
Fiscal Year 2012 Recommended Budget



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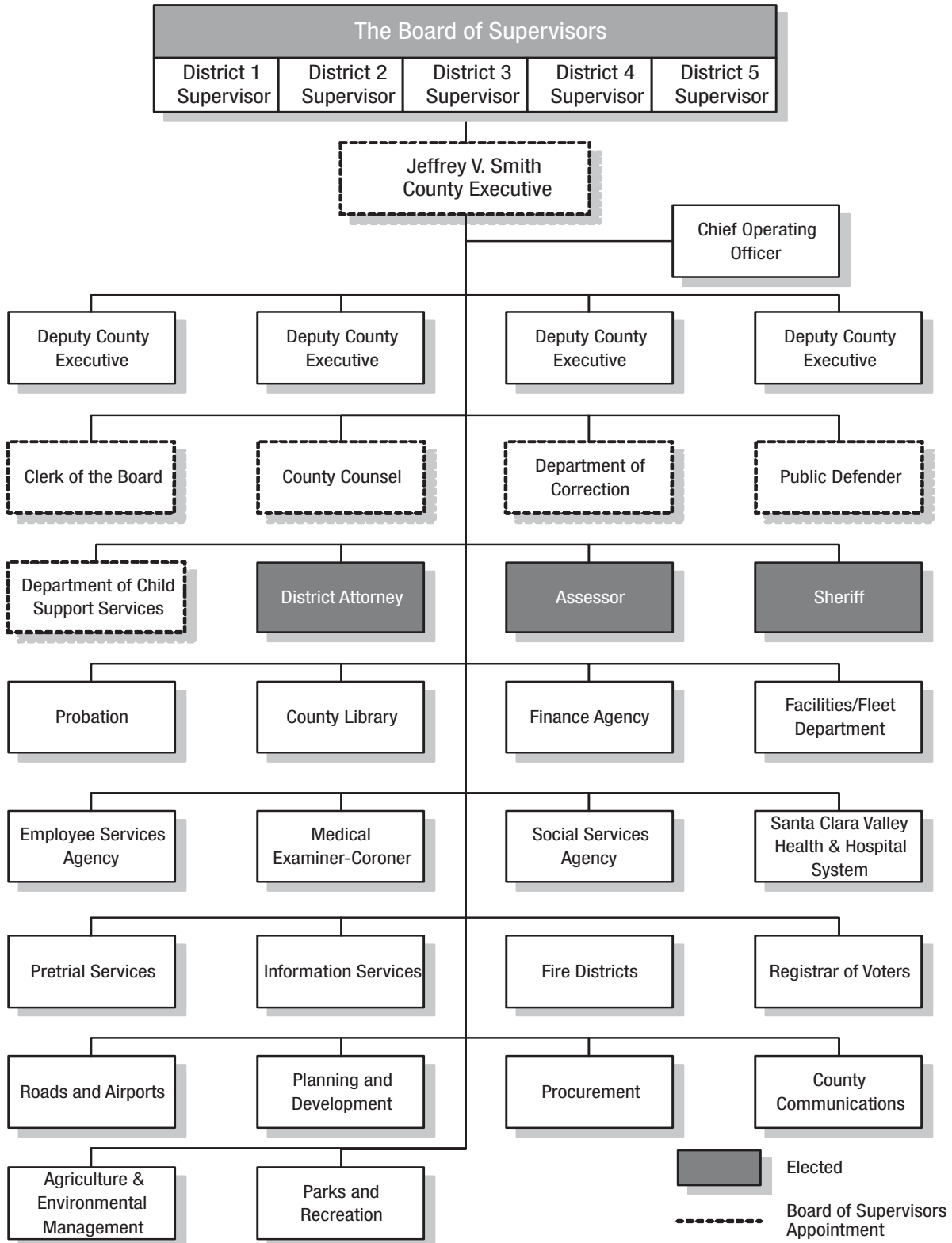
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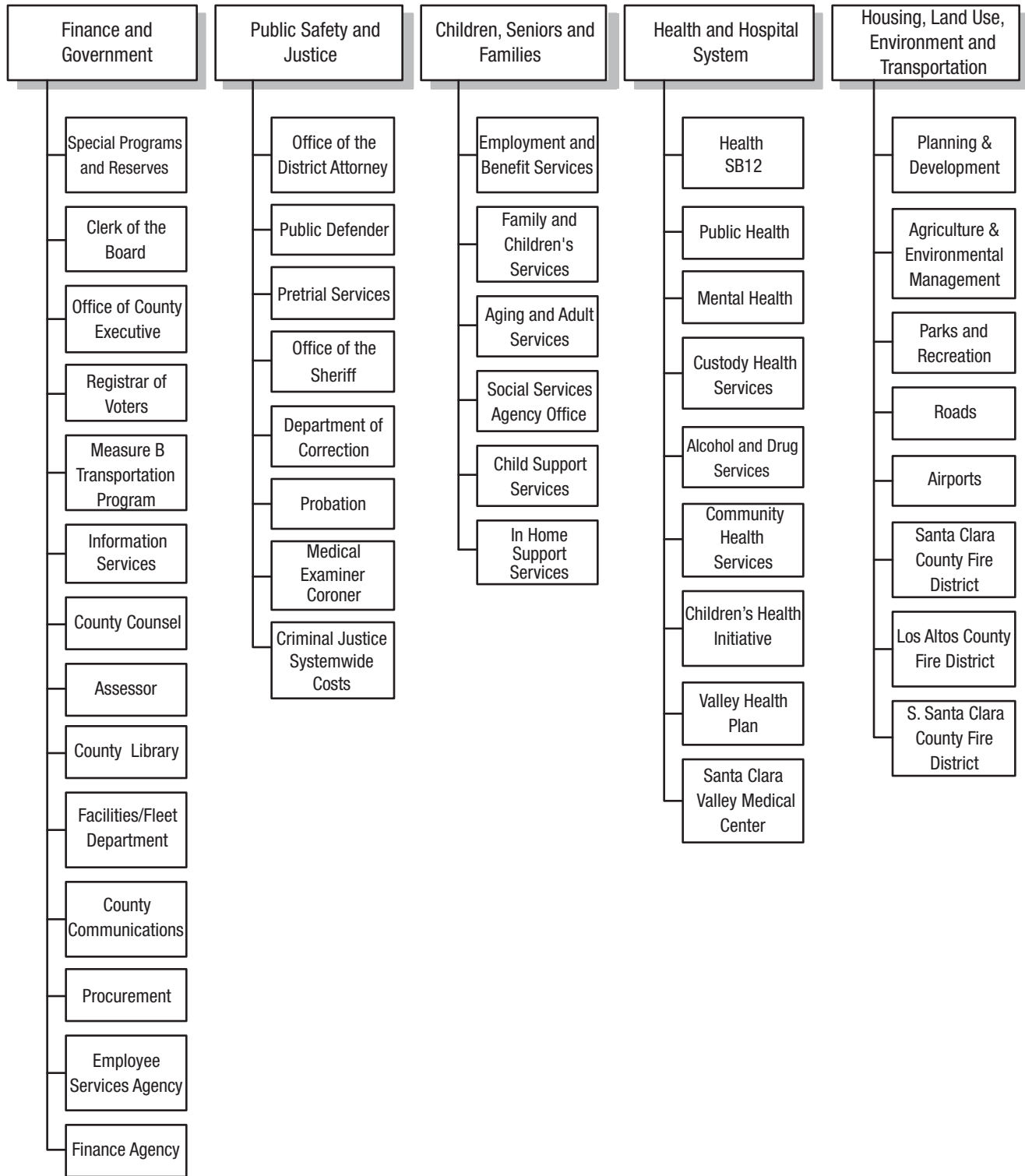
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Board of Supervisors



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FY 2012 Recommended Budget online**



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FY 2012 County Executive's Budget Message

May 2, 2011



To: Board of Supervisors

From: Jeffrey V. Smith
County Executive

Subject: FY 2012 Recommended Budget

Santa Clara County is facing the 10th consecutive year of significant General Fund deficits. Over these past 10 years the County has closed funding gaps totaling \$1.8 billion. As a community, the Valley of the Heart's Delight has been severely challenged by the worst economic recession since the Great Depression. This recession has dramatically reduced the three major County revenue sources: local property taxes, state program revenues, and federal program revenues.

At this point, we do not foresee a return to the prior "normal" local governmental funding in California. The next few years will actually create a "new norm" for local governments in California as the state begins to deal with the current \$25 billion deficit that has been caused by many statewide factors.

Even though these factors have caused significant impacts upon County services over the last decade, I can say with confidence that Santa Clara County still provides quality services to its residents and maintains a safety net that cares for the most vulnerable in our community. At the same time, the budget that I am placing before you, by necessity, recommends reductions that impact services to a larger degree than any budget over these last ten years. We can no longer delay reductions by supporting ongoing expenses using one-time solutions. There are two basic reasons why we have reached this position.

