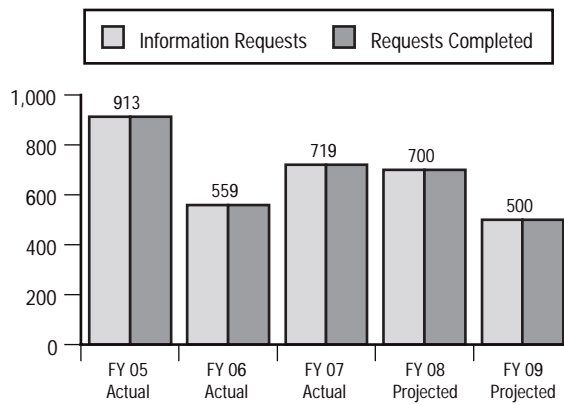
**Enforce Waste Facility Standards** by ensuring that inspections occur at the frequency established by State law and that State-mandated plans are submitted by facilities.



**Solid Waste Facility and Refuse Vehicle Inspections.**

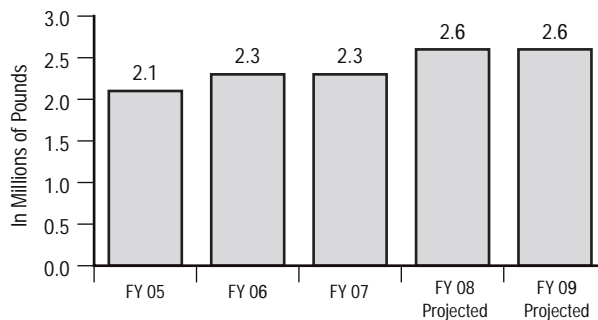
Measure: Goal is 100%.

**Provide customer service** to the public and regulated community by supplying information from facility files when requested.



**Information Requests Made Available Within 10 Days**

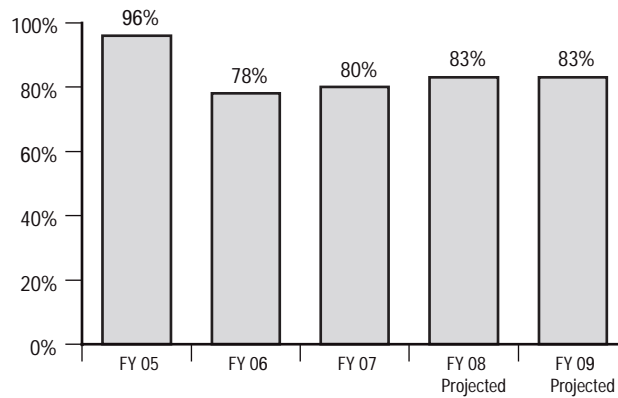
**Prevent Disease and Illness** by providing safe and convenient hazardous waste disposal services for residents and small businesses.



**Pounds of Hazardous Waste Collected**

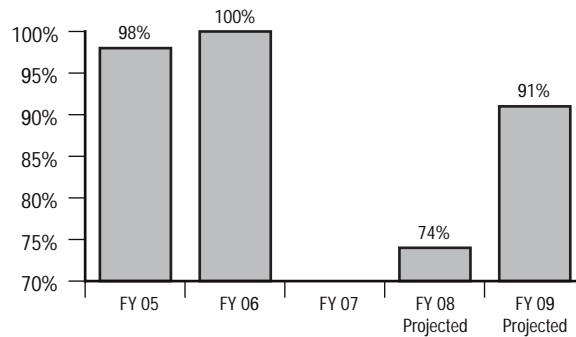


**Prevent disease and illness** by ensuring that sources of vector development are identified, inventoried, inspected, and treated to suppress vector development.



**Inspection Counts by Fiscal Year**

**Provide education and outreach** by development and distribution of educational materials, public announcements, and school presentations.

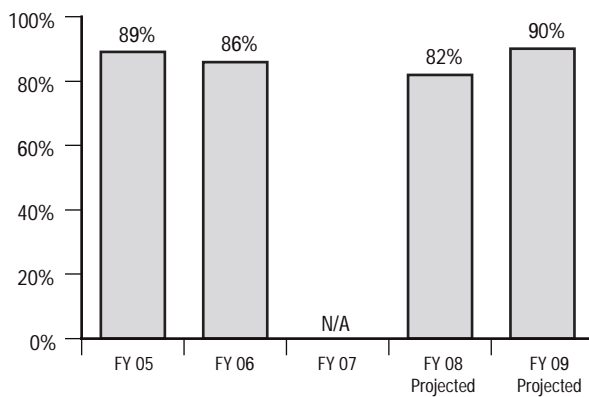


**Percent of Customers Who Contact District as a Result of Education and Outreach Programs**

(New database system did not capture FY 2007 data)

Goal: 75%

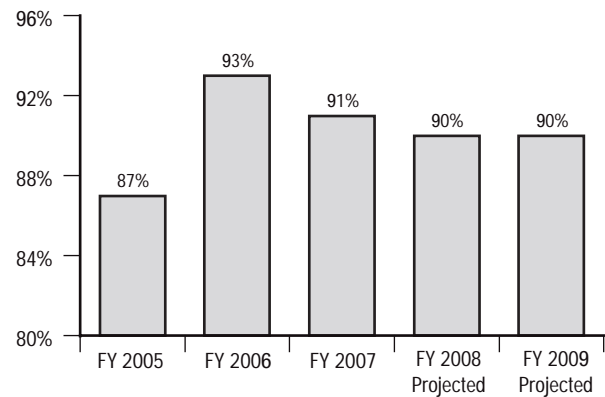
**Promote customer service and satisfaction** by timely delivery of services, and resolution of vector problems at an affordable cost.



**Percent Rating Services from Good to Excellent**

(New database system did not capture FY 2007 data)

Goal: 90%



**Service Request Initiation Times**

Section 5: Housing, Land Use, Environment & Transportation



## Description of Major Services

The Department of Agriculture and Environmental Management (AEM) includes:

- Agriculture
- Animal Care and Control
- Consumer Protection Division
- Environmental Health Administration
- Hazardous Materials Compliance Division
- Hazardous Materials Storage/Generator
- Household Hazardous Waste Program
- Integrated Waste Management (includes Green Business, Graffiti and Litter Abatement, and Home Composting programs)
- Local Oversight Program
- Solid/Medical Waste Program
- University of California Cooperative Extension
- Vector Control District
- Weed Abatement
- Weights and Measures

AEM enforces various State and local laws and ordinances related to agriculture production, food safety, disease prevention, water quality, equity in the marketplace, animals, weed abatement, recycling and waste management, and pollution prevention.

### Agricultural Inspection

Agricultural Inspection services, which protect our agricultural and urban environment, include:

- Pest detection and exclusion
- Pest eradication and pest management
- Certification of agricultural shipments
- Agricultural commodity inspection programs

These inspection services are related to agricultural imports and exports, nursery products, farmers' markets, and fruit, vegetable, and egg quality control. The purpose of these services is to ensure product quality and to prevent the introduction and establishment of unwanted and invasive pests in urban

and agricultural areas of the County. The division provides export certification services for agricultural commodities on a fee-for-service basis.

### Pesticide Use and Permitting

The Pesticide Use Enforcement program is designed to ensure the legal, responsible and judicious use of pesticides within Santa Clara County. AEM 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 issues pesticide use permits and performs inspections and audits in both urban and agricultural settings, including structural fumigations. The inspections, permitting, oversight and enforcement activities are designed to protect Santa Clara County's residents and the environment from pesticide harm. In addition to inspection and enforcement activities, AEM assists in pesticide training seminars and performs 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
- Petroleum signage and petroleum quality
- Scanning devices, net quantity of packaging commodities, and the labeling of commodities

The device program is mandated by State law that requires inspection frequencies of various device types as specified in the California Code of Regulations. 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 60,000 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 partially offsets 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 3,300 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 64% of the intake animal population returns to the general public as part of the Department's adoption program. The Shelter's adoption rate remains above the national shelter adoption rate. The remaining animal population is either redeemed by owners, placed through non-profit rescue organizations, or is humanely euthanized by shelter personnel.

## Weed Abatement

The primary objective of the Weed Abatement 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 the Countywide Cooperative Program and Unincorporated Area Administration. In addition, the Green Business Program and the Graffiti and Litter Abatement Program are included within this Division.

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 the Solid Waste Planning Fund, Fund 0037.

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

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.

## University of California Cooperative Extension

The University of California Cooperative Extension (UCCE) operates under a joint agreement between the State and the County, and is a program that offers residents education based on the latest knowledge and research findings of the University. The County UCCE is the primary public service outreach system of the

University of California, and is funded by UC, USDA, and the County. UCCE's mission is to serve California and the community in Santa Clara County, through the creation, development and application of knowledge in agricultural, natural and human resources.

UCCE in Santa Clara County focuses on five (5) major program areas:

- Agriculture and Environmental Sciences: Small Farms, Specialty Crops, Waste Management and Utilization
- Environmental Horticulture: Master Gardeners Volunteer Program, and Nursery Training
- Natural Resources: Livestock, Water Quality, and Oak Woodland Protection
- Nutrition, Family & Consumer Sciences: Expanded Food Nutrition and Education Program (EFNEP), Food Stamp Nutrition and Education Program (FSNEP), Diabetes Prevention and Management, Child Obesity Prevention, and 5-A-Day Power Play
- 4-H Community and Youth Development: 4-H Clubs, 4-H Volunteer Program, Citizenship, Leadership, Life Sciences, and the Teen Pregnancy Prevention Program

### **Consumer Protection Division (CPD)**

The Division provides state mandated services through Registered Environmental Health Specialists (REHS) that include education, consultation, inspection, and plan review of the 9,263 permitted retail food facilities (restaurants, markets, bars, food vehicles, vending machines, street fairs, bakeries and food festivals) within the County and the fifteen (15) incorporated municipalities. Over 696 students 'graduate' annually in the program's Food Safety Certification program which is conducted in English, Spanish, and Vietnamese. Program mandates include adult and juvenile detention facilities, water recreation, drinking water safety, land use (on-site sewage disposal), environmental and residential lead, noise control, disaster preparedness, and assisting local code enforcement offices with Housing Code violations.

### **Recreational Health**

The desired result of this mandated 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 over 3,181 public swimming pools and spas, along with providing education and outreach services to operators.

### **Drinking Water Safety**

CPD continues its efforts to ensure that homes, constructed within the unincorporated area, have an adequate quantity and quality of potable water. Additionally, it educates members of the public who receive their drinking water from individual or private wells. CPD staff represent and participate, on behalf of the County, on the Perchlorate Technical Advisory Committee (TAC) which was formed to address public concerns regarding a perchlorate contaminated ground water basin in the South County.

### **Land Use**

The desired result of this service is to ensure safe disposal of human 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 program is to minimize childhood lead exposure through either the environment or in their residences. The program provides public outreach, environmental monitoring of possible childhood lead exposure, and coordination with the local Department of Public Health, and the State Department of Health Services in these efforts.

### **Hazardous Material Compliance Division (HMCD)**

This Division monitors the handling, storage, and transportation of hazardous materials and hazardous waste to prevent exposure to the public, workers, or the environment through accidental release or illegal disposal and is the state-recognized local coordinating agency for the Consolidated Unified Program Agency (CUPA). The program provides inspection and enforcement for the following regulatory programs: Hazardous Materials Storage, Hazardous Materials Generators, Toxic Gas, Risk Management Prevention for Acutely Hazardous Materials, and is the County's state-designated Local Enforcement Agency (LEA) for Solid Waste and Bio-medical Waste.

## Household Hazardous Waste Collection

To collect additional waste, the Division develops and distributes educational materials, targeting neighborhoods to increase program participation, and provides residents with information about the safe management of hazardous waste. It provides safe and convenient hazardous waste drop-off services for residents, small businesses, and the agricultural community thereby precluding environmental pollution which would result from illegal or other improper disposal.

In 2005, the Household Hazardous Waste (HHW) Program implemented a grant-funded education and outreach program that informed residents about proper recycling of universal wastes containing mercury, such as batteries, thermometers, fluorescent bulbs and thermostats. The HHW Program has created a network of retail partners that accept universal waste. As of February 9, 2006 residents are no longer permitted to dispose of these wastes in the trash.

## Inspections 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 Division 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 and Submission of CalARP Risk Management Plans

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 (CalARP).

Effective January, 2008, the State Water Resources Control Board transferred responsibilities for the Aboveground Petroleum Tank Programs to the Certified Unified Program Agencies (CUPA), of which the County is one.

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.

On January 1, 2005, the Department assumed responsibility for the County's Local Oversight Program (LOP) from the Santa Clara Valley Water District. This program is responsible for monitoring and ensuring the safe and efficient clean-up of environmental contamination resulting from underground petroleum storage tanks that have been identified as having released product into the surrounding ground water.

## Vector Control District

The District protects the health and safety of County residents by providing protection from medically-important arthropods and animals. Mosquitoes, rodents, ticks, fleas, and other undomesticated animals capable of transmitting disease or causing injury to humans are called disease 'vectors.' The Santa Clara County Vector Control District was established to provide comprehensive vector control services and activities on a Countywide basis. State-certified Vector Control Technicians routinely inspect and treat streams, ponds, marshes, and other water sources to prevent mosquito production. Disease monitoring activities are provided for mosquito-borne encephalitis, West Nile virus, malaria, plague, and Lyme disease. Other services provided by the District include:

- Conduct 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 West Nile virus, malaria, arthropod-borne 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 the South Bay Salt Pond Restoration Project 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

Revenue to operate the District is generated by benefit assessment charges levied against all non-exempt parcels of property 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 sought and received voter approval for an increase to its fee assessment and this was adopted by the Board of Supervisors in August 2005.

**Prevention of Vector-borne Disease and Illness**

The District prevents disease 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 with the existence of the mosquito-borne West Nile virus in the County. Vector control activities were challenging in FY 2008, and may be so again in FY 2009.

In addition to West Nile virus, the District also 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.

**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.

**Programs and Functions**

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
<b>General Fund Programs</b>				
Administration and Support	Yes	Required	No change to current level service	■
Agricultural Services	Yes	Mandated	No change to current level service	■
Animal Services	Yes	Mandated	No change to current level service	■

Impact on Current Level of Service:

□ = Eliminated ▼ = Reduced ▣ = Modified ▲ = Enhanced ■ = No Change



Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Integrated Waste Management	Yes	Mandated	No change to current level service	■
University of CA, Cooperative Extension	Yes	Non-Mandated	No change to current level service	■
Weights and Measures	Yes	Mandated	No change to current level service	■
<b>Non-General Fund Programs</b>				
Consumer Protection Division - Fund 30	No	Mandated	New revenue will fund clerical support position required due to the increase in inventories. Public safety will be enhanced with the provision of safety workshops to the Body Art Industry.	▲
Environmental Health Administration and Support - Fund 30	No	Required	No change to current level service.	■
Graffiti and Litter Abatement - Fund 37	No	Mandated	No change to current level service.	■
Green Business Fund 37	No	Mandated	No change to current level service.	■
Hazardous Materials Program - Fund 30	No	Mandated	No change to current level service.	■
Household Hazardous Waste Program - Fund 30	No	Mandated	Additional funding will allow Division to meet increased workload related to electronic, universal and household hazardous wastes management. New position will assist in the coordination of efforts in the program. Implementation of field inspection devices will enhance the delivery of service.	▲
Integrated Waste Management - Fund 37	No	Mandated	No change to current level service.	■
Local Oversight Program - Fund 30	No	Mandated	No change to current level service.	■
Vector Control District - Fund 28	No	Mandated	Additional funds for advertising will enhance efforts in preventing vector-borne disease and illness. Savings reverted to District's Fund balance will be available to meet future needs.	▣
Weed Abatement - Fund 31	No	Mandated	No change to current level service.	■
Impact on Current Level of Service: <input type="checkbox"/> = Eliminated    ▼ = Reduced    ▣ = Modified    ▲ = Enhanced    ■ = No Change				

## County Executive's Recommendation

### ▲ Consumer Protection Division - Fund 30

**Recognize New Ongoing Revenue:** New revenue from the issuance of Environmental Health Permits to fixed and mobile facilities, temporary events and the State's small water systems is available.

**Service Impact:** Revenue will fund the new position discussed below to meet the programmatic needs.

**Ongoing Revenue: \$67,279**

**Add 1.0 FTE Office Specialist III (D09) Position:** Since December 2006, over 200 new permitted food facilities have been added to program inventories and 100 plan checks have been submitted. The Division has met the demands of these increases in the permitted food facilities and staffing growth by using extra help. Revenue generated from the Environmental Health Permits will fund this position.

**Service Impact:** Additional staff will enable Division to meet the demand related to the increasing inventories for the Division.

**Positions Added: 1.0**

**Total Ongoing Cost: \$65,815**

Offset by revenue from Environmental Health Permits

**Augment Training Budget Related to the Body Art Industry:** Changes in State Regulations related to the Body Art Industry require an increase in outreach to the Body Art Industry and the public at large. The Division will increase collaboration and coordination with various stakeholders in this industry and fund Body Art Safety Workshops. Revenue from the Environmental Health Permits will fund this augmentation.

**Service Impact:** Education and outreach will enhance the safety of the public.

**Total Ongoing Cost: \$1,425**

Offset by revenue from Environmental Health Permits above

### ▲ **Household Hazardous Waste (HHW) Program – Fund 30**

**Recognize New Revenue from the Household Hazardous Waste Grant:** The Household Hazardous Waste Discretionary Cycle 16 Infrastructure Grant awarded the Program a grant to expand existing permanent HHW collection facilities to accommodate sharps, universal waste, or develop innovative sharps and universal waste collection opportunities that promote public/private partnerships.

**Service Impact:** Revenue will fund part of the operational cost associated with the grant such as staffing cost.

**Ongoing Revenue: \$61,106**

**Add 1.0 FTE Unclassified Associate Management Analyst (W1T)/(W1R) Position:** This new position will be assigned to the Household Hazardous Waste Program to address the workload demands related to the closure of the San Jose Household Hazardous Waste Facility, the newly enacted Extended Producer Responsibility policy and the collection and disposal of empty pesticide containers at the Household Hazardous Waste Facility in San Martin. The position will develop, conduct, coordinate, and evaluate outreach and public awareness efforts related to Universal Waste Collection,

sharps collection and used oil filter recycling. The position is partly grant-funded by the Household Hazardous Waste Discretionary Infrastructure Grant until March 2010 as discussed above.

**Service Impact:** Program will have the staffing resources to meet the increased work in this program.

**Positions Added: 1.0**

**Ongoing Cost: \$27,536**

Position Cost \$88,642

Offset by Revenue from HHW Grant: \$61,106

**Augment the Services and Supplies Budget:** The program's budgetary allocations for services and supplies were reviewed to assess current and future operational and business needs in recognition of the increased workload. These include costs associated with the maintenance of the new San Jose HHW facility, membership support of the Extended Producer Responsibility program, training and advertising costs, and costs associated with the overall volume increase in waste disposal.

**Service Impact:** Funding will reflect the program's cost of doing business.

**Total Ongoing Cost: \$648,511**

**One-time Funding for Field Inspection System:** The Hazardous Storage Program completed the pilot project related to the electronic collection and download of data from field inspections. Recommended funding will cover the cost of laptops, printers and docking stations and software licenses for the program.

**Service Impact:** The new system will enhance electronic access to information, and eliminate redundant data entry and errors associated with manual entry. Implementation will standardize the inspection process and allow inspectors to generate and print reports in the field.

**Total One-time Cost: \$35,000**

### ▲ **Vector Control District - Fund 28**

**Decrease Services and Supplies Budget:** The District's budgetary allocations for services and supplies were reviewed to assess current operational and business needs and it is recommended that the budget be reduced by \$379,211.

In addition, an increase of \$100,000 of these funds will be used to expand the media outreach campaign against the West Nile Virus, to include the Valley Transportation Agency (VTA) buses and bus shelters, advertising billboards and television and radio stations.

**Service Impact:** The expansion of the education and outreach program will further the District's efforts in the prevention of vector-borne disease and illness. The savings will become part of the District's Fund balance.

**Ongoing Net Savings: \$279,211**

### Agriculture and Environmental Mgmt — Budget Unit 262 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1187	Integrated Waste Mgt Fund 0037	\$ 1,306,035	\$ 1,553,385	\$ 1,502,072	\$ 1,461,400	\$ (91,985)	-5.9%
1188	Weed Abatement Fund 0031	596,783	1,155,012	1,155,012	1,176,124	21,112	1.8%
5660	Agriculture Fund 0001	1,705,925	1,826,066	1,826,066	1,905,226	79,160	4.3%
5663	Weights & Measures Fund 0001	785,902	1,067,804	1,067,804	1,121,847	54,043	5.1%
5664	Pierces Disease Control Prog Fund 0001	556,046	919,599	991,413	781,029	(138,570)	-15.1%
5665	Administration Fund 0001	1,842,031	1,715,900	1,715,900	1,875,343	159,443	9.3%
5670	Animal Control Fund 0001	1,286,159	1,390,749	1,402,224	1,469,453	78,704	5.7%
5710	U.C. Cooperative Ext Fund 0001	118,458	102,406	102,406	111,390	8,984	8.8%
<b>Total Net Expenditures</b>		<b>\$ 8,197,339</b>	<b>\$ 9,730,921</b>	<b>\$ 9,762,897</b>	<b>\$ 9,901,812</b>	<b>\$ 170,891</b>	<b>1.8%</b>

### Agriculture and Environmental Mgmt — Budget Unit 262 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1187	Integrated Waste Mgt Fund 0037	\$ 1,316,035	\$ 1,558,385	\$ 1,507,072	\$ 1,466,400	\$ (91,985)	-5.9%
1188	Weed Abatement Fund 0031	596,783	1,155,012	1,155,012	1,176,124	21,112	1.8%
5660	Agriculture Fund 0001	1,705,925	1,826,066	1,826,066	1,905,226	79,160	4.3%
5663	Weights & Measures Fund 0001	785,902	1,067,804	1,067,804	1,121,847	54,043	5.1%
5664	Pierces Disease Control Prog Fund 0001	556,046	919,599	991,413	781,029	(138,570)	-15.1%
5665	Administration Fund 0001	2,015,595	1,897,470	1,897,470	2,058,490	161,020	8.5%
5670	Animal Control Fund 0001	1,306,959	1,421,749	1,433,224	1,519,453	97,704	6.9%
5710	U.C. Cooperative Ext Fund 0001	118,458	102,406	102,406	111,390	8,984	8.8%
<b>Total Gross Expenditures</b>		<b>\$ 8,401,703</b>	<b>\$ 9,948,491</b>	<b>\$ 9,980,467</b>	<b>\$ 10,139,959</b>	<b>\$ 191,468</b>	<b>1.9%</b>



## Agriculture and Environmental Mgmt — Budget Unit 262

### Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 5,945,773	\$ 6,555,955	\$ 6,594,445	\$ 6,840,229	\$ 284,274	4.3%
Services And Supplies	2,422,513	3,360,036	3,323,522	3,267,030	(93,006)	-2.8%
Other Charges	(9,008)	22,000	22,000	22,000	—	—
Fixed Assets	42,426	—	30,000	—	—	—
Operating/Equity Transfers	—	10,500	10,500	10,700	200	1.9%
<b>Subtotal Expenditures</b>	<b>8,401,703</b>	<b>9,948,491</b>	<b>9,980,467</b>	<b>10,139,959</b>	<b>191,468</b>	<b>1.9%</b>
Expenditure Transfers	(204,364)	(217,570)	(217,570)	(238,147)	(20,577)	9.5%
<b>Total Net Expenditures</b>	<b>8,197,339</b>	<b>9,730,921</b>	<b>9,762,897</b>	<b>9,901,812</b>	<b>170,891</b>	<b>1.8%</b>

## Agriculture and Environmental Mgmt — Budget Unit 262

### Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1187	Integrated Waste Mgt Fund 0037	\$ 1,158,909	\$ 1,256,000	\$ 1,256,000	\$ 1,229,668	\$ (26,332)	-2.1%
1188	Weed Abatement Fund 0031	438,491	600,000	600,000	590,000	(10,000)	-1.7%
5660	Agriculture Fund 0001	1,361,319	1,223,989	1,241,989	1,276,987	52,998	4.3%
5663	Weights & Measures Fund 0001	931,267	984,700	984,700	1,095,000	110,300	11.2%
5664	Pierces Disease Control Prog Fund 0001	762,634	768,625	840,439	768,625	—	—
5665	Administration Fund 0001	7,616	21,990	21,990	4,546	(17,444)	-79.3%
5666	Integrated Waste Mgt Fran Fund 0001	541,086	705,000	705,000	651,000	(54,000)	-7.7%
5670	Animal Control Fund 0001	306,764	265,000	276,475	246,000	(19,000)	-7.2%
5710	U.C. Cooperative Ext Fund 0001	377	3,000	3,000	—	(3,000)	-100.0%
	<b>Total Revenues</b>	<b>\$ 5,508,463</b>	<b>\$ 5,828,304</b>	<b>\$ 5,929,593</b>	<b>\$ 5,861,826</b>	<b>\$ 33,522</b>	<b>0.6%</b>

## Integrated Waste Mgt Fund 0037 — Cost Center 1187

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Solid Waste Management Fund (Fund Number 0037)</b>			
FY 2008 Approved Budget	8.5	\$ 1,553,385	\$ 1,256,000
Board Approved Adjustments During FY 2008	-1.0	(51,313)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	7,318	—
Internal Service Fund Adjustments	—	2,982	—
Other Required Adjustments	—	(50,978)	(26,332)
Subtotal (Current Level Budget)	7.5	\$ 1,461,394	\$ 1,229,668
<b>Recommended Changes for FY 2009</b>			





### Integrated Waste Mgt Fund 0037 — Cost Center 1187 Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments			
FY 2009 Phone Rate Adjustment	—	6	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 6	\$ —
<b>Total Recommendation</b>	<b>7.5</b>	<b>\$ 1,461,400</b>	<b>\$ 1,229,668</b>

### Weed Abatement Fund 0031 — Cost Center 1188 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Weed Abatement (Fund Number 0031)</b>			
FY 2008 Approved Budget	2.0	\$ 1,155,012	\$ 600,000
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	16,214	—
Internal Service Fund Adjustments	—	4,898	—
Other Required Adjustments	—	—	(10,000)
Subtotal (Current Level Budget)	2.0	\$ 1,176,124	\$ 590,000
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>2.0</b>	<b>\$ 1,176,124</b>	<b>\$ 590,000</b>

### Agriculture Fund 0001 — Cost Center 5660 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	15.5	\$ 1,826,066	\$ 1,223,989
Board Approved Adjustments During FY 2008	—	—	18,000
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	82,289	—
Internal Service Fund Adjustments	—	(15,129)	—
Other Required Adjustments	—	12,000	34,998
Subtotal (Current Level Budget)	15.5	\$ 1,905,226	\$ 1,276,987
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>15.5</b>	<b>\$ 1,905,226</b>	<b>\$ 1,276,987</b>



### Weights & Measures Fund 0001 — Cost Center 5663 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	10.0	\$ 1,067,804	\$ 984,700
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	54,412	—
Internal Service Fund Adjustments	—	29,631	—
Other Required Adjustments	—	(30,000)	110,300
Subtotal (Current Level Budget)	10.0	\$ 1,121,847	\$ 1,095,000
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	10.0	\$ 1,121,847	\$ 1,095,000

### Pierces Disease Control Prog Fund 0001 — Cost Center 5664 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	4.0	\$ 919,599	\$ 768,625
Board Approved Adjustments During FY 2008	—	71,814	71,814
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(64,502)	—
Internal Service Fund Adjustments	—	5,655	—
Other Required Adjustments	—	(151,537)	(71,814)
Subtotal (Current Level Budget)	4.0	\$ 781,029	\$ 768,625
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	4.0	\$ 781,029	\$ 768,625

### Administration Fund 0001 — Cost Center 5665 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	15.5	\$ 1,715,900	\$ 21,990
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	84,688	—
Internal Service Fund Adjustments	—	52,175	—
Other Required Adjustments	—	8,006	(17,444)
Subtotal (Current Level Budget)	15.5	\$ 1,860,769	\$ 4,546
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			



### Administration Fund 0001 — Cost Center 5665 Major Changes to the Budget

	Positions	Appropriations	Revenues
FY 2009 Data Processing Adjustment	—	14,571	—
FY 2009 Phone Rate Adjustment	—	3	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 14,574	\$ —
<b>Total Recommendation</b>	15.5	\$ 1,875,343	\$ 4,546

### Integrated Waste Mgt Fran Fund 0001 — Cost Center 5666 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	—	\$ —	\$ 705,000
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	(54,000)
Subtotal (Current Level Budget)	—	\$ —	\$ 651,000
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ —	\$ 651,000

### Animal Control Fund 0001 — Cost Center 5670 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	11.0	\$ 1,390,749	\$ 265,000
Board Approved Adjustments During FY 2008	—	11,475	11,475
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	60,457	—
Internal Service Fund Adjustments	—	14,097	—
Other Required Adjustments	—	(7,325)	(30,475)
Subtotal (Current Level Budget)	11.0	\$ 1,469,453	\$ 246,000
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	11.0	\$ 1,469,453	\$ 246,000



## U.C. Cooperative Ext Fund 0001 — Cost Center 5710

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2008 Approved Budget	0.5	\$ 102,406	\$ 3,000
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	4,908	—
Internal Service Fund Adjustments	—	4,076	—
Other Required Adjustments	—	—	(3,000)
Subtotal (Current Level Budget)	0.5	\$ 111,390	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>0.5</b>	<b>\$ 111,390</b>	<b>\$ —</b>

## Department of Environmental Health — Budget Unit 261

### Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1194	DEH - Admin Fund 0030	\$ 1,885,916	\$ 2,519,685	\$ 2,519,685	\$ 2,467,355	\$ (52,330)	-2.1%
26102	EHS - Planning Fund 0030	7,635,802	8,698,356	8,942,528	9,187,848	489,492	5.6%
26103	Toxics, Solid & Haz Materials Fund 0030	6,941,844	8,174,388	8,077,602	8,670,281	495,893	6.1%
<b>Total Net Expenditures</b>		<b>\$ 16,463,561</b>	<b>\$ 19,392,429</b>	<b>\$ 19,539,815</b>	<b>\$ 20,325,484</b>	<b>\$ 933,055</b>	<b>4.8%</b>

## Department of Environmental Health — Budget Unit 261

### Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1194	DEH - Admin Fund 0030	\$ 2,126,329	\$ 2,709,685	\$ 2,709,685	\$ 2,707,355	\$ (2,330)	-0.1%
26102	EHS - Planning Fund 0030	7,674,408	8,698,356	8,942,528	9,249,848	551,492	6.3%
26103	Toxics, Solid & Haz Materials Fund 0030	6,941,844	8,174,388	8,077,602	8,670,281	495,893	6.1%
<b>Total Gross Expenditures</b>		<b>\$ 16,742,581</b>	<b>\$ 19,582,429</b>	<b>\$ 19,729,815</b>	<b>\$ 20,627,484</b>	<b>\$ 1,045,055</b>	<b>5.3%</b>



## Department of Environmental Health — Budget Unit 261 Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 12,657,793	\$ 14,766,180	\$ 14,913,566	\$ 15,775,464	\$ 1,009,284	6.8%
Services And Supplies	3,819,626	4,816,249	4,738,749	4,852,020	35,771	0.7%
Fixed Assets	265,162	—	77,500	—	—	—
<b>Subtotal Expenditures</b>	16,742,581	19,582,429	19,729,815	20,627,484	1,045,055	5.3%
Expenditure Transfers	(279,020)	(190,000)	(190,000)	(302,000)	(112,000)	58.9%
<b>Total Net Expenditures</b>	16,463,561	19,392,429	19,539,815	20,325,484	933,055	4.8%

## Department of Environmental Health — Budget Unit 261 Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
1194	DEH - Admin Fund 0030	\$ 519,947	\$ 438,576	\$ 438,576	\$ 592,034	\$ 153,458	35.0%
26102	EHS - Planning Fund 0030	8,830,512	9,062,585	9,062,585	9,128,678	66,093	0.7%
26103	Toxics, Solid & Haz Materials Fund 0030	7,920,827	8,175,568	8,175,568	8,365,096	189,528	2.3%
	<b>Total Revenues</b>	\$ 17,271,286	\$ 17,676,729	\$ 17,676,729	\$ 18,085,808	\$ 409,079	2.3%

## DEH - Admin Fund 0030 — Cost Center 1194 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Environmental Health (Fund Number 0030)</b>			
FY 2008 Approved Budget	13.0	\$ 2,519,685	\$ 438,576
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	85,639	—
Internal Service Fund Adjustments	—	157,992	—
Other Required Adjustments	—	(306,578)	153,458
Subtotal (Current Level Budget)	13.0	\$ 2,456,738	\$ 592,034
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Data Processing Adjustment	—	10,609	—
FY 2009 Phone Rate Adjustment	—	8	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 10,617	\$ —
<b>Total Recommendation</b>	13.0	\$ 2,467,355	\$ 592,034



## EHS - Planning Fund 0030 — Cost Center 26102

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Environmental Health (Fund Number 0030)</b>			
FY 2008 Approved Budget	66.0	\$ 8,698,356	\$ 9,062,585
Board Approved Adjustments During FY 2008	—	244,172	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	262,620	—
Internal Service Fund Adjustments	—	(79,935)	—
Other Required Adjustments	—	(3,180)	(1,186)
Subtotal (Current Level Budget)	66.0	\$ 9,122,033	\$ 9,061,399
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Add 1.0 FTE Office Specialist III Position and Recognize New Ongoing Revenue.	1.0	65,815	67,279
Add 1.0 FTE Office Specialist III to the Consumer Protection Division to provide support for the Division and reduce extra help usage. This action also recognizes revenue from the issuance of Environmental Health Permits to fixed/mobile facilities, temporary events and the State's small water systems. This position is 100% revenue-funded.			
Subtotal (Recommended Changes)	1.0	\$ 65,815	\$ 67,279
<b>Total Recommendation</b>	<b>67.0</b>	<b>\$ 9,187,848</b>	<b>\$ 9,128,678</b>

## Toxics, Solid & Haz Materials Fund 0030 — Cost Center 26103

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Environmental Health (Fund Number 0030)</b>			
FY 2008 Approved Budget	40.0	\$ 8,174,388	\$ 8,175,568
Board Approved Adjustments During FY 2008	0.0	(96,786)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	0.0	359,182	—
Internal Service Fund Adjustments	—	(51,985)	—
Other Required Adjustments	—	(488,057)	128,422
Subtotal (Current Level Budget)	40.0	\$ 7,896,742	\$ 8,303,990
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Phone Rate Adjustment	—	(39)	—
Decision Packages			
1. Augment Training Budget for the Body Art Safety Workshop.	—	1,425	—
Augment the Solid/Medical Waste Program's training budget for the provision of sponsorship of the Body Art Safety Workshops through education and outreach to increase awareness and promote public safety in this industry.			
2. Add 1.0 Unclassified Associate Management Analyst Position and Recognize Revenue to Fund Position.	1.0	88,642	61,106
Add 1.0 FTE Unclassified Alternately-staffed Associate Management Analyst position to the Household Hazardous Waste Program. The position support program development efforts, conduct, develop, coordinate and evaluate public awareness efforts related to universal waste collection, sharps collection and used oil and filter recycling programs. Position is partly funded with revenue in the amount of \$61,106 from the State's Household Hazardous Waste Discretionary Cycle 16 Infrastructure Grant. The remaining cost of \$29,000 will be funded from Department's fund balance.			
3. Augment Services and Supplies Budget	—	648,511	—



## Toxics, Solid & Haz Materials Fund 0030 — Cost Center 26103

### Major Changes to the Budget

	Positions	Appropriations	Revenues
Adjust Services and Supplies budget to reflect programmatic expansion and cost of the Household Hazardous Waste Program in the amount of \$648,511. Department's cost of doing business was last reviewed and adjusted in 2003. Funds are required to meet expenses related to the closure of the San Jose Household Hazardous Waste Facility, the membership support of the County's newly enacted Extended Producer Responsibility policy, training, advertising, lease increases and the cost associated with volume increases in waste disposal. This augmentation reflects the increase in expenditure relative to the services provided.			
4. One-time Augmentation for the Field Inspection System.	—	35,000	—
Department will implement the electronic collection and data download from field inspections performed by the Hazardous Storage Program. The funding will enhance electronic access to information, eliminate redundant data entry and errors associated with the current manual entry process. The new system will create a uniform standard of inspection reports and processes.			
Subtotal (Recommended Changes)	1.0	\$ 773,539	\$ 61,106
<b>Total Recommendation</b>	<b>41.0</b>	<b>\$ 8,670,281</b>	<b>\$ 8,365,096</b>

## Vector Control District — Budget Unit 411

### Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
4224	Vector Control Fund 0028	\$ 9,436,073	\$ 6,678,124	\$ 6,758,767	\$ 6,473,009	\$ (205,115)	-3.1%
<b>Total Net Expenditures</b>		<b>\$ 9,436,073</b>	<b>\$ 6,678,124</b>	<b>\$ 6,758,767</b>	<b>\$ 6,473,009</b>	<b>\$ (205,115)</b>	<b>-3.1%</b>

## Vector Control District — Budget Unit 411

### Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
4224	Vector Control Fund 0028	\$ 9,443,606	\$ 6,678,124	\$ 6,758,767	\$ 6,473,009	\$ (205,115)	-3.1%
<b>Total Gross Expenditures</b>		<b>\$ 9,443,606</b>	<b>\$ 6,678,124</b>	<b>\$ 6,758,767</b>	<b>\$ 6,473,009</b>	<b>\$ (205,115)</b>	<b>-3.1%</b>

## Vector Control District — Budget Unit 411

### Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 2,927,571	\$ 3,400,391	\$ 3,445,863	\$ 3,617,482	\$ 217,091	6.4%
Services And Supplies	1,473,497	2,897,733	2,910,998	2,475,527	(422,206)	-14.6%
Other Charges	404,118	380,000	380,000	380,000	—	—
Fixed Assets	4,488,421	—	21,906	—	—	—
Operating/Equity Transfers	150,000	—	—	—	—	—
<b>Subtotal Expenditures</b>	<b>9,443,606</b>	<b>6,678,124</b>	<b>6,758,767</b>	<b>6,473,009</b>	<b>(205,115)</b>	<b>-3.1%</b>
Expenditure Transfers	(7,533)	—	—	—	—	—
<b>Total Net Expenditures</b>	<b>9,436,073</b>	<b>6,678,124</b>	<b>6,758,767</b>	<b>6,473,009</b>	<b>(205,115)</b>	<b>-3.1%</b>



## Vector Control District — Budget Unit 411

### Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
4224	Vector Control Fund 0028	\$ 11,657,462	\$ 7,117,459	\$ 7,184,903	\$ 7,216,038	\$ 98,579	1.4%
4225	Vector Control Fund 0199	12,183	12,043	12,043	12,990	947	7.9%
<b>Total Revenues</b>		<b>\$ 11,669,646</b>	<b>\$ 7,129,502</b>	<b>\$ 7,196,946</b>	<b>\$ 7,229,028</b>	<b>\$ 99,526</b>	<b>1.4%</b>

## Vector Control Fund 0028 — Cost Center 4224

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Vector Control District (Fund Number 0028)</b>			
FY 2008 Approved Budget	37.5	\$ 6,678,124	\$ 7,117,459
Board Approved Adjustments During FY 2008	—	80,643	67,444
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	171,619	—
Internal Service Fund Adjustments	—	(58,296)	—
Other Required Adjustments	—	(119,871)	31,135
Subtotal (Current Level Budget)	37.5	\$ 6,752,219	\$ 7,216,038
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
FY 2009 Phone Rate Adjustment	—	1	—
Decision Packages			
1. Adjust Services and Supplies Budget	—	(279,211)	—
Adjust the Services and Supplies budget to better reflect programmatic costs. A review of Department's cost of doing business realized an ongoing savings of \$379,211. An augmentation for advertising in the amount of \$100,000 will expand education and outreach efforts in the prevention of vector-borne disease and illness. A net savings of \$279,211 will revert to Department's fund balance.			
Subtotal (Recommended Changes)	—	\$ (279,210)	\$ —
<b>Total Recommendation</b>	<b>37.5</b>	<b>\$ 6,473,009</b>	<b>\$ 7,216,038</b>