- We no longer have the one-time resources to cover ongoing expenses; they are all gone. We are also dealing with cash flow concerns that will become even more serious if we use reserves to fund our ongoing operations.
- We can no longer afford to push our deficit off to next year. The myriad of risks and uncertainties we face in FY 2012 are too many, and we have to face the reality of living within our means.

The FY 2012 Recommended Budget presents solutions for a deficit of \$220 million. In FY 2010 and FY 2011 we closed gaps of \$500 million. Our ability to address these kinds of shortfalls is a testament to the creativity and resilience of the County workforce, from line staff to executive management. After ten consecutive years of reductions, however, we have almost run out of creative solutions and we have eliminated most non-essential services.

In this budget process we have rejected reduction proposals from several departments because those proposals, while responsive to the call to reduce costs, would either violate the constitution or create a circumstance that would end up costing more money in the long run. More and more departments are facing this kind of dilemma. It is for this reason that we must focus all of our energy

on devising new ways to operate. Business as usual is no longer acceptable. If we are to continue being a leader in providing vital services to the public, we must change the way we deliver services.

Center for Leadership and Transformation

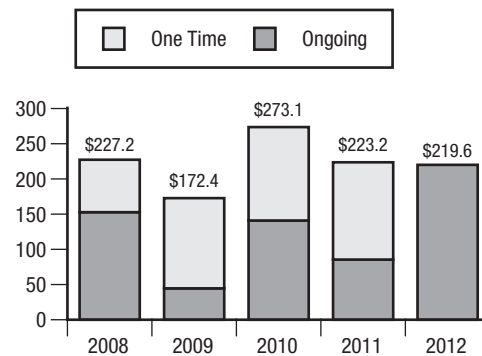
During my first year as your County Executive, I introduced the concept of the Center for Leadership and Transformation (CLT). This is the vehicle that I believe will assist us in achieving this new direction. Since the concept of CLT was kicked off in 2010, 20 teams have begun work on vital projects that are designed to save money and improve processes. These teams will "lead from the middle," meaning that we are empowering employees to generate the change and assure the buy-in that is a critical component to the successful implementation of any proposed changes. Change is difficult for many, and both inside and outside of the County, the changes being proposed are threatening the status quo. I believe that cross-boundary teams of employees working with peers and supported by County leadership are the only way that we can address the challenges that lay ahead, because the difficulties we face will not be solved with the approval of this budget. We are still in the midst of a severe financial crisis and have a long way to go before we will enjoy any measure of financial stability. A more complete description of the CLT process and achievements can be found in the pages following this message.

FY 2012 Deficit Solutions

The most significant aspect of this recommended budget is that it solves our \$220 million deficit with ongoing solutions. As you can see from Table 1, over the past four years we have used close to \$500 million in one-time funds to present a balanced budget.

Even though this has allowed the County to avoid more serious service reductions, this approach forestalls permanent solutions and sets us up for a deficit in the succeeding fiscal year. This is a practice that cannot continue for the reasons described in the bullet points found in the first paragraph of this budget message.

Table 1: Historical Use of One-time and Ongoing Funds for Budget Deficit Solutions



The values displayed at the top of each bar reflect the total deficit solved for each Fiscal Year in \$ millions.

Assumption of Savings from Labor

A second significant aspect of this budget is our recommendation to capture \$75 million of General Fund savings, net of revenue offsets, in concessions from our labor organizations, as the majority of labor contracts are or will be open this year. If we are not successful in achieving this goal, this budget, for all intents and purposes, is not balanced.

Historically, a request for concessions of this magnitude has not been made in this county. At the same time, we have not faced economic conditions like these that have continued over a ten-year time frame. It is important to recognize that concessions from labor are happening all around us, as most public sector organizations realize that current benefit levels are not sustainable into the future. When the major labor contracts were last open in 2009, the contracts were rolled over with no change in salaries or benefits. At that time, the Administration made it clear that a process was needed to determine how we could reduce the cost of a unit of service through the restructuring of our compensation plan, and the need to accomplish this goal is now greater than ever.

We are looking to work cooperatively with labor to identify how we can achieve this goal. The cost of providing a unit of service continues to grow even though salaries have not increased. At the same

time our revenues have declined at an alarming rate, contributing to the structural imbalance that is at the core of our financial problems. Our discretionary revenue base will take several years to return to reasonable levels, and until it does, we must reduce the growth in expenditures in all categories in order to preserve the essential services that we provide to our residents.

Departmental Solutions

In addition to the \$75 million mentioned above, this budget contains ongoing reductions totaling \$145.1 million. Making ongoing reductions of this magnitude has not occurred since FY 2008, and the impact of these cuts will be significant. I want to recognize each and every department within the County for doing everything they can to generate savings and develop thoughtful plans to reduce expenditures and generate additional revenue where possible.

There are many proposals in this budget that are difficult to recommend, but the truth of the matter is that we have no choice if we are to comply with state law that requires the adoption of a balanced budget. What is even more difficult to imagine is that decisions being contemplated by the State of California and the Federal government will require more reductions and an even greater diminution of services currently provided to the residents of Santa Clara County.

Table 2 provides a summary of the reductions originally requested by policy area, compared to what is actually being recommended in this budget. In each policy area, with the exception of Health and Hospital, the value of actual solutions is lower than the reduction target. What has become clear is that in many areas the consequences of additional reductions are unacceptable, and other options must be considered.

Table 2: Deficit Solutions by Policy Area¹

Policy Area	Reduction Target	Budget Solutions
Finance & Government Operations	\$20.0	\$15.6
Public Safety & Justice	\$40.0	\$27.7
Children, Seniors & Families	\$15.0	\$14.7
Health & Hospital System - General Fund Departments	\$9.0	\$5.6
Santa Clara Valley Medical Center	\$70.0	\$80.7
Housing, Land Use, Environment & Transportation	\$1.0	\$1.0
Total	\$155.0	\$145.2

1. Reflected in \$ millions

Additional savings and revenues generated in the Health and Hospital area, and a slight improvement in some key revenues allowed us to balance this budget. Our fiscal predicament this year puts us in a position to recommend a magnitude of reductions that in previous years would not have been on the table:

In-custody-related reductions: Closure of three units in Juvenile Hall result in the elimination of 28 FTEs in the Probation Department, and reductions at Elmwood Minimum Camp result in 19 fewer staff there. Each of these recommendations are possible due to the decline in population at Juvenile Hall and at Elmwood that has occurred over an extended period of time.

Public Safety Direct Service Reductions: Elimination of the West Valley Patrol and Rural Patrol will eliminate 4 FTEs and save close to \$600,000. This action will result in significant declines in response times in these geographic areas.

Maintenance, Property Management, Capital, and Accounting Function Reductions: The elimination of 33 FTEs (17 in Facility Operations and 16 in various oversight and administrative areas) totalling \$6.5 million in the Facilities and Fleet (FAF) Department will result in a decline in our ability to respond in a timely manner to facility issues across the County, as well as our ability to provide adequate oversight of the myriad of infrastructure-related projects and operational activities in the County.

Elimination of General Fund contracts and contract administration: This reduction in the Social Services Agency has a value of \$2.2 million. Much of this expense has been funded with one-time funds in the past few years. Although these funds support important Community Based Organization (CBO) services, the loss of state assistance and the need to reduce net county cost in the Social Services Agency make this recommendation necessary.

Services to the Public: Service reductions in the Tax Collector, the Clerk Recorder, Veterans Affairs, the Office of Emergency Services, the Office of Human Relations, and the Public Guardian, among others, reduce 25 FTEs who provide direct services to the public.

Internal Service Reductions: Elimination of 13 FTEs in the Employee Services Agency results in a savings of \$1.5 million. This reduction will impact our ability to address the demands of County departments in the areas of recruiting and classification.

Service Cuts Mitigated by Creative Solutions

We are making a number of positive changes, and responding to changing circumstances with creative solutions. Among the savings recommended which are the result of new ways of operating and creating efficiencies are the following:

- New procurement procedures and processes which are saving \$1 million in the health and hospital area alone.
- Revising the emergency system notification contract to reduce costs and focus only on emergency messaging for the region, eliminating non-emergency messaging and reducing annual contract costs by \$710,000
- Shifting staff from operating departments to the Information Services Department in order to leverage expertise and resources

- Business process changes taking effect in the Social Services Department of Employment and Benefits in FY2012 should result in a decreased need for overtime expenditures, saving \$3.5 million.
- Recognizing the impact of vote by mail balloting is a major factor in the ability of the Registrar of Voters to reduce staff by seven people, or 15%.

Equity in Workforce Reductions

As in the past, 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 improve our countywide staff-to-supervisor ratio.

Table 3 shows that once the FY 2012 recommended reductions will have taken place, the percentage of executives, managers and supervisors and line staff will remain virtually unchanged. This same table shows the countywide ratio of staff-to-supervisor has increased just slightly, from 9.3:1 to 9.4:1 from the FY 2012 base budget to the FY 2012 Recommended Budget.

Table 3: Percentage of Management and Line Staff¹

	FY 2012 Base Budget ²		FY 2012 Recommended Budget		Net Change from Base to Recommended	
	FTEs	%	FTEs	%	FTEs	%
Exec Mgmt	164.0	1.1%	160.0	1.1%	-4.0	-2.4%
Other Supv	1,299.0	8.6%	1,253.8	8.5%	-45.3	-3.5%
Line Staff	13,564.1	90.3%	13,261.8	90.4%	-302.4	-2.2%
Total	15,027.1	100.0%	14,675.5	100.0%	-351.6	-2.3%
Staff:Supv Ratio	9.3		9.4			

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

2. The FY 2012 Base Budget includes all staffing changes approved by the Board of Supervisors from July 1, 2010 through April 5, 2011.

We would continue to note, as we have in budget messages in the past, 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.

State and Federal Impacts

The recession of 2008-2009 has had a major impact on all levels of government. Both the State of California and the Federal Government are grappling with monumental deficits that will impact Santa Clara County as we move into FY 2012. The possibility of an "all cuts" budget at the state level that would require reductions of over \$25 billion will have impacts on local government that are difficult to comprehend. At the same time, the political dissension in Washington D.C. around how to reduce the federal deficit adds a new and disturbing dimension to the financial challenges we must face in the near future. The combination of state and federal actions that will translate into millions of dollars in lost revenue on top of our local problem will have a devastating impact on our service delivery systems. At this point, we aren't ready to define the impacts due to the inability of both entities to reach consensus on how to address their respective financial problems.

Concurrent with the development of this budget addressing our local deficit, the Administration is developing contingency plans to deal with the potential impacts of additional state and federal decisions. We have asked departments to identify how they would absorb the loss of state and federal revenues, and where possible, we have included information about these "direct" impacts in the departmental sections of the budget. In addition, we are considering other actions that we can take locally to reduce expenses and generate additional revenue. Our expectation is to have a plan available for discussion with the Board in June after the state releases the May Revise. The impact of the Federal budget will not be known until the fall when we will be prepared to offer a similar plan.

Table 4 provides some interesting perspectives regarding the relationship between the State and Federal governments and Santa Clara County. As we have discussed in great detail, the challenges of

the past ten years have been many and increasing in severity. A major part of the problem is the deteriorating level of support that we are receiving from both of these key partners.

Table 4: Percent of General Fund Revenue from State and Federal Sources¹

	2012	2011	2009	2007	2005	2003	2001
State	30.9	30.2	32.3	34.1	39.5	41.1	40.5
Fed	20.2	20.3	21.1	22.1	19.5	20.4	23.1
Total	51.1	50.5	53.4	53.2	59.0	61.5	63.6

1. All values represent % of total General Fund revenues

In terms of State support, since FY 2001 we have seen a 25% decline in State Aid, one of the largest categories of support in the General Fund. On the Federal side, the level of support has been more consistent but still we have absorbed a 12.5% drop in assistance. In FY 2001 State and Federal Aid accounted for 63.6% of General Fund revenues. In FY 2012 we are projecting that State and Federal Aid will represent 51.1% of General Fund revenues, a 20% drop. As mentioned above, support from these two partners is likely to drop even further over the next six months.

Investment in the County Organization - Use of One-Time Funds

Over the past decade, the Administration has made a concerted effort to increase the contingency reserve, based on Board policy, and invest in the infrastructure of the County organization through expenditures on capital and technology projects. Unfortunately, in order to keep the safety net viable and mitigate the impact on essential services, investments in infrastructure and technology have declined over the past few years as one-time funds have been diverted to support program expenses. In 2012, our supply of one time funds has dropped to a very low level.

Much of the drop can be attributed to the recession, as our fund balances have declined over the past two years, even though we have made concerted efforts to reduce non-essential expenditures during the last half of each fiscal year. We will be faced with a negative fund balance, net



of the contingency reserve, at the end of FY 2011. Once again, this will negatively affect our ability to invest in the County's infrastructure and technology improvements that will help to make our employees more efficient.

The description of Available One-Time Resources and Recommended Allocations in the pages following this message, reflects a total of \$112.6 million in available one-time funds. 81% of these funds, \$91.6 million, are allocated to the contingency reserve, leaving precious few one-time dollars to meet critical one-time needs.

Capital Budget

In FY 2012 we are recommending only \$8.6 million for capital projects. \$5 million of this allocation will be used for major maintenance projects, \$2 million is recommended as a match for a state grant to remodel the James Ranch, and \$1 million is set aside for options regarding the Old City Hall site obtained from the City of San Jose in the Redevelopment Settlement.

Technology Needs

We are allocating only \$3.2 million for technology projects. One of the sources of one-time funds is the rebate of retained earnings from the Information Services Department. While we acknowledge the Board's interest in seeing these savings (\$3,276,636 for the General Fund) allocated to a reserve to meet State budget impacts, our recommendation is to use these savings to support the FY 2012 investment in critical technology needs.

Other One-time Needs

We have reduced our payment to the Retiree Health Trust fund for the San Jose Medical Center site from \$8 million to \$5.3 million. With this payment we will have paid back \$13 million of the \$24 million that we borrowed to acquire the site.

We are also recommending the allocation of an additional \$1 million for the final six months of the Alvarez and Marsal (A&M) contract. As discussed

in the recent Board Study Session on this topic, the specific tasks identified by A&M including increasing access to physician panels, further reducing one-day stays and improving coding and documentation will result in additional revenues far in excess of this cost. In addition, transition in the Finance area at Valley Medical Center will require continuity, and the presence of A&M to assist in this change will be beneficial to the new administration of SCVMC.

Cash Flow

As mentioned previously, cash has become an increasingly important concern over the past 12 months. The Administration has formed a cash committee with representatives from the Finance Agency, the Office of Budget and Analysis, the County Executive's Office, Valley Medical Center and the Social Services Agency. This group reviews our cash position monthly and has devised several new ideas to accelerate the receipt of cash into the General Fund. Each decision made regarding the recommended budget includes a discussion of how it will affect our cash position. Even though we are unable to recommend adding any funding to the new "cash reserve" discussed recently with the Finance and Government Operations Committee, we continue to recognize the need to start building this fund.

There are no recommendations in this budget that draw on or reduce the contingency reserve. Even though there are important investments that could be made in the organization beyond the limited amounts that we are recommending, the need to maintain the contingency reserve at 5% is critical for our cash needs. This is a position that will be very important to maintain as we move through the process to final budget adoption.

Conclusion

As we present a Recommended Budget that must close a General Fund deficit for the tenth consecutive year, the question is "can things get any worse?" Unfortunately, the answer is yes. Our local deficit requires us to recommend a budget that is filled with service reductions and to work with our

labor organizations to reduce the cost of a unit of service. I understand that these proposals will be difficult for the organization and community to accept.

What is of greater concern is the need to plan for additional reductions based on what the State must do to address their \$25 billion deficit and what the Federal government will do to reduce the massive Federal deficit? The possibilities are scary, but I believe we have the will and the ability to implement the types of change needed to streamline and create a more efficient operation. This is the only way that we can keep our service delivery system viable and stay true to the County's all important mission.

In the face of these threats we cannot lose sight of the work that has gone into this budget. There are many outstanding ideas and proposals that will generate additional revenues or reduce costs with the least impact on service. We have developed a responsible budget proposal that addresses a substantial General Fund deficit of \$220 million with ongoing reductions. This will allow us to move into FY 2013 without carrying a built-in deficit forward.

In past years, the use of one-time funds in order to balance ongoing expenses demonstrated our hope that a future economic turn-around would be "just around the corner." Sadly, this hope was not fulfilled. Facing the new reality, I believe that the only prudent approach to this current budget is to focus upon ongoing solutions. This proposed budget is exactly that type of a proposal - it is indeed a preparation for the "new reality." This budget is a major accomplishment, moving the County forward in these difficult times.

As dire as the circumstances are that we face, I continue to have confidence in the talent of County employees, as well as our partners in labor and in the community, and their resilience during this time of crisis. Santa Clara County government is uniquely advantaged in order to deal with these great challenges. We have very committed, capable

and hard working employees and political leaders. We are in the seat of innovation. And, we have proven that we can overcome adversity. I look forward to working with all parties in Santa Clara County to implement the strategies that will assure our place as one of the most innovative and progressive counties in the country.