## Vector Control Fund 0199 — Cost Center 4225

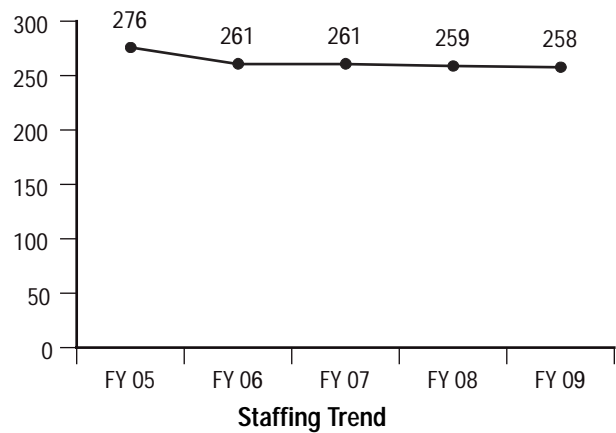
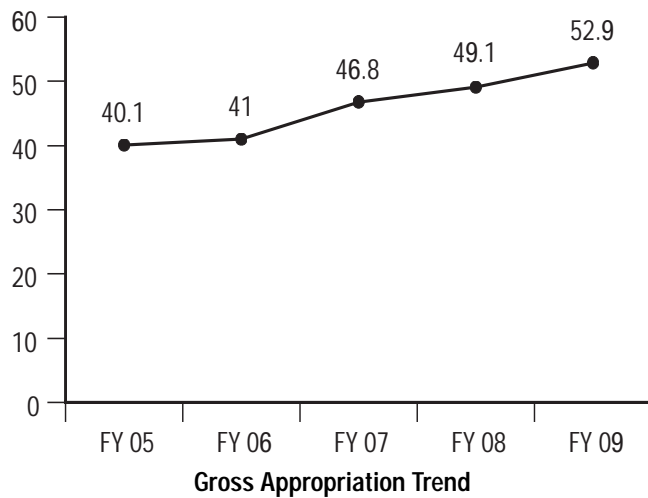
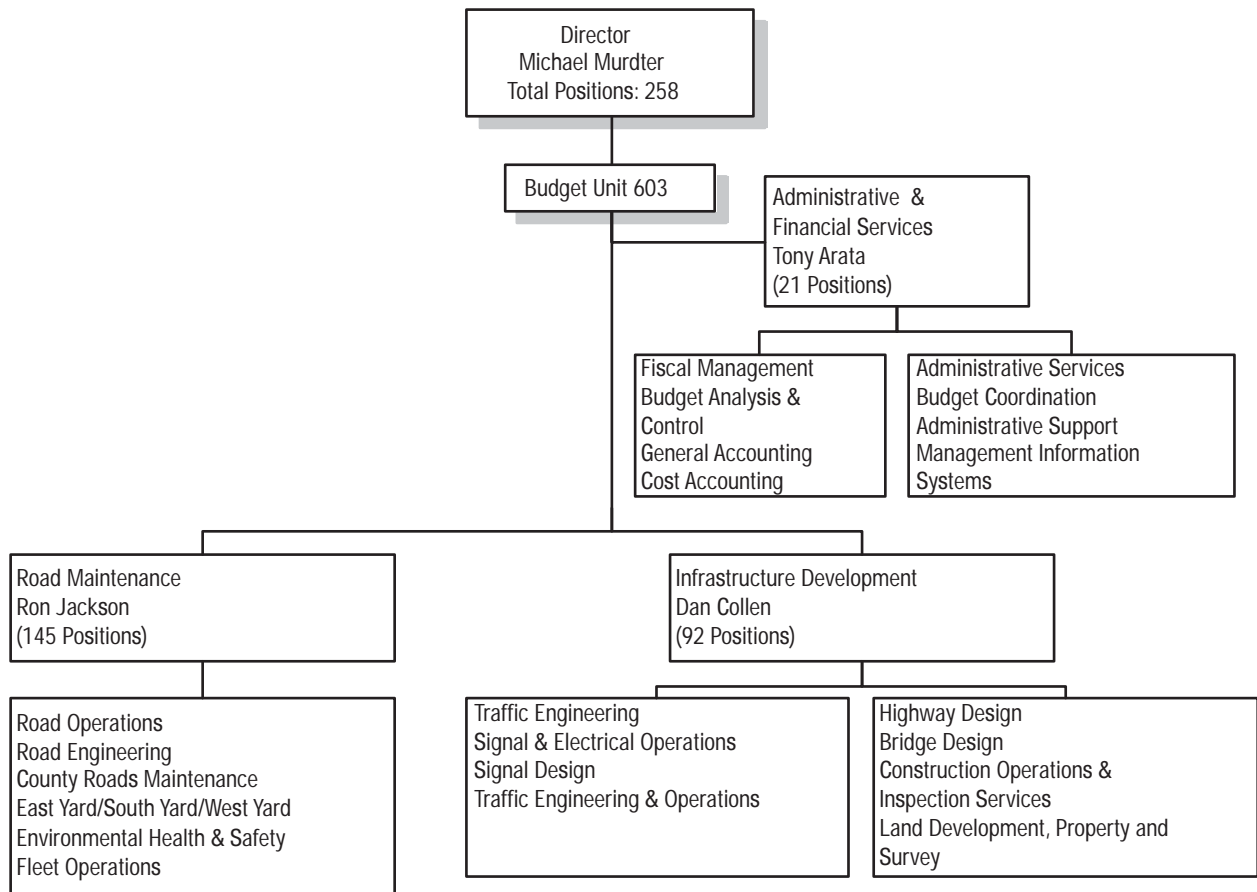
### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>VCD Capital Fund (Fund Number 0199)</b>			
FY 2008 Approved Budget	—	\$ —	\$ 12,043
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	947
Subtotal (Current Level Budget)	—	\$ —	\$ 12,990
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>—</b>	<b>\$ —</b>	<b>\$ 12,990</b>





# Roads Department

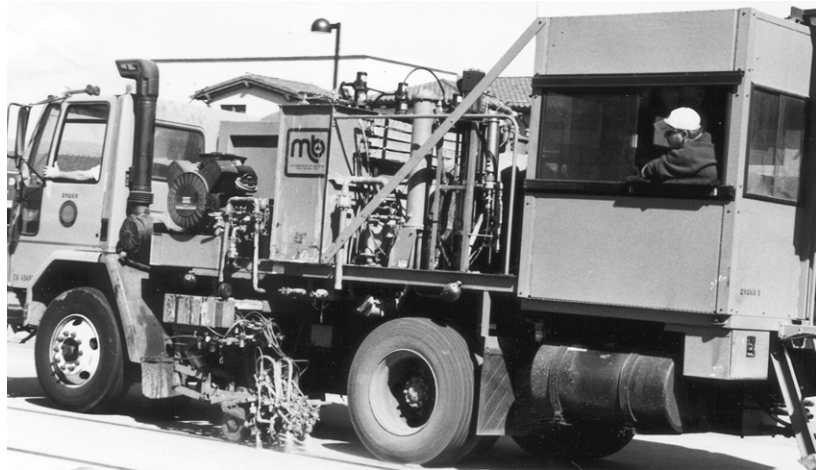


Section 5: Housing, Land Use, Environment & Transportation



## Public Purpose

- ➔ Promote the economic vitality and quality of life of the County by ensuring the safety of the traveling public and accommodating road travelers



## Performance-based Budget Information

<b>Major Service:</b> Housing, Land Use, Transportation, and Environment		<b>Organization:</b> Roads Department			
<b>Activity:</b>					
<ul style="list-style-type: none"> <li>◆ Traffic Management</li> <li>◆ Road &amp; Expressway Infrastructure Improvement and Preservation</li> <li>◆ Property Management</li> </ul>					
<b>Program Mission:</b> 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.					
<b>Program Objectives</b>					
<b>Traffic is Managed by:</b>					
<ul style="list-style-type: none"> <li>◆ Providing ongoing roadway monitoring, traffic engineering services as needed or in conjunction with Capital Improvement Projects.</li> <li>◆ Optimizing traffic signal timing.</li> <li>◆ Installing and maintaining traffic control devices to mitigate recurrent traffic congestion.</li> </ul>					
<b>Road &amp; Expressway Infrastructure is improved and preserved by:</b>					
<ul style="list-style-type: none"> <li>◆ Maintaining, repairing, and replacing paved surfaces, bridges, and traffic signals.</li> <li>◆ Repairing and replacing road signage, pavement striping, road markings, and street lights.</li> <li>◆ Maintaining and improving other road features to ensure safety and minimize life-cycle costs.</li> </ul>					
<b>Property is managed by providing land development, survey, inspection, permit, and property services in a responsive and effective manner.</b>					
	<b>Responsiveness Indicators</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Projected</b>	<b>FY 2009 Estimate</b>
1.	Percentage of Land Development applications completed within 15 days	90	87	88	89
2.	Percentage of Environmental Reviews successfully completed within 30 days	95	95	95	95
3.	Percentage of inspections responded to within 24 hours of request	85	85	85	95

**Responsiveness:** The responsiveness measures relate to the Department's Land Development and Construction Operations Encroachment Permits units.

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

Construction Operations Permit Unit issues, and inspects Encroachment Permits.

The quantity of work is driven by customer demand. The goal is to process, issue and inspect permits in a timely manner and complete environmental reviews.

Performance measures indicate that the Land Development and Construction Operations Permit units continue to provide efficient service to their customers.

Workload Indicators	FY 2006 Actual	FY 2007 Actual	FY 2008 Projected	FY 2008 Estimate
1. Percentage of Engineering Study Requests requiring action	78	80	75	75
2. Metal Beam Guard Rail Projects in total lineal feet	1,213	0	1,266	1,000

**Workload:** The workload measures relate to the Department's Traffic Engineering & Operations unit. 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. There were no funds allocated to this program in FY 2007.

Effectiveness Indicators	FY 2006 Actual	FY 2007 Actual	FY 2008 Projected	FY 2009 Estimate
1. Average travel speed on all expressways during a.m. peak hours – General Use Lanes	30.38	30.94	27.95	29.00
2. Average travel speed on all expressways during p.m. peak hours – General Use Lanes	30.88	30.75	28.21	29.00
3. Average travel speed of General Use lanes on expressways with HOV lanes – a.m. peak hours	29.95	30.1	26.03	30
4. Average travel speed of General Use lanes on expressways with HOV lanes – p.m. peak hours	30.13	28.38	27.90	29
5. Average travel speed on expressway HOV lanes during a.m. peak hours	34.75	35.68	35.50	34
6. Average travel speed on expressway HOV lanes during p.m. peak hours	33.45	30.35	30.23	30
7. Total number of stops per mile on all expressways during a.m. peak hours – General Use Lanes	0.8	0.78	1.05	0.95
8. Total number of stops per mile on all expressways during p.m. peak hours – General Use Lanes	0.71	0.84	1.00	0.95
9. Total number of stops per mile on General Use Lanes on expressways that have HOV lanes – a.m. peak hours	0.83	0.86	0.17	0.95
10. Total number of stops per mile on General Use Lanes on expressways that have HOV lanes – p.m. peak hours	0.79	1.05	0.90	0.9
11. Total number of stops per mile on expressway HOV lanes during a.m. peak hours	0.46	0.43	0.46	0.45
12. Total number of stops per mile on expressway HOV lanes during p.m. peak hours	0.52	0.58	0.68	0.6
13. Percentage of County bridges with a sufficiency rating above 50	80	80	80	80



**Effectiveness:** The effectiveness measures relate to the Department's Infrastructure Development Division. 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 indicate a substantial increase in average speed for both general use lanes and HOV lanes during peak hours in FY 2006 as a result of an intense signal retiming effort that was completed in FY 2006. The retiming project was completed with one time funding from the Metropolitan Transportation Commission (MTC).

In addition, total number of stops per mile during a.m. and p.m. peak hours shows an increase on most lane types. There was a significant decrease in stops per mile between FY 2006 and FY 2007 due to the signal retiming project. The positive impacts of that project are now tapering off as traffic volumes increase.

Projected numbers for FY 2008 show an overall decrease in average travel speed and increases to the average number of stops per mile on the expressways for general commuting traffic during peak hours. Increase in traffic volumes, travel patterns, construction zones (lane closures) are among the factors affecting the numbers for FY 2008 and FY 2009.

The final Comprehensive County Expressway Planning Study serves 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. The Department is currently updating the Expressway Planning Study in order to include current funding numbers in the Valley Transportation Authority's upcoming "Valley Transportation Plan" (VTP 2035).

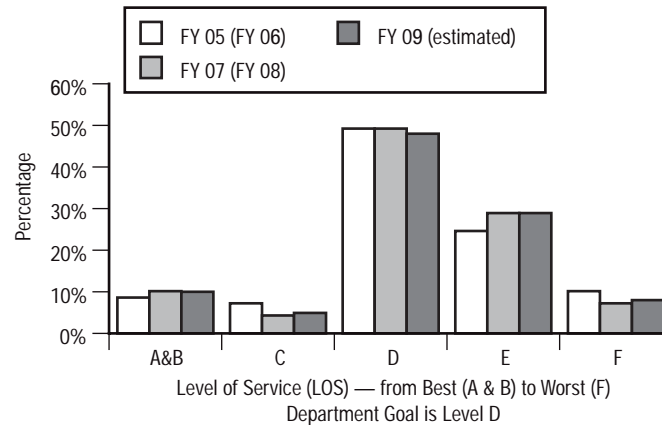
**Bridge Sufficiency Rating:** The Bridge Sufficiency Rating (SR) is used as a tool to determine eligibility for Highway Bridge Replacement Program (HBRR) funds. Caltrans develops a bridge sufficiency rating for bridges on the State system and sets a sufficiency rating threshold for the use of HBRR funds. 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**

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 LOS thresholds indicated below are per Highway Capacity Manual 2000. The qualitative definition of Level of Service is as follows:

**LOS A** describes operation with very low delay, up to 10 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 10 and up to 20 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 20 and up to 35 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 35 and up to 55 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 volume over capacity (v/c) ratios. Many vehicles stop, and the proportion of vehicles not stopping declines. Individual cycle failures are noticeable.

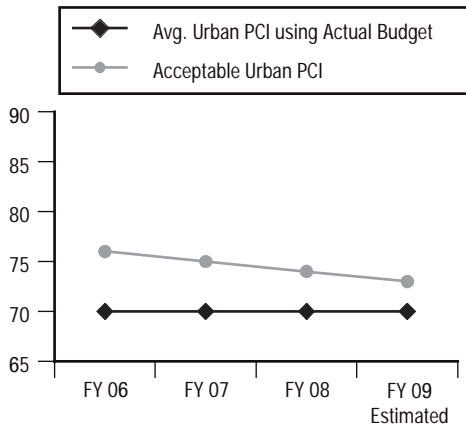
**LOS E** describes operations with delay greater than 55 and up to 80 seconds per vehicle. This level is considered by many agencies to be the limit of acceptable delay. These high delay values generally indicate poor progression, long cycle lengths, and high v/c ratios. Individual cycle failures are frequent occurrences.

**LOS F** describes operations with delay in excess of 80 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.

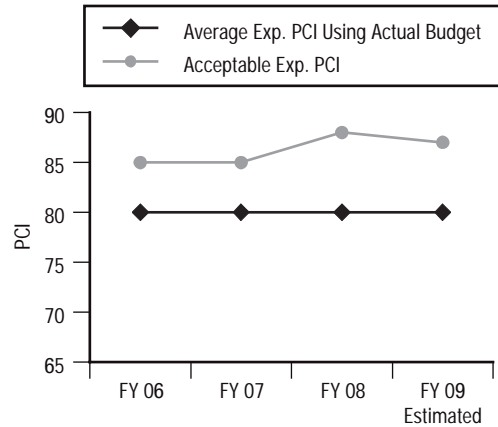
The Roads Department has set **LOS D** as the goal for the operation of the intersections on the Expressway system. As part of the County's congestion

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.

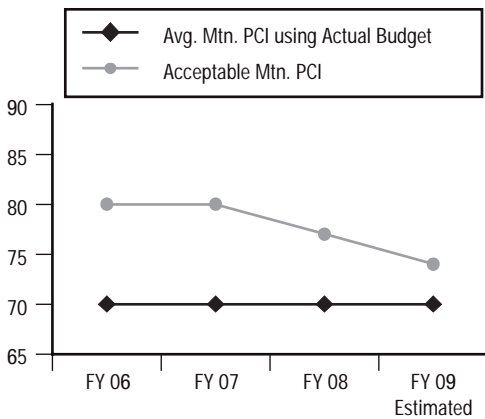
The Comprehensive County Expressway Planning Study has identified long range operation and maintenance improvements, as well as a funding strategies, to dramatically reduce congestion and improve the Level-of-Service on the expressway system.



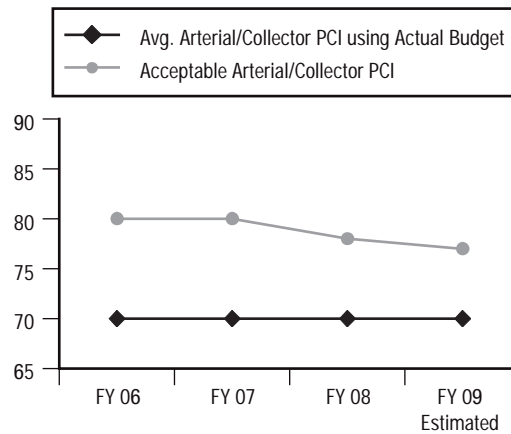
**Average Pavement Condition Index (PCI) — Urban Pockets**  
Measure: PCI of 100 indicates new pavement



**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 670 miles of unincorporated roads including 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 steadily increased between FY 1999 and FY 2004, due mainly to the Department's execution of the 1996 Measure B Pavement Management Program. In addition, the Department received other revenues during that period (AB2928/Prop. 42, TEA-21) that enabled the Department to increase the level of pavement maintenance and repair. In FY 2008 and FY 2009 the PCI rates are decreasing slightly even though the budget amounts are similar to previous years. This decline can be attributed to an increase in construction costs for the oil-based products. The Department's asphalt, chip seal and slurry seal costs have increased dramatically over the past two years. The Department will be relying on Proposition 1B and Proposition 42 funding to cover the increases in material and construction costs and minimize the level of roadway deterioration over the next several years.

## Emerging Issues

**Structural Deficit:** Department continues to experience an escalating structural deficit largely due to the increase in operating costs such as the increase in materials required to perform road maintenance and repair projects, increases in salaries and benefits, and a steady decline in revenues generated from the excise taxes and the sales tax on gasoline, which have not been indexed for inflation and have not been increased since 1990. The department's strategy of addressing the structural deficit is to maintain a core maintenance staff funded primarily by the gas tax revenue, while executing additional work by contract when one-time or short-term funding is available to mitigate the impact of declining revenue.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Administrative and Financial Services	No	Mandated	Duties of deleted 1.0 vacant position has been reassigned to other staff in the Unit. Funding for plotter will increase the capability to generate/print various maps as needed by Department. Revenue from Proposition 42 funds allocation will fund part of the FY 2009 Capital Projects and balance operational costs.	▲
Capital Projects	No	Mandated	Capital Projects will improve infrastructure and ensure greater safety on the roads.	▲
Road Maintenance	No	Mandated	Increase in funding will allow for additional chip-sealing and slurry sealing of roadways. Labor cost reimbursement will prevent double-counting of costs associated with capital projects.	▲
Fleet Maintenance	No	Mandated	Funding will ensure compliance with the state mandate related to to the Diesel Retrofit Program by the end of calendar year 2009.	▲

Impact on Current Level of Service:

☐ = Eliminated ▼ = Reduced ◻ = Modified ▲ = Enhanced ■ = No Change

## County Executive's Recommendation

### ▼ Administrative and Financial Services

**Delete 1.0 FTE Office Specialist II (D49):** This is a vacant clerical position. The unit and the duties of this position have been reorganized.

**Service Impact:** Savings from the deletion of position will revert to the Road Fund balance.

**Positions Deleted: 1.0**  
**Total Ongoing Savings: \$61,340**

**One-time Fixed Asset Purchase to Replace Plotter:** The Department's existing plotter is dated, has no capacity for large files and has no color print capability. The manufacturer no longer supports the maintenance of the equipment.

**Service Impact:** Staff will have improved equipment to print large documents and color documents in-house, rather than going offsite for this function.

**Total One-time Cost: \$23,520**

**One-time Reimbursement for the Historical Documents Preservation and Conservation Project:** Allocate one-time funding to the Clerk of the Board for costs associated with the preservation of historical maps of the Department, covering a 29-year period.

**Service Impact:** Funding will be used to digitize unique historical documents in the Board's records of County Road files, many of which date from the 19th and 20th centuries.

**Total One-time Cost: \$20,000**

**One-time Allocation for the School Crossing Guard Program:** In FY 2001, the Board approved an initial General Fund allocation of \$50,000 for the School Crossing Guard Program to fund the placement of adult crossing guards at selected County intersections in the unincorporated pockets near schools. The Board also approved the County Executive's recommendation to assign the Roads Department to lead the implementation of the program, and coordinate as necessary with the affected school districts, cities, and the Office of the Sheriff.





High priority intersections in the unincorporated areas of Cupertino and the Burbank and Alum Rock areas of San Jose were identified for placement of adult crossing guards. The targeted intersection in the Cupertino pocket was subsequently annexed by the City of Cupertino, leaving only the unincorporated pockets in the City of San Jose. San Jose has an extensive adult crossing guard program run by the San Jose Police Department. The Roads Department entered into a cooperative agreement with the City for the placement of adult crossing guards on a fully reimbursable basis at intersections near the Luther Burbank Elementary School (District 4) and the Lyndale Elementary School, Shields Elementary School and Linda Vista Elementary School (District 2).

After the initial \$50,000 General Fund allocation was exhausted, District 2 and District 4 allocated District Infrastructure Funds on a pro-rata basis to continue funding the Program through June 30, 2008, at which time all Program funding will be exhausted.

Beginning July 1, 2008, the Special Programs budget will be the source of the funds, which will be administered by the Roads Department as in prior years. All administrative costs are absorbed by the Roads Department. The recommended amount is based on FY 2008 costs.

**Service Impact:** The program will continue for an additional year.

**Total One-time Cost: \$53,000**

### ▲ Proposition 42 Funds

**Recognize One-time Funds from Proposition 42:** The Governor's FY 2009 budget includes an allocation of Proposition 42 funds to cities and counties. This proposition dedicated the existing State sales tax on gasoline to fund congestion relief projects, road repairs, transit and safety improvements. As stated above, the steady decline in the gasoline excise tax continues to create a shortfall in the Department's revenues, thereby impacting the operational budget. The Proposition 42 funds will be used to bridge the gap in the Department's operating cost, thereby reducing the number of new projects which can be funded for the fiscal year.

**Service Impact:** Revenue will balance the Department's budget in relation to operational costs.

**Total One-time Revenue: \$11,947,078**

### ▲ Road Maintenance

**One-time Reimbursement from Capital Projects:** Labor costs related to capital projects are budgeted and paid for from the salaries and benefits budget, and then charged to individual capital projects in the services and supplies budget. These reimbursements are budgeted as negative expenditures.

**Service Impact:** Reimbursement allows the Department to accurately budget labor costs associated with its capital projects, and prevents double-counting.

**Total One-time Reimbursement: \$3,000,000**

**One-time Funding for Material Expense:** The Department budgets \$2.15 million annually for the chip seal and slurry seal program to treat the asphalt used on the roads. This treatment extends the life of the roadway, seals the road surface and provides a coat for weather resistance and skid prevention.

**Service Impact:** Funding will allow for additional preventive maintenance with the addition of 12 miles to be chip-sealed, for a total of 50 road miles and 21 miles of slurry sealing of residential roads.

**Total One-time Cost: \$1,630,000**

### ▲ Fleet Maintenance

**Allocate One-time Funding for the Diesel Retrofit Program:** In an effort to reduce both criteria pollutants, which are air pollutants for which acceptable levels of exposure can be determined and for which an ambient air quality standard has been set (examples include: ozone, carbon monoxide, nitrogen dioxide, sulfur dioxide, and PM10 and PM2.5), and exposure to toxic air contaminants, the California Air Resources Board mandated that public fleets reduce diesel particulate matter emissions by 2011 through the retrofit of diesel engines. This is the second year funds are allocated.

**Service Impact:** Funding will continue the retrofit program for 9 of the 18 vehicles required to be in compliance by the end of the 2009 calendar year.

**Total One-time Cost: \$285,000**

## ▲ Capital Projects

**One-time Funding for the Roads Capital Budget:** Several capital projects have been identified in the amount of \$11,251,000 for the fiscal year. These include rehabilitation and repairs to several expressways; signal synchronization; level of service improvements; bridge

seismic retrofit and repair; spot safety and improvements to bicycle routes. The projects are listed in full below.

About 53% or \$5,972,747 of these projects are funded by grants from the state and federal government to repair and rehabilitate the County's roads and expressways. Some of these grants require a County match of 10% as part of the terms of the agreements. The Road Fund will cover the additional \$5,278,253 needed to complete the projects. These projects are identified in the master calendar approved by the Roads Commission and the Board.

## Capital Projects

FY 2009 Projects	Revenue	Fund Balance	Total Expense
Capitol Expressway Pavement Rehabilitation	895,000	117,000	1,012,000
Oregon Page Mill Expressway Pavement Rehabilitation	1,256,000	166,000	1,422,000
Calendar Year 2008 Non-Expressway Pavement Repairs	851,000	110,000	961,000
West Yard Pavement Repair Project	-	100,000	100,000
East Yard Pavement Repair Project	-	100,000	100,000
Miscellaneous Road Operations Job Order Contracts	-	250,000	250,000
Tie Back Wall at Alamitos Road	-	2,000,000	2,000,000
Expressway Annual Walkway Commitment	-	150,000	150,000
Expressway Pedestrian Signage Demonstration	-	50,000	50,000
Fiscal Year 2009 Pedestrian Ramps	-	180,000	180,000
Pedestrian Path on McKee Road, Phase 1	75,000	75,000	150,000
Bike Shoulder Delineation at San Tomas and Camden Avenue	300,000	75,000	375,000
Foothill Expressway at Loyola Bridge	50,000		50,000
Study Expressway Cross Streets for Protected Left Turns	-	100,000	100,000
Almaden, Capitol and San Tomas Expressway. Weekend Signal Timing	135,000	15,000	150,000
Transportation Module for Asset and Maintenance Management	-	186,000	186,000
Review & Revise Future Width Lines & Expressway Access Policy plus feasibility study to convert paper plans & data into electronic media for plan counter	-	80,000	80,000
Central Expressway Auxiliary Lanes	490,000	135,000	625,000
Montague at Highway 101 Interchange Improvements – Project Study Report	-	75,000	75,000
Graystone Lane Improvements	-	50,000	50,000
Fiscal Year 2009 Striping, Markings, Markers	-	100,000	100,000
Fiscal Year 2009 Metal Beam Guard Railing	-	100,000	100,000
Traffic Calming at Junipero Serra Boulevard Phase II	-	50,000	50,000
Seismic Retrofit – Lakedale Pedestrian Overcrossing at Lawrence Expressway. (Bridge 37C-208)	60,000	20,000	80,000
Stevens Creek Bridge Replacement at Stevens Canyon Road (37C-577)	199,193	100,807	300,000
Stevens Creek Bridge Replacement at Stevens Canyon Road (37C-576)	199,193	100,807	300,000
Uvas Creek Bridge Replacement at Uvas Road (37C-093)	66,398	33,602	100,000
Fisher Creek Bridge Rehabilitation at Tilton Avenue (37C-579)	132,795	67,205	200,000
Little Llagas Creek Bridge Rehabilitation at Center Avenue (37C-523)	-	50,000	50,000
Repair of San Tomas Box Culvert	490,000	135,000	625,000
Bridge Inspection (bi-annual)/Load Rating (09/10)	352,650	97,350	450,000



## Capital Projects

FY 2009 Projects	Revenue	Fund Balance	Total Expense
Cochran Bridge Monitoring 37C-166	-	40,000	40,000
Bridge Preventive Maintenance Program (08/09)	420,518	129,482	550,000
Carnadero Creek/Bloomfield Avenue (37C-0103) – Scour Protection	-	20,000	20,000
Llagas Creek/Masten Avenue (37C-0170) – Scour Protection	-	20,000	20,000
Herbert Creek/Alamitos Road (37C-0581) – Scour protection	-	20,000	20,000
Llagas Creek/Bowden Court (37C-0518) – Scour Protection	-	20,000	20,000
Beauregard Creek/Del Porto Road (37C-0530) – Scour Protection	-	20,000	20,000
Furlong Creek/Frazer Road (37C-0534) – Scour Protection	-	20,000	20,000
Hunting Hollow Creek/Gilroy Hot Spring Road (37C-0538) – Scour Protection	-	20,000	20,000
Coyote Creek/Hellyer Avenue (37C-0541) – Scour Protection	-	20,000	20,000
Llagas Creek/Llagas Avenue (37C-0550) – Scour Protection	-	20,000	20,000
Hale Creek/Magdalena Court (37C-0553) – Scour Protection	-	20,000	20,000
Stevens Creek/Stevens Canyon Road (37C-0571) – Scour Protection	-	20,000	20,000
Pacheco Creek/Walnut Avenue (37C-0581) – Scour Protection	-	20,000	20,000
<b>Total</b>	<b>5,972,747</b>	<b>5,278,253</b>	<b>11,251,000</b>

### Roads & Airports Department - Roads — Budget Unit 603 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
60020	Roads Capital Improvement Fund 0020	\$ 17,093,584	\$ 10,293,500	\$ 13,050,870	\$ 11,550,000	\$ 1,256,500	12.2%
60023	Roads Fund 0023	31,255,324	34,756,862	35,259,862	37,919,397	3,162,535	9.1%
61528	County Lighting District Fund 1528	327,374	365,000	365,000	420,000	55,000	15.1%
61618	Overlook Road District Fund 1618	28,379	26,000	26,000	—	(26,000)	-100.0%
61620	El Matador District Fund 1620	8,973	25,000	25,000	25,000	—	—
61622	Casa Loma District Fund 1622	1,019	—	—	—	—	—
<b>Total Net Expenditures</b>		<b>\$ 48,714,652</b>	<b>\$ 45,466,362</b>	<b>\$ 48,726,732</b>	<b>\$ 49,914,397</b>	<b>\$ 4,448,035</b>	<b>9.8%</b>

### Roads & Airports Department - Roads — Budget Unit 603 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
60020	Roads Capital Improvement Fund 0020	\$ 15,542,823	\$ 10,293,500	\$ 13,050,870	\$ 11,550,000	\$ 1,256,500	12.2%
60023	Roads Fund 0023	36,281,427	38,356,862	38,859,862	40,919,397	2,562,535	6.7%



### Roads & Airports Department - Roads — Budget Unit 603 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
61528	County Lighting District Fund 1528	327,374	365,000	365,000	420,000	55,000	15.1%
61618	Overlook Road District Fund 1618	28,379	26,000	26,000	—	(26,000)	-100.0%
61620	El Matador District Fund 1620	8,973	25,000	25,000	25,000	—	—
61622	Casa Loma District Fund 1622	1,019	—	—	—	—	—
<b>Total Gross Expenditures</b>		<b>\$ 52,189,995</b>	<b>\$ 49,066,362</b>	<b>\$ 52,326,732</b>	<b>\$ 52,914,397</b>	<b>\$ 3,848,035</b>	<b>7.8%</b>

### Roads & Airports Department - Roads — Budget Unit 603 Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 25,672,840	\$ 26,957,928	\$ 26,957,928	\$ 28,366,798	\$ 1,408,870	5.2%
Services And Supplies	11,546,381	11,213,934	11,817,934	13,273,079	2,059,145	18.4%
Fixed Assets	14,970,774	10,894,500	13,550,870	11,274,520	380,020	3.5%
<b>Subtotal Expenditures</b>	<b>52,189,995</b>	<b>49,066,362</b>	<b>52,326,732</b>	<b>52,914,397</b>	<b>3,848,035</b>	<b>7.8%</b>
Expenditure Transfers	(3,475,343)	(3,600,000)	(3,600,000)	(3,000,000)	600,000	-16.7%
<b>Total Net Expenditures</b>	<b>48,714,652</b>	<b>45,466,362</b>	<b>48,726,732</b>	<b>49,914,397</b>	<b>4,448,035</b>	<b>9.8%</b>

### Roads & Airports Department - Roads — Budget Unit 603 Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
60020	Roads Capital Improvement Fund 0020	\$ 7,160,084	\$ 4,945,942	\$ 32,937,288	\$ 6,072,747	\$ 1,126,805	22.8%
60023	Roads Fund 0023	38,172,793	39,914,912	43,786,165	40,349,467	434,555	1.1%
61528	County Lighting District Fund 1528	357,806	361,000	361,000	361,000	—	—
61618	Overlook Road District Fund 1618	1,663	1,500	1,500	—	(1,500)	-100.0%
61620	El Matador District Fund 1620	1,296	1,000	1,000	1,000	—	—
61622	Casa Loma District Fund 1622	17	—	—	—	—	—
<b>Total Revenues</b>		<b>\$ 45,693,660</b>	<b>\$ 45,224,354</b>	<b>\$ 77,086,953</b>	<b>\$ 46,784,214</b>	<b>\$ 1,559,860</b>	<b>3.4%</b>



## Roads Capital Improvement Fund 0020 — Cost Center 60020

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Road CIP (Fund Number 0020)</b>			
FY 2008 Approved Budget	—	\$ 10,293,500	\$ 4,945,942
Board Approved Adjustments During FY 2008	—	2,757,370	27,991,346
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(12,751,870)	(32,837,288)
Subtotal (Current Level Budget)	—	\$ 299,000	\$ 100,000
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. One-time Funding for Expressway Pavement Management Program.	—	2,434,000	2,151,000
Add one-time funding for pavement rehabilitation projects for the Capitol Expressway and the Oregon Page Mill Expressway. These projects are funded largely by revenues in the amount of \$2,151,000. The outstanding cost of these projects in the amount of \$283,000 will be funded by the Department.			
2. One-time Funding for Other Pavement Repair and Management Projects and Storm Damage Treatment.	—	3,411,000	851,000
Add one-time funding for the calendar year 2008 Non-Expressway Pavement Repairs Projects; pavement repairs to the West and East Yards Pavement Repairs Projects; storm damage repair for the Tie Back Wall at Alamitos Road and other miscellaneous Road Operations job order contracting contracts. Revenues in the amount of \$851,000 will be utilized towards the funding of these projects.			
3. Add One-time Funding for Pedestrian and Bicycle Projects.	—	955,000	425,000
Allocate one-time funding for various pedestrian and bicycle projects which includes a pedestrian path on McKee Road, Phase 1, Bike shoulder delineation at San Tomas and Camden Avenue Phase 2 and conduct a feasibility study at the Foothill Expressway at Loyola Bridge. Revenues in the amount of \$425,000 will fund part of the cost of these projects.			
4. Add One-time Funding for Signal Synchronization and Timing Projects.	—	250,000	135,000
Add one-time funding to carry out a study of Expressway Cross Streets for protected left turns and update weekend signal timing at Almaden, Capitol and San Tomas Expressways. Projects will be partly funded by revenue in the amount of \$135,000.			
5. One-time Funding for Extension of the MMS System.	—	186,000	—
Add one-time funding for professional services related to the extension of the transportation module for Asset and Maintenance Management System.			
6. One-time Funding for Level of Service Improvement projects.	—	780,000	490,000
Add one-time funding to review and revise future width lines & expressway access policy and a feasibility study to convert paper plans & data into electronic media for plan counter. Funding will also pay for the installation of auxiliary lanes on Central Expressway and the project study report for the Montague Project Study Report.			
7. One-time Funding for Road Safety and Lighting Projects.	—	300,000	—
Allocate one-time funding for the Graystone Lane Improvement project, funding for FY 2009 striping; markings and markers; FY09 Metal Beam Guard Railing and the Phase II traffic calming at Junipero Serra Blvd.			
8. One-time Funding for Bridge Seismic Retrofit.	—	80,000	60,000
Add one-time funding for the seismic retrofit of Lakedale pedestrian overcrossing at Lawrence Expressway. This project is largely funded by revenues in the amount of \$60,000. The balance of \$20,000 will be funded by the Department.			
9. One-time Funding for Bridge Replacement Projects.	—	700,000	464,784
One-time funding for the bridge replacement projects for Stevens Creek Bridge at Canyon Road (37C-577 and 37C576) and the Uvas Bridge at Uvas Road (37C-093). These projects are largely funded from revenues in the amount of \$464,784. The outstanding cost of these projects in the amount of \$235,216 will be funded by the Department.			
10. One-time Funding for Bridge Rehabilitation Projects.	—	250,000	132,795



## Roads Capital Improvement Fund 0020 — Cost Center 60020

### Major Changes to the Budget

	Positions	Appropriations	Revenues
Add one-time funding for rehabilitation projects related to the Fisher Creek Bridge at Tilton Avenue and Little Llagas Creek Bridge at Center Avenue. One-time revenue in the amount of \$132,795 will be used to fund the project. The remaining cost of \$117,205 will be funded by the Department.			
11. Add One-time Funding for Various Bridge Repairs and Maintenance Projects.	—	1,905,000	1,263,168
Add one-time funds for bridge inspection at San Tomas Box Culvert, bridge monitoring and maintenance at Cochran Bridge and scour protection of various bridges to include Carnadero Creek /Bloomfield; Llagas Creek/Masten Avenue; Herbert Creek/Alamitos Road; Llaga Creek/Bowden Court; Beauregard Creek/Del Porto Road; Furlong Creek/Frazer Road; Hunting Hollow Creek/Gilroy Hot Spring; Coyote Creek/Hellyer Avenue; Llagas Creek/Llagas Avenue; Hale Creek/Magdalena Court; Stevens Creek/Stevens Creek Canyon Road and Pacheco Creek/Walnut Avenue. These projects are largely funded by revenues in the amount of \$1,263,168. The outstanding cost of these projects in the amount of \$641,832 will be funded by the Department.			
Subtotal (Recommended Changes)	—	\$ 11,251,000	\$ 5,972,747
<b>Total Recommendation</b>	—	\$ 11,550,000	\$ 6,072,747

## Roads Fund 0023 — Cost Center 60023

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Road Fund (Fund Number 0023)</b>			
FY 2008 Approved Budget	259.0	\$ 34,756,862	\$ 39,914,912
Board Approved Adjustments During FY 2008	—	503,000	3,871,253
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	1,470,210	—
Internal Service Fund Adjustments	—	271,448	(142,545)
Other Required Adjustments	—	1,967,796	(15,294,231)
Subtotal (Current Level Budget)	259.0	\$ 38,969,316	\$ 28,349,389
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
School Guard Crossing Program	—	—	53,000
FY 2009 Data Processing Adjustment	—	(99)	—
Decision Packages			
1. One-time funding for the School Crossing Guard Program	—	53,000	—
One-time transfer of \$53,000 from Special Programs to fund the School crossing guard Program.			
2. One-time Funding for the Historical Preservation Project	—	20,000	—
One-time funding for the retention of historical data retention in the Clerk of the Board's office related to historical maps for the Department.			
3. Delete 1.0 Vacant Office Specialist II position.	-1.0	(61,340)	—
Delete vacant Office Specialist II position. Duties of this position have been reassigned to existing staff. Savings of \$61,340 will revert to Department's fund balance.			
4. Recognize One-time Revenue from the Proposition 42 Funds.	—	—	11,947,078
Recognize one-time revenue allocation from the Proposition 42 funds to cities and counties. This proposition dedicates the existing state sales tax on gasoline to fund congestion relief projects, road repairs, transit and safety improvements.			
5. One-time Augmentation for the Chip Seal/Slurry Seal Program and Purchase of a New Plotter.	—	1,653,520	—
This augmentation increases the annual budget allocation of \$2.15 M by an additional \$1.6 M for the chip seal/slurry seal program, allowing for the increase in material expenses related to this projects and an additional 12 miles of chip sealing and 21 miles of slurry sealing of residential roads. An one-time augmentation of \$23,520 is also allocated for the replacement of the Department's dated plotter used for mapping and related graphic needs.			



## Roads Fund 0023 — Cost Center 60023

### Major Changes to the Budget

	Positions	Appropriations	Revenues
6. One-time Augmentation for the State-Mandated Diesel Retrofit Program.	—	285,000	—
The California State Air Resources Board mandated the retrofitting of diesel engines of public fleets by 2011 in an effort to reduce both criteria pollutant and exposure to toxic air contaminants. This mandate established timelines for public agencies to comply. This is the second phase of this timeline. This action will retrofit 9 of the 18 vehicles required to comply by the end of the 2009 calendar year.			
7. Recognize Various One-time Reimbursements of Labor Cost for Capital Projects.	—	(3,000,000)	—
Recognize various one-time reimbursements of labor costs for capital projects charged to individual projects to ensure an accurate labor cost and prevent double-counting.			
Subtotal (Recommended Changes)	-1.0	\$ (1,049,919)	\$ 12,000,078
<b>Total Recommendation</b>	<b>258.0</b>	<b>\$ 37,919,397</b>	<b>\$ 40,349,467</b>

## County Lighting District Fund 1528 — Cost Center 61528

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>County Lighting Service Fund (Fund Number 1528)</b>			
FY 2008 Approved Budget	—	\$ 365,000	\$ 361,000
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	25,000	—
Other Required Adjustments	—	30,000	—
Subtotal (Current Level Budget)	—	\$ 420,000	\$ 361,000
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>—</b>	<b>\$ 420,000</b>	<b>\$ 361,000</b>

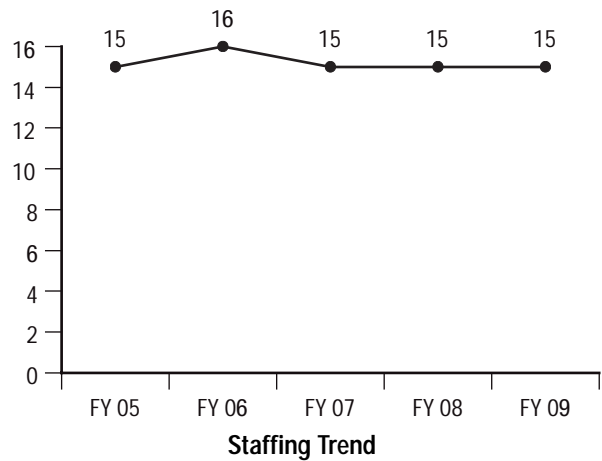
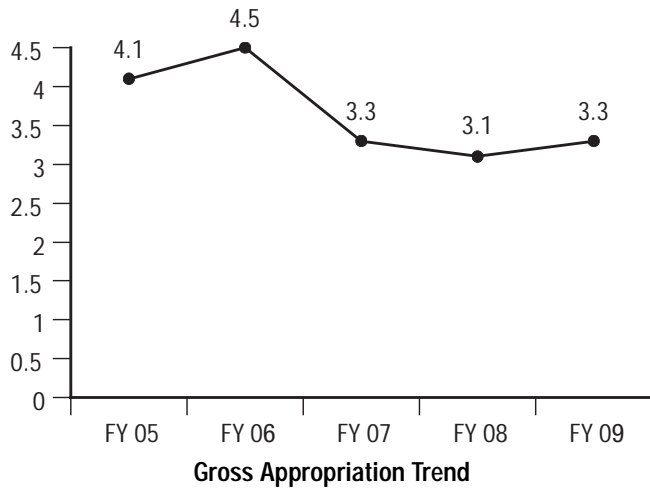
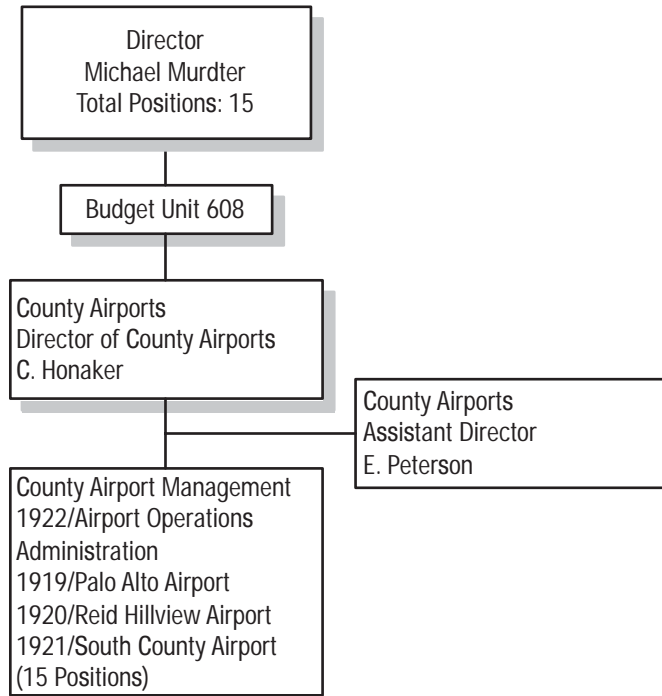
## El Matador District Fund 1620 — Cost Center 61620

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>El Matador Drive Maint (Fund Number 1620)</b>			
FY 2008 Approved Budget	—	\$ 25,000	\$ 1,000
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 25,000	\$ 1,000
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>—</b>	<b>\$ 25,000</b>	<b>\$ 1,000</b>



# Airports Department





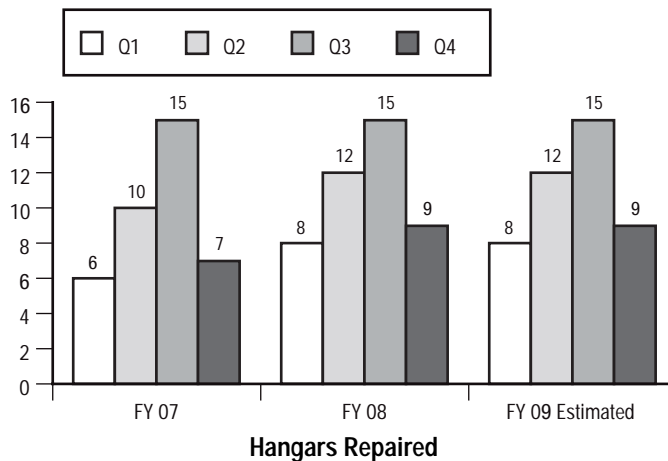
## Public Purpose

- 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.

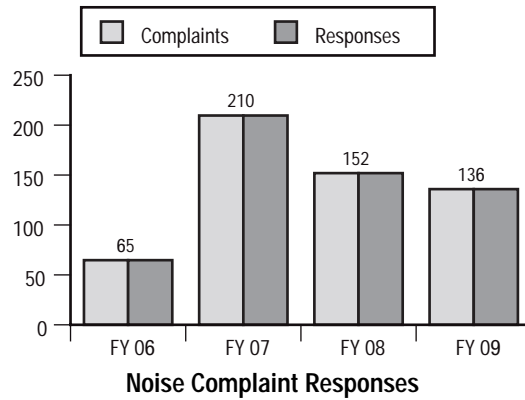


Most hangar repairs are related to leaking roofs. The Department successfully strives to complete all repair requests within one to two days. There are no outstanding repair requests at this time.<sup>9</sup>

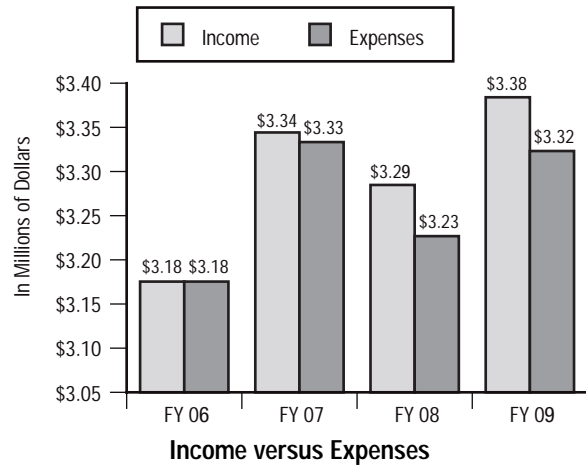
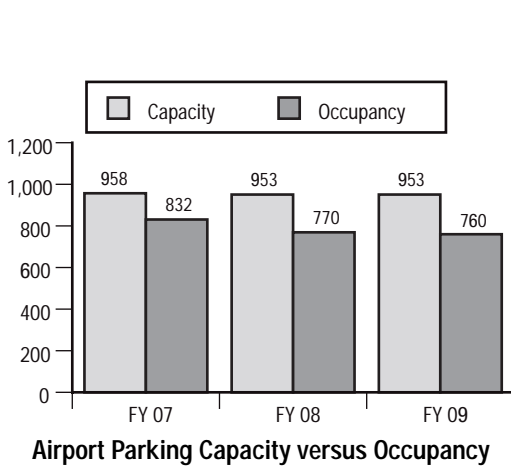
- General Aviation aircraft are defined by their use and typically include all aircraft except those used for military and scheduled commercial aviation. (e.g., A Boeing 737 purchased by a private company for company business would be considered a *GA* aircraft, while the same aircraft used for passenger 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.



**Financial Self-Sufficiency Maintained** by ensuring the proper fiscal management of airport property.



## Description of Major Services

The Airports Department is authorized by the Santa Clara County Code (Section A13-13(c)) to “Plan, design, construct, maintain, and operate County airports.” The Board of Supervisors determines the level of service to be provided at the airports, and the Santa Clara County Airports Commission provides advice, studies, and recommendations to the Board on airport issues. The 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 Department manages three airports: Palo Alto, Reid-Hillview, and South County Airports.

### Airport Improvement Projects

This function is responsible for the design and implementation of capital projects necessary to provide safe and useful facilities for general aircraft pilots while improving upon the current infrastructure.

The Airport Improvement Project 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 project costs in grant money. However, continuing State budget constraints may limit Caltrans' ability to fund the full 4.5%. Consequently, the Airport Enterprise Fund (AEF) must be prepared to fund the full 5% local match on all eligible projects.

In order to maintain airport safety, the Department recently received grants to install new fencing, automatic gates, and a computerized access control system. The gates and access control system allow for better management of airfield access. In addition, the Department applied for a grant to install a noise monitoring and flight tracking system during FY 2008, as part of the ongoing noise mitigation measures incorporated by the Department.

### Airports Management

This function oversees the daily operations and maintenance services of the three airports. The services include general maintenance and repair, runway and taxiway maintenance, storm-water pollution prevention, aircraft storage and twice-daily airfield safety inspections. In addition, Airports Management provides community and education services, business planning, noise abatement and special event services, as well as support to the Airport Commission.

With the help of a consulting firm, the Master Plan for each of the airports is being reviewed. Upon completion, 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 Master Plans, the Department is creating a Business Plan for each airport. When complete, the Business Plans will provide the Department with specific, feasible options as well as a "road map" to improve the facilities and operations of the airports, enhance the system's financial performance, and expand the capacity to fund required capital improvements.

### Property Management

This function oversees airport-related licenses, leases, and rental agreements along with monitoring the Fixed Based Operator (FBO) agreements while maintaining a self-sufficient financial status.

Over the years the Department has maintained financial self-sufficiency in its management of the airport facilities and resources. The construction of 100 new County-owned hangar spaces was completed recently at the South County airport. This completion generates revenue in the rental category, while providing a much-desired service for the Santa Clara County residents.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Operations Management	No	Mandated	No change to current level service.	■
Property Management	No	Mandated	No change to current level service.	■
Capital Projects	No	Mandated	No change to current level service.	■

Impact on Current Level of Service:

□ = Eliminated ▼ = Reduced ◻ = Modified ▲ = Enhanced ■ = No Change

## County Executive's Recommendation

Maintain the current level of service for fiscal year 2009.



### Roads & Airports Dept - Airports — Budget Unit 608 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
60805	Airports Operations	\$ 3,853,885	\$ 3,145,904	\$ 3,976,192	\$ 3,308,422	\$ 162,518	5.2%
	<b>Total Net Expenditures</b>	\$ 3,853,885	\$ 3,145,904	\$ 3,976,192	\$ 3,308,422	\$ 162,518	5.2%

### Roads & Airports Dept - Airports — Budget Unit 608 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
60805	Airports Operations	\$ 3,853,186	\$ 3,145,904	\$ 3,976,192	\$ 3,308,422	\$ 162,518	5.2%
	<b>Total Gross Expenditures</b>	\$ 3,853,186	\$ 3,145,904	\$ 3,976,192	\$ 3,308,422	\$ 162,518	5.2%

### Roads & Airports Dept - Airports — Budget Unit 608 Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 1,387,136	\$ 1,456,043	\$ 1,456,043	\$ 1,535,726	\$ 79,683	5.5%
Services And Supplies	1,099,754	1,267,441	1,307,441	1,350,701	83,260	6.6%
Other Charges	276,695	422,420	422,420	421,995	(425)	-0.1%
Fixed Assets	1,021,720	—	765,288	—	—	—
Operating/Equity Transfers	67,880	—	25,000	—	—	—
<b>Subtotal Expenditures</b>	3,853,186	3,145,904	3,976,192	3,308,422	162,518	5.2%
Expenditure Transfers	699	—	—	—	—	—
<b>Total Net Expenditures</b>	3,853,885	3,145,904	3,976,192	3,308,422	162,518	5.2%

### Roads & Airports Dept - Airports — Budget Unit 608 Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
60805	Airports Operations	\$ 3,279,925	\$ 3,290,389	\$ 6,918,629	\$ 3,383,101	\$ 92,712	2.8%
	<b>Total Revenues</b>	\$ 3,279,925	\$ 3,290,389	\$ 6,918,629	\$ 3,383,101	\$ 92,712	2.8%



## Airports Operations — Cost Center 60805

### Major Changes to the Budget

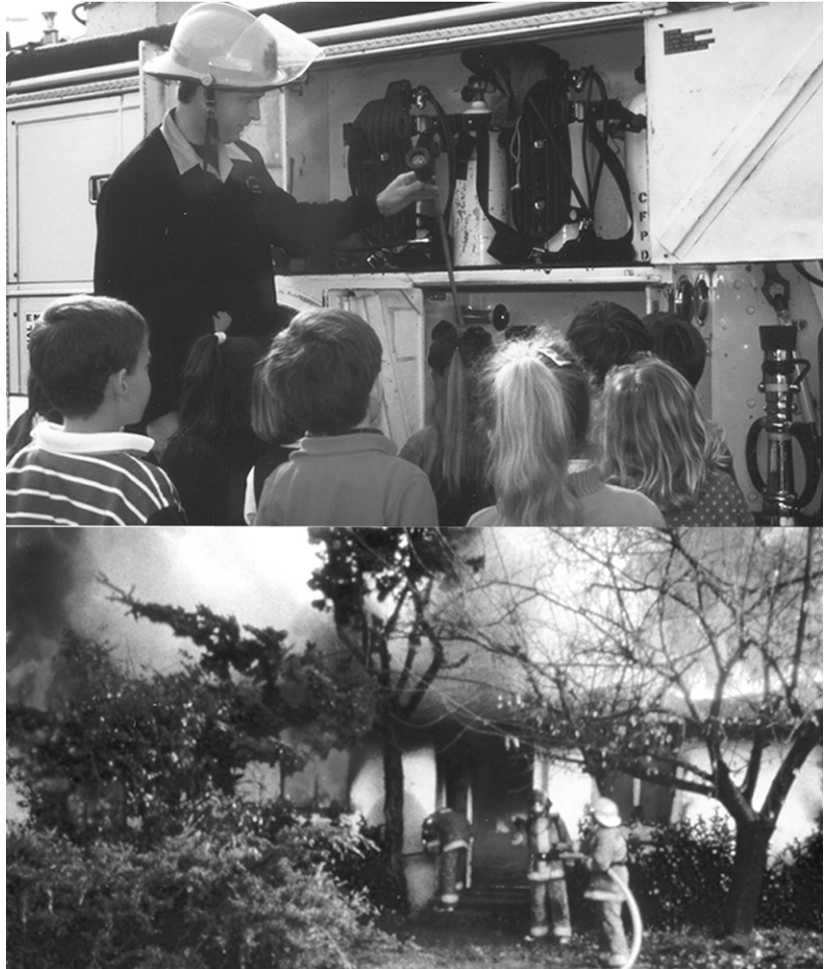
	Positions	Appropriations	Revenues
<b>Reid Hillview Special Aviation Fund (Fund Number 0053)</b>			
FY 2008 Approved Budget	—	\$ 0	\$ —
Board Approved Adjustments During FY 2008	—	35,000	20,000
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(35,000)	(20,000)
Subtotal (Current Level Budget)	—	\$ 0	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 0	\$ —
<b>South County Special Aviation Fund (Fund Number 0055)</b>			
FY 2008 Approved Budget	—	\$ 0	\$ —
Board Approved Adjustments During FY 2008	—	5,000	5,000
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(5,000)	(5,000)
Subtotal (Current Level Budget)	—	\$ 0	\$ —
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 0	\$ —
<b>Airport Enterprise Fund (Fund Number 0061)</b>			
FY 2008 Approved Budget	15.0	\$ 3,145,903	\$ 3,290,389
Board Approved Adjustments During FY 2008	—	790,288	3,603,240
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	79,683	—
Internal Service Fund Adjustments	—	32,845	200
Other Required Adjustments	—	(740,298)	(3,510,728)
Subtotal (Current Level Budget)	15.0	\$ 3,308,421	\$ 3,383,101
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	15.0	\$ 3,308,421	\$ 3,383,101



# 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 Central Fire Protection District, Los Altos Hills County Fire District, South Santa Clara County Fire Protection District, and Saratoga Fire District.

The County Board of Supervisors serves as the Board of Directors for all but 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 Central Fire Protection District

The Santa Clara County 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.

The District is currently exploring options with Saratoga Fire District to provide fire protection services within the entire Saratoga Fire District boundary on a contract

basis in FY 2008. It is anticipated that this issue will be brought to the Board of Supervisors for approval later this spring.

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:

- The Fire Prevention Division provides fire inspection services, and code enforcement.
- The Operations Division coordinates resources for emergency response.
- The Training Division coordinates and delivers training to District Employees and public fire education.

- The Administrative Services Division provides general management and administrative support.
- The 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. Effective FY 2006 the Department of Planning and Development began administering the contract.

Revenues include local property taxes, contract revenues, Homeowners Property Tax Replacement, supplemental property taxes, and miscellaneous revenues.

## County Executive's Recommendation

### Central Fire Protection District

The Central Fire Protection District is proposing a budget that anticipates using \$7,046,930 fund balance from FY 2008. The revenues and expenses will be adjusted in the Final Budget pending the calculation of actual fund balance as of June 30, 2008.

#### Fixed Assets

The Central Fire Protection District Recommends The Following Fixed Asset Purchases in FY 2009:

- Construct Shannon shop garage (\$1,400,000)
- Purchase new vehicles (\$1,275,000)
- Mobile data network (\$500,000)
- Station exhaust system and HVAC improvements (\$75,000)
- Replace ten defibrillators (\$300,000)
- Auxiliary power supply system (\$360,000)
- Computers and Servers (\$234,000)

- Replace eleven thermal imaging units (\$88,000)
- Tools, truck lifting system and brake drum machine (\$97,000)
- Seven new mobile radios and replace ringdown circuits (\$69,000)
- Exercise equipment (\$25,000)

**Total One-time Fixed Assets: \$4,423,000**

#### Operational Expenditures

**FY 2009 Planned Non-Fixed Asset Purchases Include:**

- Replacement of worn-out boots and wildland protective clothing -- 'turnouts' -- (\$450,000)
- Replacement of breathing masks and air bottles -- over 2 years -- (\$886,700)
- Replacement of emergency response maps with enhanced, digitally-drawn maps (\$60,000)
- Upgrades of software and file servers (\$170,000)



- Replacement of fire hoses and nozzles (\$225,000)

**Transfer from Reserve to Trust Fund:** The Central Fire Protection District proposes to transfer \$1,100,000 from the General Fund to an irrevocable trust fund. The transfer is necessary under GASB 43/45. There is no cost associated with this budget action.

**New Positions:** The District will add two new positions in FY 2009--a Fire Captain to cover vacation relief and to take on extra assignments as the field expert for Telestaff and NFIRS reporting systems; and an Administrative Support Officer II/I to keep pace with the level of work in the office and to assume one-half of the clerical supervision duties so the present ASO is available to perform confidential duties for executive level staff.

### Summary of Central Fire Protection District Budget — FY 2008

Resources	Amount
FY 2009 Revenues	\$71,022,000
Est. Fund Balance as of 6/30/08	\$7,046,930
<b>Total Revenue plus Fund Balance</b>	<b>\$78,068,930</b>
Expenses	Amount
Salaries and Benefits	\$53,353,000
Services and Supplies	\$13,006,751
Other Charges - Debt Service	\$425,000
Fixed Assets	\$4,423,000
Operating/Equity Transfers	\$1,100,000
Reimbursements	(\$1,464,405)
Total Operating Expense-Subtotal	\$70,784,346
Reserve	\$7,225,584
<b>Total Expense</b>	<b>\$78,068,930</b>

### Central Fire Protection District Job Classes and Salary Ranges effective July 1, 2008

	Positions	Step 1 Monthly	Step 5 Monthly
Administrative Support Officer I or	1	5,025.90	6,108.98
Administrative Support Officer II or		6,031.08	7,330.78
Administrative Support Officer III		6,935.74	8,430.39
Administrative Support Officer I or	1	5,025.90	6,108.98
Administrative Support Officer II		6,031.08	7,330.78
Arson Investigator	1	9,186.52	11,166.22
Assistant Fire Chief	1	13,281.82	16,144.05

### Central Fire Protection District Job Classes and Salary Ranges effective July 1, 2008

	Positions	Step 1 Monthly	Step 5 Monthly
Assistant County Fire Marshal (c)	1	9,962.14	12,108.98
Associate Fire Protection Engineer or	2	7,065.36	8,587.95
Fire Protection Engineer		7,976.01	9,694.84
Associate Public Education Officer A or	1	5,779.80	7,025.35
Associate Public Education Officer B		6,935.76	8,430.42
Battalion Chief or	9	10,765.56	13,085.54
Battalion Chief - Probationary		9,962.11	12,108.94
Business Services Associate	1	4,950.92	6,017.84
Chief Fire Investigator	1	9,962.11	12,108.94
Construction Coordinator	1	8,166.27	9,926.10
Continued Employment Program Position	2	7,065.35	8,587.93
Deputy Chief	4	12,003.36	14,590.08
Deputy Fire Marshal I (c) or	13	7,065.35	8,587.93
Deputy Fire Marshal II (c)		7,976.01	9,694.84
Director Of Business Services	1	11,662.90	14,176.25
Emergency Services Coordinator	2	7,065.35	8,587.93
Firefighter/Engineer (a)	148	7,065.35	8,587.93
Fire Captain (b) (d)	67	8,478.36	10,305.45
Fire Chief	1	14,753.77	17,993.21
Fire Mechanic or	3	7,423.87	9,023.71
Fire Mechanic I or		5,414.38	6,581.18
Fire Mechanic II		6,497.26	7,897.42
General Maintenance Craftsworker or	2	7,423.87	9,023.71
General Maintenance Craftsworker Hired After 11/22/04		5,401.16	6,565.11
Hazardous Materials Program Supervisor	1	8,831.59	10,734.80
Hazardous Materials Specialist	2	7,976.01	9,694.84
Information Systems Manager	1	8,125.10	9,876.06
Management Analyst or	1	6,935.75	8,430.40
Management Analyst A or		5,025.89	6,108.97
Management Analyst B		6,031.06	7,330.75
Office Assistant I or	4	3,719.03	4,520.48
Office Assistant II		4,090.94	4,972.54
Personnel Services Manager	1	9,186.52	11,166.22
Public Education Officer	1	7,976.01	9,694.84
Secretary	4	4,950.92	6,017.84
Senior Deputy Fire Marshal (c)	3	8,616.24	10,473.04





## Central Fire Protection District Job Classes and Salary Ranges effective July 1, 2008

	Positions	Step 1 Monthly	Step 5 Monthly
Senior Fire Mechanic	1	7,795.06	9,474.90
Senior Hazardous Materials Specialist	1	8,831.59	10,734.80
Supply Services Assistant	1	5,167.49	6,281.08
Supply Services Specialist	1	6,717.72	8,165.39
<b>Total Positions</b>	<b>285</b>		

- In addition to base salary, firefighters who are assigned paramedic duties receive an additional 7.5% or 10% pay as per the Memorandum of Agreement (MOA) with Firefighters International Local 1165.
- In addition to base salary, Captains who retain their paramedic qualifications are eligible to receive a dollar differential as per the MOA.
- In addition to base salary, incumbents in these classes might be eligible for a fire command/suppression differential depending on assignment and qualifications.
- When a Captain is assigned the duties of an information technology project administrator he/she will receive a differential added to base wage of 8% in lieu of the special assignment differential normally paid to 40 hour captains.

The labor agreement with Local 1165 expires November 17, 2008.

## 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.

During a Board-directed audit of the Central Fire Protection District, it was noted that the Saratoga Fire District is an independent fire district, not governed by the Board of Supervisors as Board of Directors. A subsequent review by County Counsel has determined that the Saratoga Fire District budget should not be included in the County's Budget document for approval, as the Board of Supervisors does not have governing authority.

## Los Altos Hills County Fire District

The Los Altos Hills (LAH) 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 and emergency medical services 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. Fire protection services are provided through a contract with the Santa Clara County Fire Department.

Revenues include local property taxes, contract revenues, Homeowners Property Tax Replacement, supplemental property taxes, and miscellaneous revenues.

Los Altos Hills Fire District has proposed a budget that anticipates using \$3,831,452 million fund balance from FY 2008. The revenues and expenses will be adjusted in Final Budget pending the calculation of actual fund balance as of June 30, 2008. The proposed budget was approved by the Los Altos Hills County Fire District Commission and includes a reserve of \$11 million.

In the planning stages is the design and construction of a new Fire Station/Emergency Operations facility on District-owned land.

### Summary of Los Altos Hills County Fire District Budget

Resources	Amount
FY 2009 Revenues	\$7,331,016
Available Reserves	\$11,000,000
Estimated Fund Balance as of 6/30/08	\$3,831,452
<b>Total Revenue plus Fund Balance</b>	<b>\$22,162,468</b>
Expenses	Amount
Salaries and Benefits - Contract Out	\$0
Services and Supplies	\$11,162,468
Total Operating Expense-Subtotal	\$11,162,468
Reserves - budgeted	\$11,000,000
<b>Total Expense</b>	<b>\$22,162,468</b>



### 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 is staffed by 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.

### Summary of South Santa Clara County Fire District Budget

Resources	Amount
FY 2009 Revenues	\$5,167,760
Estimated Fund Balance as of 6/30/08	\$233,460
<b>Total Revenue plus Fund Balance</b>	<b>\$5,401,220</b>
Expenses	Amount
Salaries and Benefits - Contract Out	\$0
Services and Supplies	\$5,139,005
Other Charges	\$62,215
Fixed Assets	\$0
Operating Transfers	\$0
<b>Total Operating Expense-Subtotal</b>	<b>\$5,201,220</b>
Reserves	\$200,000
<b>Total Expense</b>	<b>\$5,401,220</b>

The South Santa Clara County Fire District plans to use fund balance to cover the anticipated cost of the FY 2008 operating budget. The revenues and expenses will be adjusted in Final Budget pending the calculation of actual fund balance as of June 30, 2008.

### Santa Clara County Fire Dept — Budget Unit 904 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
9104	CFD Admin Gen Dist Fund 1524	\$ 18,934,151	\$ 74,176,705	\$ 74,176,705	\$ 78,068,930	\$ 3,892,225	5.2%
9144	General Support Svcs Fund 1524	1,589,601	—	—	—	—	—
90403	Operations Div Fund 1524	36,678,681	—	—	—	—	—
90404	Training Div Fund 1524	1,065,621	—	—	—	—	—
90405	Prevention Div Fund 1524	2,835,019	—	—	—	—	—
	<b>Total Net Expenditures</b>	<b>\$ 61,103,073</b>	<b>\$ 74,176,705</b>	<b>\$ 74,176,705</b>	<b>\$ 78,068,930</b>	<b>\$ 3,892,225</b>	<b>5.2%</b>



### Santa Clara County Fire Dept — Budget Unit 904 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
9104	CFD Admin Gen Dist Fund 1524	\$ 19,631,083	\$ 75,572,805	\$ 75,572,805	\$ 79,533,335	\$ 3,960,530	5.2%
9144	General Support Svcs Fund 1524	1,589,601	—	—	—	—	—
90403	Operations Div Fund 1524	36,678,681	—	—	—	—	—
90404	Training Div Fund 1524	1,065,621	—	—	—	—	—
90405	Prevention Div Fund 1524	3,371,262	—	—	—	—	—
<b>Total Gross Expenditures</b>		<b>\$ 62,336,248</b>	<b>\$ 75,572,805</b>	<b>\$ 75,572,805</b>	<b>\$ 79,533,335</b>	<b>\$ 3,960,530</b>	<b>5.2%</b>

### Santa Clara County Fire Dept — Budget Unit 904 Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 48,552,972	\$ 52,070,287	\$ 52,070,287	\$ 53,353,000	\$ 1,282,713	2.5%
Services And Supplies	12,445,037	11,761,174	11,761,174	13,006,751	1,245,577	10.6%
Other Charges	427,038	428,000	428,000	425,000	(3,000)	-0.7%
Fixed Assets	911,201	3,498,900	3,498,900	4,423,000	924,100	26.4%
Operating/Equity Transfers	—	—	—	1,100,000	1,100,000	—
Reserves	—	7,814,444	7,814,444	7,225,584	(588,860)	-7.5%
<b>Subtotal Expenditures</b>	<b>62,336,248</b>	<b>75,572,805</b>	<b>75,572,805</b>	<b>79,533,335</b>	<b>3,960,530</b>	<b>5.2%</b>
Expenditure Transfers	(1,233,175)	(1,396,100)	(1,396,100)	(1,464,405)	(68,305)	4.9%
<b>Total Net Expenditures</b>	<b>61,103,073</b>	<b>74,176,705</b>	<b>74,176,705</b>	<b>78,068,930</b>	<b>3,892,225</b>	<b>5.2%</b>

### Santa Clara County Fire Dept — Budget Unit 904 Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
9104	CFD Admin Gen Dist Fund 1524	\$ 63,541,598	\$ 67,707,000	\$ 67,707,000	\$ 71,022,000	\$ 3,315,000	4.9%
90403	Operations Div Fund 1524	98	—	—	—	—	—
90405	Prevention Div Fund 1524	574,477	—	—	—	—	—
<b>Total Revenues</b>		<b>\$ 64,116,173</b>	<b>\$ 67,707,000</b>	<b>\$ 67,707,000</b>	<b>\$ 71,022,000</b>	<b>\$ 3,315,000</b>	<b>4.9%</b>

### CFD Admin Gen Dist Fund 1524 — Cost Center 9104 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Central Fire District (Fund Number 1524)</b>			
FY 2008 Approved Budget	—	\$ 74,176,705	\$ 67,707,000
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	1,282,713	—



### CFD Admin Gen Dist Fund 1524 — Cost Center 9104 Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	158,825	(555,000)
Other Required Adjustments	—	(1,972,313)	3,870,000
Subtotal (Current Level Budget)	—	\$ 73,645,930	\$ 71,022,000
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. One-time Fixed Assets	—	4,423,000	—
Allocate one-time funds for fixed assets as follows:			
◆ \$1,400,000 - Construct Shannon shop garage			
◆ \$1,275,000 - Vehicles			
◆ \$500,000 - Mobile data network			
◆ \$75,000 - Station exhaust system and HVAC improvements			
◆ \$300,000 - Replace 10 defibrillators			
◆ \$360,000 - Auxilliary power supply systems			
◆ \$234,000 - Computers and servers			
◆ \$88,000 - Replace 11 thermal imaging units			
◆ \$97,000 - Tools, truck lifting system, brake drum machine			
◆ \$69,000 - 7 new mobile radios, and replace ringdown circuits			
◆ \$25,000 - Exercise equipment			
Subtotal (Recommended Changes)	—	\$ 4,423,000	\$ —
<b>Total Recommendation</b>	—	\$ 78,068,930	\$ 71,022,000

### Los Altos Hills County Fire District — Budget Unit 979 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
9114	Los Altos Co Fire Protect Dist Fund 1606	\$ 4,028,310	\$ 20,151,419	\$ 20,151,419	\$ 22,162,468	\$ 2,011,049	10.0%
<b>Total Net Expenditures</b>		\$ 4,028,310	\$ 20,151,419	\$ 20,151,419	\$ 22,162,468	\$ 2,011,049	10.0%

### Los Altos Hills County Fire District — Budget Unit 979 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
9114	Los Altos Co Fire Protect Dist Fund 1606	\$ 4,028,310	\$ 20,151,419	\$ 20,151,419	\$ 22,162,468	\$ 2,011,049	10.0%
<b>Total Gross Expenditures</b>		\$ 4,028,310	\$ 20,151,419	\$ 20,151,419	\$ 22,162,468	\$ 2,011,049	10.0%



### Los Altos Hills County Fire District — Budget Unit 979 Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Services And Supplies	4,028,310	9,151,419	9,151,419	11,162,468	2,011,049	22.0%
Reserves	—	11,000,000	11,000,000	11,000,000	—	—
<b>Subtotal Expenditures</b>	4,028,310	20,151,419	20,151,419	22,162,468	2,011,049	10.0%
<b>Total Net Expenditures</b>	4,028,310	20,151,419	20,151,419	22,162,468	2,011,049	10.0%

### Los Altos Hills County Fire District — Budget Unit 979 Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
9114	Los Altos Co Fire Protect Dist Fund 1606	\$ 6,937,202	\$ 6,860,019	\$ 6,860,019	\$ 7,331,016	\$ 470,997	6.9%
	<b>Total Revenues</b>	\$ 6,937,202	\$ 6,860,019	\$ 6,860,019	\$ 7,331,016	\$ 470,997	6.9%

### Los Altos Co Fire Protect Dist Fund 1606 — Cost Center 9114 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Los Altos Fire District (Fund Number 1606)</b>			
FY 2008 Approved Budget	—	\$ 20,151,419	\$ 6,860,019
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	2,011,049	470,997
Subtotal (Current Level Budget)	—	\$ 22,162,468	\$ 7,331,016
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 22,162,468	\$ 7,331,016



### South Santa Clara County Fire District — Budget Unit 980 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
9118	South Santa Clara Co Fire Dist Fund 1574	\$ 3,622,258	\$ 4,622,309	\$ 4,974,803	\$ 4,954,005	\$ 331,696	7.2%
9120	South Santa Clara Co Fire Dist Fund 1574	128,827	183,000	183,000	185,000	2,000	1.1%
9121	Gen Reserve-Spec Dist Mitigation Fund 1575	—	655,303	655,303	262,215	(393,088)	-60.0%
<b>Total Net Expenditures</b>		\$ 3,751,085	\$ 5,460,612	\$ 5,813,106	\$ 5,401,220	\$ (59,392)	-1.1%

### South Santa Clara County Fire District — Budget Unit 980 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
9118	South Santa Clara Co Fire Dist Fund 1574	\$ 3,619,099	\$ 4,622,309	\$ 4,974,803	\$ 4,954,005	\$ 331,696	7.2%
9120	South Santa Clara Co Fire Dist Fund 1574	128,827	183,000	183,000	185,000	2,000	1.1%
9121	Gen Reserve-Spec Dist Mitigation Fund 1575	—	655,303	655,303	262,215	(393,088)	-60.0%
<b>Total Gross Expenditures</b>		\$ 3,747,926	\$ 5,460,612	\$ 5,813,106	\$ 5,401,220	\$ (59,392)	-1.1%

### South Santa Clara County Fire District — Budget Unit 980 Expenditures by Object

Object	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
		Approved	Adjusted			
Services And Supplies	3,747,926	4,621,623	4,974,117	5,139,005	517,382	11.2%
Other Charges	—	62,215	62,215	62,215	—	—
Fixed Assets	—	425,143	425,143	—	(425,143)	-100.0%
Operating/Equity Transfers	—	162,280	162,280	—	(162,280)	-100.0%
Reserves	—	189,351	189,351	200,000	10,649	5.6%
<b>Subtotal Expenditures</b>	3,747,926	5,460,612	5,813,106	5,401,220	(59,392)	-1.1%
Expenditure Transfers	3,159	—	—	—	—	—
<b>Total Net Expenditures</b>	3,751,085	5,460,612	5,813,106	5,401,220	(59,392)	-1.1%



## South Santa Clara County Fire District — Budget Unit 980 Revenues by Cost Center

CC	Cost Center Name	FY 2007 Actuals	FY 2008 Appropriations		FY 2009 Recommended	Amount Chg From FY 2008 Approved	% Chg From FY 2008 Approved
			Approved	Adjusted			
9118	South Santa Clara Co Fire Dist Fund 1574	\$ 4,177,777	\$ 4,092,636	\$ 4,445,130	\$ 4,486,617	\$ 393,981	9.6%
9120	South Santa Clara Co Fire Dist Fund 1574	182,337	183,000	183,000	185,000	2,000	1.1%
9121	Gen Reserve-Spec Dist Mitigation Fund 1575	—	655,303	655,303	496,143	(159,160)	-24.3%
<b>Total Revenues</b>		<b>\$ 4,360,114</b>	<b>\$ 4,930,939</b>	<b>\$ 5,283,433</b>	<b>\$ 5,167,760</b>	<b>\$ 236,821</b>	<b>4.8%</b>

## South Santa Clara Co Fire Dist Fund 1574 — Cost Center 9118 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>So. Santa Clara County Fire (Fund Number 1574)</b>			
FY 2008 Approved Budget	—	\$ 4,622,309	\$ 4,092,636
Board Approved Adjustments During FY 2008	—	352,494	352,494
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	17,332	—
Other Required Adjustments	—	(38,130)	41,487
Subtotal (Current Level Budget)	—	\$ 4,954,005	\$ 4,486,617
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 4,954,005	\$ 4,486,617

## South Santa Clara Co Fire Dist Fund 1574 — Cost Center 9120 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>So. Santa Clara County Fire (Fund Number 1574)</b>			
FY 2008 Approved Budget	—	\$ 183,000	\$ 183,000
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	2,000	2,000
Subtotal (Current Level Budget)	—	\$ 185,000	\$ 185,000
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 185,000	\$ 185,000



**Gen Reserve-Spec Dist Mitigation Fund 1575 — Cost Center 9121**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Self County Mitigation Fee Fund (Fund Number 1575)</b>			
FY 2008 Approved Budget	—	\$ 655,303	\$ 655,303
Board Approved Adjustments During FY 2008	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(393,088)	(159,160)
Subtotal (Current Level Budget)	—	\$ 262,215	\$ 496,143
<b>Recommended Changes for FY 2009</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 262,215	\$ 496,143





# Section 6: Restricted Funds



## Restricted Funds

### Overview

The funds reflected in this section are funds established to hold resources for specific purposes, as well as funds that serve as clearing accounts to temporarily hold funds pending distribution to the General Fund or other County funds.

The difference between the budgeted expense and the budgeted revenue for each fund is the estimated fund balance. Expenses and revenues will be adjusted in the FY 2009 Final Budget process based on a calculation of actual fund balance as of June 30, 2008.

These funds may be designated as general purpose funds, special revenue funds, or budgeted trust funds in the Comprehensive Annual Financial Report (CAFR).

### County Executive Restricted Funds

CC	Cost Center Name	FY 2007 Actual		FY 2008 Approved		FY 2009 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9809	Court Temp Construction Fund 0213	\$ 0	\$ (279,140)	\$ 4,351,256	\$ 2,588,583	\$ 4,351,256	\$ 2,588,583
9810	Justice Facility Temp Construction Fund 0214	2,000,000	1,598,278	13,548,027	10,135,016	6,088,027	2,675,016
9841	Justice Asst Fund 0202	454,327	407,811	251,673	92,730	251,673	92,730

### Assessor Restricted Funds

CC	Cost Center Name	FY 2007 Actual		FY 2008 Approved		FY 2009 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9800	Assessor's Modernization Fund 0265	\$ 0	\$ 102,645	\$ 545,523	\$ 0	\$ 545,523	\$ 0
9801	AB 818 SCPTAP Fund 0269	309,689	222,440	4,593,102	100,000	1,230,381	100,000
9802	AB 719 SCPTAP Fund 0270	960,816	325,880	6,353,854	110,000	4,932,954	100,000
9803	AB 1036 SCPTAP Fund 0290	440,871	42,929	638,913	44,000	353,583	44,000
9804	AB 589 SCPTAP Fund 0291	2,434,548	141,626	1,317,817	105,000	779,370	105,000

### Controller-Treasurer Restricted Funds

CC	Cost Center Name	FY 2007 Actual		FY 2008 Approved		FY 2009 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9813	San Jose RDA Delegated Fund 1623	\$ 15,383,101	\$ 15,018,000	\$ 16,000	\$ 17,416,000	\$ 22,800,000	\$ 200,000

### Debt Service Restricted Funds

CC	Cost Center Name	FY 2007 Actual		FY 2008 Approved		FY 2009 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9815	1992 COPS-Interest Fund 0254	\$ 0	\$ 50,767	\$ 365,000	\$ 365,000	\$ 365,000	\$ 365,000



### District Attorney Department Restricted Funds

CC	Cost Center Name	FY 2007 Actual		FY 2008 Approved		FY 2009 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9814	Control Substance Tests Fund 0227	\$ 0	\$ 0	\$ 0	\$ 0	\$ 368,731	\$ 335,281
9816	Health & Safety 11489 Forfeiture Fund 0238	0	67,629	827,259	67,629	870,364	58,824
9817	Consumer Fraud Fund 0264	37,022	242,500	603,711	242,500	331,793	0
9818	Anti-Drug Grant Asset Forfeiture 0334	0	0	15,877	0	0	0
9819	Asset Forfeiture Proceeds Dist Fund 0336	142,004	110,154	353,906	110,154	263,980	75,891
9820	DA Auto Fraud Investigation Fund 0337	0	48	1,021	0	0	0
9821	Dispute Resolution Prog Fund 0345	320,000	333,936	413,993	348,919	331,832	322,115
9822	Federally Forfeited Property Fund 0417	25,007	457,317	935,003	457,317	425,346	158,190
9842	Consumer Protection & Unfair Comp Fund 0264	9,956	373,998	1,440,829	337,998	3,900,116	1,189,480
9844	DA Workplace Safety Fund 0264	93,580	0	100,000	0	100,000	0
9856	Escheated Victim Restitution Fund 0339	0	0	0	0	152,395	3,015
9857	DNA Identification County Share Fund 0230	0	0	0	0	860,551	220,668

### District Attorney Crime Lab Restricted Funds

CC	Cost Center Name	FY 2007 Actual		FY 2008 Approved		FY 2009 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9823	Crime Lab Drug Analysis Fund 0233	\$ 0	\$ 16,114	\$ (25,625)	\$ 16,114	\$ 699,235	\$ 640,974

### Sheriff's Department Restricted Funds

CC	Cost Center Name	FY 2007 Actual		FY 2008 Approved		FY 2009 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9805	Asset Forfeiture Fund 0335	\$ 0	\$ 13,090	\$ 35,245	\$ 4,000	\$ 62,000	\$ 13,500
9806	Sheriff Donation Fund 0346	0	(14,494)	29,494	4,909	167,000	2,500
9807	Civil Assessment Fund 0403	76,502	250,630	1,136,906	200,000	1,480,000	200,000
9808	Federally Forfeited Prop Fund 0427	(2,799)	203,310	935,091	109,025	1,084,495	219,495
9843	SCC Justice Training Ctr Fund 0431	0	0	74,470	0	575,000	0

### Probation Department Restricted Funds

CC	Cost Center Name	FY 2007 Actual		FY 2008 Approved		FY 2009 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9845	Healthy Returns Initiative Fund 0362	\$ 0	\$ 0	\$ 476,515	\$ 0	\$ 607,519	\$ 7,116



**Social Services Agency Restricted Funds**

CC	Cost Center Name	FY 2007 Actual		FY 2008 Approved		FY 2009 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9824	County Children's Fund 0210	\$ 398,867	\$ 617,269	\$ 1,186,780	\$ 635,927	\$ 1,029,863	\$ 554,666
9825	Domestic Violence Prog Fund 0231	197,642	334,492	982,030	200,000	1,200,030	218,000

**Public Health Restricted Funds**

CC	Cost Center Name	FY 2007 Actual		FY 2008 Approved		FY 2009 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9830	AIDS Education Prog Fund 0356	\$ 0	\$ 51,973	\$ 405,537	\$ 0	\$ 405,537	\$ 0
9831	Health Dept Donations Fund 0358	581,893	849,879	2,459,319	500,000	2,019,319	500,000
9832	Tobacco Education Fund 0369	665,137	894,750	1,379,841	501,248	1,251,277	501,248
9833	Joe Camel Mangini Settlement Fund 0373	104,384	6,898	108,698	9,000	0	9,000
9834	Public Health Bioterrorism Resp Fund 0377	1,790,152	1,218,041	2,839,867	1,162,731	2,307,432	1,162,731

**Mental Health Department Restricted Funds**

CC	Cost Center Name	FY 2007 Actual		FY 2008 Approved		FY 2009 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9835	David W Morrison Donation Fund 0344	\$ 106,124	\$ 9,199	\$ 134,833	\$ 7,000	\$ 0	\$ 0
9839	MH Donation Fund 0357	(630)	(5)	2,304	2,000	304	2,000
9846	MHSA CSS Other Services Fund 0446	505,370	16,921,392	23,741,698	6,252,249	29,378,560	28,411,139
9847	MHSA Prevention Fund 0447	0	0	0	0	373,468	0
9848	MH Svcs Act CSS Housing Fund 0448	0	0	2,948,709	0	3,022,273	0
9850	MS Svcs Act Ed & Training Fund 0445	0	0	0	0	578,435	578,435

**Dept of Alcohol & Drug Programs Restricted Funds**

CC	Cost Center Name	FY 2007 Actual		FY 2008 Approved		FY 2009 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9827	Drunk Driver Prevention Fees F0201	\$ 0	\$ 838	\$ 13,328	\$ 0	\$ 73,396	\$ 60,000
9828	Alcohol AB541 Fund 0221	0	357	454	0	134,789	133,000
9829	Statham AB2086 Fund 0222	268,484	281,277	284,432	226,373	255,010	222,000
9836	Drug Abuse Fund 0212	170,000	211,627	215,611	166,206	210,842	171,000
9837	Alcohol Abuse Education & Prev Fund 0219	250,000	331,472	272,262	189,470	247,597	202,500
9840	DADS Donation Fund 0359	0	878	1,085	0	1,152	40

**Tax Collector Restricted Funds**

CC	Cost Center Name	FY 2007 Actual		FY 2008 Approved		FY 2009 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9851	Delinquent Property Tax Fund 1474	\$ 0	\$ 0	\$ 362,709	\$ 350,000	\$ 400,000	\$ 400,000



### Communications Restricted Fund

CC	Cost Center Name	FY 2007 Actual		FY 2008 Approved		FY 2009 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
2568	Emergency Resp & Disaster Prep Fund 0130	\$ 0	\$ 0	\$ 0	\$ 0	\$ 9,368,180	\$ 9,368,179





# Budget User's Guide

- An explanation of the budget development process
- An annotated example of a budget detail page
- A glossary of budget terminology

## Fiscal Year 2009 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 2009 Budget Requests Submitted to County Executive											
Staff Analysis of Budget											
FY 2009 Budget Review Meetings with County Executive											
FY 2009 Recommended Budget Prepared											
FY 2009 Recommended Budget Released to Public											
FY 2009 Budget Workshops, May 12-16, 2008											
Santa Clara County Board of Supervisors Budget Hearings and Adoption, June 9-13, 2008											
Implementation of FY 2009 Budget becomes Effective July 1, 2008											
FY 2009 Final Budget Prepared for Release in September, 2008											

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 2009 runs from July 1, 2008 to June 30, 2009. 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 2008.”