Center for Leadership and Transformation

The Center for Leadership and Transformation (CLT) is a bold and innovative approach enabling employees to take the lead in organizational transformation. The CLT is a world-class leadership, innovation, and transformation program designed to give employees the opportunity and the tools to envision and implement change. The Center is helping the County achieve significant results through four primary initiatives: 1) The Mid-Level Manager Program, 2) The Executive Manager Program at Stanford University, 3) Countywide Rapid Transformation efforts, and 4) A Collaborative Web Platform on the County intranet: <http://clt.sccgov.org/>

CLT has conducted four sessions of mid-level manager workshops, reaching one hundred and twenty employees. Participants in 20 action learning teams have learned about the principles and practices of leadership, innovation, and transformation through the incorporation of a project following a three-day workshop. Projects of this nature allow employees to collaborate and develop proactive approaches to solve existing County problems.

One of the central principles of the Center for Leadership and Transformation (CLT) is unleashing the talents and expertise of the County's most valuable resource, its employees, to transform the way the County operates and provides services. Middle managers and front-line employees are at the core of the County's service delivery, and are best-positioned to develop creative solutions to organizational challenges. In the past 12 months, the CLT has launched twenty innovative, cross-boundary, action-learning teams to tackle some of the County's toughest and most immediate issues.

The committed work of the CLT teams demonstrates that there are real opportunities to transform the County into a high-performance organization. The opportunities are within departments and across the agencies and the County. The combination of focused cross-boundary teams with appropriate executive sponsorship is proving critical to maintaining the Countywide vision, visibility, and result-based concentration necessary to address the root causes of seemingly intractable County problems. The Center's

role in empowering employees to lead, influence, and design change efforts is elevating core competencies of our people, and creating future leaders of the County.

The primary focus of CLT has been the transformation of County information technology (IT). A "Tiger Team," with Executive sponsorship from the CIO has successfully issued an RFP for Software as a Service (SaaS) and a common directory (CD). The team, working intensely for 3 months, was able to complete this effort in under 90 days. The successful characteristics of this effort include:

- Support for the effort through a governance committee composed of County department heads
- Meetings with IT staff in departments to inform them of the pending RFP and how it could affect them
- A focused effort to achieve a desired outcome in a relative fast period of time
- Dedicated team members from a variety of departments, requiring additional work on both part of the team members and their colleagues in the departments. The team includes a dedicated project manager, who was loaned from the Clerk-Recorder's Office. This team member has now taken a position in ISD made possible due to a retirement, and will be managing current and future transformation projects.
- Strong executive sponsorship to provide support and guidance, including willingness to re-examine current processes, subject operations to scrutiny, and suggest new approaches
- Subject matter expertise to develop a Statement of Objectives

Lessons Learned to Date

During this project, the team members are learning more about how technology is operating across the County, and where efficiencies may be gained. At the same time, they are challenged to continue the focused work necessary to follow through with the SaaS and CD effort, since the project work competes with their regular job duties. There are many project objectives which remain to be completed prior to selecting a

vendor and implementing the SaaS and CD solutions. The team plans to bring in additional assistance from County departments for aspects of the project, but departments have little flexibility to provide intensive assistance.

Other CLT action learning projects which are achieving traction include:

- Countywide Training: a "21st Century Learning" Team focused on how the County provides and tracks a variety of required County training. Current manual systems are labor intensive and inconsistent between departments. By leveraging the existing Learning Management System (LMS) software used by the Social Services Agency, a cross-boundary team lead by ISD and ESA plans to implement this solution in FY 2012 Countywide, in conjunction with the implementation of the common directory. The common directory is a prerequisite for use of this tool with a single sign-on.
- Web portals: the iAccess and the EPEA (Employee Portal Enhancement and Accessibility) teams focused on how the County internet and intranet serve clients and employees. A cross-boundary team lead by ISD is working to improve and standardize the web portals, first the internet and then the intranet portal. A pilot project to allow employees to view their payroll information online is currently in progress.
- The Health Care Financial Clearance Team, at SCVMC, which identified a number of needed improvements as a pre-requisite to ensuring that clients who are seen for elective treatment are set up properly on an appropriate system for reimbursement of the cost of care. System changes require collaboration with SCVMC Information Technology, and are on a list of projects required to maximize potential revenues.
- At SCVMC, the Transitional Care Neurosurgery Unit (TCNU) team focused on process improvements in order to reduce crowding in the unit. Improvements in this Unit were mentioned in the Alvarez and Marsal study session in April 2011.
- Another 4 teams are focusing on improvements at SCVMC related to billing, the electronic health care record, health population management and customer care.
- "Mothership" projects in SSA which accelerated the implementation of quick access to benefits on the part of clients, including use of terminals at community-based organizations.
- Local Alternative Placements for Probation Youth, which is examining the options for probation youth to be placed within the County, rather than outside of the County. The efforts of this team, working in collaboration with the Social Services Agency and also community partners, have enabled the Probation Department to reduce the number of youth placed out of the County from 67% last fall to around 60% this spring, and are working on the creation of a possible Community Treatment Facility for the County.
- The "I am VINCE" team is holding regular meetings in partnership with executives on how to improve employee recognition and mentoring efforts.
- Wellness Warriors, who are working to promote wellness while achieving cost savings and a greater sense of control over how to improve the health of employees, clients, and the County as a whole

In addition to these teams, an additional 5 teams have worked on a variety of improvement processes, including small dollar purchases, contract streamlining, maximization of County space, the hiring of Extra Help, and a "Rapid Action Force" process whereby employees and Departments may begin CLT projects of their own or bring them to the attention of the County Executive.

Readiness to Take on Transformative Efforts

Through the work of CLT, the Administration is learning more about potential barriers to transformation. These include:

- Changing the current process and getting work done until those processes change is time-consuming and difficult. This is especially true when people are already under organizational stress due to fear of reductions, etc.
- Human and fiscal resources to devote to process change efforts are in short supply, especially as it relates to backfill and subject matter expertise. It is challenging to find employees who can devote time to process and system improvements that require meetings, negotiation, learning new methods, and expertise that is in short supply.

- Lack of the appropriate skill set to assess the current state and suggest specific changes
- Skills exist in one department that are needed in another, but cross-departmental personnel changes are complicated and must consider the needs of both departments.
- Executives are facing multiple demands, especially related to budget and staffing changes, and have difficulty devoting time to transformation efforts on a consistent basis.
- Cross-boundary projects need an "owner," who can cut through differences of opinion between departments about approaches, but be sensitive to the needs of everyone, including differences of opinion between employees and executives
- Dependence on traditional work practices and processes
- Long term cultural habits and attitudes

Next Steps

To allow for the continuing transformation of IT as well as other aspects of the County, it is apparent that we must make changes in the way the organization operates in order to better leverage our human and fiscal resources. A move in the direction of centralization and middle manager involvement will be necessary to allow for long-term change.

In particular, the centralization of IT services to incorporate Countywide IT systems and projects under one umbrella is essential to evaluate the current operations and make required improvements and efficiencies. The IT model for Rapid Transformation may be used to examine how best to utilize existing resources to add the greatest value Countywide. In so doing, we need to be strategic about what changes we want to focus on, and how to position the organization for continued transformation that addresses the most critical needs of the organization.

The table below highlights CLT-related efforts which are ongoing in the interest of both reducing County costs, as well as making permanent changes in the way the County operates.

Savings, Efficiencies and Operational Changes Emerging from CLT

Team	Low	High	Comment
Information Technology	The primary focus on the IT Tiger Team has been on an RFP for SaaS and a Common Directory. The outcome of this effort is planned for FY 2012. The cross-boundary teamwork on the RFP has increased knowledge of IT procurement processes and created a greater understanding of the need for the sharing and leveraging of information between departments. This effort is paving the way toward a "whole County" perspective of technology via a new governance process.		
Health Care Financial Clearance	\$1.8 million + in co-pays at Registration	\$10 million in recoupment of reimbursement for elective procedures	Dependent on information technology and process changes
TCNU (Transitional Care Neurosurgery Unit)	Working in conjunction with the Medical Short Stay Unit project, decreased TCNU cost/charge and decreased denials have helped achieve a 25% reduction in one-day stays, which are not eligible for reimbursement, in this unit since October.		
Billing Initiative Team	NICU deliveries are being tracked for billing at 3 deliveries/day. Other Advanced Practice services are working on tools and processes. Revenue increases in this area range from \$55,000 - \$367,000 or more.		
SSA CCS-related Projects	The CLT team participated in the cross-Agency business process redesign which enables SSA to meet greater demands for service despite fewer resources to do so. The FY 2012 budget includes proposals related to this redesign which save \$3 - \$4 million.		
Probation Alternative Placement	The efforts of the team have extended to their partners in the Social Services Agency and CBOs, and greater use is being made of WrapAround services and local group home placements. Out-of-County placements are down from 78% to 62% since October. Local placements increase the likelihood of family reunification, which correlates highly with the proximity of a youth to his or her family.		
Learning Management System (LMS)	The use of a consistent Countywide system will maximize eLearning usage, create a central repository for all training content and resources, leverage web-based communication and collaboration technology and save time and effort now spent on training provision and administration. Due to the CLT team, baseline data is in place pre-implementation.		
Employee Recognition	The "I am VINCE" Tiger Team is in the process of developing a new Leadership Academy with ESA, and a "toolbox" for employee recognition methods and approaches.		