### 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 2009:"

- **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 Required 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 REC 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 2009"

The *total* budget in each cost center recommended for FY 2009 is at the bottom of each of the cost center pages.

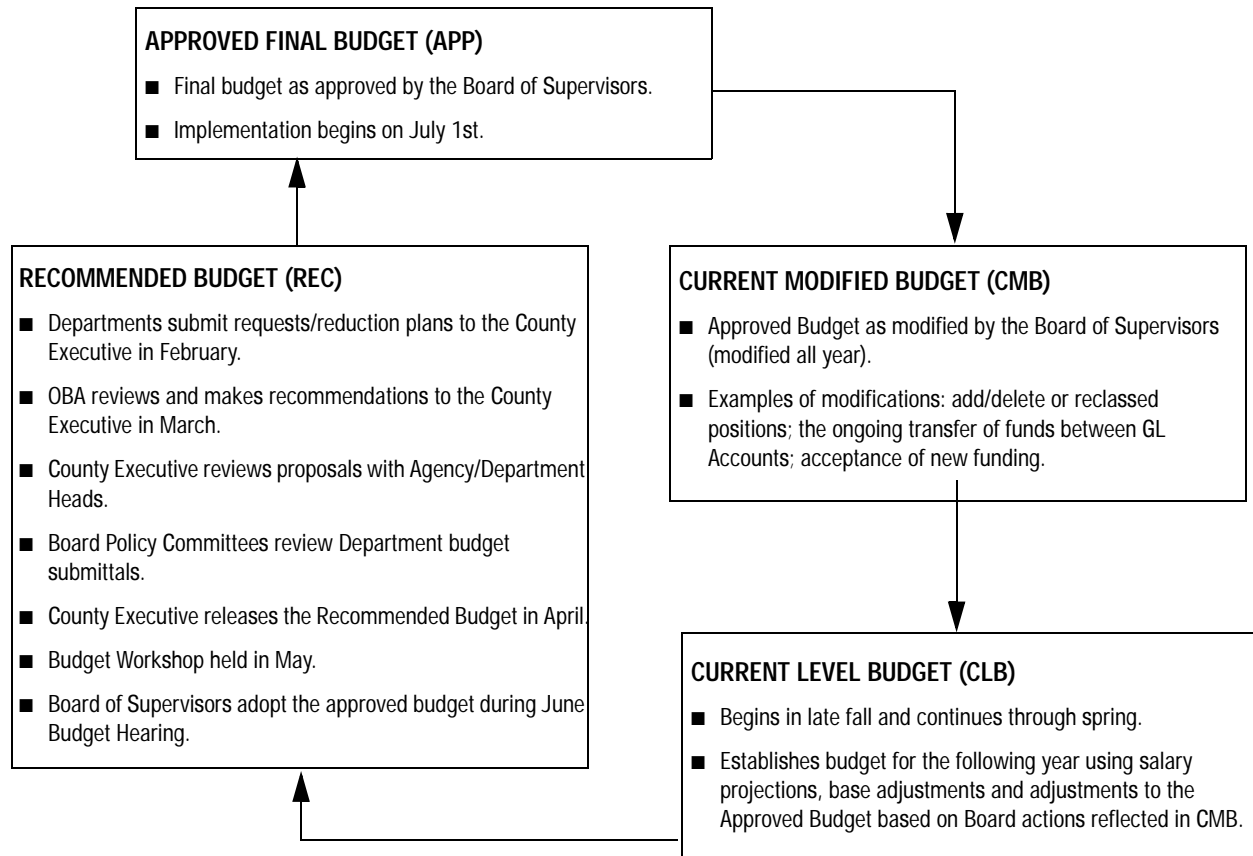
### Final or Approved Budget:

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**

County Counsel Fund 0001 — Cost Center 12001

**Major Changes to the Budget**

**General Fund (Fund Number 0001)**

	Positions	Appropriations	Revenues
FY 2008 Approved Budget	118.5	6,141,146	1,361,152
Board Approved Adjustments During FY 2008		563,275	563,275
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-	1,363,909	-
Internal Service Funds Adjustment	-	(1,771,420)	-
Other Required Adjustments		(771,774)	(28,580)
Subtotal (Current Level Budget)	118.5	5,585,136	1,314,930
<b>Recommended Changes for FY 2009</b>			
Decision Packages		-	0
1. Reassign 1.0 FTE Attorney IV Position from the Transactional & General Government to Litigation			232,244
Reassign 1.0 FTE Attorney IV position within the Transactional Matters and General Government function area to the Litigation Function area to mitigate the impact of losing an attorney position to meet the reduction target. Reassigned staff will generate revenue for the Department.			
2. Recognize Ongoing Revenue Related to Legal Services			39,600
Recognize new ongoing revenue in the amount of \$19,800 related to legal service with the Eastside Union School District and \$19,800, related to legal services with the Asset and Economic Development Unit of the County's Executive's Office.			
Subtotal	0	0	271,844
<b>Total Recommendation</b>	<b>118.5</b>	<b>5,585,136</b>	<b>1,586,774</b>

**County Counsel Fund 0001 — Cost Center 12001**

**Major Changes to the Budget**

**General Fund (Fund Number 0001)**

FY 2008 Approved Budget

Board Approved Adjustments During FY 2008

**Cost to Maintain Current Program Services**

Salary and Benefit Adjustments

Internal Service Funds Adjustment

Other Required Adjustments

Subtotal (Current Level Budget)

**Recommended Changes for FY 2009**

Decision Packages

1. Reassign 1.0 FTE Attorney IV Position from the Transactional & General Government to Litigation

Reassign 1.0 FTE Attorney IV position within the Transactional Matters and General Government function area to the Litigation Function area to mitigate the impact of losing an attorney position to meet the reduction target. Reassigned staff will generate revenue for the Department.

2. Recognize Ongoing Revenue Related to Legal Services

Recognize new ongoing revenue in the amount of \$19,800 related to legal service with the Eastside Union School District and \$19,800, related to legal services with the Asset and Economic Development Unit of the County's Executive's Office.

Subtotal

**Total Recommendation**

Positions

Appropriations

Revenues

FY 2008 Approved positions, appropriations, and revenues for this cost center for FY 2008.

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

Positions, Appropriations, and Revenues - Starting with July 2007, increases or decreases during FY 2008, and recommended increases or decreases for FY 2009.

Adjustments to this cost center, approved by the Board of Supervisors during FY 2008.

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 2008.

All other adjustments required to maintain the current program services. Typical changes include: removal of one-time appropriations granted by the Board in FY 2008, annualization of partial year changes approved by the Board in FY 2008, adjustments to revenues to reflect FY 2009 factors.

Reflects the total positions, appropriations, and revenues necessary to maintain the FY 2008 level of service in FY 2009.

County Executive recommended changes to the current level of service for FY 2009.

Subtotal of all changes recommended by the County Executive for FY 2009.

Total positions, appropriations, and revenues necessary to fund the recommended level of service for this cost center in FY 2009. If no further action is taken by the Board of Supervisors at Budget Hearings, this line becomes the Approved Budget level for FY 2009.

Subtotal of FY 2008 Approved Budget levels and all adjustments to annualize for FY 2009.



## 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.

### 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. Effective July 1, 2007 these fees are not being charged to cities, due to change in state law.

### 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 Hearing

Board of Supervisors' final deliberation on the Recommended County Budget and the Inventory List. Usually held in mid to late 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 review of 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 related to the Security Master Plan at the County Government Center and various other County Facilities.

### 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 Reserve

The major unobligated reserve, required by Board policy to be set to at least 5% of General Fund revenues, net of pass-throughs by July 1, 2008 (FY 2009). The recommended for FY 2009 is 4.7%.



### Cost Center

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

### 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, services and supplies, and revenues 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 11.3% of the County budget and 20% 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"*

## 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, Information Systems, Fleet).

## 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

The vehicle license fee (VLF) is imposed on vehicles that travel on public highways in California. This tax is imposed instead of a local personal property tax on automobiles and is administered by the Department of Motor Vehicles. Revenues from this tax, other than administrative costs and fees on trailer coaches and mobile homes, are constitutionally dedicated to local governments. Santa Clara County has dedicated this revenue to offset the costs of Santa Clara Valley Medical Center.

The VLF is calculated on the vehicle's "market value," adjusted for depreciation. The motor vehicle schedule is based on an 11-year depreciation period; for trailer coaches it is an 18-year period. A 0.65-percent rate is applied to the depreciated value to determine the fee. Prior to 2005, the rate was 2 percent.

## 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 2008 but not in FY 2009.

## Ongoing

Refers to revenues or expenditures which are expected to recur from one fiscal year to the next e.g. in FY 2008, FY 2009, 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.

## Pension Obligation Bond

A Pension Obligation Bond (POB) is a taxable bond issued by a state or local government where its assigned pension interest rate (currently at 7.75%) is higher than



the taxable bond rate (currently estimated at 5.61%). It is a cost-saving measure used to lower the annual rates an employer has to pay to the pension fund. The bond shifts the liability from the local government to bond holders to bridge the gap in its unfunded accrued actuarial liability.

### **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.

### **Public Employees' Retirement System (PERS) Prepayment**

Savings of interest expense is available to CalPERS member agencies that prepay their annual employer contribution by avoiding an interest charge built into the CalPERS computation of each member's total annual employer contribution requirement.

### **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 jails.

### **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.

### **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 general ledger account 5107000 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 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 23.6% of the County budget and 32% of the General Fund budget is financed by revenue from the State. These monies largely support social services, public safety, and health care programs.

## 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."*



## 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 (Appendix I.C.6) which requires that "starting FY 2001-

2002, a line item for each budget will be included in the County Budget that represents the cost of budgeted extra help usage".

### Budgeted Extra Help Resources (General Ledger Account #5101100)

BU	Department Name	FY 2007 Actual	FY 2008 Approved	FY 2008 Adjusted	FY 2009 Recommended	\$ Change from FY 2008 Approved	% Change from FY 2008 Approved
101	Supervisory District #1	12,432	4,571	4,571	4,571		
102	Supervisory District #2	2,910	4,571	4,571	4,571		
103	Supervisory District #3	3,043	4,571	4,571	4,571		
104	Supervisory District #4	1,452	4,571	4,571	4,571		
105	Supervisory District #5	30,875	4,571	4,571	4,571		
106	Clerk of the Board of Supervisors	11,902					
115	Assessor	265,472	256,656	256,656	232,025	(24,631)	-9.6%
118	Procurement	118,127					
120	County Counsel	51,530					
140	Registrar Of Voters	1,205,897	963,926	963,926	1,115,926	152,000	15.8%
145	Information Services	192,259	38,143	38,143	38,143		
190	Communications Department		9,000	9,000	9,000		
263	Facilities Department	23,716			0		
135	Fleet Services	51,258	11,484	11,484	11,484		
610	County Library	1,174,247	755,811	755,811	755,811		
130	Human Resources, LR, and EOED	69,029	3,054	3,054	3,054		
132	Risk Management Department	7,340	15,198	15,198	15,198		
110	Controller-Treasurer	57,762	9,360	9,360	9,360		
112	Tax Collector	100,255	99,010	99,010	132,120	33,110	33.4%
114	County Recorder	43,906	91,797	91,797	91,797		
148	Department of Revenue	102,234					
202	District Attorney	366,142	41,149	41,149	41,149		
203	District Attorney Crime Laboratory	38,563					
204	Public Defender	468,335	115,000	115,000	500,000	385,000	334.8%
210	Office of Pretrial Services	120,744	177,301	177,301	177,301		
230	Sheriff's Department	1,391,420	469,815	469,815	469,815		
240	Department of Correction	500,794	3,504	3,504	3,504		
246	Probation Department	3,317,861	1,195,249	1,195,249	1,195,249		
200	Child Support Services	256,359					
501	Social Services Agency	2,468,241	625,320	625,320	625,320		
410	Public Health	623,449	657,096	575,036	488,829	(168,267)	-25.6%
412	Mental Health Department	272,838	241,489	241,489	241,489		
414	Custody Health Services	3,232,970	2,008,138	2,008,138	2,008,138		
417	Alcohol and Drug Services	112,694	30,198	30,198	30,198		
418	Community Health Services		121,874	133,874	121,874		
725	Valley Health Plan	58,000					
921	Santa Clara Valley Medical Center	22,100,858	12,670,575	12,670,575	10,470,575	(2,200,000)	-17.4%





**Budgeted Extra Help Resources (General Ledger Account #5101100)**

BU	Department Name	FY 2007 Actual	FY 2008 Approved	FY 2008 Adjusted	FY 2009 Recommended	\$ Change from FY 2008 Approved	% Change from FY 2008 Approved
260	Planning and Development	124,601	52,754	52,754	52,754		
710	Parks and Recreation Department	632,751	676,099	681,819	681,819	5,720	0.8%
261	Department of Environmental Health	123,699	367,924	619,800	367,924		
262	Agriculture and Environmental Mgmt	58,638	148,364	157,364	148,364		
411	Vector Control District		5,000	49,534	5,000		
603	Roads & Airports Department - Roads	49,731	65,200	65,200	123,200	58,000	89.0%
608	Roads & Airports Dept - Airports	15,524	12,500	12,500	12,500		
904	Santa Clara County Fire Dept	38,468			120,000	120,000	
<b>Countywide Total</b>		<b>39,898,326</b>	<b>21,960,843</b>	<b>22,201,913</b>	<b>20,321,775</b>	<b>(1,639,068)</b>	<b>-7.5%</b>



## List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 2006 Approved	FY 2007 Approved	FY 2008 Approved	Amount as of April 2008
Advent Group Ministries, Inc.	Alcohol/Drug	613,641	632,000	498,150	498,150
Alcohol Recovery Homes	Alcohol/Drug	4,178,458	4,263,784	4,356,563	4,478,135
Asian Amer Community Involvement	Alcohol/Drug	277,619	285,948	293,097	293,097
Asian American Recovery Services	Alcohol/Drug	352,536	362,123	251,016	348,429
Blue Sky	Alcohol/Drug	0	0	0	96,666
Catholic Charities	Alcohol/Drug	191,423	197,166	424,869	194,443
Combined Addicts & Prof. Svcs. (CAPS)	Alcohol/Drug	494,330	509,146	521,875	521,875
Community Hlth Awareness Cncl (GHAC)	Alcohol/Drug	69,386	73,548	73,255	73,255
Community Solutions	Alcohol/Drug	138,891	77,299	6,442	6,442
Countywide Alcohol and Drug Services, Inc.	Alcohol/Drug	75,360	72,070	73,872	73,872
Crossroads	Alcohol/Drug	300,825	394,780	404,649	404,649
Economic and Social Opportunities (ESO)	Alcohol/Drug	404,126	415,151	0	0
Family & Children Services (FCS)	Alcohol/Drug	372,795	668,806	685,526	685,526
Gardner Family Care Corporation	Alcohol/Drug	1,028,563	1,082,946	1,110,019	1,085,905
Horizon Services Inc.	Alcohol/Drug	1,047,253	1,078,691	1,105,658	1,105,658
Indian Health Center	Alcohol/Drug	0	0	0	34,640
InnVision	Alcohol/Drug	90,002	90,002	92,252	181,219
Pathway Society	Alcohol/Drug	1,294,085	1,693,762	1,819,292	2,367,796
Project Ninety	Alcohol/Drug	0	0	0	261,250
Rainbow Recovery	Alcohol/Drug	761,160	783,985	803,585	443,717
asian Amer Community Involvement	Community Health Services	150,000	479,500	158,363	158,363
Chamberlain's Mental Health	Community Health Services	25,000	25,750	0	0
Family & Childrens Services	Community Health Services	65,500	67,465	0	0
Gardner Family Health Network	Community Health Services	954,275	982,903	1,007,476	1,007,476
Gardner Family Health Network (Tobacco Settlement Funding)	Community Health Services	440,000	440,000	440,000	440,000
Indian Health Center	Community Health Services	136,942	136,942	136,942	136,942
May View Community Health Center	Community Health Services	721,492	743,137	761,715	761,715
Planned Parenthood Mar Monte	Community Health Services	631,772	650,725	666,993	666,993
Women's Health Alliance	Community Health Services	63,002	64,892	66,514	66,514
Emergency Housing Consortium	County Executive	380,870	380,870	390,392	465,534
Catholic Charities of Santa Clara County	District Attorney	0	29,600	29,600	24,400
Central YMCA	District Attorney	0	12,000	12,000	10,983
Community Crime Prevention Associates	District Attorney	0	8,000	8,000	4,000
Fresh Liveliness for Youth	District Attorney	0	25,000	25,000	3,682
Project Sentinel (Mediation)	District Attorney	73,143	73,143	73,143	36,571
SVCCJ (Spousal Abuse)	District Attorney	59,410	57,680	57,680	38,453
SVCCJ (Victim Witness)	District Attorney	72,512	70,400	70,400	46,933
Correctional Institutions Chaplaincy Ministries	DOC	77,250	160,000	160,000	160,000
Friends Outside	DOC	106,000	106,000	106,000	106,000
Hands On Sign Language Services	DOC	5,000	5,000	5,000	5,000
VTF Services	DOC	6,000	5,000	5,000	5,000
Hands On Services	Employee Service Agency	3,485	3,589	3,589	3,589
Silicon Valley Independent Living Center	Employee Service Agency	277,864	286,430	286,430	286,430
Achieve	Mental Health	813,912	837,625	859,636	859,636
Ali Baba Riviera / Oasis Care	Mental Health	1,227,233	1,315,886	1,167,715	1,306,729

### Appendix

List of General-Funded Community-Based Organizations



County of Santa Clara  
FY 2009 Recommended Budget

## List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 2006 Approved	FY 2007 Approved	FY 2008 Approved	Amount as of April 2008
Alliance for Community Care	Mental Health	10,509,851	10,784,530	10,831,491	11,031,491
Asian Amer Community Involvement	Mental Health	996,934	1,025,981	1,050,857	1,050,857
Catholic Charities	Mental Health	479,916	483,494	490,897	490,897
Chamberlain's Mental Health Services	Mental Health	344,423	354,457	363,051	363,051
Children's Health Council	Mental Health	201,056	206,914	274,430	274,430
City of San Jose/Grace Baptist	Mental Health	214,834	221,093	226,454	226,454
Community Solutions	Mental Health	1,075,615	1,106,854	1,134,250	1,134,250
Eastern European Services Agency	Mental Health	150,683	150,683	154,336	154,336
Eastfield Ming Quong	Mental Health	4,042,211	4,159,977	4,260,842	4,160,841
Emergency Housing Consortium	Mental Health	130,213	134,007	137,256	137,256
Family and Children's Services	Mental Health	472,289	486,046	497,830	497,830
Gardner Family Care Corp.	Mental Health	2,435,840	2,506,806	2,576,201	2,576,201
HOPE Rehabilitation Services	Mental Health	399,264	410,893	420,856	420,856
Indian Health Center	Mental Health	215,572	221,852	227,231	227,231
InnVision	Mental Health	489,798	504,068	516,290	516,290
Mekong Community Center	Mental Health	240,052	247,046	253,035	253,035
MH Advocacy Project - SC Co Bar Assoc	Mental Health	369,483	380,234	389,453	389,453
Rebekah Children's Services	Mental Health	516,446	531,492	582,901	582,901
Ujima Adult & Family Services	Mental Health	387,663	398,162	407,816	407,816
Alum Rock Counseling Center	Probation	0	0	0	58,000
Alum Rock Counseling Center	Probation	0	318,473	262,921	262,291
Bill Wilson Center - Youth Intervention	Probation	116,059	121,517	124,555	0
Breakout Prison Outreach (CYO) - Gang Intervention	Probation	21,360	44,002	45,102	45,102
Breakout Prison Outreach (CYO) - Youth Intervention	Probation	36,771	25,249	25,880	0
California Youth Outreach (Intervention Services)	Probation	173,127	176,610	181,025	0
Catholic Charities - Foster Grandparents	Probation	9,517	9,517	9,755	9,755
Center for Healthy Development	Probation	15,300	15,300	15,683	0
Challenge Learning Center	Probation	4,429	4,562	4,676	4,676
City Year San Jose/Silicon Valley	Probation	0	3,000	3,075	0
Community Health Awareness Council	Probation	130,008	133,908	137,256	0
Community Solutions - Wright Center/James Ranch	Probation	10,080	20,765	21,284	0
Community Solutions - Youth Intervention	Probation	172,830	121,637	124,809	567,644
Correctional Institution Chaplaincy	Probation	18,540	25,000	25,625	25,625
Fresh Lifelines for Youth - Education (APA)	Probation	20,600	21,218	21,748	21,748
Fresh Lifelines for Youth - MAAC	Probation	0	35,000	35,875	35,875
Friends Outside - Anger Management	Probation	31,518	32,464	0	0
Friends Outside - Gang Intervention & DV for Ranches	Probation	12,570	0	0	0
Gardner Family Care Corporation	Probation	91,670	30,000	40,000	40,000
Law Foundation of Silicon Valley	Probation	96,400	99,292	101,774	101,774
MACSA - MAAC	Probation	0	35,000	35,875	35,875
Missouri Youth Services Institute	Probation	95,000	275,626	296,906	198,267



## List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 2006 Approved	FY 2007 Approved	FY 2008 Approved	Amount as of April 2008
Morissey/Compton Educational Center	Probation	51,600	53,148	54,477	54,477
Pathway Society - Substance Abuse	Probation	92,026	118,024	182,897	182,897
Peace-It-Together	Probation	0	0	0	19,460
Sentencing Alternatives Program, Inc.	Probation	177,041	182,352	186,911	186,911
Support Network for Battered Women	Probation	62,500	56,650	58,066	58,066
Unity Care - Anger Management	Probation	11,280	0	0	0
Billy deFrank	Public Health	9,000	0	0	0
Advent Group Ministries - Step Up! Program Consortium	Social Svcs Gen Fund Contracts	35,000	36,051	36,952	36,952
Asian Americans for Community Involvement - Domestic Violence Prgm	Social Svcs Gen Fund Contracts	20,631	21,250	21,781	21,781
Avenidas	Social Svcs Gen Fund Contracts	51,666	53,217	54,547	54,547
Bay Area Legal Aid	Social Svcs Gen Fund Contracts	44,772	46,116	47,269	47,269
Big Brothers Big sisters - Community- Based Mentoring Program	Social Svcs Gen Fund Contracts	25,000	25,751	26,395	26,395
Bill Wilson Center - 24-7 Youth Crisis Line	Social Svcs Gen Fund Contracts	25,000	25,751	26,395	26,395
Bill Wilson Center - Centre Cares	Social Svcs Gen Fund Contracts	30,000	30,901	31,674	31,674
Bill Wilson Center - Transitional Housing for Youth Collaboration	Social Svcs Gen Fund Contracts	12,000	12,360	12,669	12,669
Bill Wilson center - Youth Work Consortium	Social Svcs Gen Fund Contracts	71,000	73,131	74,959	74,959
Billy De Frank Lesbian and Gay Community Center (Adult Services)	Social Svcs Gen Fund Contracts	51,907	53,465	54,802	54,802
Billy De Frank Lesbian and Gay Community Center (Youth Services)	Social Svcs Gen Fund Contracts	15,000	15,450	15,836	15,836
Catholic Charities - A Positive Response to Healthcare Challenges Consortium	Social Svcs Gen Fund Contracts	25,000	25,751	26,395	26,395
Catholic Charities - Day Break Caregivers Services Programs	Social Svcs Gen Fund Contracts	28,932	29,801	30,546	30,546
Catholic Charities - Grandparent Caregiver Program	Social Svcs Gen Fund Contracts	25,000	25,751	26,395	26,395
Catholic Charities - Immigration Legal Services Program	Social Svcs Gen Fund Contracts	127,680	0	0	0
Catholic Charities - Leadership, Ethnic and Academic Pride (LEAP Project)	Social Svcs Gen Fund Contracts	58,371	60,122	61,625	61,625
Center for Employment Training	Social Svcs Gen Fund Contracts	59,629	0	0	0
Child Advocates of Silicon Valley - Court Designated Child Advocates	Social Svcs Gen Fund Contracts	53,872	55,489	56,876	56,876
Children's Health Council - Healthy Development of Young Mothers and Their Children Consortium	Social Svcs Gen Fund Contracts	45,000	46,351	47,510	47,510
Community Health Awareness Council- Outlet Program	Social Svcs Gen Fund Contracts	15,000	15,450	15,836	15,836
Community Health Awareness Council- Village Wellness	Social Svcs Gen Fund Contracts	47,562	48,989	50,214	50,214

### Appendix

List of General-Funded Community-Based Organizations



County of Santa Clara  
FY 2009 Recommended Budget

## List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 2006 Approved	FY 2007 Approved	FY 2008 Approved	Amount as of April 2008
Community Solutions - Family Advocate Program	Social Svcs Gen Fund Contracts	25,000	25,751	26,395	26,394
Community Solutions-Domestic Violence Support Services	Social Svcs Gen Fund Contracts	55,522	57,189	58,619	58,619
Community Svcs Agency - Comprehensive Emergency Assistance	Social Svcs Gen Fund Contracts	25,000	25,751	26,395	26,395
Community Svcs Agency - Integrated Senior Case Management	Social Svcs Gen Fund Contracts	25,000	25,751	26,395	26,395
Community Technology Alliance - Project SHARE	Social Svcs Gen Fund Contracts	25,000	25,750	26,394	26,394
Deaf Counseling Advocacy & Referral Agency (DCARA) - Parent Connections	Social Svcs Gen Fund Contracts	25,000	25,751	26,395	26,395
Emergency Housing Consortium - FEED Project	Social Svcs Gen Fund Contracts	54,220	55,848	57,244	57,244
Emergency Housing Consortium (Reception Center)	Social Svcs Gen Fund Contracts	35,250	36,308	37,216	37,216
Emergency Housing Consortium (South County)	Social Svcs Gen Fund Contracts	44,819	46,164	47,318	47,318
Estrella Family Services - Kids to Camp	Social Svcs Gen Fund Contracts	30,000	30,901	31,674	31,674
Ethiopian Community Services - Family Self Sufficiency Case Management Program	Social Svcs Gen Fund Contracts	29,570	30,458	31,219	31,219
Ethiopian Community Services - Seniors Self Sufficiency Case Management Program	Social Svcs Gen Fund Contracts	29,570	30,458	31,219	31,219
Family and Children Services - FAST	Social Svcs Gen Fund Contracts	41,805	43,060	44,137	44,137
Family Supportive Housing, Inc. - San Jose Family Shelter	Social Svcs Gen Fund Contracts	25,000	25,751	26,395	26,395
Fresh Lifelines for Youth (FLY) - Legal Eagle Program	Social Svcs Gen Fund Contracts	58,390	60,143	61,647	61,647
Friends Outside in Santa Clara County - Steps Ahead Home Visitation Program	Social Svcs Gen Fund Contracts	25,000	25,751	26,395	26,395
Health Trust - Family Health Insurance	Social Svcs Gen Fund Contracts	45,000	46,351	47,510	47,510
Indian Health Center - Coordinating Care for American Indian Elders	Social Svcs Gen Fund Contracts	40,000	41,201	42,231	42,231
Inn Vision- Family Place	Social Svcs Gen Fund Contracts	30,000	30,901	31,674	31,674
Inn Vision- Montgomery Shelter	Social Svcs Gen Fund Contracts	41,958	43,218	44,298	44,298
Inn Vision-Commercial Street	Social Svcs Gen Fund Contracts	30,515	31,431	32,217	32,217
InnVision - Safe Haven II for Homeless Mentally Ill	Social Svcs Gen Fund Contracts	25,000	25,751	26,395	26,395
International Rescue Committee - Citizen and Immigration Legal Services	Social Svcs Gen Fund Contracts	21,443	0	0	0
Japanese American Community Services (Yu-ai Kai)	Social Svcs Gen Fund Contracts	142,018	146,282	149,939	149,939
Live Oak Adult Day Care	Social Svcs Gen Fund Contracts	75,000	77,252	79,183	79,183



## List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 2006 Approved	FY 2007 Approved	FY 2008 Approved	Amount as of April 2008
Loaves and Fishes Family Kitchen	Social Svcs Gen Fund Contracts	40,000	41,201	42,231	42,231
Mexican American Community Services (Adult Day Health Care)	Social Svcs Gen Fund Contracts	77,709	80,042	82,043	82,043
Mexican American Community Services- Zero Drop-Out Youth Academy	Social Svcs Gen Fund Contracts	122,714	126,395	129,555	129,555
Next Door Solutions to Domestic Violence	Social Svcs Gen Fund Contracts	99,030	102,003	104,553	104,553
Outreach & Escort (Senior Program)	Social Svcs Gen Fund Contracts	199,649	205,638	210,779	210,779
Parents Helping Parents, Inc. (PHP)	Social Svcs Gen Fund Contracts	34,590	35,628	36,519	36,519
Respite & Research for Alzheimer's Disease	Social Svcs Gen Fund Contracts	46,146	47,531	48,719	48,719
Sacred Heart Community Services - Families First	Social Svcs Gen Fund Contracts	45,000	46,351	47,510	47,510
Sacred Heart Community Services - Turn the Tide Children's Education Program	Social Svcs Gen Fund Contracts	43,000	44,291	45,398	45,398
Sacred Heart Community Services (Community Food Program)	Social Svcs Gen Fund Contracts	31,302	32,242	33,048	33,048
Sacred Heart Community Services (Services to Immigrants)	Social Svcs Gen Fund Contracts	25,000	0	0	0
San Jose Conservation Corp & Charter School	Social Svcs Gen Fund Contracts	37,818	38,953	39,927	39,927
Santa Clara County Asian Law Alliance	Social Svcs Gen Fund Contracts	25,630	0	0	0
Santa Clara Unified School District - Skills Plus Program	Social Svcs Gen Fund Contracts	30,000	30,901	31,674	31,674
Santa Clara University - Katherine & George Alexander Community Law Center	Social Svcs Gen Fund Contracts	40,866	0	0	0
School Health Clinics of Santa Clara County	Social Svcs Gen Fund Contracts	40,073	41,276	42,308	42,308
Senior Adults Legal Assistance	Social Svcs Gen Fund Contracts	36,567	37,665	38,607	38,607
Services for Brain-Injury	Social Svcs Gen Fund Contracts	42,359	43,631	44,722	44,722
SIREN - Services, Immigrant Rights and Education Network	Social Svcs Gen Fund Contracts	45,000	0	0	0
St. Joseph's Family Center (Children/Youth)	Social Svcs Gen Fund Contracts	25,000	25,751	26,395	26,395
St. Joseph's Family Center (Housing Services)	Social Svcs Gen Fund Contracts	42,028	43,290	44,372	44,372
Sunnyvale Community Services - Comprehensive Emergency Assistance	Social Svcs Gen Fund Contracts	40,000	41,201	42,231	42,231
Support Network for Battered Women - Project Right Response	Social Svcs Gen Fund Contracts	19,390	19,972	20,471	20,471
The Unity Care Group, Inc. - Foster Care & High Risk Youth Leadership Program Consortium	Social Svcs Gen Fund Contracts	25,000	25,750	26,394	26,394
Unity Care Group, Inc. - Transitional Housing for Youth Collaboration	Social Svcs Gen Fund Contracts	28,000	28,841	29,562	29,562

### Appendix

List of General-Funded Community-Based Organizations



County of Santa Clara  
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## List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 2006 Approved	FY 2007 Approved	FY 2008 Approved	Amount as of April 2008
VISTA (formerly Peninsula Center for the Blind and Visually Impaired)	Social Svcs Gen Fund Contracts	25,000	25,750	26,394	26,394
Catholic Charities - Citizenship Services - South County	Social Svcs PII	0	31,929	32,727	32,727
Catholic Charities - Immigration Legal Services as a Path to Citizenship	Social Svcs PII	0	130,000	133,250	133,250
Center for Employment Center (CET) - Immigration Legal Services as Path to Citizenship	Social Svcs PII	0	98,689	101,156	101,156
Center for Employment Center (CET) - Legal Support for Citizenship	Social Svcs PII	0	41,198	42,228	42,228
Center for Employment Training (CET) - Citizenship Services	Social Svcs PII	0	50,750	52,019	52,019
Collins, Franci - Immigrantinfo.org Web Site Maintenance	Social Svcs PII	0	13,210	13,540	13,540
International Rescue committee (IRC) - Immigration Legal Services as Path to Citizenship	Social Svcs PII	0	50,000	51,250	51,250
Sacred Heart Community Services - Citizenship Services	Social Svcs PII	0	25,000	25,625	25,625
Santa Clara County Asian Law Alliance (ALA) - Citizenship Services	Social Svcs PII	0	25,000	25,625	25,625
Santa Clara County Asian Law Alliance (ALA) - Community Education and Civic Engagement	Social Svcs PII	0	32,041	32,842	32,842
Santa Clara County Asian Law Alliance (ALA) - Immigration Legal Services as a Path to Citizenship	Social Svcs PII	0	23,923	24,521	24,521
Santa Clara County Asian Law Alliance (ALA) - Legal Support for Citizenship	Social Svcs PII	0	41,199	42,229	42,229
Santa Clara University - Immigration Legal Services as a Path to Citizenship	Social Svcs PII	0	30,000	30,750	30,750
Services, Immigrant Rights and Education Network (SIREN) - Citizenship Services	Social Svcs PII	0	84,264	86,371	86,371
Services, Immigrant Rights and Education Network (SIREN) - Community Education and Civic Engagement	Social Svcs PII	0	20,862	21,384	21,384
Services, Immigrant Rights and Education Network (SIREN) - Immigrant Assistance Hot Line	Social Svcs PII	0	43,775	44,869	44,869
Alum Rock Counseling Center	Social Svcs SOS Network	787,021	810,607	830,872	830,872
Bill Wilson Center	Social Svcs SOS Network	647,600	666,988	683,663	683,663
Community Solutions	Social Svcs SOS Network	248,000	255,425	261,811	261,811
Asian Americans for Community Involvement	Social Svcs Sr Nutrition Prog Contracts	43,324	59,492	59,195	59,195
Bateman (Formerly Compass Group USA, Inc.) Frozen Meals	Social Svcs Sr Nutrition Prog Contracts	1,397,973	1,447,873	1,483,110	1,513,110
Catholic Charities	Social Svcs Sr Nutrition Prog Contracts	496,607	449,859	407,091	407,091
City of Campbell	Social Svcs Sr Nutrition Prog Contracts	50,370	51,427	38,858	40,873



## List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 2006 Approved	FY 2007 Approved	FY 2008 Approved	Amount as of April 2008
City of Milpitas	Social Svcs Sr Nutrition Prog Contracts	132,042	145,702	154,460	154,460
City of San Jose	Social Svcs Sr Nutrition Prog Contracts	1,042,515	1,070,854	1,133,870	1,133,870
City of Santa Clara	Social Svcs Sr Nutrition Prog Contracts	77,112	78,125	95,113	116,081
Community Services Agency of Mountain View & Los Altos	Social Svcs Sr Nutrition Prog Contracts	112,273	119,107	147,864	154,681
First Methodist Church of Sunnyvale	Social Svcs Sr Nutrition Prog Contracts	273,647	278,076	291,177	291,177
Indo-American Community Service Center in Santa Clara	Social Svcs Sr Nutrition Prog Contracts	74,156	85,527	89,382	89,832
Indo-American Senior Program at the Northside Community Center	Social Svcs Sr Nutrition Prog Contracts	12,966	0	0	0
Japanese American Community Senior (Yu-Ai Kai)	Social Svcs Sr Nutrition Prog Contracts	200,953	204,164	214,691	214,691
Korean American Community Services Inc.	Social Svcs Sr Nutrition Prog Contracts	81,528	84,675	77,558	77,558
La Comida de California	Social Svcs Sr Nutrition Prog Contracts	207,694	220,540	232,978	232,978
Los Gatos United Methodist Church	Social Svcs Sr Nutrition Prog Contracts	93,739	103,207	102,506	102,506
Northside	Social Svcs Sr Nutrition Prog Contracts	50,180	0	0	0
Outreach & Escort (Senior Nutrition Transportation Services)	Social Svcs Sr Nutrition Prog Contracts	101,570	102,600	107,450	113,450
Placeholder for RFP - West Valley Presbyterian Church	Social Svcs Sr Nutrition Prog Contracts	139,649	160,600	96,910	0
Portuguese Org. for Social Services	Social Svcs Sr Nutrition Prog Contracts	54,267	60,327	62,037	62,037
Salvation Army	Social Svcs Sr Nutrition Prog Contracts	136,678	139,297	144,440	144,441
Santa Clara Valley Blind Center	Social Svcs Sr Nutrition Prog Contracts	0	0	11,855	11,855
Self Help for the Elderly of Santa Clara County	Social Svcs Sr Nutrition Prog Contracts	145,376	154,545	257,889	257,889
TBD Approved expenditures for Nutrition Expansion	Social Svcs Sr Nutrition Prog Contracts	0	55,000	0	0
TBD Placeholder for Indo Northside Replacement	Social Svcs Sr Nutrition Prog Contracts	0	12,651	0	0
TBD Placeholder for Northside Replacement	Social Svcs Sr Nutrition Prog Contracts	0	60,251	0	0
YMCA Morgan Hill	Social Svcs Sr. Nutrition Prog	133,900	119,357	110,640	110,640
Mother's Milk Bank	Special Programs	51,830	53,385	54,719	54,719
	<b>Total</b>	<b>53,045,427</b>	<b>56,591,770</b>	<b>56,670,477</b>	<b>57,390,043</b>





## 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 2008 Positions		FY 2009	Amount
										Approved	Adjusted	Recommended	Change
												2008	from FY
												Approved	2008
<b>Legislative And Executive</b>													
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
<b>101</b>						<b>Total</b>	<b>8.0</b>	<b>8.0</b>		<b>8.0</b>			<b>0.0</b>
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
<b>102</b>						<b>Total</b>	<b>8.0</b>	<b>8.0</b>		<b>8.0</b>			<b>0.0</b>
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
<b>103</b>						<b>Total</b>	<b>8.0</b>	<b>8.0</b>		<b>8.0</b>			<b>0.0</b>
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
<b>104</b>						<b>Total</b>	<b>8.0</b>	<b>8.0</b>		<b>8.0</b>			<b>0.0</b>
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
<b>105</b>						<b>Total</b>	<b>8.0</b>	<b>8.0</b>		<b>8.0</b>			<b>0.0</b>
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			0.5	0.5			0.5			0.0
		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			1.0	1.0			1.0			0.0
		G38	Information Systems Tech III			0.0	0.0			0.0			0.0
		G50	Information Sys Tech II			0.0	0.0			0.0			0.0
		G51	Information Sys Tech I			0.0	0.0			0.0			0.0
		J82	Records Assistant II			1.0	1.0			1.0			0.0