Key Budget Recommendations

The following table summarizes some of the key recommendations included in the FY 2012 budget. A more extensive discussion of these proposals can be found in the County Executive's Recommendation section for each department.

This table is not meant to be a comprehensive list of the recommendations presented in this document to close a deficit of \$220 million. Rather, this information is provided to give the reader an idea of the type of actions being recommended, and their magnitude.

County departments have contributed \$145.2 million in ongoing deficit solutions for FY 2012. These solutions include a combination of reduced staff, reduced funding for non-payroll expenses, and increased revenues. Specific deficit solution amounts and service impacts are described in each department. An additional \$75 million in net General Fund savings is expected from labor concessions.

Key Recommendations in the FY 2012 Budget

Department	Proposal	Increase/ (Decrease) Staff	Increase/ Decrease Ongoing Net County Cost ¹
Countywide	Net General Fund savings attributable to labor		(\$75,000,000)
Santa Clara Valley Medical Center	Delivery System Reform Incentive Pool (DSRIP)	27.40	(\$51,257,913)
Santa Clara Valley Medical Center	Expanded Episodic Care	3.08	(\$4,484,712)
Santa Clara Valley Medical Center	Change in Advice Nurse Service	-10.00	(\$1,641,059)
Social Services Agency/District Attorney	Welfare and IHSS Fraud Investigation	-9.50	(\$1,252,885)
Social Services Agency - Department of Employment and Benefit Services	Business process redesign of eligibility determination	-51.00	(\$1,258,937)
Social Services Agency - Department of Aging and Adult Services	Combine conservator and financial administration duties with Deputy Public Guardians	-12.00	(\$1,244,483)
Probation	Closure of three units in Juvenile Hall	-28.00	(\$3,756,683)
Sheriff/Department of Correction	Change in Use of 12-Plan Overtime		(\$6,268,690)
Department of Correction	Change in Work Schedule for Food Services	-6.00	(\$454,140)
Procurement/SCVMC	Efficiencies in Procurement Process at SCVMC		(\$1,000,000)
Sheriff	West Valley Patrol	-2.00	(\$293,040)
Sheriff	Rural Patrol	-2.00	(\$293,040)
Department of Correction	Reduction in Elmwood and Main Jail Visitation Hours	-7.00	(\$907,164)
Social Services Agency	General Fund Contracts & Contract Administration	-2.00	(\$2,186,181)
Facilities and Fleet	Overall reduction in resources (both staff and services and supplies) for facility maintenance and operations	-33.00	(\$6,513,865)
Finance Agency	Overall reduction in staff for accounting, revenue collection and administrative support in all areas of the Agency	-24.00	(\$1,680,451)
Employee Services Agency	Overall reduction in staff responsible for classification, recruitment, labor relations, administration	-13.00	(\$1,459,895)

1. Reflects net reduction in County cost, including reduced expenditures and/or increased revenue.





Available One-Time Resources and Recommended Allocations

Overview

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.”

The County has a history of relying on one-time funds to support ongoing programs during periods of economic downturn, in order to reduce the level of service reductions which would otherwise be required to balance the budget. After years of using this strategy to meet budget deficits, the County has exhausted its reserves and has few remaining sources of one-time funds.

The FY 2012 Recommended Budget represents the first budget in many years in which no one time funds are used to support ongoing programs.

Sources of One-time Funds

General Fund Balance: The estimated fund balance available at the end of FY 2011, for use in FY 2012, is \$88,350,000, virtually all of which comes from unspent Contingency Reserve funds.

Fund balance from departmental operations is projected at a *negative* \$36.7 million, which is an improvement from the *negative* \$53 million projection provided to the Board in April 2011.

Additional fund balance is expected from the monies received from the San Jose Redevelopment Agency and excess bond funds. All but \$5 million of these monies are restricted for use on capital projects. In May, 2001 the Administration will present the Board with recommendations to replace existing General Fund dollars currently allocated to various capital projects with the funds from these sources, allowing the unspent General Fund monies to fall to fund balance.

The anticipated reversal of disallowances of the County’s claims for State reimbursement for services provided under AB 3632 is expected to result in an additional \$5 million of fund balance.

One-time Revenues: The Recommended Budget includes \$21 million in one-time revenues, the majority of which (\$16.9 million) come from the projected net General Fund benefit of the expected sale of County assets.

One-time Savings from Rebate of Internal Service Fund Retained Earnings: One-time expenditure savings will result from a rebate of retained earnings from the Data Processing and Voice Communications internal service fund to operating departments. Although all operating departments will receive rebates, only the General Fund savings is represented in the following table.

FY 2012 One-time Resources

Source	Amount
FY 2011 General Fund Balance	
Unspent Contingency Reserve	\$87,555,449
Fund Balance from Departmental Operations	(\$36,705,449)
SJ RDA Funds - Restricted for Capital use	\$21,500,000
SJ RDA Funds - Cash Settlement	\$5,000,000
Excess Bond Funds - Restricted for Capital Use	\$6,000,000
Anticipated Reversal of AB 3632 Disallowance	\$5,000,000
Estimated FY 2011 General Fund Balance	\$88,350,000
One-time Revenue	
Sale of County Assets	\$16,875,200
Consumer Protection Fund Revenue	\$2,458,226
Tax Modernization Fund Revenue for TCAS	\$500,000
Deposit on Sale of Middlefield Road Property	\$350,000
Deposit on Lease of Elmwood Parcel	\$250,000
Affirmative Litigation Revenue	\$204,000
DNA Identification Fund Revenue	\$200,000
Internet Crimes Against Children Grant Revenue	\$79,505
Administrative Charge to Measure B Program	\$30,000
Sale of Vehicle to Vector Control District	\$22,785
Total One-time Revenue	\$20,969,716
One-time Expenditure Savings	
Rebate of Retained Earnings from Data Processing & Voice Communications	\$3,276,636
Expenditure Reimbursement from Survey Monument Fund (Planning & Development)	\$44,986
Total One-time Resources	\$112,641,338



Uses of One-time Funds

The following table reflects the FY 2012 recommended allocation of one-time resources.

Each allocation is discussed in more detail in the County Executive's Recommendations section of each departmental budget.

FY 2012 Use of One-time Resources

Use of One-time Resources	Amount
Contingency Reserve @ 5% of Ongoing Revenue	\$91,593,141
FY 2012 Capital Projects	\$8,600,000
Repayment of Retiree Health Loan for Downtown Medical Center (2nd of 3 installments)	\$5,326,456
FY 2012 Technology Projects	\$3,200,000
Alvarez and Marsal Contract for Consultation on SCVMC	\$1,000,000
Tax Collection and Apportionment System	\$899,800
Vote by Mail Equipment	\$800,000
Center for Leadership and Transformation	\$560,000
SAP Treasury Module	\$200,000
Cold Weather Shelter	\$200,000
Bridge Funding for Delayed Deletion of Positions	\$168,887
Consolidation of IT Services for Employee Services Agency with Information Services Department	\$36,834
County Archives	\$30,000
Purchase of Infirmary Beds	\$26,220
Total Allocation of One-time Resources	\$112,641,338



Overview of General Fund Revenue Trends

General Fund revenues are projected to total \$2,012,267,970 in FY 2012, compared to \$2,090,106,304 in the FY 2011 Approved Budget; a **decrease** of \$77,838,334 or -3.7%.

However \$36,929,875 of this decrease is a result of transferring the Department of Child Support Services (DCSS) from the General Fund to its own restricted fund in the FY 2012 budget.

If FY 2011 Approved Budget General Fund revenue is adjusted for DCSS, then the FY 2012 budgeted revenue of \$2,012,267,970 would be comparable to FY 2011 budgeted revenue of \$2,053,176,429: a **decrease** of \$40,908,459 or -2%.