## Finance and Government Operations (Continued)

Agency Name					Amount Change from FY 2008	
Budget Unit Number and Name					Approved	
Cost Center Number and Name					Approved	
Index Number and Name		FY 2008 Positions		FY 2009		
Job Class Code and Title		Approved	Adjusted	Recommended		
	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
	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	2.0	2.0	2.0	0.0
1173	SB 813 Admin Fund 0001					
	D09	Office Specialist III	2.0	2.0	2.0	0.0
	D55	Board Clerk I	1.0	1.0	1.0	0.0
<b>106</b>	<b>Total</b>		<b>29.5</b>	<b>29.5</b>	<b>29.5</b>	<b>0.0</b>
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	2.0	2.0	2.0	0.0
	A1X	Assistant County Executive	1.0	1.0	1.0	0.0
	A2H	Mgr Office Women'S Advocacy	1.0	1.0	1.0	0.0
	A2L	Public Communication Director	1.0	1.0	1.0	0.0
	B10	Emergency Planning Coord	0.0	0.0	0.0	0.0
	B1N	Sr Mgmt Analyst	0.0	0.0	0.0	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
	B2L	Admin Services Mgr I	0.0	0.0	0.0	0.0
	B2P	Admin Support Officer II	0.0	0.0	1.0	1.0
	B2R	Admin Support Officer I	0.8	0.8	0.0	-0.8
	B3N	Program Mgr II	2.5	2.5	2.5	0.0
	B3P	Program Mgr I	0.5	0.5	0.5	0.0
	B5A	Asset & Econ Dev Dir	1.0	1.0	1.0	0.0
	B73	Mgr, Integrated Pest Mgt	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
	B78	Accountant II	1.0	1.0	1.0	0.0
	B80	Accountant Auditor Appraiser	0.0	0.0	0.0	0.0
	B96	Dept Fiscal Officer	0.0	0.0	0.0	0.0
	C08	Sr Executive Assistant	3.0	2.0	2.0	-1.0
	C60	Admin Assistant	1.0	1.0	1.0	0.0
	C64	Budget & Public Policy Analyst	0.0	0.0	0.0	0.0
	C98	Public Communications Spec	2.0	2.0	2.0	0.0
	D2F	Account Clerk II-ACE	1.0	1.0	1.0	0.0
	D66	Legal Secretary II	0.0	0.0	0.0	0.0
	D9C	Accountant Assistant-ACE	1.0	1.0	1.0	0.0
	E23	Public Risk Communication Ofc	1.0	1.0	1.0	0.0
	F14	Legal Clerk	0.0	0.0	0.0	0.0
	G51	Information Sys Tech I	0.0	0.0	0.0	0.0
	J45	Graphic Designer II	1.0	1.0	1.0	0.0
	L49	Climate Chg/Sustain Prog Mgr	0.0	1.0	1.0	1.0
	N07	Manager of Special Proj-Gsa	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 FY		
Index Number and Name		FY 2008 Positions		FY 2009	2008		
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	Q19	Legislative Representative-U	1.0	1.0	1.0	0.0	
	U27	Attorney IV-County Counsel	0.0	0.0	0.0	0.0	
	V73	Sr Paralegal	0.0	0.0	0.0	0.0	
	V74	Paralegal	0.0	0.0	0.0	0.0	
	V78	Public Defender Invest II	0.0	0.0	0.0	0.0	
	V79	Public Defender Invest I	0.0	0.0	0.0	0.0	
	W04	Spec Asst to the Co Exec-U	1.0	1.0	1.0	0.0	
	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 Asst County Exec	0.0	1.0	1.0	1.0	
	X12	Office Specialist III-ACE	2.0	2.0	2.0	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	0.0	0.0	-1.0	
	C63	Principal Budget & Policy Anal	1.0	1.0	1.0	0.0	
	C64	Budget & Public Policy Analyst	7.0	8.0	8.0	1.0	
	C92	Budget Operations Manager	1.0	1.0	1.0	0.0	
1330	Veterans' Services						
	D09	Office Specialist III	1.0	1.0	1.0	0.0	
	D1H	Dir, Office of Veteran's Affrs	1.0	1.0	1.0	0.0	
	X71	Veteran Services Rep II	4.0	4.0	4.0	0.0	
2530	Office Of Emergency Svcs Fund 0001						
	B06	Sr Emergency Planning Coord	3.0	3.0	4.0	1.0	
	B10	Emergency Planning Coord	1.0	1.0	1.0	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	
	B6E	Dir of Emergency Preparedness	1.0	1.0	1.0	0.0	
	C60	Admin Assistant	1.0	1.0	1.0	0.0	
	L23	Emergency Svc Prog Mgr	1.0	1.0	1.0	0.0	
5700	Human Relations Fund 0001						
	B14	Human Relations Coord III	5.0	5.0	5.0	0.0	
	B16	Human Relations Coord II	3.0	3.0	3.0	0.0	
	B17	Human Relations Mgr	1.0	1.0	1.0	0.0	
	B18	Human Relations Coord I	1.0	1.0	1.0	0.0	
	D09	Office Specialist III	1.0	1.0	1.0	0.0	
	E03	Dispute Resolution Prog Coord	1.0	1.0	1.0	0.0	
	H95	Immigrant Services Coord	1.0	1.0	1.0	0.0	
	X19	Admin Assistant-ACE	1.0	1.0	1.0	0.0	
<b>107</b>			<b>Total</b>	<b>73.8</b>	<b>74.8</b>	<b>76.0</b>	<b>2.2</b>
113	Local Agency Formation Comm-LAFCO						
	1114	Local Agency Formation Comm Fund 0019					
	D4F	LAFCO Analyst	0.0	1.0	1.0	1.0	
	D5F	LAFCO Office Specialist	1.0	1.0	1.0	0.0	
	D6F	LAFCO Executive Officer	0.0	1.0	1.0	1.0	
	W1N	Sr Mgmt Analyst-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 FY
Index Number and Name					FY 2008 Positions		2008
Job Class Code and Title		Approved	Adjusted	FY 2009	Approved		
				Recommended			
	W66 Program Mgr II-U-Brd Rng	1.0	0.0	0.0			-1.0
<b>113</b>	<b>Total</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>			<b>0.0</b>
168	Office of Affordable Housing						
1132	Homeless Concerns Fund 0001						
	A2K Homeless Services Coord	1.0	1.0	1.0			0.0
	B1P Mgmt Analyst	1.0	1.0	1.0			0.0
	B3N Program Mgr II	0.0	0.0	0.0			0.0
	B3P Program Mgr I	0.0	0.0	0.0			0.0
1168	Housing And Comm Dev Fund 0035						
	B1N Sr Mgmt Analyst	1.0	1.0	1.0			0.0
	B1P Mgmt Analyst	1.0	1.0	1.0			0.0
	D09 Office Specialist III	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						
	A44 Dir Office -Affordable Housing	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
	D96 Accountant Assistant	1.0	1.0	1.0			0.0
1174	Housing Set Aside Fund 0196						
	B1N Sr Mgmt Analyst	1.0	1.0	1.0			0.0
<b>168</b>	<b>Total</b>	<b>12.0</b>	<b>12.0</b>	<b>12.0</b>			<b>0.0</b>
115	Assessor						
1150	Assessor-Admin Fund 0001						
	A28 Assessor-U	1.0	1.0	1.0			0.0
	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
	C46 Asst Chief Appraiser	0.0	0.0	0.0			0.0
	C50 Appraiser II	0.0	0.0	0.0			0.0
	C56 Asst Chief Auditor Appraiser	0.0	0.0	0.0			0.0
	C80 Supv Appraisal Data Coord	0.0	0.0	0.0			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
	D86 Supv Assessment Clerk	0.0	0.0	0.0			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



## Finance and Government Operations (Continued)

Agency Name						Amount	
Budget Unit Number and Name						Change	
Cost Center Number and Name						from FY	
Index Number and Name		FY 2008 Positions		FY 2009		2008	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
1152	Assessor-Exemptions Fund 0001						
	C61 Exemption Supervisor	1.0	1.0	1.0	0.0		
	C62 Exemption Investigator	2.0	2.0	2.0	0.0		
	D49 Office Specialist II	1.0	1.0	1.0	0.0		
	D83 Sr Assessment Clerk	3.0	3.0	3.0	0.0		
	D86 Supv Assessment Clerk	1.0	1.0	1.0	0.0		
	D88 Assessment Clerk	3.0	3.0	1.0	-2.0		
1153	Assessor-Services Fund 0001						
	C37 Assessment Roll Admin	1.0	1.0	1.0	0.0		
	C65 Property Transfer Examiner	9.0	9.0	9.0	0.0		
	D09 Office Specialist III	7.0	6.0	6.0	-1.0		
	D49 Office Specialist II	2.0	2.0	2.0	0.0		
	D83 Sr Assessment Clerk	12.0	12.0	12.0	0.0		
	D86 Supv Assessment Clerk	2.0	2.0	2.0	0.0		
	D88 Assessment Clerk	5.0	5.0	5.0	0.0		
	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	4.0	4.0	4.0	0.0		
	K80 Geographic Info System Tech I	1.0	1.0	1.0	0.0		
	X09 Sr Office Specialist	0.0	1.0	1.0	1.0		
1154	Real Property Fund 0001						
	C44 Chief Appraiser	1.0	1.0	1.0	0.0		
	C45 Supv Appraiser	6.0	6.0	6.0	0.0		
	C46 Asst Chief Appraiser	1.0	1.0	1.0	0.0		
	C47 Sr Appraiser	23.0	24.0	24.0	1.0		
	C50 Appraiser II	21.0	21.0	19.0	-2.0		
	C51 Appraiser I	7.0	7.0	7.0	0.0		
	C52 Appraisal Aide	4.0	4.0	4.0	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	6.0	6.0	6.0	0.0		
	D51 Office Specialist I	1.0	1.0	1.0	0.0		
	D82 Appraisal Data Coord	1.0	1.0	1.0	0.0		
	D88 Assessment Clerk	4.0	4.0	4.0	0.0		
	Q5D Sr Appraiser-U	1.0	0.0	0.0	-1.0		
	T40 Appraiser III	8.0	8.0	8.0	0.0		
1155	Personal Property Fund 0001						
	B79 Auditor-Appraiser	15.0	15.0	15.0	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	21.0	21.0	21.0	0.0		
	D09 Office Specialist III	3.0	2.0	2.0	-1.0		
	D34 Supv Clerk	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 FY
Index Number and Name		FY 2008 Positions		FY 2009	2008	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	D49 Office Specialist II	6.0	6.0	4.0	-2.0	
	D82 Appraisal Data Coord	2.0	2.0	2.0	0.0	
	D88 Assessment Clerk	9.0	9.0	8.0	-1.0	
	D96 Accountant Assistant	4.0	4.0	4.0	0.0	
	X09 Sr Office Specialist	0.0	1.0	1.0	1.0	
1156	Assessor-Systems Fund 0001					
	A1J Assessor'S Office Info Sys Mgr	1.0	1.0	1.0	0.0	
	B1N Sr Mgmt Analyst	2.0	2.0	2.0	0.0	
	B1P Mgmt Analyst	2.0	2.0	2.0	0.0	
	D09 Office Specialist III	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	1.0	1.0	1.0	0.0	
	G14 Information Systems Manager I	9.0	9.0	9.0	0.0	
	G50 Information Sys Tech II	1.0	1.0	1.0	0.0	
<b>115</b>	<b>Total</b>	<b>247.0</b>	<b>247.0</b>	<b>240.0</b>	<b>-7.0</b>	
118	Procurement					
2300	Procurement Dept Fund 0001					
	A25 Director of Procurement	1.0	1.0	1.0	0.0	
	B1N Sr Mgmt Analyst	6.0	8.0	8.0	2.0	
	B1P Mgmt Analyst	2.0	0.0	0.0	-2.0	
	B3N Program Mgr II	4.0	4.0	4.0	0.0	
	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	
	C31 Buyer III	10.0	10.0	10.0	0.0	
	C32 Buyer II	2.0	2.0	2.0	0.0	
	D09 Office Specialist III	1.0	1.0	1.0	0.0	
	D49 Office Specialist II	1.0	1.0	1.0	0.0	
	G76 Sr Warehouse Materials Handler	1.0	1.0	1.0	0.0	
<b>118</b>	<b>Total</b>	<b>30.0</b>	<b>30.0</b>	<b>30.0</b>	<b>0.0</b>	
120	County Counsel					
12001	County Counsel Fund 0001					
	A62 County Counsel-U	1.0	1.0	1.0	0.0	
	A79 Assistant County Counsel	3.0	3.0	3.0	0.0	
	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	
	B78 Accountant II	0.0	1.0	1.0	1.0	
	D09 Office Specialist III	6.0	6.0	6.0	0.0	
	D49 Office Specialist II	2.0	2.0	2.0	0.0	
	D51 Office Specialist I	2.0	2.0	2.0	0.0	
	D66 Legal Secretary II	11.5	12.5	12.5	1.0	
	D70 Legal Secretary I	2.5	2.5	2.5	0.0	
	D7B Legal Secretary I-ACE-W/O/Sh	1.0	1.0	1.0	0.0	
	D7D Legal Secretary II-ACE-W/O/Sh	5.0	5.0	5.0	0.0	



## Finance and Government Operations (Continued)

Agency Name					Amount	
Budget Unit Number and Name					Change	
Cost Center Number and Name					from FY	
Index Number and Name		FY 2008 Positions		FY 2009	2008	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	D96 Accountant Assistant	1.0	1.0	1.0	0.0	
	D97 Account Clerk II	1.0	1.0	1.0	0.0	
	F14 Legal Clerk	0.0	0.0	0.0	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	
	G51 Information Sys Tech I	0.0	0.5	0.5	0.5	
	U27 Attorney IV-County Counsel	53.0	57.5	57.5	4.5	
	U32 Attorney I-County Counsel	0.0	0.0	0.0	0.0	
	U39 Asst County Counsel-U	1.0	1.0	1.0	0.0	
	V73 Sr Paralegal	15.0	16.0	16.0	1.0	
	V74 Paralegal	2.0	2.0	2.0	0.0	
	V82 Supervising Paralegal	3.0	3.0	3.0	0.0	
	W51 Confidential Secretary-ACE-U	1.0	1.0	1.0	0.0	
<b>120</b>		<b>Total</b>	<b>118.0</b>	<b>126.0</b>	<b>126.0</b>	<b>8.0</b>
140	Registrar Of Voters					
5600	Registrar Of Voters Fund 0001					
	A20 Registrar of Voters	1.0	1.0	1.0	0.0	
	A21 Asst Registrar of Voters	1.0	1.0	1.0	0.0	
	B1T Assoc Mgmt Analyst A	1.0	1.0	1.0	0.0	
	B2P Admin Support Officer II	1.0	1.0	1.0	0.0	
	B77 Accountant III	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	
	C29 Exec Assistant I	1.0	1.0	1.0	0.0	
	D09 Office Specialist III	1.0	1.0	1.0	0.0	
	D49 Office Specialist II	4.5	4.5	4.5	0.0	
	D96 Accountant Assistant	1.0	1.0	1.0	0.0	
	G12 Information Systems Manager II	1.0	1.0	1.0	0.0	
	G29 Information Systems Analyst I	1.0	1.0	1.0	0.0	
	G56 Precinct Operations Supervisor	1.0	1.0	1.0	0.0	
	G63 Election Process Supv II	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	0.0	0.0	-2.0	
	G7D Election Systems Technician II	0.0	2.0	2.0	2.0	
	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	4.0	4.0	4.0	0.0	
	X17 Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
5615	Electronic Voting Sys Fund 0001					
	G50 Information Sys Tech II	1.0	1.0	1.0	0.0	
	G76 Sr Warehouse Materials Handler	3.0	0.0	0.0	-3.0	
	G7D Election Systems Technician II	0.0	3.0	3.0	3.0	
	G97 Election Specialist	2.0	2.0	2.0	0.0	
	X09 Sr Office Specialist	3.0	3.0	3.0	0.0	



## 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 2008 Positions		FY 2009	Amount
											Approved	Adjusted	Recommended	Change
														from FY
														2008
														Approved
140										<b>Total</b>	52.5	52.5	52.5	0.0
145	Information Services													
	14501	Information Services Fund 0001												
		A1F	Chief Information Officer							1.0	1.0	1.0	0.0	
		B2E	Training & Staff Dev Spec							1.0	1.0	1.0	0.0	
		F68	Enterprise ITPS Manager							1.0	1.0	1.0	0.0	
		G05	Asst Supv Program Analyst							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							2.0	2.0	2.0	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	5.0	5.0	1.0	
		G49	IT Planner/Architect							5.0	6.0	6.0	1.0	
		G5C	Network Operations Supervisors							1.0	1.0	1.0	0.0	
		G5E	Software Engineer IV							1.0	0.0	0.0	-1.0	
		G5F	Software Engineer III							1.0	1.0	1.0	0.0	
		G60	Network Engineer Associate							2.0	1.0	1.0	-1.0	
		G7F	App & Joint App Dev Spec							1.0	1.0	1.0	0.0	
		G85	Sr Business Info Tech Consult							2.0	2.0	2.0	0.0	
		K63	Geographic Info Sys Mgr							1.0	1.0	1.0	0.0	
		X17	Exec Assistant I-ACE							1.0	1.0	1.0	0.0	
	14574	Information Services Fund 0074												
		B1R	Assoc Mgmt Analyst B							1.0	1.0	1.0	0.0	
		B27	Admin Services Mgr-Dp							1.0	1.0	1.0	0.0	
		B2E	Training & Staff Dev Spec							1.0	1.0	1.0	0.0	
		B2M	Senior Database Administrator							4.0	6.0	6.0	2.0	
		B2N	Admin Support Officer III							0.0	1.0	1.0	1.0	
		B2P	Admin Support Officer II							1.0	0.0	0.0	-1.0	
		B2S	Data Base Admin Mgr							1.0	1.0	1.0	0.0	
		B2U	Data Base Administrator							3.0	1.0	1.0	-2.0	
		B3U	Database Administrator-U							3.0	3.0	3.0	0.0	
		B4M	Sr Database Administrator-U							1.0	1.0	1.0	0.0	
		B76	Sr Accountant							1.0	1.0	1.0	0.0	
		B78	Accountant II							0.0	1.0	1.0	1.0	
		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							4.0	4.0	4.0	0.0	
		D61	Sr Dp Equipment Operator							1.0	1.0	1.0	0.0	
		D96	Accountant Assistant							3.0	2.0	2.0	-1.0	
		E20	Telecom Services Specialist							2.0	2.0	2.0	0.0	
		E27	Telecommunications Ops Mgr							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							1.0	2.0	2.0	1.0	





## Finance and Government Operations (Continued)

Agency Name					Amount	
Budget Unit Number and Name					Change	
Cost Center Number and Name					from FY	
Index Number and Name		FY 2008 Positions		FY 2009	2008	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	G07 Sr Programming Analyst	8.0	9.0	9.0	1.0	
	G1A Senior Call Center Coordinator	1.0	1.0	1.0	0.0	
	G20 Asst Dp Operations Mgr	1.0	1.0	1.0	0.0	
	G24 Computer Operations Shift Supv	2.0	3.0	3.0	1.0	
	G26 Sr Systems Software Engineer	11.0	9.0	9.0	-2.0	
	G2C Sr Systems Software Engineer-U	2.0	2.0	2.0	0.0	
	G30 Data Processing Supervisor	1.0	0.0	0.0	-1.0	
	G37 Data Processing Staff Assist	1.0	0.0	0.0	-1.0	
	G38 Information Systems Tech III	1.0	1.0	1.0	0.0	
	G3A Sr Info Technology Proj Mgr	2.0	1.0	1.0	-1.0	
	G3C Sr Info Technology Proj Mgr-U	1.0	1.0	1.0	0.0	
	G3L Quality Assurance Engineer	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	3.0	3.0	2.0	
	G50 Information Sys Tech II	12.0	12.0	11.0	-1.0	
	G54 Project Support Svcs Mgr	1.0	1.0	1.0	0.0	
	G5E Software Engineer IV	8.0	9.0	9.0	1.0	
	G5F Software Engineer III	26.0	25.0	25.0	-1.0	
	G5H Software Engineer I	1.0	1.0	1.0	0.0	
	G5L Software Engineer III-U	2.0	2.0	2.0	0.0	
	G67 Local Area Network Specialist	6.0	6.0	6.0	0.0	
	G6T Systems Software Engineer II	6.0	6.0	6.0	0.0	
	G75 Asst Customer Spt Services Mgr	1.0	1.0	1.0	0.0	
	G85 Sr Business Info Tech Consult	1.0	1.0	1.0	0.0	
	G89 Call Center Coordinator	3.0	3.0	3.0	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	
	K26 Communications Cable Installer	3.0	3.0	3.0	0.0	
	K2A Communications Cable Installer	1.0	1.0	1.0	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	0.0	-1.0	
	L35 Telecommunications Tech	7.0	7.0	7.0	0.0	
	Q70 Sr. Business It Consultant-U	1.0	1.0	1.0	0.0	
14577	Printing Operations Fund 0077					
	B2N Admin Support Officer III	1.0	1.0	1.0	0.0	
	D09 Office Specialist III	1.0	1.0	1.0	0.0	
	E87 Senior Account Clerk	1.0	1.0	1.0	0.0	
	F26 Print On Demand Operator	1.0	1.0	1.0	0.0	
	F78 Printing Supervisor	1.0	1.0	1.0	0.0	
	F80 Offset Press Operator II	2.0	2.0	2.0	0.0	
	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	2.5	2.5	2.0	-0.5	
	F91 Bindery Worker I	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 FY	
Index Number and Name		FY 2008 Positions		FY 2009		2008	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
14502	Messenger Driver - Records Ret 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		
1231	GIS SCC Regional Budgetary Fund 0242						
	K79 GEOGRAPHIC INFO SYSTEM TECH II	2.0	2.0	2.0	0.0		
	K80 Geographic Info System Tech I	1.0	1.0	1.0	0.0		
<b>145</b>	<b>Total</b>	<b>211.5</b>	<b>211.5</b>	<b>209.0</b>	<b>-2.5</b>		
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	1.0	1.0	1.0	0.0		
	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 Supv Communications Dispatcher	5.0	5.0	5.0	0.0		
	G92 Sr Communications Dispatcher	9.0	9.0	9.0	0.0		
	G93 Communications Dispatcher II	34.0	34.0	34.0	0.0		
	G94 Communications Dispatcher I	13.5	13.5	13.5	0.0		
	G9A Communications Dispatcher III	30.5	30.5	30.5	0.0		
	K79 GEOGRAPHIC INFO SYSTEM TECH II	0.0	0.0	0.0	0.0		
	K80 Geographic Info System Tech I	0.0	0.0	0.0	0.0		
	X17 Exec Assistant I-ACE	1.0	1.0	1.0	0.0		
19002	Communications Tech Svcs Div Fund 0001						
	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		
	K02 Communications Engineering Mgr	1.0	1.0	1.0	0.0		
	K05 Communications Engineer	2.0	2.0	2.0	0.0		
	K20 Sr Communications Technician	1.0	1.0	1.0	0.0		
	L37 Communications Systems Tech	5.0	5.0	5.0	0.0		
	X09 Sr Office Specialist	1.0	1.0	1.0	0.0		
<b>190</b>	<b>Total</b>	<b>113.0</b>	<b>113.0</b>	<b>113.0</b>	<b>0.0</b>		
263	Facilities Department						
2309	Facilities Utility Fund 0001						
	D97 Account Clerk II	1.0	1.0	1.0	0.0		
26301	Facilities Admin Fund 0001						
	A53 Dir, Facilities and Fleet	1.0	1.0	1.0	0.0		
	B1N Sr Mgmt Analyst	1.0	1.0	1.0	0.0		
	B76 Sr Accountant	3.0	3.0	3.0	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		
	D09 Office Specialist III	1.0	1.0	1.0	0.0		



## Finance and Government Operations (Continued)

Agency Name						Amount Change from FY 2008
Budget Unit Number and Name						
Cost Center Number and Name		FY 2008 Positions		FY 2009	Approved	
Index Number and Name	Job Class Code and Title	Approved	Adjusted	Recommended		
	D5D Human Resources Asst II	1.0	1.0	1.0	0.0	
	D94 Supv Account Clerk II	1.0	1.0	1.0	0.0	
	D96 Accountant Assistant	6.0	6.0	6.0	0.0	
	D97 Account Clerk II	4.0	4.0	4.0	0.0	
	G11 Information Systems Mgr III	1.0	1.0	1.0	0.0	
	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	
26302	Capital Programs Division					
	B1P Mgmt Analyst	2.0	2.0	2.0	0.0	
	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	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	9.0	9.0	10.0	1.0	
	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	
26303	Property Management Fund 0001					
	B1N Sr Mgmt Analyst	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	1.0	1.0	1.0	0.0	
	D09 Office Specialist III	1.0	1.0	1.0	0.0	
	D96 Accountant Assistant	1.0	1.0	1.0	0.0	
	M37 Mgr, Intragovernmental Spt Svc	1.0	1.0	1.0	0.0	
	X17 Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
	Z78 Manager of Real Estate Assets	1.0	1.0	1.0	0.0	
26304	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	
	B2P Admin Support Officer II	1.0	1.0	1.0	0.0	
	B3N Program Mgr II	0.0	0.0	0.0	0.0	
	B3P Program Mgr I	1.0	1.0	1.0	0.0	
	C60 Admin Assistant	0.0	0.0	0.0	0.0	
	D09 Office Specialist III	5.0	5.0	5.0	0.0	
	G28 Information Systems Analyst II	0.0	0.0	1.0	1.0	
	G38 Information Systems Tech III	0.0	0.0	1.0	1.0	
	G50 Information Sys Tech II	1.0	1.0	1.0	0.0	
	G6T Systems Software Engineer II	0.0	0.0	0.0	0.0	
	G76 Sr Warehouse Materials Handler	1.0	1.0	1.0	0.0	
	H08 Custodial & Grounds Supt	1.0	1.0	1.0	0.0	
	H12 Janitor Supervisor	2.0	2.0	3.0	1.0	
	H17 Utility Worker	7.0	7.0	7.0	0.0	
	H18 Janitor	51.0	51.0	54.0	3.0	
	H27 Grounds Supervisor	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 FY	
Index Number and Name		FY 2008 Positions		FY 2009		2008	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
H28	Gardener	6.0	6.0	7.0	1.0		
K81	Engineering Technician III	1.0	1.0	1.0	0.0		
K94	Electronic Repair Technician	5.0	5.0	6.0	1.0		
L34	Sr Facilities Engineer	1.0	1.0	1.0	0.0		
L48	Utilities Engr/Prog Mrg	0.0	1.0	1.0	1.0		
L49	Climate Chg/Sustain Prog Mgr	0.0	0.0	0.0	0.0		
M01	Production Controller	2.0	2.0	2.0	0.0		
M02	Engineering & Scheduling Supv	1.0	1.0	1.0	0.0		
M05	Bldg Ops Supv	8.0	8.0	8.0	0.0		
M10	Work Center Mgr	2.0	2.0	2.0	0.0		
M12	Elevator Technician II	1.0	1.0	1.0	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	1.0	1.0	1.0	0.0		
M39	Mgr Building Operations	1.0	1.0	1.0	0.0		
M43	Project Control Specialist	1.0	1.0	1.0	0.0		
M45	Building Systems Monitor	2.0	2.0	2.0	0.0		
M47	General Maint Mechanic II	15.0	15.0	19.0	4.0		
M48	General Maint Mechanic I	1.0	1.0	1.0	0.0		
M51	Carpenter	10.0	10.0	11.0	1.0		
M56	Genl Maint Mech III	5.0	5.0	6.0	1.0		
M59	Electrician	18.0	18.0	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	9.0	9.0	10.0	1.0		
M71	Roofer	4.0	4.0	4.0	0.0		
M72	Sign Painter	1.0	1.0	1.0	0.0		
M75	Plumber	13.0	13.0	14.0	1.0		
M81	Refrigeration Mechanic	14.0	14.0	16.0	2.0		
M83	Locksmith	4.0	4.0	4.0	0.0		
N93	Stationary Engineer	4.0	4.0	4.0	0.0		
N96	Hospital Stationary Engineer	0.0	0.0	1.0	1.0		
X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0		
<b>263</b>	<b>Total</b>	<b>264.0</b>	<b>265.0</b>	<b>286.0</b>	<b>22.0</b>		
135	Fleet Services						
2321	Fleet Operating Fund 0070						
B2R	Admin Support Officer I	1.0	1.0	1.0	0.0		
D09	Office Specialist III	1.0	1.0	1.0	0.0		
D49	Office Specialist II	1.0	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 Mech Helper	4.0	5.0	5.0	1.0		
M19	Automotive Mechanic	13.0	13.0	13.0	0.0		
M21	Fleet Maintenance Supervisor	3.0	3.0	3.0	0.0		



## Finance and Government Operations (Continued)

Agency Name					Amount	
Budget Unit Number and Name					Change	
Cost Center Number and Name					from FY	
Index Number and Name		FY 2008 Positions		FY 2009	2008	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	M24	Automotive Attendant	4.0	4.0	4.0	0.0
	M26	Automotive Parts Coord	4.0	4.0	4.0	0.0
	M27	Fleet Services Coord	1.0	1.0	1.0	0.0
	M28	Emergency Vehicle Equip Inst	1.0	1.0	1.0	0.0
	M33	Auto Body Repair Shop Fore	1.0	1.0	1.0	0.0
	M57	Automotive Mechanic Helper	1.0	0.0	0.0	-1.0
	U84	Sheriff Corr Officer	0.0	0.0	0.0	0.0
<b>135</b>		<b>Total</b>	<b>50.0</b>	<b>50.0</b>	<b>50.0</b>	<b>0.0</b>
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
	B2P	Admin Support Officer II	0.0	1.0	1.0	1.0
	B3N	Program Mgr II	1.0	1.0	1.0	0.0
	D5D	Human Resources Asst II	2.0	2.0	2.0	0.0
	D95	Supv Account Clerk I	1.0	0.0	0.0	-1.0
	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	2.0	2.0	2.0	0.0
	E41	Library Assistant I	0.5	0.5	0.5	0.0
	E4J	Elect Resources Librarian II	1.5	1.5	1.5	0.0
	E55	Library Clerk I	0.5	0.5	0.5	0.0
	G77	Warehouse Materials Handler	3.0	3.0	3.0	0.0
	G80	Supv Storekeeper	1.0	1.0	1.0	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
	J63	Librarian II	2.0	2.0	2.0	0.0
	J64	Librarian I	0.5	0.5	0.5	0.0
	W92	Librarian II-U	0.5	0.5	0.5	0.0
	W93	Librarian I-U	0.5	0.5	0.5	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					
	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	7.0	8.0	8.0	1.0
	E55	Library Clerk I	2.5	2.5	2.5	0.0



## Finance and Government Operations (Continued)

Agency Name						Amount	
Budget Unit Number and Name						Change	
Cost Center Number and Name						from FY	
Index Number and Name		FY 2008 Positions		FY 2009		2008	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	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	7.5	10.0	10.0	2.5		
	J64 Librarian I	0.5	0.5	0.5	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	3.5	0.0		
	J64 Librarian I	0.5	0.5	0.5	0.0		
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		
	E54 Library Clerk II	8.0	8.0	8.0	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	6.5	6.0	6.0	-0.5		
	J64 Librarian I	0.5	0.5	0.5	0.0		
5567	Saratoga Comm Library Fund 0025						
	E16 Library Page	2.0	2.0	2.0	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	1.5	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	5.5	5.5	5.5	0.0		
5571	Milpitas Comm Library Fund 0025						
	E16 Library Page	3.0	3.0	3.0	0.0		
	E39 Sr Library Clerk	2.5	2.5	2.5	0.0		
	E54 Library Clerk II	9.5	9.5	9.5	0.0		
	E55 Library Clerk I	1.0	1.0	1.0	0.0		
	H18 Janitor	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 FY	
Index Number and Name		FY 2008 Positions		FY 2009	2008	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	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	7.5	7.5	7.5	0.0	
	J64 Librarian I	0.5	0.5	0.5	0.0	
5576	Morgan Hill 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	2.0	2.0	2.0	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	1.5	1.5	1.5	0.0	
	J64 Librarian I	1.0	1.0	1.0	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	3.0	3.0	3.0	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	3.0	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	7.0	7.0	7.0	0.0	
	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	2.0	2.0	2.0	0.0	
	G12 Information Systems Manager II	1.0	1.0	1.0	0.0	
	G28 Information Systems Analyst II	2.0	2.0	2.0	0.0	
	G50 Information Sys Tech II	3.0	3.0	3.0	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	0.5	0.5	0.5	0.0	
	J64 Librarian I	1.0	1.0	1.0	0.0	
<b>610</b>		<b>Total</b>	<b>208.3</b>	<b>211.3</b>	<b>211.3</b>	<b>3.0</b>
<b>Legislative And Executive</b>		<b>Total</b>	<b>1,452.6</b>	<b>1,465.6</b>	<b>1,478.3</b>	<b>25.7</b>
<b>Employee Services Agency</b>						
130	Human Resources, LR, and EOED					



## Finance and Government Operations (Continued)

Agency Name							
Budget Unit Number and Name						Amount	
Cost Center Number and Name						Change	
Index Number and Name				FY 2008 Positions		FY 2009	
Job Class Code and Title				Approved	Adjusted	Recommended	Approved
1145	Employee Benefit Services Fund 0001						
	A99	Employee Benefits Director		0.0	1.0	1.0	1.0
	B1D	Mgmt Analyst-ACE		1.0	1.0	1.0	0.0
	B1G	Mgmt Anal Prog Mgr II-ACE		1.0	1.0	1.0	0.0
	B7Y	Human Resources Division Mgr		1.0	0.0	0.0	-1.0
	D5D	Human Resources Asst II		6.0	6.0	6.0	0.0
	D67	Supv Personnel Services Clerk		1.0	1.0	1.0	0.0
	X12	Office Specialist III-ACE		3.0	3.0	3.0	0.0
	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
	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
	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
	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
	C17	Principal Labor Relations Rep		1.0	1.0	1.0	0.0
	C18	Labor Relations Rep		8.0	8.0	8.0	0.0
	X12	Office Specialist III-ACE		1.0	1.0	1.0	0.0
	X17	Exec Assistant I-ACE		1.0	1.0	1.0	0.0
1148	Human Resources Fund 0001						
	A41	Human Resource Director		1.0	1.0	1.0	0.0
	D5D	Human Resources Asst II		6.0	6.0	6.0	0.0
	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
	H14	Human Resources Mgr		2.0	2.0	2.0	0.0
	H15	Sr Human Resources Analyst		2.0	2.0	2.0	0.0
	H16	Human Resources Analyst		11.5	11.5	11.5	0.0
	X13	Office Specialist II-ACE		1.0	1.0	1.0	0.0
	X17	Exec Assistant I-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
	B1B	Assoc Mgmt Analyst A-ACE		1.0	1.0	1.0	0.0
	B7A	Accountant III-ACE		2.0	2.0	2.0	0.0
	B7B	Accountant II-ACE		1.0	1.0	1.0	0.0
	B7C	Sr Accountant-ACE		1.0	1.0	1.0	0.0
	B8A	Accountant Auditor Appr-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





## Finance and Government Operations (Continued)

Agency Name						Amount	
Budget Unit Number and Name						Change	
Cost Center Number and Name						from FY	
Index Number and Name		FY 2008 Positions		FY 2009		2008	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	D2F	Account Clerk II-ACE	1.0	1.0	1.0	0.0	
	D9B	Account Clerk I-ACE	1.0	1.0	1.0	0.0	
	D9C	Accountant Assistant-ACE	1.0	1.0	1.0	0.0	
	H15	Sr Human Resources Analyst	1.0	1.0	1.0	0.0	
	Q2D	Information Sys Mgr I-ACE	3.0	3.0	3.0	0.0	
	Q2E	Information Sys Analyst II-ACE	1.0	1.0	1.0	0.0	
1142	Bay Area Employee Relations Serv Fund 0001						
	X01	Dir Bay Area Empl Rel Svcs-ACE	1.0	1.0	1.0	0.0	
	X03	Employee Relations Analyst-ACE	1.0	1.0	1.0	0.0	
	X05	Employee relations Assist-ACE	1.0	1.0	1.0	0.0	
1126	Equal Opportunity Fund 0001						
	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	4.0	4.0	4.0	0.0	
	H51	Special Qualifications Worker	8.5	8.5	8.5	0.0	
<b>130</b>			<b>Total</b>	<b>98.5</b>	<b>98.5</b>	<b>0.0</b>	
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	
	C7A	Office Mgmt Coord-ACE	1.0	1.0	1.0	0.0	
	H11	Workers Comp Program Mgr	3.0	3.0	3.0	0.0	
	V01	Manager Workers' Comp Division	1.0	1.0	1.0	0.0	
	V91	Workers Comp Claims Adj 3	12.0	12.0	12.0	0.0	
	V93	Workers Comp Claims Adj 2	3.0	3.0	3.0	0.0	
	V95	Claims Technician-ACE	8.0	8.0	8.0	0.0	
	X12	Office Specialist III-ACE	3.0	3.0	3.0	0.0	
	X13	Office Specialist II-ACE	1.5	1.5	1.5	0.0	
2310	Insur/Claims Fund 0075						
	B1T	Assoc Mgmt Analyst A	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	
	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	
	B34	Sr Environmntl Compliance Spec	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 2008 Positions		FY 2009	Amount
										Approved	Adjusted	Recommended	Change
													from FY
													2008
													Approved
				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					0.0	1.0	1.0	1.0
				X42	Principal Occupntl 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
	1144		Employee Wellness Fund 0001										
				J26	Health Education Specialist					1.0	1.0	1.0	0.0
				S48	Public Health Nurse II					1.0	1.0	1.0	0.0
	<b>132</b>								<b>Total</b>	<b>57.5</b>	<b>57.5</b>	<b>57.5</b>	<b>0.0</b>
	<b>Employee Services Agency</b>								<b>Total</b>	<b>156.0</b>	<b>156.0</b>	<b>156.0</b>	<b>0.0</b>
	<b>Finance</b>												
	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					2.0	2.0	2.0	0.0
				B1P	Mgmt Analyst					3.0	3.0	2.0	-1.0
				B1R	Assoc Mgmt Analyst B					1.0	1.0	1.0	0.0
				B2P	Admin Support Officer II					1.0	1.0	1.0	0.0
				B2R	Admin Support Officer I					0.0	0.0	0.0	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					4.0	4.0	4.0	0.0
				B77	Accountant III					15.0	15.0	15.0	0.0
				B78	Accountant II					2.0	2.0	2.0	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					3.0	4.0	4.0	1.0
				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
				C18	Labor Relations Rep					0.0	0.0	0.0	0.0
				C29	Exec Assistant I					1.0	1.0	0.0	-1.0
				C86	Payroll Services Clerk					7.0	7.0	7.0	0.0
				D09	Office Specialist III					2.0	2.0	2.0	0.0
				D49	Office Specialist II					1.0	1.0	1.0	0.0
				D51	Office Specialist I					1.0	1.0	1.0	0.0
				D81	Cashier					2.0	2.0	2.0	0.0
				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					1.0	0.0	0.0	-1.0
				G12	Information Systems Manager II					1.0	2.0	2.0	1.0
				G14	Information Systems Manager I					1.0	1.0	0.0	-1.0



## Finance and Government Operations (Continued)

Agency Name						Amount	
Budget Unit Number and Name						Change	
Cost Center Number and Name						from FY	
Index Number and Name		FY 2008 Positions		FY 2009		2008	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	G28	Information Systems Analyst II	1.0	1.0	1.0	0.0	
	K17	Securities Analyst	1.0	1.0	1.0	0.0	
	T39	Treasury Coordinator	1.0	1.0	1.0	0.0	
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
1115	Internal Audit Fund 0001						
	B21	Supv Internal Auditor	1.0	1.0	0.0	-1.0	
	B22	Sr Mgmt Info Sys Auditor	1.0	1.0	1.0	0.0	
	B30	Internal Auditor II	2.0	2.0	1.0	-1.0	
	B31	Sr Internal Auditor	3.0	3.0	3.0	0.0	
	B4B	Internal Audit Manager	0.0	0.0	1.0	1.0	
2116	Accounting System & Procurement Proj Fund 0001						
	B1J	Mgmt Anal Prog Mgr II	1.0	1.0	1.0	0.0	
	B1N	Sr Mgmt Analyst	2.0	2.0	2.0	0.0	
	B1P	Mgmt Analyst	1.0	1.0	1.0	0.0	
	B3P	Program Mgr I	1.0	1.0	1.0	0.0	
	B76	Sr Accountant	2.0	2.0	2.0	0.0	
	B77	Accountant III	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	1.0	1.0	1.0	0.0	
	G14	Information Systems Manager I	1.0	1.0	1.0	0.0	
<b>110</b>		<b>Total</b>	<b>89.0</b>	<b>90.0</b>	<b>86.0</b>	<b>-3.0</b>	
112	Tax Collector						
	2212	Tax Collector Fund 0001					
	A1G	Dir, Info Sys, Tax Collection	1.0	1.0	1.0	0.0	
	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	1.0	1.0	1.0	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	12.0	12.0	12.0	0.0	
	D49	Office Specialist II	0.0	0.0	0.0	0.0	
	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	9.0	9.0	9.0	0.0	
	D98	Account Clerk I	0.0	0.0	0.0	0.0	
	E87	Senior Account Clerk	7.0	7.0	7.0	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	
	G50	Information Sys Tech II	1.0	1.0	1.0	0.0	
	Q10	Account Clerk II-U	0.0	0.0	2.0	2.0	
	V32	Supv Revenue Collections Ofc	1.0	1.0	1.0	0.0	
	V34	Senior Revenue Collections Ofc	7.0	7.0	7.0	0.0	
	X17	Exec Assistant I-ACE	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 FY	
Index Number and Name		FY 2008 Positions		FY 2009	2008	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
2213	Tax Collector-AB 589 Fund 0001					
	D97 Account Clerk II	1.0	1.0	1.0	0.0	
	V34 Senior Revenue Collections Ofc	1.0	1.0	1.0	0.0	
2214	Tax Collection & Apportionment Sys Fund 0001					
	B31 Sr Internal Auditor	1.0	1.0	1.0	0.0	
	C29 Exec Assistant I	1.0	1.0	1.0	0.0	
	D94 Supv Account Clerk II	1.0	1.0	1.0	0.0	
	D97 Account Clerk II	0.0	0.0	0.0	0.0	
	G11 Information Systems Mgr III	1.0	1.0	1.0	0.0	
	G14 Information Systems Manager I	5.0	5.0	5.0	0.0	
	Q10 Account Clerk II-U	0.0	0.0	0.0	0.0	
	V34 Senior Revenue Collections Ofc	0.0	0.0	0.0	0.0	
<b>112</b>		<b>Total</b>	<b>66.0</b>	<b>66.0</b>	<b>68.0</b>	<b>2.0</b>
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	
	B1N Sr Mgmt Analyst	1.0	1.0	1.0	0.0	
	B2P Admin Support Officer II	1.0	1.0	1.0	0.0	
	B3N Program Mgr II	0.0	0.0	0.0	0.0	
	B77 Accountant III	1.0	1.0	1.0	0.0	
	C43 Vital Records Supervisor II	1.0	1.0	1.0	0.0	
	C4A Vital Records Supervisor I	1.0	1.0	1.0	0.0	
	D09 Office Specialist III	4.0	4.0	4.0	0.0	
	D51 Office Specialist I	2.0	2.0	2.0	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	
	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 Recording Div Supervisor II	1.0	1.0	1.0	0.0	
	F10 Recording Div Supervisor I	1.0	1.0	1.0	0.0	
	F30 Supv Recordable Document Tech	1.0	1.0	1.0	0.0	
	F34 Recordable Document Tech	7.0	7.0	7.0	0.0	
	F55 Clerk-Recorder Office Spec III	13.0	13.0	13.0	0.0	
	F56 Clerk-Recorder Office Spec II	13.0	13.0	13.0	0.0	
	F57 Clerk-Recorder Office Spec I	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	2.0	2.0	2.0	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	
	X17 Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
	X39 Recordable Document Tech-U	1.0	1.0	0.0	-1.0	
5656	County Clerk Fund 0001					



## Finance and Government Operations (Continued)

Agency Name							
Budget Unit Number and Name						Amount Change from FY 2008	
Cost Center Number and Name							
Index Number and Name				FY 2008 Positions		FY 2009	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	D05	Supv Legal Clerk	1.0	1.0	1.0	0.0	
	F14	Legal Clerk	3.0	3.0	3.0	0.0	
	F55	Clerk-Recorder Office Spec III	5.0	5.0	5.0	0.0	
	F57	Clerk-Recorder Office Spec I	1.0	1.0	1.0	0.0	
<b>114</b>		<b>Total</b>	<b>85.0</b>	<b>85.0</b>	<b>84.0</b>	<b>-1.0</b>	
148	Department Of Revenue						
	2148	Revenue Fund 0001					
	A34	Director Revenue Collections	1.0	1.0	1.0	0.0	
	B2R	Admin Support Officer I	1.0	1.0	1.0	0.0	
	B77	Accountant III	1.0	1.0	1.0	0.0	
	B78	Accountant II	2.0	2.0	2.0	0.0	
	B96	Dept Fiscal Officer	1.0	1.0	1.0	0.0	
	D09	Office Specialist III	6.0	6.0	6.0	0.0	
	D49	Office Specialist II	1.0	1.0	1.0	0.0	
	D62	Revenue Collections Clerk	6.0	6.0	6.0	0.0	
	D81	Cashier	5.0	5.0	5.0	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	
	D97	Account Clerk II	8.0	8.0	8.0	0.0	
	D98	Account Clerk I	6.0	6.0	6.0	0.0	
	E87	Senior Account Clerk	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	
	G38	Information Systems Tech III	0.0	1.0	1.0	1.0	
	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	5.0	5.0	5.0	0.0	
	V35	Revenue Collections Officer	24.0	24.0	24.0	0.0	
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
<b>148</b>		<b>Total</b>	<b>77.0</b>	<b>78.0</b>	<b>78.0</b>	<b>1.0</b>	
<b>Finance</b>		<b>Total</b>	<b>317.0</b>	<b>319.0</b>	<b>316.0</b>	<b>-1.0</b>	
<b>Finance and Government Operations</b>		<b>Total</b>	<b>1,925.6</b>	<b>1,940.6</b>	<b>1,950.3</b>	<b>24.7</b>	



## 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 2008 Positions		FY 2009	
Job Class Code and Title				Approved	Adjusted	Recommended	2008
						Approved	
<b>Law And Justice Agency</b>							
202	District Attorney Department						
3810	HiTech React Grant Fund 0001						
	B1R	Assoc Mgmt Analyst B	0.0	0.0	0.0	0.0	0.0
	B78	Accountant II	0.0	0.0	0.0	0.0	0.0
	D05	Supv Legal Clerk	0.0	0.0	0.0	0.0	0.0
	D09	Office Specialist III	0.0	0.0	0.0	0.0	0.0
	F14	Legal Clerk	0.0	0.0	0.0	0.0	0.0
	F38	Justice Systems Clerk - I	0.0	0.0	0.0	0.0	0.0
	U20	Attorney IV-District Attorney	0.0	0.0	0.0	0.0	0.0
	V67	Criminalist III	0.0	0.0	0.0	0.0	0.0
	V69	Criminalist I	0.0	0.0	0.0	0.0	0.0
	V73	Sr Paralegal	0.0	0.0	0.0	0.0	0.0
	V76	Criminal Investigator II	0.0	0.0	0.0	0.0	0.0
	V87	Juvenile Dependency Inv	0.0	0.0	0.0	0.0	0.0
	V88	Investigator Assistant	0.0	0.0	0.0	0.0	0.0
	W51	Confidential Secretary-ACE-U	0.0	0.0	0.0	0.0	0.0
	X09	Sr Office Specialist	0.0	0.0	0.0	0.0	0.0
	Y3C	Social Worker III	0.0	0.0	0.0	0.0	0.0
3832	Administrative Svcs Fund 0001						
	A59	District Attorney-U	1.0	1.0	1.0	0.0	0.0
	A60	Asst District Attorney	5.0	5.0	5.0	0.0	0.0
	A61	Chief Asst District Attorney-U	1.0	1.0	1.0	0.0	0.0
	B1P	Mgmt Analyst	2.0	2.0	2.0	0.0	0.0
	B1R	Assoc Mgmt Analyst B	0.0	1.0	1.0	1.0	1.0
	B1T	Assoc Mgmt Analyst A	1.0	1.0	1.0	0.0	0.0
	B2K	Admin Serv Mgr III-2D	1.0	1.0	1.0	0.0	0.0
	B2L	Admin Services Mgr I	1.0	1.0	1.0	0.0	0.0
	B3N	Program Mgr II	1.0	1.0	1.0	0.0	0.0
	B76	Sr Accountant	1.0	1.0	1.0	0.0	0.0
	B77	Accountant III	2.0	2.0	2.0	0.0	0.0
	B78	Accountant II	0.0	1.0	1.0	1.0	1.0
	C60	Admin Assistant	1.0	1.0	1.0	0.0	0.0
	D05	Supv Legal Clerk	3.0	3.0	3.0	0.0	0.0
	D09	Office Specialist III	9.5	6.5	7.0	-2.5	-2.5
	D11	Transcriptionist	5.0	5.0	5.0	0.0	0.0
	D49	Office Specialist II	8.0	8.0	8.0	0.0	0.0
	D51	Office Specialist I	3.0	3.0	3.0	0.0	0.0
	D5D	Human Resources Asst II	1.0	1.0	1.0	0.0	0.0
	D64	Supv Legal Secretary I	3.0	3.0	3.0	0.0	0.0
	D66	Legal Secretary II	17.0	17.0	17.0	0.0	0.0
	D70	Legal Secretary I	3.0	3.0	3.0	0.0	0.0
	D7D	Legal Secretary II-ACE-W/O/Sh	4.0	4.0	4.0	0.0	0.0
	D96	Accountant Assistant	1.0	1.0	1.0	0.0	0.0
	D97	Account Clerk II	2.0	2.0	2.0	0.0	0.0



## Public Safety and Justice (Continued)

Agency Name					Amount Change from FY 2008	
Budget Unit Number and Name					Approved	
Cost Center Number and Name					Approved	
Index Number and Name		FY 2008 Positions		FY 2009		
Job Class Code and Title		Approved	Adjusted	Recommended		
	E28 Messenger Driver	2.0	0.0	0.0	-2.0	
	F02 Property/Evidence Technician	1.0	1.0	1.0	0.0	
	F07 Legal Process Officer	5.0	5.0	5.0	0.0	
	F14 Legal Clerk	26.0	30.0	30.0	4.0	
	F37 Justice Systems Clerk II	4.0	4.0	4.0	0.0	
	F38 Justice Systems Clerk - I	23.0	23.0	23.0	0.0	
	G14 Information Systems Manager I	0.0	1.0	1.0	1.0	
	G19 Dept Info Systems Coord	1.0	0.0	0.0	-1.0	
	G81 Storekeeper	2.0	2.0	2.0	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	
	M3A Records Retention Driver	0.0	2.0	2.0	2.0	
	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	20.0	21.0	21.5	1.5	
	V82 Supervising Paralegal	1.0	1.0	1.0	0.0	
	V87 Juvenile Dependency Inv	0.0	6.0	6.0	6.0	
	V88 Investigator Assistant	8.0	2.0	2.0	-6.0	
	W51 Confidential Secretary-ACE-U	1.0	1.0	1.0	0.0	
	W70 Sr Paralegal-U	0.0	0.0	1.0	1.0	
	X09 Sr Office Specialist	1.0	1.0	1.0	0.0	
	Y23 Social Work Supervisor	1.0	1.0	1.0	0.0	
	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	10.0	9.0	9.0	-1.0	
	V76 Criminal Investigator II	79.0	79.0	79.0	0.0	
	V7A Asst Chief Investigator, DA	0.0	1.0	1.0	1.0	
3836	Attorneys Fund 0001					
	U20 Attorney IV-District Attorney	168.0	169.0	169.0	1.0	
	U21 Attorney III-District Attorney	3.0	3.0	3.0	0.0	
	U24 Attorney II-District Attorney	0.0	0.0	0.0	0.0	
	W35 Attorney I-District Attorney-U	1.0	1.0	1.0	0.0	
<b>202</b>		<b>Total</b>	<b>441.5</b>	<b>446.5</b>	<b>448.5</b>	<b>7.0</b>
203	District Attorney Crime Laboratory					
3820	Laboratory Of Criminalistics Fund 0001					
	B2P Admin Support Officer II	2.0	2.0	2.0	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	
	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	1.0	1.0	1.0	0.0	
	G82 Stock Clerk	1.0	1.0	1.0	0.0	
	J39 Photographer	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 2008 Positions		FY 2009	2008	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	R76 Toxicologist II	2.0	2.0	2.0	0.0	
	V39 Supv Criminalist	6.0	6.0	6.0	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	30.0	30.0	31.0	1.0	
	V68 Criminalist II	8.0	8.0	8.0	0.0	
	V69 Criminalist I	0.0	0.0	0.0	0.0	
<b>203</b>		<b>Total</b>	59.0	59.0	60.0	1.0
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	
	B1P Mgmt Analyst	0.0	1.0	1.0	1.0	
	B2K Admin Serv Mgr III-2D	1.0	1.0	1.0	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	3.0	3.0	3.0	0.0	
	D51 Office Specialist I	1.0	1.0	6.0	5.0	
	D66 Legal Secretary II	2.0	2.0	2.0	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	
	E07 Community Worker	1.0	1.0	1.0	0.0	
	F14 Legal Clerk	13.0	14.0	14.0	1.0	
	F16 Legal Clerk Trainee	1.0	1.0	1.0	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	73.0	77.0	77.0	4.0	
	U16 Attorney III-Public Defender	5.0	5.0	5.0	0.0	
	U17 Attorney II-Public Defender	1.0	1.0	1.0	0.0	
	U18 Attorney I-Public Defender	0.0	0.0	0.0	0.0	
	V64 Office Specialist I-U	5.0	0.0	0.0	-5.0	
	V73 Sr Paralegal	22.0	23.0	23.0	1.0	
	V74 Paralegal	0.0	0.0	0.0	0.0	
	V78 Public Defender Invest II	21.5	22.5	22.5	1.0	
	V79 Public Defender Invest I	0.0	0.0	0.0	0.0	
	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	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	
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	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 2008 Positions		FY 2009		2008	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	U15	Attorney IV- Public Defender	18.0	20.0	20.0	2.0	
	V73	Sr Paralegal	3.0	3.0	3.0	0.0	
	V78	Public Defender Invest II	3.0	3.0	3.0	0.0	
<b>204</b>		<b>Total</b>	<b>197.5</b>	<b>202.5</b>	<b>207.5</b>	<b>10.0</b>	
210	Office Of Pretrial Services						
	3590	Office Of Pretrial Svcs Fund 0001					
	B2N	Admin Support Officer III	0.0	0.0	0.0	0.0	
	B2P	Admin Support Officer II	1.0	1.0	1.0	0.0	
	B69	Dir of Pre-Trial Release	1.0	1.0	1.0	0.0	
	G29	Exec Assistant I	1.0	1.0	1.0	0.0	
	D09	Office Specialist III	1.0	1.0	1.0	0.0	
	E89	Pretrial Services Tech	2.0	2.0	2.0	0.0	
	F37	Justice Systems Clerk II	6.0	6.0	6.0	0.0	
	G12	Information Systems Manager II	1.0	1.0	1.0	0.0	
	V40	Pretrial Program Mgt Spec	2.0	2.0	2.0	0.0	
	V41	Pretrial Services Officer II	18.5	18.0	18.0	-0.5	
	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	2.0	2.0	2.0	0.0	
	X17	Exec Assistant I-ACE	0.0	0.0	0.0	0.0	
<b>210</b>		<b>Total</b>	<b>42.5</b>	<b>42.0</b>	<b>42.0</b>	<b>-0.5</b>	
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	
	B1B	Assoc Mgmt Analyst A-ACE	0.0	0.0	0.0	0.0	
	B1R	Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0	
	D41	Law Enforcement Records Supv	0.0	0.0	0.0	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	
	G73	Sheriff Technician	0.0	0.0	0.0	0.0	
	T10	Rangemaster II	0.0	0.0	0.0	0.0	
	U55	Captain	2.0	2.0	2.0	0.0	
	U58	Sheriff's Lieutenant	1.0	3.0	3.0	2.0	
	U61	Sheriff's Sergeant	0.0	0.0	0.0	0.0	
	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	
	Z56	Undersheriff (U)	1.0	1.0	1.0	0.0	
	23002	Administrative Svcs Fund 0001					
	A63	Dir Info Sys -Sheriff's Office	1.0	1.0	1.0	0.0	
	B1R	Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0	
	B23	Sr Training & Staff Developmnt	2.0	2.0	2.0	0.0	
	B2S	Data Base Admin Mgr	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 2008 Positions		FY 2009	2008	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
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	
B77	Accountant III	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	4.0	5.0	5.0	1.0	
D42	Law Enforcement Records Tech	27.0	27.0	27.0	0.0	
D43	Law Enforcement Clerk	12.0	16.0	16.0	4.0	
D49	Office Specialist II	0.0	1.0	1.0	1.0	
D5D	Human Resources Asst II	4.0	4.0	4.0	0.0	
D63	Law Enforcement Records Spec	9.0	9.0	9.0	0.0	
D67	Supv Personnel Services Clerk	1.0	1.0	1.0	0.0	
D94	Supv Account Clerk II	0.0	1.0	1.0	1.0	
D96	Accountant Assistant	2.0	1.0	1.0	-1.0	
D97	Account Clerk II	8.0	8.0	8.0	0.0	
D98	Account Clerk I	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	2.0	2.0	2.0	0.0	
G28	Information Systems Analyst II	4.0	4.0	4.0	0.0	
G29	Information Systems Analyst I	1.0	1.0	1.0	0.0	
G33	Data Entry Operator	1.0	1.0	1.0	0.0	
G73	Sheriff Technician	1.0	1.0	1.0	0.0	
T10	Rangemaster II	1.0	2.0	2.0	1.0	
U55	Captain	1.0	1.0	1.0	0.0	
U58	Sheriff's Lieutenant	2.0	2.0	2.0	0.0	
U61	Sheriff's Sergeant	7.0	6.0	6.0	-1.0	
U64	Deputy Sheriff	46.0	47.0	47.0	1.0	
U66	Deputy Sheriff Cadet-U	56.0	56.0	56.0	0.0	
U6D	Sheriff'S Sergeant	1.0	1.0	1.0	0.0	
U92	Sheriff Training Specialist	1.0	1.0	1.0	0.0	
V44	Latent Fingerprint Exam I	1.0	1.0	1.0	0.0	
V4S	Latent Finger Print Exam Supv	1.0	0.0	0.0	-1.0	
V90	Fingerprint Identification Dir	0.0	1.0	1.0	1.0	
X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
23003	Field Enforcement Bureau Fund 0001					
B1T	Assoc Mgmt Analyst A	0.0	1.0	1.0	1.0	
C29	Exec Assistant I	3.0	3.0	3.0	0.0	
C60	Admin Assistant	1.0	1.0	1.0	0.0	
D42	Law Enforcement Records Tech	6.0	6.0	6.0	0.0	
D43	Law Enforcement Clerk	4.0	4.0	4.0	0.0	
D51	Office Specialist I	0.0	1.0	1.0	1.0	
D98	Account Clerk I	0.0	0.0	0.0	0.0	
F02	Property/Evidence Technician	3.0	3.0	3.0	0.0	
G73	Sheriff Technician	1.0	2.0	2.0	1.0	
U55	Captain	4.0	4.0	4.0	0.0	



## Public Safety and Justice (Continued)

Agency Name					Amount Change from FY 2008	
Budget Unit Number and Name					Approved	
Cost Center Number and Name					Approved	
Index Number and Name		FY 2008 Positions		FY 2009		
Job Class Code and Title		Approved	Adjusted	Recommended		
	U58 Sheriff's Lieutenant	4.0	4.0	4.0	0.0	
	U61 Sheriff's Sergeant	23.0	25.0	25.0	2.0	
	U64 Deputy Sheriff	187.0	196.0	196.0	9.0	
	U6D Sheriff'S Sergeant	13.0	13.0	13.0	0.0	
	V6A Deputy Sheriff-U	2.0	0.0	0.0	-2.0	
	W1T Assoc Mgmt Analyst A-U	1.0	0.0	0.0	-1.0	
	W61 Unclassified Sheriff Sgt.	1.0	0.0	0.0	-1.0	
23004	Services Bureau Fund 0001					
	B63 Law Enforcement Records Mgr	0.0	0.0	0.0	0.0	
	C60 Admin Assistant	1.0	1.0	1.0	0.0	
	D05 Supv Legal Clerk	1.0	1.0	1.0	0.0	
	D41 Law Enforcement Records Supv	0.0	0.0	0.0	0.0	
	D42 Law Enforcement Records Tech	1.0	1.0	1.0	0.0	
	D43 Law Enforcement Clerk	0.0	0.0	0.0	0.0	
	D49 Office Specialist II	3.0	3.0	3.0	0.0	
	D63 Law Enforcement Records Spec	0.0	0.0	0.0	0.0	
	D98 Account Clerk I	1.0	1.0	1.0	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	
	G33 Data Entry Operator	0.0	0.0	0.0	0.0	
	G73 Sheriff Technician	29.0	31.0	31.0	2.0	
	U55 Captain	3.0	3.0	3.0	0.0	
	U58 Sheriff's Lieutenant	6.0	6.0	6.0	0.0	
	U61 Sheriff's Sergeant	38.0	38.0	38.0	0.0	
	U62 Deputy Sheriff I	0.0	0.0	0.0	0.0	
	U64 Deputy Sheriff	192.0	194.0	194.0	2.0	
	U84 Sheriff Corr Officer	41.0	41.0	41.0	0.0	
	V44 Latent Fingerprint Exam I	0.0	0.0	0.0	0.0	
	V4S Latent Finger Print Exam Supv	0.0	0.0	0.0	0.0	
	V90 Fingerprint Identification Dir	0.0	0.0	0.0	0.0	
23005	Internal Affairs Fund 0001					
	B1P Mgmt Analyst	1.0	1.0	1.0	0.0	
	U58 Sheriff's Lieutenant	1.0	1.0	1.0	0.0	
	U61 Sheriff's Sergeant	3.0	3.0	3.0	0.0	
	U64 Deputy Sheriff	1.0	1.0	1.0	0.0	
<b>230</b>	<b>Total</b>	<b>804.0</b>	<b>827.0</b>	<b>827.0</b>	<b>23.0</b>	
235	Sheriff's Doc Contract					
3124	Training And Staff Dev Fund 0001					
	U84 Sheriff Corr Officer	1.0	1.0	2.0	1.0	
3133	Inmate Screening Unit Fund 0001					
	U74 Sheriff Corr Sergeant	1.0	1.0	1.0	0.0	
23503	Main Jail Complex Fund 0001					
	U74 Sheriff Corr Sergeant	9.0	9.0	9.0	0.0	
	U84 Sheriff Corr Officer	326.0	326.0	326.0	0.0	
3136	Elmwood Men's Facility Fund 0001					



## 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 2008 Positions		FY 2009	2008	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	U74 Sheriff Corr Sergeant	16.0	16.0	16.0	0.0	
	U84 Sheriff Corr Officer	324.0	324.0	324.0	0.0	
3135	Classification Fund 0001					
	U74 Sheriff Corr Sergeant	4.0	4.0	4.0	0.0	
	U84 Sheriff Corr Officer	24.0	24.0	24.0	0.0	
3146	Inmate Progs-Psp Fund 0001					
	U74 Sheriff Corr Sergeant	2.0	2.0	2.0	0.0	
	U84 Sheriff Corr Officer	6.0	6.0	6.0	0.0	
23509	Central Services Fund 0001					
	U84 Sheriff Corr Officer	4.0	4.0	4.0	0.0	
3112	Internal Affairs Fund 0001					
	U74 Sheriff Corr Sergeant	3.0	3.0	3.0	0.0	
	U84 Sheriff Corr Officer	2.0	2.0	2.0	0.0	
<b>235</b>	<b>Total</b>	<b>722.0</b>	<b>722.0</b>	<b>723.0</b>	<b>1.0</b>	
240	Department Of Correction					
3400	Administration Fund 0001					
	A2X Chief of Correction-U	1.0	1.0	1.0	0.0	
	B1N Sr Mgmt Analyst	1.0	1.0	1.0	0.0	
	B1P Mgmt Analyst	0.0	1.0	1.0	1.0	
	B1R Assoc Mgmt Analyst B	2.0	1.0	1.0	-1.0	
	B3N Program Mgr II	0.0	0.0	0.0	0.0	
	B3P Program Mgr I	1.0	1.0	1.0	0.0	
	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	
3433	Inmate Screening Unit Fund 0001					
	D43 Law Enforcement Clerk	1.0	1.0	1.0	0.0	
	X91 Rehabilitation Officer II	2.0	2.0	2.0	0.0	
24002	Administrative Services Bureau Fund 0001					
	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	
	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	
	C60 Admin Assistant	2.0	2.0	2.0	0.0	
	D5D Human Resources Asst II	3.0	3.0	3.0	0.0	
	D94 Supv Account Clerk II	2.0	2.0	2.0	0.0	
	D96 Accountant Assistant	4.0	4.0	4.0	0.0	
	D97 Account Clerk II	8.0	8.0	8.0	0.0	
	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	



## 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 2008 Positions		FY 2009		2008	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	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	
	X12	Office Specialist III-ACE	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	31.0	31.0	31.0	0.0	
	U53	Corr Lieutenant	5.0	5.0	5.0	0.0	
	U54	Corr Captain	1.0	1.0	1.0	0.0	
3436	Elmwood Men's Facility Fund 0001						
	B2R	Admin Support Officer I	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	
	D43	Law Enforcement Clerk	3.0	3.0	3.0	0.0	
	G70	Supv Custody Support Assistant	1.0	1.0	1.0	0.0	
	G74	Custody Support Assistant	18.0	18.0	18.0	0.0	
	U53	Corr Lieutenant	5.0	5.0	6.0	1.0	
	U54	Corr Captain	1.0	1.0	1.0	0.0	
3432	Admin Booking Fund 0001						
	D41	Law Enforcement Records Supv	3.0	3.0	3.0	0.0	
	D42	Law Enforcement Records Tech	22.0	22.0	22.0	0.0	
	D43	Law Enforcement Clerk	7.0	7.0	7.0	0.0	
	D51	Office Specialist I	2.0	2.0	2.0	0.0	
	D63	Law Enforcement Records Spec	4.0	4.0	4.0	0.0	
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						
	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	2.0	2.0	2.0	0.0	
	G74	Custody Support Assistant	7.0	7.0	7.0	0.0	
	X91	Rehabilitation Officer II	6.0	6.0	6.0	0.0	
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	



## 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 2008 Positions		FY 2009	2008	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	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
	G81	Storekeeper	1.0	1.0	1.0	0.0
	H39	Asst Dir Food Services	2.0	2.0	2.0	0.0
	H56	Head Cook	2.0	2.0	2.0	0.0
	H59	Cook II	10.0	10.0	10.0	0.0
	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	35.0	35.0	35.0	0.0
	M03	Correctional Spt Svcs 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	Correctional Food Services Dir	1.0	1.0	1.0	0.0
	U54	Corr Captain	1.0	1.0	1.0	0.0
24011	Internal Affairs					
	U53	Corr Lieutenant	1.0	1.0	1.0	0.0
	X19	Admin Assistant-ACE	1.0	1.0	1.0	0.0
<b>240</b>	<b>Total</b>		<b>340.0</b>	<b>340.0</b>	<b>341.0</b>	<b>1.0</b>
246	Probation Department					
	24615	Administrative Division Fund 0001				
	A80	Chief Prob & Corr Officer-U	1.0	1.0	1.0	0.0
	A97	Dir, Info Systems - Probation	0.0	1.0	1.0	1.0
	B1C	Assoc Mgmt Analyst B-ACE	1.0	0.0	0.0	-1.0
	B1J	Mgmt Anal Prog Mgr II	1.0	1.0	1.0	0.0
	B1N	Sr Mgmt Analyst	3.0	3.0	3.0	0.0
	B1P	Mgmt Analyst	2.0	3.0	3.0	1.0
	B1R	Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0
	B1T	Assoc Mgmt Analyst A	0.0	0.0	0.0	0.0
	B1W	Mgmt Aide	1.0	2.0	2.0	1.0
	B23	Sr Training & Staff Developmnt	1.0	1.0	1.0	0.0
	B2J	Admin Services Mgr II	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
	B78	Accountant II	1.0	1.0	1.0	0.0
	B96	Dept Fiscal Officer	1.0	1.0	1.0	0.0
	D09	Office Specialist III	10.0	10.0	10.0	0.0
	D11	Transcriptionist	3.0	2.0	2.0	-1.0
	D34	Supv Clerk	8.0	8.0	9.0	1.0
	D42	Law Enforcement Records Tech	2.0	2.0	2.0	0.0
	D43	Law Enforcement Clerk	4.0	4.0	4.0	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 2008 Positions		FY 2009	2008	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
D49	Office Specialist II	1.0	1.0	1.0	0.0	
D5D	Human Resources Asst II	1.0	1.0	1.0	0.0	
D67	Supv Personnel Services Clerk	1.0	1.0	1.0	0.0	
D6D	Human Resources Asst I	2.0	2.0	2.0	0.0	
D96	Accountant Assistant	2.0	2.0	2.0	0.0	
D97	Account Clerk II	8.0	8.0	8.0	0.0	
F37	Justice Systems Clerk II	25.0	25.0	25.0	0.0	
F38	Justice Systems Clerk - I	51.0	52.0	52.0	1.0	
G11	Information Systems Mgr III	1.0	0.0	0.0	-1.0	
G12	Information Systems Manager II	1.0	1.0	1.0	0.0	
G14	Information Systems Manager I	6.0	6.0	6.0	0.0	
G28	Information Systems Analyst II	2.0	2.0	2.0	0.0	
G29	Information Systems Analyst I	2.0	2.0	2.0	0.0	
G38	Information Systems Tech III	2.0	2.0	2.0	0.0	
G76	Sr Warehouse Materials Handler	2.0	2.0	2.0	0.0	
G81	Storekeeper	2.0	2.0	3.0	1.0	
H3A	Probation Food Services Mgr	1.0	1.0	1.0	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	5.0	1.0	
M20	Facilities Maintenance Rep	1.0	1.0	1.0	0.0	
Q38	Justice Systems Clerk I-U	0.0	1.0	1.0	1.0	
U80	Accountant II-U	1.0	1.0	1.0	0.0	
W1N	Sr Mgmt Analyst-U	0.0	0.0	1.0	1.0	
W1R	Assoc Mgmt Analyst B-U	1.0	1.0	1.0	0.0	
W23	Information Sys Analyst II-U	0.0	0.0	1.0	1.0	
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	
X19	Admin Assistant-ACE	1.0	1.0	1.0	0.0	
X25	Supv Group Counselor I	3.0	3.0	3.0	0.0	
X27	Sr Group Counselor	1.0	1.0	1.0	0.0	
X44	Probation Mgr	3.0	3.0	3.0	0.0	
X48	Supv Probation Officer	1.0	1.0	1.0	0.0	
X50	Deputy Probation Officer III	1.0	1.0	1.0	0.0	
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	
E07	Community Worker	1.0	1.0	1.0	0.0	
E19	Probation Community Worker	23.0	23.0	23.0	0.0	
F38	Justice Systems Clerk - I	4.0	4.0	4.0	0.0	
W85	Deputy Probation Officer III-U	1.0	0.0	0.0	-1.0	
X27	Sr Group Counselor	1.0	3.0	3.0	2.0	
X44	Probation Mgr	5.0	5.0	5.0	0.0	
X48	Supv Probation Officer	30.0	30.0	30.0	0.0	
X50	Deputy Probation Officer III	187.0	187.0	187.0	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 2008 Positions		FY 2009	2008		
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	X52	Deputy Probation Officer II	41.5	41.5	41.5	0.0	
	X53	Deputy Probation Officer I	31.0	34.0	34.0	3.0	
24617	Institution Services Division						
	A82	Deputy Chief Probation Officer	1.0	1.0	1.0	0.0	
	F38	Justice Systems Clerk - I	3.0	3.0	3.0	0.0	
	H56	Head Cook	1.0	1.0	1.0	0.0	
	H59	Cook II	3.0	3.0	4.0	1.0	
	H60	Cook I	6.0	6.0	6.0	0.0	
	H66	Food Service Worker II	12.0	12.0	13.0	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	
	X20	Supv Probation Counselor	7.0	7.0	7.0	0.0	
	X22	Probation Counselor II	48.0	48.0	48.0	0.0	
	X23	Probation Counselor I	10.0	10.0	10.0	0.0	
	X25	Supv Group Counselor I	15.0	17.0	17.0	2.0	
	X27	Sr Group Counselor	119.5	159.5	159.5	40.0	
	X28	Group Counselor II	37.0	37.0	37.0	0.0	
	X29	Group Counselor I	21.0	21.0	21.0	0.0	
	X32	Night Attendant	2.0	2.0	2.0	0.0	
	X44	Probation Mgr	2.0	2.0	2.0	0.0	
	X54	Probation Assistant II	12.0	12.0	12.0	0.0	
	X55	Probation Assistant I	1.0	1.0	1.0	0.0	
<b>246</b>			<b>Total</b>	<b>815.0</b>	<b>863.0</b>	<b>870.0</b>	<b>55.0</b>
293	Med Exam-Coroner Fund 0001						
	3750	Med-Exam/Coroner Fund 0001					
	D09	Office Specialist III	2.0	2.0	2.0	0.0	
	D87	Medical Transcriptionist	1.0	1.0	1.0	0.0	
	E87	Senior Account Clerk	1.0	1.0	1.0	0.0	
	P44	Asst Med Examiner-Coroner-NBC	1.0	1.0	1.0	0.0	
	P46	Asst Medical Examiner-Coroner	2.0	2.0	2.0	0.0	
	S25	Forensic Pathology Technician	4.0	4.0	4.0	0.0	
	V85	Medical Examiner Coroner Inves	8.0	8.0	8.0	0.0	
<b>293</b>			<b>Total</b>	<b>19.0</b>	<b>19.0</b>	<b>19.0</b>	<b>0.0</b>
<b>Law And Justice Agency</b>			<b>Total</b>	<b>3,440.5</b>	<b>3,521.0</b>	<b>3,538.0</b>	<b>97.5</b>
<b>Public Safety and Justice</b>			<b>Total</b>	<b>3,440.5</b>	<b>3,521.0</b>	<b>3,538.0</b>	<b>97.5</b>





## Children, Seniors and Families

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Index Number and Name		Job Class Code and Title		FY 2008 Positions	FY 2009	Amount	
										Approved	Adjusted	Recommended	Change
										Approved	Adjusted	Recommended	from FY
										Approved	Adjusted	Recommended	2008
										Approved	Adjusted	Recommended	Approved
<b>Social Services Agency</b>													
200	Dept Of Child Support Services												
	3800	Child Support Svcs Fund 0001											
		A43	Chief Attorney, DCSS	1.0	1.0	1.0	0.0						
		B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0						
		B1P	Mgmt Analyst	5.0	5.0	3.0	-2.0						
		B1R	Assoc Mgmt Analyst B	0.0	0.0	0.0	0.0						
		B2G	Operations Mgr, Child Spt Svcs	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						
		B3N	Program Mgr II	1.0	1.0	1.0	0.0						
		B3P	Program Mgr I	1.0	1.0	1.0	0.0						
		B77	Accountant III	3.0	3.0	3.0	0.0						
		B78	Accountant II	2.0	2.0	2.0	0.0						
		B96	Dept Fiscal Officer	1.0	1.0	1.0	0.0						
		C19	Exec Assistant II	1.0	1.0	1.0	0.0						
		C60	Admin Assistant	0.0	0.0	0.0	0.0						
		C76	Office Mgmt Coord	1.0	1.0	1.0	0.0						
		D05	Supv Legal Clerk	3.0	3.0	2.0	-1.0						
		D09	Office Specialist III	19.0	19.0	16.0	-3.0						
		D34	Supv Clerk	0.0	0.0	0.0	0.0						
		D49	Office Specialist II	3.0	3.0	3.0	0.0						
		D51	Office Specialist I	13.0	13.0	13.0	0.0						
		D5D	Human Resources Asst II	1.5	1.5	1.5	0.0						
		D60	Clerical Office Supv	1.0	1.0	1.0	0.0						
		D64	Supv Legal Secretary I	1.0	1.0	1.0	0.0						
		D66	Legal Secretary II	11.0	11.0	11.0	0.0						
		D94	Supv Account Clerk II	1.0	1.0	1.0	0.0						
		D96	Accountant Assistant	0.0	0.0	0.0	0.0						
		D97	Account Clerk II	4.0	4.0	3.0	-1.0						
		D98	Account Clerk I	0.0	0.0	0.0	0.0						
		E28	Messenger Driver	3.0	3.0	2.0	-1.0						
		E84	Supv Family Support Officer	11.0	11.0	10.0	-1.0						
		E85	Child Support Officer II	107.0	107.0	105.0	-2.0						
		E86	Child Support Officer I	7.0	7.0	7.0	0.0						
		E88	Senior Child Support Officer	15.0	15.0	15.0	0.0						
		E90	Child Support Specialist	18.0	18.0	18.0	0.0						
		F07	Legal Process Officer	5.0	5.0	5.0	0.0						
		F14	Legal Clerk	36.5	36.5	35.5	-1.0						
		F16	Legal Clerk Trainee	2.0	2.0	2.0	0.0						
		F19	Child Support Doc Examiner	6.0	6.0	6.0	0.0						
		G14	Information Systems Manager I	0.0	0.0	0.0	0.0						
		G89	Call Center Coordinator	1.0	1.0	1.0	0.0						
		H17	Utility Worker	1.0	1.0	1.0	0.0						
		H18	Janitor	0.0	0.0	0.0	0.0						



## Children, Seniors and Families (Continued)

Agency Name						Amount Change from FY 2008	
Budget Unit Number and Name						Change	
Cost Center Number and Name						from FY 2008	
Index Number and Name		FY 2008 Positions		FY 2009		Approved	
Job Class Code and Title		Approved	Adjusted	Recommended			
	Q24 Dir Dept of Child Supp Svs	1.0	1.0	1.0			0.0
	U71 Attorney IV-Child Spt Svc	12.0	12.0	11.0			-1.0
	U72 Attorney III-Child Spt Svc	1.0	1.0	1.0			0.0
	V30 Family Support Collections Ofc	1.0	1.0	1.0			0.0
	Z80 Accountant Auditor Appraiser-U	0.0	0.0	0.0			0.0
3801	CCSAS Project Fund 0001						
	E85 Child Support Officer II	0.0	0.0	0.0			0.0
	U71 Attorney IV-Child Spt Svc	1.0	1.0	1.0			0.0
	U72 Attorney III-Child Spt Svc	0.0	0.0	0.0			0.0
3802	DCSS Elect Data Proc Fund 0001						
	G11 Information Systems Mgr III	1.0	1.0	1.0			0.0
	G12 Information Systems Manager II	2.0	2.0	2.0			0.0
	G28 Information Systems Analyst II	2.0	2.0	2.0			0.0
	G38 Information Systems Tech III	1.0	2.0	2.0			1.0
	G50 Information Sys Tech II	1.0	1.0	1.0			0.0
<b>200</b>	<b>Total</b>	<b>313.0</b>	<b>314.0</b>	<b>301.0</b>			<b>-12.0</b>
502	Social Services Agency						
50201	Agency Office Admin Fund 0001						
	A3A Dir, Dev & Ops Planning-SSA	1.0	1.0	1.0			0.0
	A3B Dir, Fiscal & Admin Svc-SSA	1.0	1.0	1.0			0.0
	A75 Chief Admin Officer-SSA	0.0	0.0	0.0			0.0
	A86 Dir Social Services Agency	1.0	1.0	1.0			0.0
	B1B Assoc Mgmt Analyst A-ACE	1.0	1.0	1.0			0.0
	B1H Mgmt Anal Prog Mgr III	2.0	3.0	3.0			1.0
	B1J Mgmt Anal Prog Mgr II	0.0	0.0	0.0			0.0
	B1L Mgmt Analysis Prog Mgr I	3.0	3.0	3.0			0.0
	B1N Sr Mgmt Analyst	4.0	5.0	5.0			1.0
	B1P Mgmt Analyst	16.0	15.0	16.0			0.0
	B1R Assoc Mgmt Analyst B	4.0	4.0	4.0			0.0
	B2A Equal Opportunity Analyst II	1.0	1.0	1.0			0.0
	B2J Admin Services Mgr II	1.0	1.0	1.0			0.0
	B2L Admin Services Mgr I	2.0	2.0	2.0			0.0
	B2N Admin Support Officer III	2.0	2.0	2.0			0.0
	B2P Admin Support Officer II	3.0	3.0	3.0			0.0
	B30 Internal Auditor II	1.0	1.0	1.0			0.0
	B3N Program Mgr II	0.0	1.0	1.0			1.0
	B3P Program Mgr I	4.0	4.0	4.0			0.0
	B57 Central Svcs Mgr-Social Serv	1.0	1.0	1.0			0.0
	B76 Sr Accountant	3.0	3.0	3.0			0.0
	B77 Accountant III	4.0	4.0	4.0			0.0
	B78 Accountant II	4.0	4.0	4.0			0.0
	B80 Accountant Auditor Appraiser	1.0	1.0	1.0			0.0
	B87 Trust & Fiduciary Acct Mgr	0.0	0.0	0.0			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



## 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 2008 Positions		FY 2009	2008	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
C08	Sr Executive Assistant	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	
C60	Admin Assistant	1.0	1.0	1.0	0.0	
C98	Public Communications Spec	1.0	1.0	1.0	0.0	
D09	Office Specialist III	11.0	11.0	12.0	1.0	
D49	Office Specialist II	2.0	2.0	2.0	0.0	
D51	Office Specialist I	1.0	1.0	1.0	0.0	
D57	Records Retention Specialist	12.0	12.0	12.0	0.0	
D5D	Human Resources Asst II	9.0	9.0	9.0	0.0	
D60	Clerical Office Supv	1.0	1.0	1.0	0.0	
D62	Revenue Collections Clerk	1.0	1.0	1.0	0.0	
D6D	Human Resources Asst I	3.0	3.0	3.0	0.0	
D94	Supv Account Clerk II	3.0	3.0	3.0	0.0	
D96	Accountant Assistant	3.0	3.0	3.0	0.0	
D97	Account Clerk II	16.0	16.0	16.0	0.0	
E28	Messenger Driver	7.0	7.0	7.0	0.0	
G76	Sr Warehouse Materials Handler	2.0	2.0	2.0	0.0	
G80	Supv Storekeeper	1.0	1.0	1.0	0.0	
G82	Stock Clerk	7.0	7.0	7.0	0.0	
H16	Human Resources Analyst	1.0	1.0	1.0	0.0	
H17	Utility Worker	4.0	4.0	4.0	0.0	
M11	Vehicle Maintenance Schdlr	2.0	2.0	2.0	0.0	
M20	Facilities Maintenance Rep	1.0	1.0	1.0	0.0	
Q07	Program Mgr II-U	0.0	0.0	0.0	0.0	
U98	Protective Services Officer	6.0	6.0	9.0	3.0	
V32	Supv Revenue Collections Ofc	1.0	1.0	1.0	0.0	
V34	Senior Revenue Collections Ofc	1.0	1.0	1.0	0.0	
V35	Revenue Collections Officer	9.0	9.0	9.0	0.0	
V65	SSA App & Decision Spt Mgr	1.0	1.0	1.0	0.0	
W1P	Mgmt Analyst-U	0.0	0.0	0.0	0.0	
X12	Office Specialist III-ACE	3.0	3.0	3.0	0.0	
X15	Exec Assistant II-ACE	0.0	0.0	0.0	0.0	
X17	Exec Assistant I-ACE	3.0	3.0	3.0	0.0	
Y31	Social Services Program Mgr II	0.0	0.0	0.0	0.0	
Y34	SSA Security and Safety Mgr	1.0	1.0	1.0	0.0	
Y50	Project Mgr	7.0	5.0	5.0	-2.0	
50202	Information Systems Fund 0001					
A2N	Dir of Info Systems-SSA	1.0	1.0	1.0	0.0	
B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0	
B1P	Mgmt Analyst	4.0	4.0	4.0	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	
C40	Mgmt Info Sys Data Asst	1.0	0.0	0.0	-1.0	