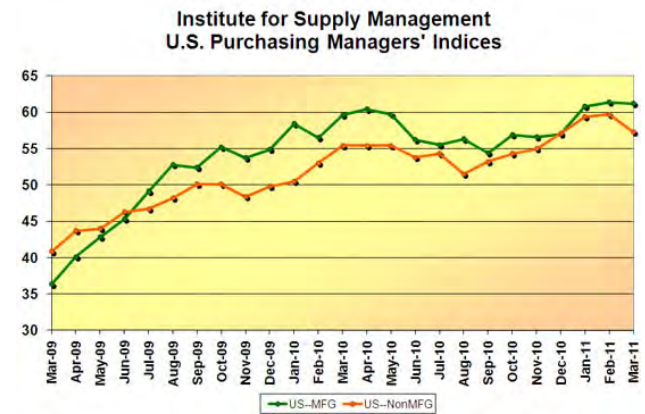
Details are included by category in the paragraphs following later in this section.

Table 1: Comparison of FY 2011 to FY 2012 Revenue^a

Revenue Source by Major Category	Amount
FY 2012 Recommended Revenue	\$2,012,267,970
FY 2011 Approved Revenue	\$2,053,176,429
Change in Revenue from FY 2011	(\$40,908,459)
Taxes - Current Property	\$4,891,185
Charges For Services	\$1,666,212
Revenue From Use Of Money/Property	(\$179,844)
Licenses, Permits, Franchises	(\$340,031)
Taxes - Other Than Current Property	(\$873,929)
Fines, Forfeitures, Penalties	(\$1,963,585)
Revenue From Other Government Agencies	(\$6,909,130)
Other Financing Sources	(\$8,904,095)
Aid From Govt Agencies-State ^b	(\$9,931,757)
Aid From Govt Agencies-Federal	(\$18,363,485)
Total Revenue Change	(\$40,908,459)

- a. FY 2011 Approved Budget revenue excludes DCSS revenue in order to more correctly compare the revenue change from year to year.
- b. State revenue amounts reflect reduced allocations from the State in the FY 2011 budget, but do NOT reflect either the effect of State actions which have been approved by Governor Brown to solve approximately slightly less than half of the State deficit, or future State budget actions which could reduce State revenue further.

Economic Picture - Improving but Slowly



The national PMI for manufacturing industries (top line) declined slightly in March. The PMI has been above 50 since August 2009, and above 55 since January 2010. During 2010, the index teetered between 55 and 60, going above 60 a year ago, dipping again, and then above 60 as of January 2011. The new index came in at 61.2, down from February's score of 61.4. While this is still near a six year high, there is a signal of decreasing factory productivity, and shows a fragile recovery.

Economists consider the index, which measures such factors as new orders, production, supplier delivery times, backlogs, inventories, prices, employment, import orders and exports, a key economic indicator. Typically, a score greater than 50 indicates an expanding economy, while a score below 50 forecasts a sluggish economy for the next three to six months.

Revenue Solutions in the FY 2012 Budget

Ongoing revenue budgeted in the General Fund which is related to budget solutions for FY 2012 equals \$3.1 million, the majority of which are in the Social Services Agency. Health care reform provides the largest source of ongoing revenue; some \$55 million of which is anticipated for the Disproportionate Share Reform Incentive Payments (DSRIP). To retain this amount on

an ongoing basis, SCVMC will have to meet performance standards prior to receiving future payments.

One-time revenues in the General Fund include three property-related matters which are expected to be complete by June 2012. Table 2, below outlines some of the larger amounts, some of which are one-time, and some of which are ongoing.

Table 2: Revenue Solutions in the Recommended Budget^a

Revenue Source	Amount	Type
DSRIP in SCVMC	\$55.0	Ongoing
Property-related matters	\$17.2	One-time
Consumer Protection Trust Funds	\$2.5	One-time
Food Stamp Revenue	\$2.1	Ongoing
Total Amount	\$76.8	

a. \$ in Millions

General Fund revenues continue to be derived from the three major sources: Property Tax, State revenue and Federal revenue (Table 3). Regardless of specific dollar amounts, the **proportions** from the categories are strikingly similar year after year. State revenues as a percent of the total exceed those from property tax, a natural result of the tremendous downturn in the housing market. Federal revenue is about the same **as a percentage** than in FY 2011, despite the loss of ARRA stimulus funds.

Table 3: Percent of General Fund Revenue by Category

Revenue Source	% of Total
Aid From Govt Agencies-State	30.9%
Taxes - Current Property	30.4%
Aid From Govt Agencies-Federal	20.2%
Charges For Services	7.1%
Other Financing Sources	6.6%
Taxes - Other Than Current Property	2.3%
Revenue From Other Government Agencies	1.0%
Fines, Forfeitures, Penalties	0.8%
Licenses, Permits, Franchises	0.4%
Revenue From Use Of Money/Property	0.3%
Total Revenues	100.0%

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

Table 1 shows the dollar amount change by category since FY 2011.

Current Property Tax

Property Tax contributes over \$611 million of the total General Fund revenue, up 0.81% from the amount budgeted in FY 2011. For FY 2012, the Administration is projecting an **increase** in the secured roll of 1.5%. The property tax projection reflects slightly improved performance of the real estate market, after two years of negative growth. The FY 2007 assessed value (AV) growth rate was 8.25%, and it has declined precipitously since. Residential real estate is positive but barely, and commercial real estate is projected to see an upturn for the first time in two years. Specific figures for commercial values are not available until later in the spring, and the Administration will monitor this account accordingly.

State Revenue

State revenue contributes \$622 million of the total General Fund revenue, or \$9.9 million less than was budgeted for FY 2011. State revenue reductions include a reduction in the reimbursement rate for benefits for In Home Supportive Service workers and a lower Motor Vehicle in lieu sales tax amount, based on the relative flat performance of automobile sales. These reductions are offset by an increase of \$14.7 million for the Public Safety Sales Tax, which reflects relatively good economic performance in Santa Clara County compared to other California counties.

Another revenue that the Administration is monitoring is Tobacco Settlement Funds. In FY 2011, we budgeted \$17 million, or \$1.7 million less than what was budgeted in FY 2010, and we have received payments in FY 2011 of \$15.4 million. A shortfall in this account is likely to be reflected in a reduced General Fund balance in FY 2011.

State revenues are a large source of non-discretionary revenue which funds health and social service programs. Medi-Cal, child welfare, CalWORKs, Foster Care, Short-Doyle revenues, and SB 90 mandate reimbursement revenues are among the key reimbursement sources which are budgeted in this category. One of the recommended one-time sources of funds for FY 2012 (part of the estimated FY 2011 General Fund balance) anticipates a legal ruling in the County's favor related to AB 3632 (mental health services for special education pupils) program audit. If the ruling goes against the County, an alternative solution will be required.

Effect of State Actions

The Departmental sections of this document contain information in the “Current and Emerging Issues” sections if the Administration has been able to identify a potential impact of State actions either approved by Governor Brown, or that are dependent on the extension of the portion of the vehicle license fee that is dedicated to a variety of public safety-related programs and services. Once the May Revise has been released by the Governor, the Administration will have a more complete picture of how the County will be impacted by the State.

How State Reductions May Impact the County

Type of Reduction	Estimated Impact
Approved to Date	\$16.5 Million
VLF tax - dependent	\$18.7 Million
Subtotal	\$35.3 Million
Amount of State Deficit yet to be Solved	\$15.43 Billion

Federal Aid

Federal Aid accounts for \$406.6 million of the General Fund revenue, or \$18.4 million less than in FY 2011. The largest of these changes is in the loss of Federal revenue, which is a combination of the loss of one-time ARRA stimulus funds, as well as the annualization of lost Federal revenues related to State reductions which the County acted upon during FY 2011. Revenue **reductions** taking place in FY 2011 included MediCal eligibility, IHSS, CalWORKs Administration, Child Welfare Services, and Non-Assistance Food Stamps. Despite these reduced amounts, as noted earlier in the report, the proportion of Federal revenue remains constant at 20.2%. Other than the accounts mentioned above, the majority of these accounts are flat for FY 2012.

Other Financing Sources

Other Financing Sources contributes \$132.9 million of the total General Fund revenue, or \$8.9 million less than in FY 2011. This category previously included San Jose Redevelopment Agency (RDA) pass-through payments, which were based on a percentage of bonded indebtedness of the City of San Jose. This year, \$5 million in one-time funds are assumed as part of the FY 2011 fund balance, based on a settlement agreement with the Agency. Pass-through payments which are the subject of an ongoing dispute with the RDA are no longer assumed as ongoing revenues in the General Fund.

Also budgeted in this category is the sale of, or revenue from the use of, property as the County plans to sell three pieces of property in FY 2012, including the Los Gatos Courthouse, the former Work Furlough site in Mountain View, and the site of the former Childrens Shelter. Receipts from payments related to Elmwood development and the transfer of funds from the Mental Health Services Act (MHSA) trust fund into the General Fund, of \$81.1 million, are also included in this category.

Charges for Service

Charges for Services contributes \$142.1 million, or \$1.6 million more than in FY 2011. Overall, this category has remained flat, and approximately half the increase is one-time in nature: \$250,000 in a deposit related to a property transaction, and \$500,000 in funds for the Tax Collector’s Automation System. In addition, \$356,000 in increased fees in the Registrar of Voters is budgeted in this category.

Taxes - Other than Current Property Taxes

Taxes other than current property taxes contribute \$46.8 million of the total General Fund revenue, or \$0.9 million less than was budgeted in FY 2011.

The largest account change in this area is a reduction in aircraft taxes of \$1.3 million, from \$4 million to \$2.7 million. This reduction is directly related to a smaller number of private aircraft parked at airfields in Santa Clara County, due to both the economic downturn and decisions on the part of pilots to park aircraft elsewhere. In addition to aircraft taxes, “Penalties and Costs,” (delinquent tax payments), Real Property Transfer Tax, and unincorporated sales tax are budgeted in this account. These other accounts are flat for FY 2012.

Revenue from the Use of Money

Revenue from the use of money contributes \$5.5 million of the General Fund revenue, or \$179,000 less than budgeted in the FY 2011 approved budget. Earned interest projections are based on both the average daily cash balance in the General Fund, and interest rates. Interest rates and daily cash balances are continuing at low levels as is FY 2011. The State pattern of delaying the payment of both health and social services claims for reimbursement also affects interest earnings. A group of County Department Heads and members of the Harvey Rose firm meet monthly to discuss the status of the County’s cash accounts. This account will need to be monitored closely in FY 2012.

Fines, Forfeitures and Penalties

Fines, forfeitures and penalties contribute \$16.2 million of the General Fund revenue, or \$2 million less than budgeted in FY 2011. The majority of this revenue is included in the base budget, and is attributable to bail and fine revenue in the law enforcement departments, down by \$1.6 million for FY 2012. All bail and fine-related revenue is down in FY 2011 due to the downturn in the economy, and the inability of individuals to pay fees and fines.

Licenses, Permits and Franchises

Licenses, permits and franchises contribute \$8.7 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, the Agriculture and Environmental Management (AEM) Department and the Department of Revenue.

Revenue from Other Government Agencies

Revenue from other government agencies contributes \$19.9 million, or \$6.9 million less than budgeted in FY 2011, adjusted for the loss of \$35.8 million which is now budgeted in Fund 193, Department of Child Support Services. This category is used to account for payments to the General Fund from either outside agencies or to recognize revenues in departments that come from dedicated trust funds. Funds from the Property Tax Administration Program and from the Jail Construction Fund were budgeted in FY 2011 as one-time revenues which are no longer available in FY 2012. Also in FY 2011, ARRA monies were transferred into the General Fund in this category.



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 \$4 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 \$2.1 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 \$88,350,000 million difference between revenues and expenditures in the General Fund reflects the projected end-of-year balance, which is then reappropriated to fund specific items in the FY 2012 Recommended Budget.

Countywide Budget Summary (All Funds)

	FY 2010 Actual	FY 2011 Approved as of 7/1/10	FY 2012 Current Level Budget (Base)	FY 2012 Recommended	Column 2 to 4 Inc./(Dec.)	% Change
Expenditures by Policy Area						
Finance and Government	761,304,269	725,754,947	689,025,638	641,815,674	(83,939,273)	-11.6%
Public Safety and Justice	618,693,655	622,381,350	635,442,669	607,962,334	(14,419,016)	-2.3%
Children, Seniors and Families	716,596,711	716,405,634	740,759,310	720,454,051	4,048,417	0.6%
Santa Clara Valley Health & Hospital System	1,589,650,414	1,729,200,156	1,800,637,513	1,794,524,228	65,324,072	3.8%
Housing, Land Use, Environment & Transportation	262,215,510	266,964,396	246,830,193	265,951,772	(1,012,624)	-0.4%
Total Net Expenditures	3,948,460,559	4,060,706,483	4,112,695,323	4,030,708,059	(29,998,424)	-0.7%
Expenditures by Object						
Salaries And Employee Benefits	2,012,027,794	2,056,976,487	2,113,032,311	1,985,324,503	(71,651,984)	-3.5%
Services And Supplies	1,572,207,213	1,687,354,338	1,739,965,615	1,721,345,247	33,990,909	2.0%
Other Charges	77,447,686	129,476,682	134,892,600	140,219,056	10,742,374	8.3%
Fixed Assets	204,390,688	92,619,943	57,774,286	89,835,624	(2,784,319)	-3.0%
Operating/Equity Transfers	317,766,984	229,149,620	300,488,462	229,879,806	730,186	0.3%
Reserves	0	117,307,197	18,767,335	110,360,476	(6,946,721)	-5.9%
Expenditure Transfers	(235,379,806)	(252,177,784)	(252,225,286)	(246,256,653)	5,921,131	-2.3%
Total Net Expenditures	3,948,460,559	4,060,706,483	4,112,695,323	4,030,708,059	(29,998,424)	-0.7%
Resources by Type						
Taxes - Current Property	742,269,391	757,617,438	766,492,529	766,492,529	8,875,091	1.2%
Taxes - Other Than Current Property	72,641,973	55,593,616	54,756,151	54,756,151	(837,465)	-1.5%
Licenses, Permits, Franchises	25,790,581	29,438,827	29,366,263	30,906,763	1,467,936	5.0%
Fines, Forfeitures, Penalties	24,790,691	27,135,775	25,460,980	25,664,980	(1,470,795)	-5.4%



Countywide Budget Summary (All Funds)

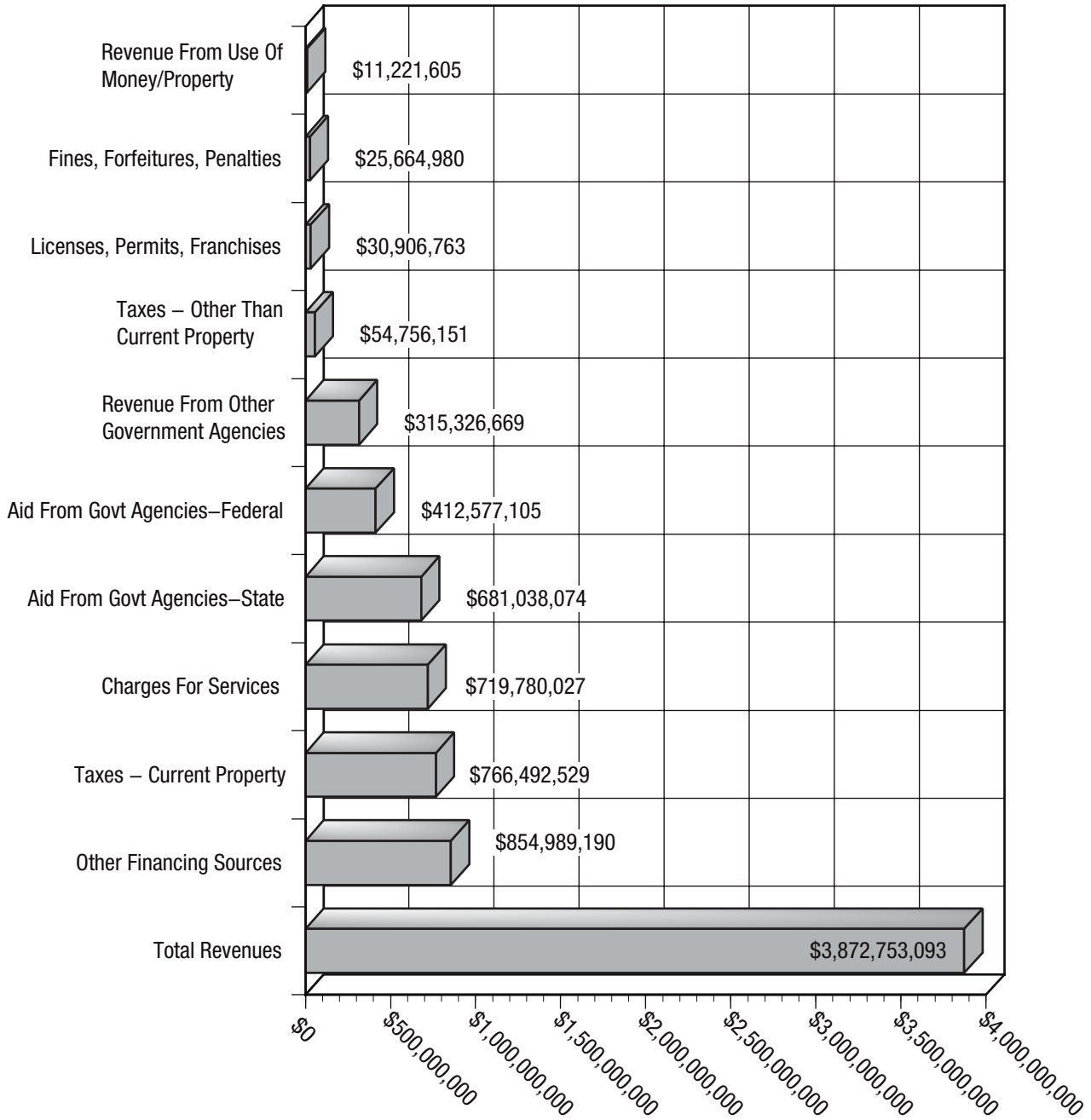
	FY 2010	FY 2011	FY 2012		Column 2 to 4	
	Actual	Approved as of 7/1/10	Current Level Budget (Base)	Recommended	Inc./ (Dec.)	% Change
Revenue From Use Of Money/Property	16,223,353	13,096,965	11,201,605	11,221,605	(1,875,360)	-14.3%
Aid From Govt Agencies-State	660,579,573	689,653,037	674,472,344	681,038,074	(8,614,963)	-1.2%
Aid From Govt Agencies-Federal	460,032,182	430,713,103	419,184,271	412,577,105	(18,135,998)	-4.2%
Revenue From Other Government Agencies	416,743,476	320,822,041	383,277,099	315,326,669	(5,495,372)	-1.7%
Charges For Services	586,823,750	690,026,525	716,882,126	719,780,027	29,753,502	4.3%
Other Financing Sources	837,055,981	855,916,117	758,013,219	854,989,190	(926,927)	-0.1%
Total Revenues	3,842,950,951	3,870,013,444	3,839,106,587	3,872,753,093	2,739,649	0.1%
Resources by Policy Area						
Finance and Government	1,133,357,153	1,109,948,755	1,057,750,072	1,085,879,489	(24,069,266)	-2.2%
Public Safety and Justice	270,183,949	288,296,901	292,077,445	294,962,225	6,665,324	2.3%
Children, Seniors and Families	605,111,706	637,459,276	605,025,958	601,078,278	(36,380,998)	-5.7%
Santa Clara Valley Health & Hospital System	1,578,853,228	1,601,307,542	1,658,707,585	1,658,657,658	57,350,116	3.6%
Housing, Land Use, Environment & Transportation	255,444,917	233,000,970	225,545,527	232,175,443	(825,527)	-0.4%
Total Revenues	3,842,950,953	3,870,013,444	3,839,106,587	3,872,753,093	2,739,649	0.1%