## 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 2008 Positions		FY 2009	Amount Change from FY 2008
					Approved	Adjusted	Recommended	Approved
			C60	Admin Assistant	1.0	1.0	1.0	0.0
			D09	Office Specialist III	1.0	1.0	1.0	0.0
			E44	Eligibility Work Supv	1.0	1.0	1.0	0.0
			G12	Information Systems Manager II	5.0	5.0	5.0	0.0
			G14	Information Systems Manager I	5.0	5.0	5.0	0.0
			G28	Information Systems Analyst II	6.0	7.0	7.0	1.0
			G29	Information Systems Analyst I	4.0	4.0	4.0	0.0
			G2Y	Info Sys Analyst II-Cema	1.0	1.0	1.0	0.0
			G38	Information Systems Tech III	1.0	1.0	1.0	0.0
			G42	Help Desk Specialist	4.0	0.0	0.0	-4.0
			G50	Information Sys Tech II	15.0	19.0	19.0	4.0
			G51	Information Sys Tech I	1.0	1.0	1.0	0.0
			K16	Telephone Services Engineer	1.0	1.0	1.0	0.0
			L35	Telecommunications Tech	2.0	2.0	2.0	0.0
			P65	SSA App & Dec Spt Spec Elig II	19.0	19.0	19.0	0.0
			P72	SSA App & Dev Spec Emp Serv II	5.0	5.0	5.0	0.0
			V65	SSA App & Decision Spt Mgr	15.0	15.0	15.0	0.0
			V70	Calwin Plan & Implement Mgr	2.0	2.0	2.0	0.0
			W20	SSA Info Technology Spec	21.0	21.0	21.0	0.0
			X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0
			Y25	Employment Program Supv	1.0	1.0	1.0	0.0
			Y48	Social Work Coord II	2.0	2.0	2.0	0.0
	50203	Agency Staff Dev and Tng Fund 0001						
			B1J	Mgmt Anal Prog Mgr II	1.0	1.0	1.0	0.0
			B1W	Mgmt Aide	2.0	2.0	2.0	0.0
			B23	Sr Training & Staff Developmnt	4.0	4.0	4.0	0.0
			B2E	Training & Staff Dev Spec	1.0	1.0	1.0	0.0
			B2F	Assoc Trng & Staff Dev Spec II	2.0	2.0	2.0	0.0
			C53	Office Auto Systems Coord-715	2.0	2.0	2.0	0.0
			C76	Office Mgmt Coord	1.0	1.0	1.0	0.0
			D09	Office Specialist III	5.0	5.0	5.0	0.0
			D72	Client Services Technician	0.0	1.0	1.0	1.0
			E42	Staff Development Spec	8.0	8.0	8.0	0.0
			E44	Eligibility Work Supv	1.0	1.0	1.0	0.0
			E45	Eligibility Worker III	1.0	1.0	1.0	0.0
			Y22	Social Work Training Specialis	2.0	2.0	2.0	0.0
			Y23	Social Work Supervisor	1.0	1.0	1.0	0.0
	50205	Community Programs and Grants						
			V31	Office Specialist III-U	0.5	0.0	0.0	-0.5
			Y48	Social Work Coord II	1.0	1.0	1.0	0.0
<b>502</b>				<b>Total</b>	<b>344.5</b>	<b>345.0</b>	<b>350.0</b>	<b>5.5</b>
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	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 2008 Positions		FY 2009	2008	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	B1P	Mgmt Analyst	1.0	1.0	2.0	1.0
	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
	B3N	Program Mgr II	1.0	1.0	1.0	0.0
	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	6.0	6.0	6.0	0.0
	D49	Office Specialist II	3.0	3.0	3.0	0.0
	D72	Client Services Technician	1.0	1.0	1.0	0.0
	E49	Day Care Center Aide	1.0	1.0	1.0	0.0
	G42	Help Desk Specialist	0.0	0.0	0.0	0.0
	G50	Information Sys Tech II	0.0	0.0	0.0	0.0
	S48	Public Health Nurse II	1.0	1.0	1.0	0.0
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0
	X36	Transportation Officer	2.0	2.0	2.0	0.0
	Y23	Social Work Supervisor	8.0	8.0	8.0	0.0
	Y30	Social Services Prog Mgr III	5.0	5.0	5.0	0.0
	Y31	Social Services Program Mgr II	3.0	3.0	3.0	0.0
	Y32	Social Services Program Mgr I	6.0	6.0	6.0	0.0
	Y3A	Social Worker I	11.5	11.5	11.5	0.0
	Y3B	Social Worker II	1.0	1.0	1.0	0.0
	Y3C	Social Worker III	1.0	1.0	1.0	0.0
	Y48	Social Work Coord II	13.0	13.0	13.0	0.0
	Y49	Social Work Coord I	2.0	2.0	2.0	0.0
50302	DFCS Program Svcs Fund 0001					
	E45	Eligibility Worker III	1.0	1.0	1.0	0.0
	Y23	Social Work Supervisor	48.0	48.0	48.0	0.0
	Y3A	Social Worker I	49.0	49.0	49.0	0.0
	Y3B	Social Worker II	115.5	115.5	115.5	0.0
	Y3C	Social Worker III	212.5	212.5	212.5	0.0
	Y48	Social Work Coord II	6.0	6.0	6.0	0.0
	Y49	Social Work Coord I	6.0	6.0	6.0	0.0
50303	DFCS Program Spt Fund 0001					
	D03	Data Office Specialist	6.0	6.0	6.0	0.0
	D09	Office Specialist III	33.0	34.0	34.0	1.0
	D11	Transcriptionist	1.0	1.0	1.0	0.0
	D43	Law Enforcement Clerk	1.0	1.0	1.0	0.0
	D49	Office Specialist II	8.0	8.0	8.0	0.0
	D51	Office Specialist I	1.0	1.0	1.0	0.0
	D72	Client Services Technician	21.5	21.5	21.5	0.0
	E65	Program Services Aide	10.0	10.0	10.0	0.0
	F14	Legal Clerk	10.0	10.0	10.0	0.0
	X09	Sr Office Specialist	2.0	2.0	2.0	0.0
	X36	Transportation Officer	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 2008 Positions		FY 2009	2008	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
50304	Children's Shelter Fund 0001					
	A1V Children'S Shelter Dir	1.0	1.0	1.0	0.0	
	B1R Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0	
	B2P Admin Support Officer II	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	1.0	0.0	
	D09 Office Specialist III	4.0	4.0	4.0	0.0	
	D49 Office Specialist II	1.0	1.0	1.0	0.0	
	G76 Sr Warehouse Materials Handler	1.0	1.0	1.0	0.0	
	H21 Facilities Services Worker	4.0	4.0	4.0	0.0	
	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	3.0	3.0	3.0	0.0	
	J36 Resident Artist	1.0	1.0	1.0	0.0	
	M47 General Maint Mechanic II	1.0	1.0	1.0	0.0	
	R3C Recreation Coordinator	1.0	1.0	1.0	0.0	
	X17 Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
	X21 Cottage Manager	3.0	3.0	3.0	0.0	
	X24 Senior Children'S Counselor	11.0	10.0	10.0	-1.0	
	X31 Childrens Counselor	50.0	51.0	51.0	1.0	
	Y23 Social Work Supervisor	1.0	1.0	1.0	0.0	
50305	DFCS Staff Dev and Tng Fund 0001					
	V65 SSA App & Decision Spt Mgr	1.0	1.0	1.0	0.0	
	Y22 Social Work Training Specialis	3.0	3.0	3.0	0.0	
	Y23 Social Work Supervisor	2.0	2.0	2.0	0.0	
<b>503</b>		<b>Total</b>	<b>721.0</b>	<b>722.0</b>	<b>723.0</b>	<b>2.0</b>
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	
	A99 Employee Benefits Director	0.0	1.0	1.0	1.0	
	B1N Sr Mgmt Analyst	1.0	1.0	1.0	0.0	
	B1P Mgmt Analyst	13.0	13.0	13.0	0.0	
	B1R Assoc Mgmt Analyst B	1.0	1.0	1.0	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	
	B2R Admin Support Officer I	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	1.0	1.0	-1.0	
	C29 Exec Assistant I	1.0	1.0	1.0	0.0	
	C60 Admin Assistant	15.0	15.0	15.0	0.0	
	C76 Office Mgmt Coord	13.0	13.0	13.0	0.0	
	D09 Office Specialist III	3.0	3.0	3.0	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 2008 Positions		FY 2009	2008	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	D49 Office Specialist II	1.0	1.0	1.0	0.0	
	D97 Account Clerk II	1.0	1.0	1.0	0.0	
	E51 Program Coord	0.0	1.0	1.0	1.0	
	E53 Social Services Prg Cntrl Supv	1.0	1.0	1.0	0.0	
	G82 Stock Clerk	0.0	0.0	0.0	0.0	
	P65 SSA App & Dec Spt Spec Elig II	1.0	1.0	1.0	0.0	
	X17 Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
	Y20 Employment Program Mgr	2.0	2.0	2.0	0.0	
	Y28 Employment Technician II	1.0	1.0	1.0	0.0	
	Y30 Social Services Prog Mgr III	5.0	5.0	5.0	0.0	
	Y31 Social Services Program Mgr II	7.0	7.0	7.0	0.0	
	Y32 Social Services Program Mgr I	8.0	8.0	8.0	0.0	
	Y48 Social Work Coord II	1.0	1.0	1.0	0.0	
	Y50 Project Mgr	1.0	1.0	1.0	0.0	
50402	DEBS Program Svcs Fund 0001					
	B2N Admin Support Officer III	1.0	1.0	1.0	0.0	
	E44 Eligibility Work Supv	81.0	81.0	81.0	0.0	
	E45 Eligibility Worker III	231.5	231.5	231.5	0.0	
	E46 Eligibility Worker II	360.5	400.5	400.5	40.0	
	E50 Eligibility Examiner	34.0	34.0	34.0	0.0	
	E53 Social Services Prg Cntrl Supv	1.0	1.0	1.0	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	45.0	45.0	45.0	0.0	
	Y28 Employment Technician II	104.0	104.0	104.0	0.0	
	Y29 Employment Technician I	2.0	2.0	2.0	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	39.0	39.0	39.0	0.0	
	D49 Office Specialist II	74.0	73.0	73.0	-1.0	
	D72 Client Services Technician	87.0	87.0	87.0	0.0	
	G82 Stock Clerk	6.0	6.0	6.0	0.0	
	V33 Office Specialist II-U	1.0	1.0	1.0	0.0	
	X09 Sr Office Specialist	3.5	3.5	3.5	0.0	
50404	DEBS Trainees Fund 0001					
	E47 Eligibility Worker I	30.0	30.0	30.0	0.0	
<b>504</b>	<b>Total</b>	<b>1,221.5</b>	<b>1,261.5</b>	<b>1,261.5</b>	<b>40.0</b>	
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	
	B1L Mgmt Analysis Prog Mgr I	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	



## Children, Seniors and Families (Continued)

Agency Name					Amount Change from FY 2008	
Budget Unit Number and Name					Approved	
Cost Center Number and Name					Approved	
Index Number and Name		FY 2008 Positions		FY 2009		
Job Class Code and Title		Approved	Adjusted	Recommended		
	B31	Sr Internal Auditor	1.0	1.0	1.0	0.0
	B3N	Program Mgr II	1.0	1.0	1.0	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	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	1.0	1.0	1.0	0.0
	D03	Data Office Specialist	4.0	4.0	4.0	0.0
	D09	Office Specialist III	7.0	7.0	7.0	0.0
	D66	Legal Secretary II	2.0	2.0	2.0	0.0
	D77	Income Tax Specialist	1.0	1.0	1.0	0.0
	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	11.0	13.0	13.0	2.0
	D98	Account Clerk I	1.0	1.0	1.0	0.0
	E51	Program Coord	1.0	1.0	1.0	0.0
	V24	Supv Estate Administrator	2.0	2.0	2.0	0.0
	V37	Estate Administrator	14.0	14.0	14.0	0.0
	V38	Estate Administrator Asst	5.0	5.0	5.0	0.0
	V42	Estate Property Tech	4.0	4.0	4.0	0.0
	X17	Exec Assistant I-ACE	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
50502	DAAS Program Svcs Fund 0001					
	B44	Deputy Public Guardian Asst	1.0	1.0	1.0	0.0
	E46	Eligibility Worker II	1.0	1.0	1.0	0.0
	S48	Public Health Nurse II	2.0	2.0	2.0	0.0
	V45	Supv Deputy Public Guardian	4.0	4.0	4.0	0.0
	V49	Deputy Public Guardian	21.0	21.0	21.0	0.0
	V62	Deputy Public Guardian Invest	10.0	10.0	10.0	0.0
	Y23	Social Work Supervisor	8.0	8.0	8.0	0.0
	Y3A	Social Worker I	3.0	3.0	3.0	0.0
	Y3B	Social Worker II	42.5	42.5	42.5	0.0
	Y3C	Social Worker III	24.0	24.0	24.0	0.0
	Y48	Social Work Coord II	1.0	1.0	1.0	0.0
	Y49	Social Work Coord I	3.0	3.0	3.0	0.0
50503	DAAS Program Spt Fund 0001					
	C60	Admin Assistant	1.0	1.0	1.0	0.0
	D09	Office Specialist III	18.0	18.0	18.0	0.0
	D49	Office Specialist II	4.5	4.5	4.5	0.0
	D69	Conservatorship Benefit Procs	0.0	0.0	0.0	0.0
	D72	Client Services Technician	2.0	2.0	2.0	0.0
	E65	Program Services Aide	7.0	7.0	7.0	0.0
	X09	Sr Office 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 2008 Positions		FY 2009	2008	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
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	
<b>505</b>	<b>Total</b>	<b>239.0</b>	<b>241.0</b>	<b>241.0</b>	<b>2.0</b>	
<b>Social Services Agency</b>		<b>Total</b>	<b>2,839.0</b>	<b>2,883.5</b>	<b>2,876.5</b>	<b>37.5</b>
<b>Children, Seniors and Families</b>		<b>Total</b>	<b>2,839.0</b>	<b>2,883.5</b>	<b>2,876.5</b>	<b>37.5</b>



## Santa Clara Valley Health & Hospital System

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Index Number and Name		Job Class Code and Title		FY 2008 Positions		FY 2009	Amount
										Approved	Adjusted	Recommended	Change
										Approved	Adjusted	Recommended	from FY
										Approved	Adjusted	Recommended	2008
										Approved	Adjusted	Recommended	Approved
<b>Health Department</b>													
410	Public Health												
	41011	Administration Fund 0001											
		A52	Dir of Public Health			1.0	1.0	1.0	0.0				
		B1P	Mgmt Analyst			1.0	1.0	1.0	0.0				
		B1T	Assoc Mgmt Analyst A			1.0	1.0	1.0	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				
		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				
		B7G	Mat Child & Adol Hlth. Div Dir			1.0	1.0	1.0	0.0				
		C70	Public Health Nurse Manger I			0.0	0.0	0.0	0.0				
		C82	Sr Health Care Program Mgr			1.0	1.0	1.0	0.0				
		C83	Health Care Program Mgr II			3.0	2.0	2.0	-1.0				
		C84	Health Care Program Mgr I			1.0	1.0	1.0	0.0				
		D09	Office Specialist III			9.0	9.0	10.0	1.0				
		D51	Office Specialist I			1.0	1.0	1.0	0.0				
		D76	Medical Administrative Asst II			1.0	1.0	1.0	0.0				
		E06	Chief Registrar of Vital Stats			1.0	1.0	1.0	0.0				
		J25	Epidemiologist II			3.0	3.0	3.0	0.0				
		J26	Health Education Specialist			3.5	3.5	3.5	0.0				
		J27	Health Education Associate			1.0	1.0	1.0	0.0				
		P06	Chief Health Protection Servic			1.0	1.0	1.0	0.0				
		R24	Public Health Nutritionist			1.0	1.0	1.0	0.0				
		S09	Emergency Medical Serv Coord			2.0	2.0	2.0	0.0				
		S40	Dir of Public Health Nursing			1.0	1.0	1.0	0.0				
		S47	Public Health Nurse III			0.0	0.0	0.0	0.0				
		W71	Sr Health Care Prog Analyst			4.0	4.0	4.0	0.0				
		X17	Exec Assistant I-ACE			1.0	1.0	1.0	0.0				
	41012	Central Services Fund 0001											
		B19	Health Program Spec			1.0	1.0	1.0	0.0				
		B1W	Mgmt Aide			1.0	1.5	1.5	0.5				
		B5X	Health Care Program Analyst II			6.0	5.0	6.0	0.0				
		C60	Admin Assistant			2.0	2.0	2.0	0.0				
		C69	Public Health Nurse Manager II			1.0	1.0	1.0	0.0				
		C70	Public Health Nurse Manger I			2.0	2.0	2.0	0.0				
		C76	Office Mgmt Coord			1.0	1.0	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				
		C84	Health Care Program Mgr I			2.0	2.0	2.0	0.0				
		D09	Office Specialist III			18.5	18.5	19.5	1.0				
		D1E	Sr Health Services Rep			5.0	6.0	6.0	1.0				
		D2E	Health Services Rep			15.0	15.5	16.5	1.5				
		D34	Supv Clerk			1.0	1.0	1.0	0.0				
		D48	Patient Business Svcs Clerk			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 2008 Positions		FY 2009	2008	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
D49	Office Specialist II	4.0	4.0	4.0	0.0	
D60	Clerical Office Supv	1.0	1.0	1.0	0.0	
D75	Medical Office Specialist	1.5	1.5	1.5	0.0	
D97	Account Clerk II	1.0	1.0	1.0	0.0	
E04	Public Health Community Spec	4.0	4.0	4.0	0.0	
E07	Community Worker	2.0	2.0	2.0	0.0	
E32	Public Health Assistant	8.5	8.5	8.5	0.0	
G50	Information Sys Tech II	0.5	0.5	0.0	-0.5	
J26	Health Education Specialist	13.0	15.0	15.0	2.0	
J27	Health Education Associate	4.0	4.0	4.0	0.0	
J67	Health Information Clerk III	1.5	1.5	1.0	-0.5	
J68	Health Information Clerk II	1.0	1.0	1.0	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	17.5	17.5	17.5	0.0	
R07	Therapist CCS II	10.0	10.0	10.0	0.0	
R24	Public Health Nutritionist	10.0	10.5	10.5	0.5	
R41	Therapy Aide	5.0	5.0	5.0	0.0	
S08	Public Health Nutrition Assoc	14.5	15.0	15.0	0.5	
S10	Utilization Review Supv	1.0	1.0	1.0	0.0	
S12	Utilization Review Coord	18.0	18.0	18.0	0.0	
S45	Public Health Nurse Specst	1.0	1.0	1.0	0.0	
S47	Public Health Nurse III	7.0	7.0	7.0	0.0	
S48	Public Health Nurse II	15.0	15.0	15.0	0.0	
S51	Communicable Disease Invest	10.0	10.0	10.0	0.0	
S7A	Clinical Nurse III Step A	2.0	2.0	2.0	0.0	
S85	Licensed Vocational Nurse	2.0	2.0	2.0	0.0	
W71	Sr Health Care Prog Analyst	1.0	2.0	2.0	1.0	
Y03	Medical Social Worker II	2.0	2.0	3.0	1.0	
41013	Support Services Fund 0001					
C84	Health Care Program Mgr I	1.0	1.0	1.0	0.0	
D09	Office Specialist III	2.5	2.5	2.5	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	2.0	2.0	2.0	0.0	
R29	Pharmacy Technician	4.0	4.0	4.0	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	3.0	3.0	3.0	0.0	
R56	Supv Pharmacist	1.0	1.0	1.0	0.0	
R74	Sr Laboratory Assistant	1.0	1.0	1.0	0.0	
41014	Ambulatory Care Fund 0001					



## 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 2008 Positions		FY 2009	2008	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	D2E Health Services Rep	0.0	0.0	0.0	0.0	
	Q98 Dentist-U	0.0	0.0	0.0	0.0	
41015	Emergency Medical Services Fund 0001					
	B1N Sr Mgmt Analyst	1.0	1.0	1.0	0.0	
	B1R Assoc Mgmt Analyst B	2.0	1.0	1.0	-1.0	
	B20 Emergency Med Svcs Admin	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	1.0	1.0	1.0	0.0	
	C82 Sr Health Care Program Mgr	1.0	0.0	0.0	-1.0	
	C98 Public Communications Spec	1.0	1.0	1.0	0.0	
	D09 Office Specialist III	1.0	1.0	1.0	0.0	
	J23 Senior Epidemiologist	1.0	1.0	1.0	0.0	
	J25 Epidemiologist II	1.0	1.0	1.0	0.0	
	J26 Health Education Specialist	2.0	2.0	2.0	0.0	
	P62 Specialty Programs Nurse Coord	1.0	1.0	1.0	0.0	
	R46 Public Health Microbiologist	1.0	1.0	1.0	0.0	
	S09 Emergency Medical Serv Coord	2.0	2.0	2.0	0.0	
	S12 Utilization Review Coord	1.0	1.0	1.0	0.0	
	S47 Public Health Nurse III	1.0	1.0	1.0	0.0	
41016	Region #1 Fund 0001					
	C70 Public Health Nurse Manger I	1.0	1.0	1.0	0.0	
	D09 Office Specialist III	2.0	2.0	2.0	0.0	
	E32 Public Health Assistant	3.0	3.0	3.0	0.0	
	S48 Public Health Nurse II	10.5	10.5	10.5	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	1.0	1.0	1.0	0.0	
	E07 Community Worker	0.5	0.5	0.5	0.0	
	E32 Public Health Assistant	5.5	5.5	5.5	0.0	
	S48 Public Health Nurse II	17.0	17.0	17.0	0.0	
	S50 Public Health Nurse I	3.0	3.0	3.0	0.0	
41019	Region #4 Fund 0001					
	C70 Public Health Nurse Manger I	1.0	1.0	1.0	0.0	
	D09 Office Specialist III	0.5	0.5	0.5	0.0	
	D60 Clerical Office Supv	1.0	1.0	1.0	0.0	
	E07 Community Worker	2.0	2.0	2.0	0.0	
	E32 Public Health Assistant	3.0	3.0	3.0	0.0	
	S48 Public Health Nurse II	10.5	10.5	10.5	0.0	
	S50 Public Health Nurse I	1.0	1.0	1.0	0.0	
41020	Region #5 Fund 0001					
	C69 Public Health Nurse Manager II	1.0	1.0	1.0	0.0	
	C70 Public Health Nurse Manger I	1.0	1.0	1.0	0.0	
	D09 Office Specialist III	3.0	3.0	3.0	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 2008 Positions		FY 2009	2008		
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	D49	Office Specialist II	1.0	1.0	1.0	0.0	
	E23	Public Risk Communication Ofc	1.0	1.0	1.0	0.0	
	E32	Public Health Assistant	4.0	4.0	4.0	0.0	
	S47	Public Health Nurse III	1.0	1.0	1.0	0.0	
	S48	Public Health Nurse II	17.0	17.0	17.0	0.0	
	S50	Public Health Nurse I	2.0	2.0	2.0	0.0	
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	
	E32	Public Health Assistant	3.0	3.0	3.0	0.0	
	S48	Public Health Nurse II	9.0	9.0	8.0	-1.0	
<b>410</b>			<b>Total</b>	<b>425.0</b>	<b>427.0</b>	<b>431.0</b>	<b>6.0</b>
412	Mental Health Department						
41201	MH Department Admin Fund 0001						
	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	2.0	2.0	2.0	0.0	
	B1R	Assoc Mgmt Analyst B	3.0	3.0	3.0	0.0	
	B2J	Admin Services 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	
	B72	Mental Health Program Supv	2.0	2.0	2.0	0.0	
	C29	Exec Assistant I	2.0	2.0	2.0	0.0	
	C60	Admin Assistant	1.5	1.5	1.5	0.0	
	C76	Office Mgmt Coord	1.0	1.0	1.0	0.0	
	C97	Quality Improvement Coord	5.0	5.0	5.0	0.0	
	D09	Office Specialist III	3.0	3.0	3.0	0.0	
	D48	Patient Business Svcs Clerk	1.0	1.0	1.0	0.0	
	P13	Sr Mental Health Prog Spec	2.0	2.0	2.0	0.0	
	P14	Mental Health Prog Spec II	0.0	0.5	0.5	0.5	
	P67	Rehabilitation Counselor	0.0	4.0	4.0	4.0	
	P96	Marriage & Family Therapist II	0.0	0.0	0.0	0.0	
	P97	Marriage & Family Therapist I	0.0	0.0	0.0	0.0	
	R27	Pharmacist	0.0	0.0	0.0	0.0	
	R29	Pharmacy Technician	0.0	0.0	0.0	0.0	
	S12	Utilization Review Coord	1.0	1.0	1.0	0.0	
	W71	Sr Health Care Prog Analyst	0.0	0.0	0.0	0.0	
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
	Y41	Psychiatric Social Worker II	0.5	0.0	0.0	-0.5	
41202	Crisis, Outreach, Referral & Educ Div Fund 0001						
	C24	Prevention Program Analyst I	1.0	1.0	0.0	-1.0	
	C83	Health Care Program Mgr II	1.0	1.0	1.0	0.0	
	D2E	Health Services Rep	2.0	2.0	2.0	0.0	
	P49	Psychiatrist III-Mental Health	1.0	0.0	0.0	-1.0	
	P93	Clinical Psychologist	0.5	0.5	0.5	0.0	



**Santa Clara Valley Health & Hospital System (Continued)**

Agency Name							
Budget Unit Number and Name						Amount Change from FY 2008	
Cost Center Number and Name							
Index Number and Name				FY 2008 Positions		FY 2009	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	P96	Marriage & Family Therapist II	6.5	6.5	5.5	-1.0	
	P97	Marriage & Family Therapist I	2.0	2.0	2.0	0.0	
	Y41	Psychiatric Social Worker II	3.0	3.0	3.0	0.0	
	Y42	Psychiatric Social Worker I	1.0	1.0	1.0	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	2.0	2.0	2.0	0.0	
	C60	Admin Assistant	1.0	1.0	1.0	0.0	
	C83	Health Care Program Mgr II	5.0	5.0	3.0	-2.0	
	D1F	Mental Hlth Office Supervisor	5.0	5.0	3.0	-2.0	
	D2E	Health Services Rep	21.0	21.0	16.0	-5.0	
	D49	Office Specialist II	1.0	1.0	0.0	-1.0	
	E07	Community Worker	21.0	21.0	9.0	-12.0	
	P14	Mental Health Prog Spec II	4.0	4.0	4.0	0.0	
	P49	Psychiatrist III-Mental Health	17.0	19.0	18.0	1.0	
	P67	Rehabilitation Counselor	24.0	25.0	24.0	0.0	
	P96	Marriage & Family Therapist II	16.5	16.5	9.5	-7.0	
	P97	Marriage & Family Therapist I	4.0	4.0	3.0	-1.0	
	S87	Psychiatric Technician II	0.0	0.0	1.0	1.0	
	Y41	Psychiatric Social Worker II	24.5	25.5	16.5	-8.0	
	Y42	Psychiatric Social Worker I	13.0	13.0	9.0	-4.0	
41204	Family & Children's Svcs Div Fund 0001						
	B19	Health Program Spec	1.0	1.0	1.0	0.0	
	B3P	Program Mgr I	2.0	2.0	2.0	0.0	
	B5Z	Health Care Prog Analyst Assoc	1.0	1.0	1.0	0.0	
	B72	Mental Health Program Supv	1.0	1.0	1.0	0.0	
	C60	Admin Assistant	1.0	2.0	2.0	1.0	
	C83	Health Care Program Mgr II	2.0	2.0	2.0	0.0	
	D02	Medical Unit Clerk	0.0	0.0	0.0	0.0	
	D1E	Sr Health Services Rep	1.0	1.0	1.0	0.0	
	D1F	Mental Hlth Office Supervisor	2.0	2.0	2.0	0.0	
	D1G	Sr Health Svcs Rep-U	1.0	1.0	1.0	0.0	
	D2E	Health Services Rep	18.0	20.0	20.0	2.0	
	E07	Community Worker	4.0	4.0	4.0	0.0	
	E33	Mental Health Community Worker	3.0	3.0	3.0	0.0	
	P13	Sr Mental Health Prog Spec	1.0	1.0	2.0	1.0	
	P14	Mental Health Prog Spec II	3.0	3.0	3.0	0.0	
	P49	Psychiatrist III-Mental Health	6.5	8.0	8.0	1.5	
	P93	Clinical Psychologist	0.5	0.5	0.5	0.0	
	P96	Marriage & Family Therapist II	13.0	13.0	13.0	0.0	
	P97	Marriage & Family Therapist I	6.0	6.0	6.0	0.0	
	R13	Occupational Thrp-Psysl Disb	1.0	1.0	1.0	0.0	
	S85	Licensed Vocational Nurse	1.0	1.0	1.0	0.0	
	U1B	Mental Health Prgm Spec II-U	1.0	1.0	1.0	0.0	
	Y41	Psychiatric Social Worker II	38.5	40.5	40.5	2.0	



## Santa Clara Valley Health &amp; Hospital System (Continued)

Agency Name							
Budget Unit Number and Name						Amount Change from FY 2008	
Cost Center Number and Name							
Index Number and Name				FY 2008 Positions		FY 2009	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	Y42	Psychiatric Social Worker I	9.5	9.5	9.5	0.0	
	Z41	Psychiatric Social Worker II-U	3.0	3.0	3.0	0.0	
	Z4P	Health Care Prog Analyst I-U	1.0	1.0	1.0	0.0	
41213	MHSA						
	B1R	Assoc Mgmt Analyst B	0.0	1.0	1.0	1.0	
	C60	Admin Assistant	0.0	1.0	1.0	1.0	
	C83	Health Care Program Mgr II	0.0	1.0	1.0	1.0	
	D09	Office Specialist III	0.0	1.0	1.0	1.0	
	E07	Community Worker	0.0	0.0	1.0	1.0	
	P13	Sr Mental Health Prog Spec	0.0	4.0	4.0	4.0	
	P49	Psychiatrist III-Mental Health	0.0	0.0	0.0	0.0	
	P67	Rehabilitation Counselor	0.0	1.0	1.0	1.0	
	W71	Sr Health Care Prog Analyst	0.0	2.0	2.0	2.0	
	Y41	Psychiatric Social Worker II	0.0	3.0	3.0	3.0	
<b>412</b>		<b>Total</b>	<b>331.0</b>	<b>358.5</b>	<b>314.5</b>	<b>-16.5</b>	
414	Children's Shelter & Custody Health Svcs						
41401	Adult Custody Med Svcs Fund 0001						
	B3P	Program Mgr I	1.0	0.0	0.0	-1.0	
	C29	Exec Assistant I	0.0	0.0	1.0	1.0	
	C83	Health Care Program Mgr II	0.0	0.0	0.0	0.0	
	D02	Medical Unit Clerk	16.0	16.0	16.0	0.0	
	E07	Community Worker	1.0	1.0	0.0	-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	1.0	0.0	0.0	-1.0	
	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	1.0	1.0	0.0	-1.0	
	Q98	Dentist-U	1.0	1.0	1.0	0.0	
	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 Improvmt Mgr - A P Sv	1.0	1.0	1.0	0.0	
	S75	Clinical Nurse III	37.0	37.0	37.0	0.0	
	S76	Clinical Nurse II	3.4	3.4	3.4	0.0	
	S7A	Clinical Nurse III Step A	24.5	24.5	24.5	0.0	
	S7B	Clinical Nurse III Step B	1.8	1.8	1.8	0.0	
	S7C	Clinical Nurse III Step C	0.5	0.5	0.5	0.0	
	S80	Admin Nurse II	3.0	3.0	3.0	0.0	
	S85	Licensed Vocational Nurse	18.0	18.0	18.0	0.0	
	S86	Dir Chlds Shlt Cusdy Hlth Srv	1.0	1.0	1.0	0.0	
	S89	Clinical Nurse I	2.0	2.0	2.0	0.0	
	S93	Hospital Services Asst II	4.5	4.5	4.5	0.0	
	Y42	Psychiatric 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 2008 Positions		FY 2009	2008	Approved
Job Class Code and Title		Approved	Adjusted	Recommended		
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	1.0	1.0	1.0		0.0
	C83 Health Care Program Mgr II	2.0	2.0	2.0		0.0
	D02 Medical Unit Clerk	6.5	3.5	3.5		-3.0
	D09 Office Specialist III	1.0	0.0	0.0		-1.0
	D51 Office Specialist I	1.0	0.0	0.0		-1.0
	H18 Janitor	2.0	2.0	2.0		0.0
	J67 Health Information Clerk III	1.0	0.0	0.0		-1.0
	P40 Pharmacist Specialist	1.0	0.0	0.0		-1.0
	P41 Physician-Vmc	1.0	1.0	1.0		0.0
	P55 Psychiatrist III	3.5	4.5	4.5		1.0
	P56 Psychiatrist II	1.5	0.0	0.0		-1.5
	P76 Registered Dental Assistant	1.0	1.0	1.0		0.0
	P95 Attending Psychologist	2.0	2.0	2.0		0.0
	P96 Marriage & Family Therapist II	13.0	13.0	13.0		0.0
	P97 Marriage & Family Therapist I	3.5	3.5	3.5		0.0
	Q96 Community Worker-U	1.0	1.0	1.0		0.0
	Q98 Dentist-U	1.0	1.0	1.0		0.0
	R29 Pharmacy Technician	3.5	0.0	0.0		-3.5
	S11 Asst Nurse Mgr	4.0	0.0	0.0		-4.0
	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	31.6	16.6	16.6		-15.0
	S76 Clinical Nurse II	2.5	2.5	2.5		0.0
	S7A Clinical Nurse III Step A	4.0	4.0	4.0		0.0
	S80 Admin Nurse II	2.0	2.0	2.0		0.0
	S85 Licensed Vocational Nurse	2.5	2.5	2.5		0.0
	S93 Hospital Services Asst II	2.0	1.0	1.0		-1.0
	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	2.0	2.0	2.0		0.0
	Z41 Psychiatric Social Worker II-U	1.0	1.0	1.0		0.0
4150	Juvenile Probation Med Svcs Fund 0001					
	D02 Medical Unit Clerk	3.0	3.0	3.0		0.0
	P41 Physician-Vmc	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	5.1	5.1	5.1		0.0
	S76 Clinical Nurse II	0.5	0.5	0.5		0.0
	S7A Clinical Nurse III Step A	2.3	2.3	2.3		0.0
	S7C Clinical Nurse III Step C	0.8	0.8	0.8		0.0
	S85 Licensed Vocational Nurse	3.0	3.0	3.0		0.0
	S89 Clinical Nurse I	1.0	1.0	1.0		0.0
4160	Children's Shelter Med Svcs Fund 0001					





## 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 2008 Positions		FY 2009	2008	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	D02	Medical Unit Clerk	1.0	1.0	1.0	0.0
	P41	Physician-Vmc	1.0	1.0	1.0	0.0
	S75	Clinical Nurse III	2.6	2.6	2.6	0.0
	S7A	Clinical Nurse III Step A	1.0	1.0	1.0	0.0
	S85	Licensed Vocational Nurse	0.5	0.5	0.5	0.0
<b>414</b>		<b>Total</b>	<b>260.1</b>	<b>227.1</b>	<b>225.1</b>	<b>-35.0</b>
417	Department Of Alcohol And Drug Programs					
4600	Administration Fund 0001					
	B2J	Admin Services Mgr II	1.0	1.0	1.0	0.0
	C49	Dir Drug Abuse Services	1.0	1.0	1.0	0.0
	C60	Admin Assistant	1.0	1.0	1.0	0.0
	D09	Office Specialist III	1.0	1.0	1.0	0.0
	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					
	D09	Office Specialist III	1.0	1.0	1.0	0.0
	H22	Health Realization Analyst II	1.0	1.0	1.0	0.0
	H23	Health Realization Analyst II	2.0	2.0	2.0	0.0
4607	Data Analysis & Evaluation Fund 0001					
	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	Dir Research Evaluation AD Sys	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	1.0	1.5	1.5	0.5
	P30	Clinical Standards Coord	0.5	0.5	0.5	0.0
	P96	Marriage & Family Therapist II	12.0	11.5	10.5	-1.5
	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
4612	HIV Svcs Fund 0001					
	S85	Licensed Vocational Nurse	2.0	2.0	2.0	0.0
4620	Perinatal Substance Abuse Fund 0001					
	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
	P96	Marriage & Family Therapist II	2.0	2.0	2.0	0.0
	P97	Marriage & Family Therapist I	1.0	1.0	1.0	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	1.0	1.0	1.0	0.0
	C24	Prevention Program Analyst I	2.0	2.0	2.0	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
	W71	Sr Health Care Prog 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 2008 Positions		FY 2009		2008	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
4640	Quality Improvement Fund 0001						
	C06 Quality Improv Coor II A&D Svc	3.0	3.0	3.0	0.0		
	C07 Quality Improv Coor 1 A&D Svc	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	1.0	1.0	1.0	0.0		
	D2E Health Services Rep	1.0	1.0	1.0	0.0		
	W71 Sr Health Care Prog Analyst	1.0	1.0	1.0	0.0		
4642	Homeless Project Fund 0001						
	P67 Rehabilitation Counselor	2.0	2.0	2.0	0.0		
4645	Adult Services 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		
	P30 Clinical Standards Coord	0.5	1.0	1.0	0.5		
4646	Employee Assist Prog Fund 0001						
	C8A Employee Asst Prog Mgr	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	3.0	3.0	3.0	0.0		
4650	Medical Services 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	3.5	3.5	3.5	0.0		
	P55 Psychiatrist III	1.0	1.0	1.0	0.0		
	S85 Licensed Vocational Nurse	9.5	9.5	9.5	0.0		
	S87 Psychiatric Technician II	2.0	2.0	2.0	0.0		
4652	Central Ctr Fund 0001						
	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		
	D51 Office Specialist I	0.5	0.5	0.5	0.0		
	P67 Rehabilitation Counselor	3.0	3.0	3.0	0.0		
	P96 Marriage & Family Therapist II	2.0	2.5	2.5	0.5		
	Y41 Psychiatric Social Worker II	1.0	1.0	1.0	0.0		
	Y42 Psychiatric Social Worker I	2.0	1.0	1.0	-1.0		
4654	East Valley Clinic Fund 0001						
	D2E Health Services Rep	2.0	2.0	2.0	0.0		
	P67 Rehabilitation Counselor	3.0	3.0	3.0	0.0		
	P96 Marriage & Family Therapist II	2.0	2.0	2.0	0.0		
	Y41 Psychiatric Social Worker II	1.0	1.0	1.0	0.0		
4655	Central Valley Clinic Fund 0001						
	C83 Health Care Program Mgr II	1.0	1.0	1.0	0.0		
	D2E Health Services Rep	4.0	4.0	4.0	0.0		
	D60 Clerical Office Supv	1.0	1.0	1.0	0.0		
	P67 Rehabilitation Counselor	4.0	3.0	3.0	-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 2008 Positions		FY 2009	2008	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	P96	Marriage & Family Therapist II	3.0	3.0	3.0	0.0
	S7C	Clinical Nurse III Step C	1.0	1.0	1.0	0.0
	Y41	Psychiatric Social Worker II	1.0	1.0	1.0	0.0
4656	North County Ctr Fund 0001					
	Y41	Psychiatric Social Worker II	1.0	1.0	1.0	0.0
4657	South County Clinic Fund 0001					
	D2E	Health Services Rep	1.0	1.0	1.0	0.0
	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	1.0	1.0	1.0	0.0
4658	East Valley Ctr Fund 0001					
	D2E	Health Services Rep	1.0	1.0	1.0	0.0
	P67	Rehabilitation Counselor	2.0	2.0	2.0	0.0
	P97	Marriage & Family Therapist I	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	1.0	1.0	1.0	0.0
4670	Justice Svcs Fund 0001					
	C60	Admin Assistant	0.0	0.0	1.0	1.0
	C82	Sr Health Care Program Mgr	1.0	1.0	1.0	0.0
	P67	Rehabilitation Counselor	1.0	1.0	1.0	0.0
	Y41	Psychiatric Social Worker II	1.0	1.0	1.0	0.0
4672	SACPA Svcs Fund 0001					
	B5X	Health Care Program Analyst II	1.0	1.0	1.0	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	4.5	4.5	4.5	0.0
	W71	Sr Health Care Prog Analyst	1.0	1.0	1.0	0.0
4675	Calworks Prog Fund 0001					
	B1P	Mgmt Analyst	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	1.0	1.0	1.0	0.0
4676	Dependency Drug Treatment Ct Fund 0001					
	P67	Rehabilitation Counselor	3.0	5.0	5.0	2.0
	P96	Marriage & Family Therapist II	2.0	3.0	3.0	1.0
	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
4677	SACPA General Fund 0001					
	B5Y	Health Care Program Analyst I	1.0	1.0	1.0	0.0
	D09	Office Specialist III	1.0	1.0	1.0	0.0
	P67	Rehabilitation Counselor	1.0	1.0	1.0	0.0
4678	Offender Treatment Program Fund 0001					
	Q96	Community Worker-U	3.0	0.0	0.0	-3.0
	Z96	Marriage Family Child Co II-U	1.0	0.0	0.0	-1.0



## Santa Clara Valley Health & Hospital System (Continued)

Agency Name							Amount Change from FY 2008 Approved
Budget Unit Number and Name							
Cost Center Number and Name							
Index Number and Name	Job Class Code and Title	FY 2008 Positions		FY 2009			
		Approved	Adjusted	Recommended	Approved		
4680	Offender Treatment Program III - Fund 0001						
	E07 Community Worker	0.0	0.0	3.0	3.0		
	P96 Marriage & Family Therapist II	0.0	0.0	1.0	1.0		
<b>417</b>		<b>Total</b>	<b>165.5</b>	<b>163.5</b>	<b>167.5</b>	<b>2.0</b>	
418	Community Health Services						
4181	School Linked Svcs Fund 0001						
	A57 Dir Community Outreach Service	1.0	1.0	1.0	0.0		
	B7F Program Mgr/School-Linked Srv	1.0	1.0	1.0	0.0		
	C23 Prevention Program Analyst II	2.0	2.0	2.0	0.0		
	C60 Admin Assistant	2.0	2.0	2.0	0.0		
	D09 Office Specialist III	1.0	1.0	1.0	0.0		
	E04 Public Health Community Spec	1.0	1.0	0.0	-1.0		
	J27 Health Education Associate	1.0	1.0	0.0	-1.0		
	P96 Marriage & Family Therapist II	1.0	1.0	0.0	-1.0		
	Y41 Psychiatric Social Worker II	3.0	2.0	0.0	-3.0		
	Y42 Psychiatric Social Worker I	3.0	3.0	0.0	-3.0		
4182	Children's Hlth Initiative & Outreach Fund 0001						
	B1R Assoc Mgmt Analyst B	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	1.0	1.0	1.0	0.0		
	C24 Prevention Program Analyst I	1.0	2.0	2.0	1.0		
	C59 Ambulatory Service Mgr	1.0	1.0	1.0	0.0		
	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		
	D09 Office Specialist III	1.0	1.0	1.0	0.0		
	D1E Sr Health Services Rep	22.0	31.0	31.0	9.0		
	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	0.0	-1.0		
	J27 Health Education Associate	1.0	1.0	1.0	0.0		
4183	Partners in AIDS Care & Education Fund 0001						
	B1R Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0		
	C87 Quality Improvement Coord	1.0	1.0	1.0	0.0		
	D1E Sr Health Services Rep	0.0	1.0	1.0	1.0		
	D2E Health Services Rep	2.0	2.0	2.0	0.0		
	D45 Sr Patient Business Svcs Clk	1.0	0.0	0.0	-1.0		
	E04 Public Health Community Spec	1.0	1.0	1.0	0.0		
	H17 Utility Worker	1.0	1.0	1.0	0.0		
	H93 Medical Assistant	1.0	1.0	1.0	0.0		
	J27 Health Education Associate	1.0	1.0	1.0	0.0		
	P40 Pharmacist Specialist	1.0	1.0	1.0	0.0		
	R24 Public Health Nutritionist	1.0	1.0	1.0	0.0		
	S75 Clinical Nurse III	1.0	1.0	1.0	0.0		
	S7A Clinical Nurse III Step A	0.5	0.5	0.5	0.0		
	S82 Nrs Mgr Ambulatory Care	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 2008 Positions		FY 2009	2008	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	S85	Licensed Vocational Nurse	1.0	1.0	1.0	0.0
	Y03	Medical Social Worker II	1.0	1.0	1.0	0.0
	Y41	Psychiatric Social Worker II	0.0	2.0	2.0	2.0
	Y42	Psychiatric Social Worker I	0.5	0.5	0.5	0.0
4184	TB Refugee Clinic Fund 0001					
	D1E	Sr Health Services Rep	2.0	2.0	2.0	0.0
	D2E	Health Services Rep	3.0	3.0	3.0	0.0
	D75	Medical Office Specialist	1.0	1.0	1.0	0.0
	E07	Community Worker	1.0	1.0	1.0	0.0
	E32	Public Health Assistant	5.0	5.0	5.0	0.0
	J26	Health Education Specialist	1.0	1.0	1.0	0.0
	J68	Health Information Clerk II	1.0	1.0	1.0	0.0
	R85	Chest X-Ray Technician	1.0	1.0	1.0	0.0
	S2A	Assistant Nurse Manager Step A	1.0	1.0	1.0	0.0
	S51	Communicable Disease Invest	1.0	1.0	1.0	0.0
	S59	Nurse Practitioner	1.5	1.5	1.5	0.0
	S75	Clinical Nurse III	2.0	3.0	3.0	1.0
	S7A	Clinical Nurse III Step A	1.0	1.0	1.0	0.0
4185	Community Clinics Fund 0001					
	D1E	Sr Health Services Rep	1.0	1.0	1.0	0.0
<b>418</b>			<b>Total</b>	<b>88.5</b>	<b>100.5</b>	<b>91.5</b>
<b>725</b>	SCVMC-Valley Health Plan					
72501	Valley Health Plan Group 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	1.0	1.0	1.0	0.0
	B77	Accountant III	1.0	1.0	1.0	0.0
	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
	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	7.0	1.0
	D2E	Health Services Rep	1.0	1.0	1.0	0.0
	D35	Valley Health Plan Assistant	4.2	4.2	4.0	-0.2
	D44	Supv Patient Business Svcs Clk	1.0	1.0	1.0	0.0
	D48	Patient Business Svcs Clerk	4.0	4.0	6.0	2.0
	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	2.0	2.0	2.0	0.0
	J27	Health Education Associate	1.0	1.0	1.0	0.0
	J30	Credentials Specialist	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 2008 Positions		FY 2009	2008	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	J31	Provider Relations Specialist	2.0	2.0	3.0	1.0
	P41	Physician-Vmc	1.0	1.0	1.0	0.0
	R27	Pharmacist	1.1	1.1	1.0	-0.1
	S10	Utilization Review Supv	1.0	1.0	1.0	0.0
	S12	Utilization Review Coord	1.1	1.1	1.0	-0.1
	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
	Y04	Medical Social Worker I	1.1	1.1	1.0	-0.1
<b>725</b>		<b>Total</b>	<b>55.6</b>	<b>55.6</b>	<b>59.0</b>	<b>3.4</b>
921	Santa Clara Valley Medical Center					
92106	SCVMC Operations 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
	A1Q	Financial Adm Serv Mgr	1.0	0.0	0.0	-1.0
	A22	Assoc Dir Prf Supt Sv Hhs	2.0	2.0	0.0	-2.0
	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
	A92	Dir, FQHC Services	0.0	1.0	1.0	1.0
	A96	Dir Perf & Outcomes Management	1.0	1.0	1.0	0.0
	B03	Media Specialist Coord-715	0.5	0.5	0.5	0.0
	B05	Dir of Cardiovascular Services	1.0	1.0	1.0	0.0
	B19	Health Program Spec	2.0	2.0	2.0	0.0
	B1C	Assoc Mgmt Analyst B-ACE	2.0	2.0	2.0	0.0
	B1D	Mgmt Analyst-ACE	6.5	6.5	6.5	0.0
	B1E	Sr Mgmt Analyst-ACE	1.0	1.0	1.0	0.0
	B1N	Sr Mgmt Analyst	4.0	4.0	4.0	0.0
	B1P	Mgmt Analyst	2.0	2.0	2.0	0.0
	B1R	Assoc Mgmt Analyst B	0.8	0.8	0.8	0.0
	B2E	Training & Staff Dev Spec	1.0	1.0	1.0	0.0
	B2H	Admin Director Lab	1.0	1.0	1.0	0.0
	B2J	Admin Services Mgr II	2.0	2.0	2.0	0.0
	B2N	Admin Support Officer III	2.0	2.0	2.0	0.0
	B2Q	Asst Admin Director Lab	2.0	2.0	1.0	-1.0
	B2R	Admin Support Officer I	1.0	1.0	1.0	0.0
	B2Z	Sr Mgmt Info Systems Analyst-U	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	2.0	2.0	2.0	0.0
	B3V	Sr Mgt Info Systems Analyst	33.0	33.0	33.0	0.0
	B4A	Clinical Admin Svc 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 2008 Positions		FY 2009	2008	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
B54	Mgr-Patient Acct-SCVH&HS	5.0	5.0	5.0	0.0	
B56	Clinical Risk Prv Prog Mgr	1.0	1.0	1.0	0.0	
B5X	Health Care Program Analyst II	9.0	9.0	8.0	-1.0	
B5Y	Health Care Program Analyst I	2.0	2.0	2.0	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	
B76	Sr Accountant	4.0	4.0	4.0	0.0	
B77	Accountant III	5.0	5.0	5.0	0.0	
B78	Accountant II	3.0	3.0	3.0	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	
B9D	Hlth Care Financial Analyst I	1.0	1.0	1.0	0.0	
B9E	Hlth Care Financial Analyst II	7.0	7.0	7.0	0.0	
B9F	Sr Hlth Care Financial Analyst	11.0	11.0	12.0	1.0	
C01	Medical Translator Coord	1.0	1.0	1.0	0.0	
C04	Dir Gen Accounting/Cont-Scvi	1.0	1.0	1.0	0.0	
C05	Dir of Gen Fund Financial Svcs	1.0	1.0	1.0	0.0	
C10	Dir Business Office Scvhhs	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	7.7	7.7	6.7	-1.0	
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	2.0	2.0	2.0	0.0	
C2D	Clinical Research Associate	1.3	1.3	1.3	0.0	
C2E	Clinical Research Assistant II	4.5	4.5	4.5	0.0	
C2F	Clinical Research Assistant I	0.6	0.6	0.6	0.0	
C2G	Enterprise Fund Budget Mgr	1.0	1.0	1.0	0.0	
C41	Compliance Officer	1.0	1.0	1.0	0.0	
C48	Revenue Control Analyst	2.0	2.0	2.0	0.0	
C59	Ambulatory Service Mgr	4.3	4.3	3.3	-1.0	
C60	Admin Assistant	25.7	25.7	21.7	-4.0	
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	
C82	Sr Health Care Program Mgr	0.0	0.0	0.0	0.0	
C87	Quality Improvement Coord	4.0	4.0	4.0	0.0	
C91	Accounts Payable Mgr Hlth Hosp	1.0	1.0	1.0	0.0	
C94	Mgr of Volunteer Services	1.0	1.0	1.0	0.0	
D02	Medical Unit Clerk	103.9	103.9	102.8	-1.2	
D04	Tumor Registrar	0.5	0.5	0.5	0.0	
D08	Supv Medical Admitting Clk II	5.0	5.0	5.0	0.0	
D09	Office Specialist III	35.8	35.8	34.8	-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 2008 Positions		FY 2009	2008	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
D10	Supv Medical Admitting Clk I	3.0	3.0	3.0	0.0	
D1E	Sr Health Services Rep	95.7	96.7	96.7	1.0	
D1F	Mental Hlth Office Supervisor	0.0	0.0	1.0	1.0	
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	227.1	227.1	228.9	1.8	
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	18.7	18.7	18.7	0.0	
D48	Patient Business Svcs Clerk	102.8	102.8	102.8	0.0	
D49	Office Specialist II	6.3	6.3	6.3	0.0	
D50	Medical Translator	19.9	19.9	19.9	0.0	
D51	Office Specialist I	13.4	13.4	13.9	0.5	
D56	Medical Record Tech Supv	2.0	2.0	2.0	0.0	
D5D	Human Resources Asst II	15.0	15.0	15.0	0.0	
D67	Supv Personnel Services Clerk	1.0	1.0	1.0	0.0	
D75	Medical Office Specialist	9.3	9.3	9.3	0.0	
D76	Medical Administrative Asst II	10.9	10.9	10.9	0.0	
D79	Medical Administrative Asst I	48.2	48.2	47.2	-1.0	
D87	Medical Transcriptionist	9.0	9.0	9.0	0.0	
D94	Supv Account Clerk II	5.0	5.0	5.0	0.0	
D96	Accountant Assistant	13.0	13.0	13.0	0.0	
D97	Account Clerk II	29.4	29.4	30.4	1.0	
E04	Public Health Community Spec	1.0	1.0	2.0	1.0	
E07	Community Worker	1.0	1.0	1.0	0.0	
E20	Telecom Services Specialist	1.0	1.0	1.0	0.0	
E27	Telecommunications Ops Mgr	1.0	1.0	1.0	0.0	
E28	Messenger Driver	6.5	6.5	6.5	0.0	
E2A	Psychiatric Nurse II-Step A	11.5	11.5	11.5	0.0	
E2B	Psychiatric Nurse II-Step B	6.0	6.0	6.0	0.0	
E32	Public Health Assistant	6.5	6.5	6.5	0.0	
E40	Library Assistant II	0.5	0.5	0.5	0.0	
E60	Mobile Outreach Driver	0.8	1.8	2.8	2.0	
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	11.0	0.0	
G14	Information Systems Manager I	15.0	15.0	15.0	0.0	
G1B	Call Ctr Mgr, Valley Conn	1.0	1.0	1.0	0.0	
G28	Information Systems Analyst II	44.0	44.0	44.0	0.0	
G29	Information Systems Analyst I	2.0	2.0	2.0	0.0	
G38	Information Systems Tech III	4.0	4.0	4.0	0.0	
G50	Information Sys Tech II	25.7	25.7	25.7	0.0	
G52	Hospital Communications Opr	12.2	12.2	12.2	0.0	
G65	Management Info Svcs Proj Mgr	2.0	2.0	2.0	0.0	
G66	Operating Room Storekeeper	4.9	4.9	4.9	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 2008 Positions		FY 2009	2008	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
G68	Management Info Svcs Mgr II	5.0	5.0	5.0	0.0	
G77	Warehouse Materials Handler	1.3	1.3	1.3	0.0	
G81	Storekeeper	1.9	1.9	1.9	0.0	
G82	Stock Clerk	24.6	24.6	24.6	0.0	
G84	Central Supply Distribtn Supv	3.0	3.0	3.0	0.0	
H10	Housekeeping Serv Section Mgr	6.0	6.0	6.0	0.0	
H12	Janitor Supervisor	2.0	2.0	2.0	0.0	
H17	Utility Worker	4.3	4.3	4.3	0.0	
H18	Janitor	128.5	128.5	128.5	0.0	
H41	Food Production Cafeteria Mgr	1.0	1.0	1.0	0.0	
H45	Dir of Environmental Svcs Hhs	1.0	1.0	1.0	0.0	
H59	Cook II	4.0	4.0	4.0	0.0	
H60	Cook I	3.0	3.0	3.0	0.0	
H64	Dietetic Assistant	3.0	3.0	3.0	0.0	
H65	Dietetic Technician	2.6	2.6	2.6	0.0	
H66	Food Service Worker II	7.0	7.0	7.0	0.0	
H67	Food Service Worker I	24.5	24.5	24.5	0.0	
H84	Laundry Worker II	1.1	1.1	1.1	0.0	
H86	Laundry Worker I	8.7	8.7	8.7	0.0	
H93	Medical Assistant	151.6	157.4	157.4	5.8	
H94	Unit Support Assistant	76.6	76.6	76.6	0.0	
J26	Health Education Specialist	2.0	2.0	2.0	0.0	
J27	Health Education Associate	3.0	5.0	5.0	2.0	
J32	Sterile Process Education Cord	1.0	1.0	0.0	-1.0	
J67	Health Information Clerk III	32.4	32.4	32.4	0.0	
J68	Health Information Clerk II	32.5	33.5	33.5	1.0	
J69	Health Information Clerk I	38.5	38.5	38.5	0.0	
J70	Medical Librarian	1.0	1.0	1.0	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	
J77	Health Information Tech II	15.7	15.7	15.7	0.0	
J78	Health Information Tech I	8.0	8.0	8.0	0.0	
K01	Sr Biomedical Equipment Tech	1.0	1.0	1.0	0.0	
K03	Biomedical Equipment Tech II	5.3	5.3	5.3	0.0	
K13	Assoc Telecommunications Tech	3.0	3.0	3.0	0.0	
K16	Telephone Services Engineer	1.0	1.0	1.0	0.0	
K18	Sr Telephone Technician	2.0	2.0	2.0	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	
K94	Electronic Repair Technician	3.0	3.0	3.0	0.0	
L67	Capital Projects Mgr III	6.0	6.0	6.0	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	9.6	9.6	9.6	0.0	
M49	Occupational Therapy Tech	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 2008 Positions		FY 2009	2008	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
M51	Carpenter	4.3	4.3	4.3	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	4.3	4.3	4.3	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	
M90	Sr Plumber	1.0	1.0	1.0	0.0	
N23	Dir Facilities Maint SSCHHS	1.0	1.0	1.0	0.0	
N29	Maintenance Coord-Vmc	1.0	1.0	1.0	0.0	
N95	Sr Hospital Stationary Engr	2.3	2.3	2.3	0.0	
N96	Hospital Stationary Engineer	8.6	8.6	8.6	0.0	
NN1	Dir, Clinical & Supply Svc	0.0	0.0	1.0	1.0	
NN2	Nurse Manager EAU	0.0	0.0	1.0	1.0	
NN3	Director of VSC	0.0	0.0	1.0	1.0	
NN4	Director of Ambulatory Quality	0.0	0.0	1.0	1.0	
NN5	Health Center Manager	0.0	0.0	10.0	10.0	
P24	Dir Nrs Financial Admin Svcs	1.0	1.0	0.0	-1.0	
P33	Post Graduate Year VI	107.8	107.8	110.8	3.0	
P39	Post Graduate Year I	0.1	0.1	0.1	0.0	
P40	Pharmacist Specialist	36.8	36.8	36.8	0.0	
P41	Physician-Vmc	300.0	303.0	305.0	5.0	
P47	Optometrist	4.2	4.2	4.2	0.0	
P48	Ophthalmic Tech	2.0	2.0	2.0	0.0	
P49	Psychiatrist III-Mental Health	0.5	0.5	0.3	-0.2	
P55	Psychiatrist III	12.5	12.5	14.0	1.5	
P58	Supv Psychiatrist I	1.0	1.0	1.0	0.0	
P61	Rehabilitation Svcs Prog Mgr	1.0	1.0	1.0	0.0	
P67	Rehabilitation Counselor	6.7	6.7	0.3	-6.4	
P70	Nursing Info Systems Mgr	1.0	1.0	0.0	-1.0	
P71	Operating Room Clerk	6.2	6.2	6.2	0.0	
P78	Dental Assistant	11.2	11.2	11.2	0.0	
P81	Pharmacist Tech Sys Spec	2.0	2.0	2.0	0.0	
P82	Operating Room Aide	11.3	11.3	11.3	0.0	
P84	Obstetric Technician	5.4	5.4	5.4	0.0	
P85	Clinical Audiologist	2.0	2.0	2.0	0.0	
P93	Clinical Psychologist	0.6	0.6	0.6	0.0	
P95	Attending Psychologist	0.0	0.0	0.0	0.0	
P9A	Hospital Clinical Psychologist	6.6	6.6	6.6	0.0	
Q98	Dentist-U	10.1	10.1	10.1	0.0	
R06	Dir Nutrition & Food Services	1.0	1.0	1.0	0.0	
R10	Physical Therapist II	12.2	12.2	12.2	0.0	
R11	Physical Therapist I	36.0	36.0	36.0	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 2008 Positions		FY 2009	2008	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
R12	Occupational Thrp II-Phys Disb	10.7	10.7	10.7	0.0	
R13	Occupational Thrp-Psysl Disb	3.7	3.7	3.2	-0.5	
R15	Respiratory Care Practitioner	46.1	46.1	46.1	0.0	
R16	Therapy Services Admin Mgr	0.5	0.5	0.5	0.0	
R17	Supv Respiratory Care Practnr	5.0	5.0	4.0	-1.0	
R18	Chief Respiratory Care Practnr	1.0	1.0	1.0	0.0	
R1A	Occupational Thrp I-Phy Disb	19.6	19.6	19.6	0.0	
R1C	Recreation Therapist II	1.0	1.0	1.0	0.0	
R1D	Recreation Therapist I	4.5	4.5	4.5	0.0	
R1E	Sr Clinical Lab Tech II	10.0	10.0	10.0	0.0	
R1F	Sr Clinical Lab Tech I	80.1	80.1	80.1	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	Clinical Dietitian I	3.0	4.1	4.1	1.0	
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	3.0	3.0	2.0	-1.0	
R27	Pharmacist	53.7	54.2	52.2	-1.5	
R28	Rehabilitation Therapy Spec	1.5	1.5	1.5	0.0	
R29	Pharmacy Technician	108.8	108.8	107.8	-1.0	
R2C	Certified Occ Thrp Asst II-Pd	4.0	4.0	4.0	0.0	
R2G	Per Diem Respiratory Care Prct	2.0	2.0	2.0	0.0	
R2I	Pharmacy Assistant	7.0	7.0	7.0	0.0	
R2L	Clinical Dietitian II	9.0	11.0	11.0	2.0	
R2M	Graduate Intern Pharmacist	0.0	0.0	0.0	0.0	
R2N	Clinical Nutrition Service Mgr	1.0	1.0	0.0	-1.0	
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	10.8	10.8	10.8	0.0	
R39	Sr Diagnostic Ing Info Sys Spc	2.0	2.0	2.0	0.0	
R48	Therapy Technician	8.0	8.0	8.0	0.0	
R50	Pharmacy Technician Trainee	0.5	0.5	0.5	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 Insv Crd	3.0	3.0	3.0	0.0	
R56	Supv Pharmacist	7.0	7.0	7.0	0.0	
R57	Cytotechnologist	2.5	2.5	2.5	0.0	
R59	Supv Clinical Laboratory Tech	11.0	11.0	11.0	0.0	
R62	Clinical Lab Tech	0.1	0.1	0.1	0.0	
R63	Urology Clinical Coord	1.0	1.0	1.0	0.0	
R64	Physical Therapist Asst II	13.0	13.0	13.0	0.0	
R65	Sr Histologic Technician	3.0	3.0	3.0	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 2008 Positions		FY 2009	2008	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
R70	Hospital Clinical Psych II	1.5	1.5	1.5	0.0	
R71	Dialysis Technician	13.0	13.0	13.0	0.0	
R73	Chief Clin Neurophysiolc Tech	1.0	1.0	0.0	-1.0	
R74	Sr Laboratory Assistant	71.8	71.8	71.8	0.0	
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	4.6	4.6	4.6	0.0	
R7B	Diagnostic Imaging Info Ss II	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	0.0	0.0	0.0	0.0	
R88	Diagnostic Imaging Tech II	2.3	2.3	2.3	0.0	
R8A	Diagnostic Image Tech II Mamm	3.0	3.0	3.0	0.0	
R8B	Diagnostic Image Tech II CT	3.0	3.0	3.0	0.0	
R8C	Diagnostic Image Tech I Fluoro	18.0	18.0	18.0	0.0	
R8D	Diagnostic Image Tech I Mamm	11.6	11.6	11.6	0.0	
R8E	Diagnostic Image Tech I CT	14.9	14.9	14.9	0.0	
R8F	Dianostic Image Tech I CT & M	3.0	3.0	3.0	0.0	
R8G	Diagnostic Image Tech I CI	2.0	2.0	2.0	0.0	
R90	Orthopedic Technician	4.5	4.5	4.5	0.0	
R94	Sr Nuclear Medical Tech	2.1	2.1	2.1	0.0	
R95	Nuclear Medical Technologist	3.7	3.7	3.7	0.0	
R96	Pharmacist Locum Tenens	0.1	0.1	0.1	0.0	
R99	Clinical Neurophysiolg Tech II	2.8	2.8	2.8	0.0	
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	28.0	28.0	9.8	-18.3	
S12	Utilization Review Coord	16.3	16.3	16.8	0.5	
S17	Dir Ambulatory Care Nurs Ops	1.0	1.0	1.0	0.0	
S18	Patient Services Case Coord	9.3	9.3	9.3	0.0	
S1D	Patient SV CS CRD-Longevity	6.5	6.5	6.5	0.0	
S1V	Nurse Anesthetist Crna	5.0	5.0	5.0	0.0	
S23	Operating Room Technician	16.2	16.2	16.2	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	5.0	5.0	5.0	0.0	
S29	Ultrasonographer II	13.1	13.1	13.1	0.0	
S2A	Assistant Nurse Manager Step A	28.0	28.0	28.0	0.0	
S2B	Assistant Nurse Manager Step B	14.0	14.0	12.2	-1.8	
S2C	Assistant Nurse Manager Step C	10.0	10.0	10.0	0.0	
S30	Ultrasonographer 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 2008 Positions		FY 2009	2008	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
S33	Dir Inpatient Acute Nursing	1.0	1.0	1.0	0.0	
S34	Ekg Technician	4.9	4.9	4.9	0.0	
S35	Clinical Nurse Specialist	3.1	3.1	3.1	0.0	
S37	Dir Critical Care Nrs Op Rm Sv	1.0	1.0	1.0	0.0	
S38	Staff Developer	0.7	0.7	0.7	0.0	
S39	Nurse Coord	20.4	26.4	25.5	5.2	
S3A	Nurse Coordinator Step A	9.5	9.5	9.5	0.0	
S3B	Nurse Coordinator Step B	4.0	4.0	4.0	0.0	
S3C	Nurse Coordinator Step C	2.0	2.0	2.0	0.0	
S41	Per Diem Nurse Practitioner	0.1	0.1	0.1	0.0	
S42	Nrs Mgr Critical Care	3.0	3.0	3.0	0.0	
S43	Nrs Mgr Burn Center	1.0	1.0	1.0	0.0	
S46	Physician Asst Primary Care	13.6	13.6	13.6	0.0	
S4A	Clinical Nurse Spec Step A	1.0	1.0	1.0	0.0	
S4B	Clinical Nurse Spec Step B	1.0	1.0	1.0	0.0	
S53	Nrs Mgr Emergency Department	1.0	1.0	1.0	0.0	
S54	Chief Radiation Therapy Tech	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	37.4	37.4	47.6	10.2	
S59	Nurse Practitioner	32.0	33.0	31.1	-0.9	
S5A	Staff Developer Step A	4.5	4.5	4.5	0.0	
S5B	Staff Developer Step B	4.0	4.0	4.0	0.0	
S5C	Staff Developer Step C	3.0	3.0	3.0	0.0	
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 Pernal Evl 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	27.8	27.8	27.8	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	721.0	722.0	736.4	15.5	
S77	Admin Nurse V	4.0	4.0	2.0	-2.0	
S7A	Clinical Nurse III Step A	147.0	147.0	146.0	-1.0	
S7B	Clinical Nurse III Step B	51.5	51.5	50.5	-1.0	
S7C	Clinical Nurse III Step C	25.5	25.5	25.5	0.0	
S80	Admin Nurse II	10.6	10.6	10.6	0.0	
S81	Nrs Mgr Neonatal Icu	1.0	1.0	1.0	0.0	
S82	Nrs Mgr Ambulatory Care	8.0	8.0	0.0	-8.0	
S84	Nrs Mgr Mental Health Nursing	2.0	2.0	0.0	-2.0	
S85	Licensed Vocational Nurse	86.4	89.4	73.0	-13.4	
S87	Psychiatric Technician II	21.0	21.0	9.8	-11.2	
S89	Clinical Nurse I	1.0	1.0	1.0	0.0	
S90	Dir Mental Health Nursing	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 2008 Positions		FY 2009	2008	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
S91	Emergency Room Tech	24.1	24.1	24.1	0.0	
S92	Per Diem Psychiatric Nurse	2.0	2.0	2.0	0.0	
S93	Hospital Services Asst II	202.0	202.0	173.1	-28.9	
S94	Nursing Attendant	78.3	78.3	53.8	-24.4	
S95	Hospital Services Asst I	2.7	2.7	2.7	0.0	
S99	Per Diem Clinical Nurse	21.4	21.4	20.7	-0.7	
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	Protective Services Officer	42.0	42.0	42.0	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	
W67	Graduate Intern Pharmacist-U	4.0	4.0	4.0	0.0	
W71	Sr Health Care Prog Analyst	13.5	13.5	13.5	0.0	
X09	Sr Office Specialist	5.0	5.0	5.0	0.0	
X15	Exec Assistant II-ACE	2.0	2.0	2.0	0.0	
X17	Exec Assistant I-ACE	6.0	6.0	6.0	0.0	
X19	Admin Assistant-ACE	2.0	2.0	2.0	0.0	
Y01	Dir of Medical Social Services	1.0	1.0	1.0	0.0	
Y03	Medical Social Worker II	21.6	22.6	22.6	1.0	
Y04	Medical Social Worker I	2.2	2.2	2.2	0.0	
Y0A	Nurse Practitioner Step A	2.0	2.0	2.0	0.0	
Y0B	Nurse Practitioner Step B	5.0	5.0	4.0	-1.0	
Y41	Psychiatric Social Worker II	2.0	2.0	4.0	2.0	
Z1B	Accounting Manager-SCVHHS	1.0	1.0	1.0	0.0	
Z1C	Decision Support Mgr-SCVHHS	1.0	1.0	1.0	0.0	
Z1D	SCVHHS Reimbmnt Mgr/Asst CTRL	1.0	1.0	1.0	0.0	
<b>921</b>		<b>Total</b>	<b>4,932.2</b>	<b>4,961.5</b>	<b>4,865.9</b>	<b>-66.4</b>
<b>Health Department</b>		<b>Total</b>	<b>6,257.9</b>	<b>6,293.7</b>	<b>6,154.5</b>	<b>-103.5</b>
<b>Santa Clara Valley Health &amp; Hospital System</b>		<b>Total</b>	<b>6,257.9</b>	<b>6,293.7</b>	<b>6,154.5</b>	<b>-103.5</b>



## 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 2008 Positions		FY 2009		2008	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
<b>Environmental Resource Departments</b>							
260	Department Of Planning And Development						
1180	Planning and Dev Admin Fund 0001						
	A1B	Dir, Dept of Planning & Dev	1.0	1.0	1.0	0.0	
	A2D	Development Services Mgr	1.0	1.0	1.0	0.0	
	A2F	Planning Manager	1.0	1.0	1.0	0.0	
	B1N	Sr Mgmt Analyst	0.0	0.0	0.0	0.0	
	B1P	Mgmt Analyst	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	0.0	0.0	0.0	0.0	
	B76	Sr Accountant	0.0	0.0	0.0	0.0	
	B77	Accountant III	0.0	0.0	0.0	0.0	
	B78	Accountant II	1.0	1.0	1.0	0.0	
	B80	Accountant Auditor Appraiser	1.0	1.0	1.0	0.0	
	C19	Exec Assistant II	1.0	1.0	1.0	0.0	
	C76	Office Mgmt Coord	0.0	0.0	0.0	0.0	
	D09	Office Specialist III	2.0	2.0	2.0	0.0	
	G12	Information Systems Manager II	1.0	1.0	1.0	0.0	
	G28	Information Systems Analyst II	0.0	0.0	0.5	0.5	
	G29	Information Systems Analyst I	0.0	0.0	0.0	0.0	
	G50	Information Sys Tech II	0.5	0.5	1.0	0.5	
	K81	Engineering Technician III	0.0	0.0	0.0	0.0	
	L14	Sr Civil Engineer	0.0	0.0	0.0	0.0	
	L18	Asst Civil Engineer	0.0	0.0	0.0	0.0	
	L20	Junior Civil Engineer	0.0	0.0	0.0	0.0	
	N33	Permit Technician	0.0	0.0	0.0	0.0	
26001	Planning & Development Fund 0001						
	A1B	Dir, Dept of Planning & Dev	0.0	0.0	0.0	0.0	
	A2D	Development Services Mgr	0.0	0.0	0.0	0.0	
	A2F	Planning Manager	0.0	0.0	0.0	0.0	
	B1N	Sr Mgmt Analyst	1.0	1.0	0.0	-1.0	
	B1P	Mgmt Analyst	0.0	0.0	0.0	0.0	
	B2J	Admin Services Mgr II	0.0	0.0	0.0	0.0	
	B2P	Admin Support Officer II	0.0	0.0	0.0	0.0	
	B3P	Program Mgr I	2.0	2.0	2.0	0.0	
	B76	Sr Accountant	0.0	0.0	0.0	0.0	
	B77	Accountant III	0.0	0.0	0.0	0.0	
	B78	Accountant II	0.0	0.0	0.0	0.0	
	B80	Accountant Auditor Appraiser	0.0	0.0	0.0	0.0	
	C19	Exec Assistant II	0.0	0.0	0.0	0.0	
	C29	Exec Assistant I	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	3.0	3.0	3.0	0.0	
	D55	Board Clerk I	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 2008 Positions		FY 2009	2008	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
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	
G28	Information Systems Analyst II	0.0	0.0	0.0	0.0	
G29	Information Systems Analyst I	0.0	0.0	0.0	0.0	
G50	Information Sys Tech II	0.0	0.0	0.0	0.0	
K66	Field Survey Technician II	0.0	0.0	0.0	0.0	
K68	Field Survey Technician I	1.0	1.0	1.0	0.0	
K79	GEOGRAPHIC INFO SYSTEM TECH II	2.0	2.0	2.0	0.0	
K81	Engineering Technician III	3.5	3.5	3.0	-0.5	
L08	Sr Plan Check Engineer	1.0	1.0	1.0	0.0	
L09	Assoc Plan Check Engineer	5.0	5.0	5.0	0.0	
L11	County Surveyor Supv Surv Map	1.0	1.0	1.0	0.0	
L14	Sr Civil Engineer	1.0	1.0	2.0	1.0	
L16	Assoc Civil Engineer	1.0	1.0	1.0	0.0	
L18	Asst Civil Engineer	2.0	2.0	3.0	1.0	
L20	Junior Civil Engineer	1.0	1.0	1.0	0.0	
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	2.0	2.0	2.0	0.0	
L83	Planner III	14.0	14.0	14.0	0.0	
L84	Planner II	3.0	3.0	3.0	0.0	
L85	Planner I	0.0	0.0	0.0	0.0	
N04	Sr Building Inspector	3.0	3.0	3.0	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	3.0	3.0	4.0	1.0	
V80	Zoning Investigator	3.0	3.0	3.0	0.0	
<b>260</b>		<b>Total</b>	<b>87.5</b>	<b>87.5</b>	<b>90.0</b>	<b>2.5</b>
710	Parks and Recreation Department					
5852	Interpretive Program Fund 0039					
B3N	Program Mgr II	0.0	0.0	1.0	1.0	
T31	Parks Interpreter	6.0	6.0	6.5	0.5	
T34	Parks Interpretive Prog Supv	1.0	1.0	1.0	0.0	
5864	Natural Resource Mgt Fund 0039					
T35	Parks Natural Resource Prog Su	1.0	1.0	1.0	0.0	
T36	Natural Resources Tech	3.0	3.0	3.0	0.0	
71010	Administration Fund 0039					
A56	Director of Parks & Recreation	1.0	1.0	1.0	0.0	
A68	Deputy Dir of Parks And Rec	2.0	2.0	2.0	0.0	
B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0	
B1P	Mgmt Analyst	4.0	4.0	4.0	0.0	
B3N	Program Mgr II	1.0	1.0	1.0	0.0	
T46	Env Hlth & Safety Comp Spec	1.0	1.0	1.0	0.0	
X17	Exec Assistant I-ACE	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 2008 Positions		FY 2009		2008	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
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	0.0	1.0	1.0	1.0		
	B77 Accountant III	1.0	1.0	1.0	0.0		
	B96 Dept Fiscal Officer	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	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	4.0	4.0	4.0	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						
	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		
	L80 Sr Planner	1.0	1.0	1.0	0.0		
	L83 Planner III	2.3	2.3	2.3	0.0		
71013	Park Operations Fund 0039						
	B3P Program Mgr I	0.0	0.0	1.0	1.0		
	B6K Mgr Park Ranger Operations	1.0	1.0	1.0	0.0		
	T08 Sr Park Ranger	9.0	9.0	9.0	0.0		
	T09 Park Ranger	40.0	42.0	42.0	2.0		
	T16 Park Maintenance Worker II	1.0	1.0	1.0	0.0		
	T20 Parks Volunteer Coord	1.0	1.0	1.0	0.0		
	T29 Park Ranger Supervisor	3.0	3.0	3.0	0.0		
	T32 Park Service Attendants	12.0	12.0	12.0	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		
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		
	H17 Utility Worker	0.0	0.0	1.0	1.0		
	L16 Assoc Civil Engineer	1.0	1.0	1.0	0.0		
	L34 Sr Facilities Engineer	1.0	1.0	1.0	0.0		
	L67 Capital Projects Mgr III	1.0	1.0	1.0	0.0		
	L68 Capital Projects Mgr II	1.0	1.0	1.0	0.0		
	M17 Heavy Equipment Mechanic	1.0	1.0	1.0	0.0		
	M18 Heavy Equipment Mech Helper	1.0	1.0	1.0	0.0		
	N31 Sr Construction Inspector	1.0	1.0	1.0	0.0		
	T03 Park Field Support Mgr	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 2008 Positions		FY 2009	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	2008	
	T13	Park Equipment Operator	2.0	2.0	2.0	0.0	
	T16	Park Maintenance Worker II	33.0	33.0	33.0	0.0	
	T17	Park Maintenance Worker I	9.0	9.0	9.0	0.0	
	T27	Sr Park Maintenance Worker	11.0	11.0	11.0	0.0	
	T30	Park Maintenance Supervisor	4.0	4.0	4.0	0.0	
	T93	Park Maintenance Crew Chief	1.0	1.0	1.0	0.0	
	T95	Park Maint Crafts Wkr	3.0	3.0	3.0	0.0	
<b>710</b>		<b>Total</b>	<b>197.8</b>	<b>200.8</b>	<b>204.3</b>	<b>6.5</b>	
<b>Environmental Resource Departments</b>			<b>Total</b>	<b>285.3</b>	<b>288.3</b>	<b>294.3</b>	<b>9.0</b>
<b>Agriculture and Environmental Management</b>							
262	Agriculture and Environmental Mgmt						
	1187	Integrated Waste Mgt Fund 0037					
		B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0
		B1P	Mgmt Analyst	4.5	4.5	4.5	0.0
		B3N	Program Mgr II	1.0	1.0	1.0	0.0
		C98	Public Communications Spec	1.0	0.0	0.0	-1.0
		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	1.0	1.0	1.0	0.0
	5660	Agriculture Fund 0001					
		V03	Deputy Agricultural Commissnr	2.0	2.0	2.0	0.0
		V05	Agricultural Biologist III	8.5	8.5	8.5	0.0
		V06	Agricultural Biologist II	2.0	2.0	2.0	0.0
		V07	Agricultural Biologist I	3.0	3.0	3.0	0.0
	5663	Weights & Measures Fund 0001					
		V26	Deputy Sealer Weights Measures	1.0	1.0	1.0	0.0
		V27	Weights & Measures Insp III	8.0	8.0	8.0	0.0
		V28	Weights & Measures Insp II	1.0	1.0	1.0	0.0
	5664	Pierces Disease Control Prog Fund 0001					
		V04	Supv Agricultural Biologist	1.0	1.0	1.0	0.0
		V07	Agricultural Biologist I	2.0	2.0	2.0	0.0
		V1A	Agricultural Assistant	1.0	1.0	1.0	0.0
	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	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	3.0	3.0	3.0	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



## Housing, Land Use, Environment & Transportation (Continued)

Agency Name							
Budget Unit Number and Name						Amount Change from FY 2008	
Cost Center Number and Name							
Index Number and Name				FY 2008 Positions		FY 2009	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	V57	Animal Control Officer	4.0	4.0	4.0	0.0	
	V58	Kennel Attendant	5.0	5.0	5.0	0.0	
	V99	Animal Shelter Supervisor	1.0	1.0	1.0	0.0	
5710	U.C. Cooperative Ext Fund 0001						
	D49	Office Specialist II	0.5	0.5	0.5	0.0	
<b>262</b>			<b>Total</b>	<b>67.0</b>	<b>66.0</b>	<b>66.0</b>	<b>-1.0</b>
261	Department of Environmental Health						
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	
	B78	Accountant II	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	1.0	0.0	
	G50	Information Sys Tech II	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	
26102	EHS - Planning Fund 0030						
	D09	Office Specialist III	5.0	5.0	6.0	1.0	
	V08	Dir Div Consmr Protection	1.0	1.0	1.0	0.0	
	V11	Environmental Health Prog Mgr	1.0	1.0	1.0	0.0	
	V14	Supv Environmental Health Spec	3.0	3.0	3.0	0.0	
	V16	Environmental Hlth Spc	32.0	32.0	32.0	0.0	
	V17	Environmental Hlth Spec Trainee	6.0	6.0	6.0	0.0	
	V18	Sr Environmental Hlth Spec	17.0	17.0	17.0	0.0	
	W1R	Assoc Mgmt Analyst B-U	0.0	0.0	0.0	0.0	
	X09	Sr Office Specialist	1.0	1.0	1.0	0.0	
26103	Toxics, Solid & Haz Materials Fund 0030						
	B1P	Mgmt Analyst	1.0	1.0	1.0	0.0	
	B78	Accountant II	1.0	1.0	1.0	0.0	
	D09	Office Specialist III	3.0	3.0	3.0	0.0	
	D49	Office Specialist II	1.0	1.0	1.0	0.0	
	L50	Engineering Geologist	0.0	0.0	0.0	0.0	
	V09	Dir Div Haz Mat Coml&Sw Enfor	1.0	0.0	0.0	-1.0	
	V16	Environmental Hlth Spc	3.0	3.0	3.0	0.0	
	V18	Sr Environmental Hlth Spec	3.0	3.0	3.0	0.0	
	V19	Hazardous Materials Spec II	10.0	10.0	10.0	0.0	
	V21	Hazardous Materials Tech	7.0	7.0	7.0	0.0	
	V2B	Sr Hazardous Materials Spec	4.0	4.0	4.0	0.0	
	V2C	Hazardous Materials Spec I	2.0	2.0	2.0	0.0	
	V2E	Environmental Hlth Geo/Eng	0.0	1.0	1.0	1.0	
	V52	Hazardous Materials Program Mg	3.0	3.0	3.0	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 2008 Positions		FY 2009	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	2008	
	W1R	Assoc Mgmt Analyst B-U	0.0	0.0	1.0	1.0	
	X09	Sr Office Specialist	1.0	1.0	1.0	0.0	
	X99	Public Communications Spec-U	0.0	0.0	0.0	0.0	
<b>261</b>		<b>Total</b>	<b>119.0</b>	<b>119.0</b>	<b>121.0</b>	<b>2.0</b>	
411	Vector Control District						
	4224	Vector Control Fund 0028					
	D09	Office Specialist III	2.0	2.0	2.0	0.0	
	D96	Accountant Assistant	1.0	1.0	1.0	0.0	
	G28	Information Systems Analyst II	1.0	1.0	1.0	0.0	
	J27	Health Education Associate	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	6.0	6.0	6.0	0.0	
	X77	Vector Control Technician II	12.0	12.0	12.0	0.0	
	X79	Vector Control Trainee	7.5	7.5	7.5	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	
<b>411</b>		<b>Total</b>	<b>37.5</b>	<b>37.5</b>	<b>37.5</b>	<b>0.0</b>	
	<b>Agriculture and Environmental Management</b>		<b>Total</b>	<b>223.5</b>	<b>222.5</b>	<b>224.5</b>	<b>1.0</b>
	<b>Roads &amp; Airports</b>						
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	
	B2P	Admin Support Officer II	1.0	1.0	1.0	0.0	
	B2R	Admin Support Officer I	2.0	2.0	2.0	0.0	
	B34	Sr Environmntl Compliance Spec	1.0	1.0	1.0	0.0	
	B4R	Deputy Dir, Road Maintenance	1.0	1.0	1.0	0.0	
	B5R	Deputy Dir Infra Development	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	
	B78	Accountant II	1.0	1.0	1.0	0.0	
	B96	Dept Fiscal Officer	1.0	1.0	1.0	0.0	
	C35	Buyer Assistant	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	
	D09	Office Specialist III	4.0	4.0	4.0	0.0	
	D34	Supv Clerk	1.0	1.0	1.0	0.0	
	D49	Office Specialist II	2.0	2.0	1.0	-1.0	
	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	



## 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 2008 Positions		FY 2009	2008	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
D97	Account Clerk II	7.0	7.0	7.0	0.0	
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	
G51	Information Sys Tech I	1.0	1.0	1.0	0.0	
G81	Storekeeper	1.0	1.0	1.0	0.0	
G88	Electrical Storekeeper	1.0	1.0	1.0	0.0	
K64	Chief of Party	2.0	2.0	2.0	0.0	
K66	Field Survey Technician II	1.0	1.0	1.0	0.0	
K80	Geographic Info System Tech I	1.0	1.0	1.0	0.0	
K81	Engineering Technician III	2.0	2.0	2.0	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	1.0	1.0	1.0	0.0	
K89	Electrical Systems Supervisor	1.0	1.0	1.0	0.0	
K91	Sr Electrical Electronic Tech	10.0	10.0	10.0	0.0	
K92	Electrical Electronic Tech	5.0	5.0	5.0	0.0	
L14	Sr Civil Engineer	7.0	6.0	6.0	-1.0	
L16	Assoc Civil Engineer	14.0	14.0	14.0	0.0	
L17	Land Surveyor	1.0	1.0	1.0	0.0	
L18	Asst Civil Engineer	10.0	10.0	10.0	0.0	
L19	County Traffic Engineer	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	1.0	1.0	1.0	0.0	
N2A	Manager of Construction	1.0	1.0	1.0	0.0	
N30	Principal Construction Insp	2.0	2.0	2.0	0.0	
N31	Sr Construction Inspector	14.0	14.0	14.0	0.0	
N34	Materials Testing Tech II	2.0	2.0	2.0	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	1.0	2.0	2.0	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	28.0	28.0	28.0	0.0	
N67	Road Maintenance Worker I	8.0	8.0	8.0	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	



## 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 2008 Positions		FY 2009	2008	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	N80 Traffic Painter I	3.0	3.0	3.0	0.0	
	V56 Environ Hlth & Safe Spec-HAZMA	1.0	1.0	1.0	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	
<b>603</b>	<b>Total</b>	<b>259.0</b>	<b>259.0</b>	<b>258.0</b>	<b>-1.0</b>	
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	
	C95 Airport Noise Abate Prog Coord	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	
<b>608</b>	<b>Total</b>	<b>15.0</b>	<b>15.0</b>	<b>15.0</b>	<b>0.0</b>	
	<b>Roads &amp; Airports</b>	<b>Total</b>	<b>274.0</b>	<b>274.0</b>	<b>273.0</b>	<b>-1.0</b>
	<b>Special Districts</b>	<b>Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
	<b>Housing, Land Use, Environment &amp; Transportation</b>	<b>Total</b>	<b>782.8</b>	<b>784.8</b>	<b>791.8</b>	<b>9.0</b>









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