Permanent Authorized Positions (FTEs) (All Funds)

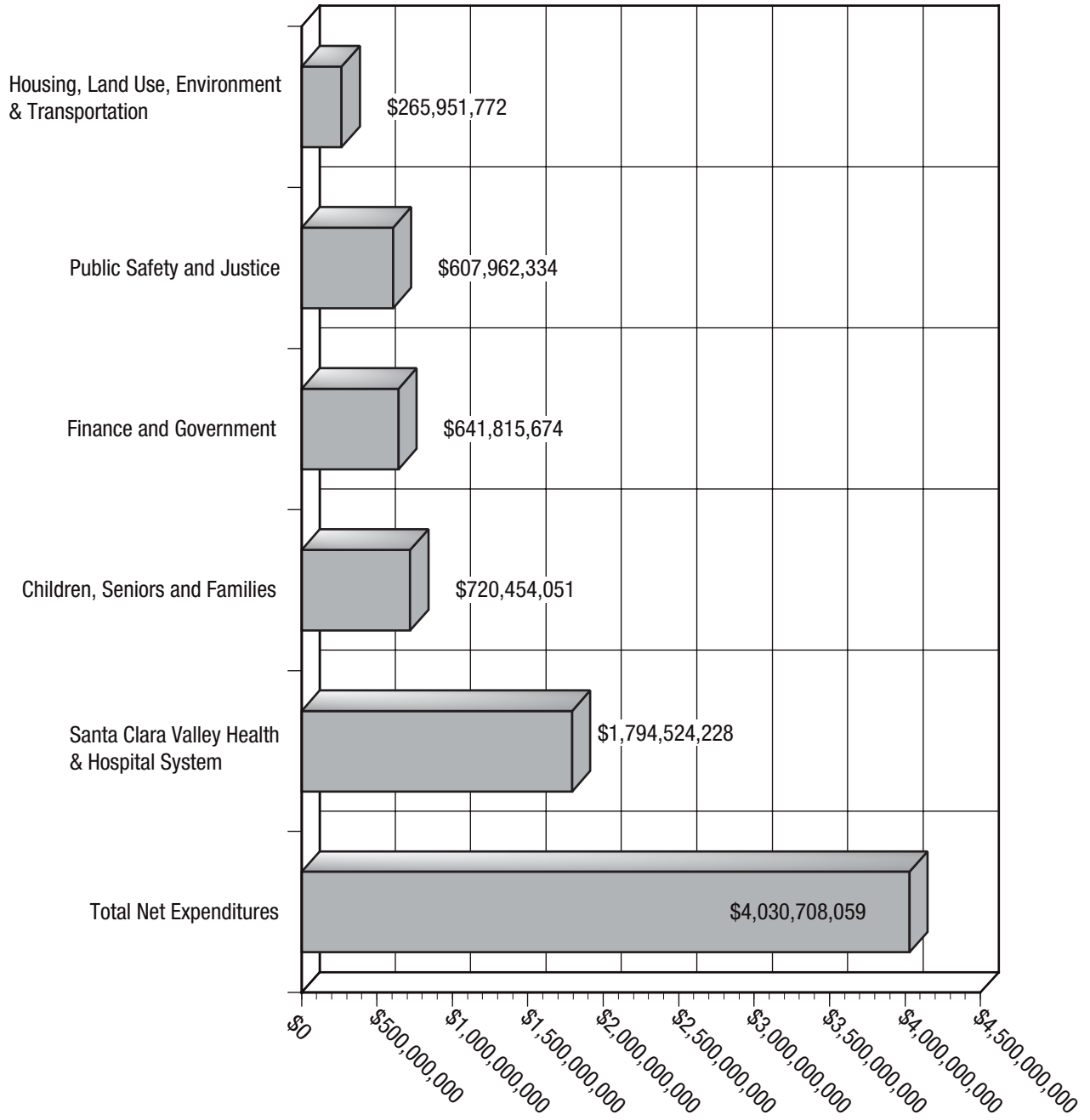
Policy Area	FY 2011	FY 2012		Column 1 to 3	
	As of 7/1/10	Current Level Budget (Base)	Recommended	Inc./ (Dec.)	% Change
Finance and Government	1,882.3	1,869.8	1,790.4	(91.9)	-4.9%
Public Safety and Justice	3,525.6	3,501.6	3,341.5	(184.1)	-5.2%
Children, Seniors and Families	2,868.5	2,744.5	2,631.0	(237.5)	-8.3%
Santa Clara Valley Health & Hospital System	6,352.1	6,365.3	6,364.2	12.1	0.2%
Housing, Land Use, Environment & Transportation	792.3	793.3	790.3	(2.0)	-0.3%
Total Positions	15,420.7	15,274.4	14,917.3	(503.4)	-3.3%



All Fund Resources



All Fund Expenditures



Countywide Budget Summary (General Fund)

	FY 2010	FY 2011	FY 2012		Column 2 to 4	
	Actual	Approved As of 7/1/10	Current Level Budget (Base)	Recommended	Inc./(Dec.)	% Change
Expenditures by Policy Area						
Finance and Government	436,854,579	441,681,346	416,370,895	356,307,321	(85,374,025)	-19.3%
Public Safety and Justice	618,663,684	622,346,350	635,407,669	607,927,334	(14,419,016)	-2.3%
Children, Seniors and Families	716,596,711	716,405,634	702,293,104	683,627,360	(32,778,274)	-4.6%
Santa Clara Valley Health & Hospital System	312,539,443	411,730,719	438,930,079	432,563,361	20,832,642	5.1%
Housing, Land Use, Environment & Transportation	20,964,423	19,639,580	20,179,599	19,328,254	(311,326)	-1.6%
Total Net Expenditures	2,105,618,840	2,211,803,629	2,213,181,346	2,099,753,630	(112,049,999)	-5.1%
Expenditures by Object						
Salaries And Employee Benefits	1,087,854,818	1,122,286,812	1,118,873,348	993,288,421	(128,998,391)	-11.5%
Services And Supplies	955,087,783	1,041,411,743	1,073,642,169	1,054,090,973	12,679,230	1.2%
Other Charges	24,639,205	23,533,108	24,181,564	24,181,564	648,456	2.8%
Fixed Assets	(1,878,278)	201,972	0	700,000	498,028	246.6%
Operating/Equity Transfers	239,017,794	136,037,485	208,255,440	137,576,784	1,539,299	1.1%
Reserves		99,633,832	4,033,302	95,626,443	(4,007,389)	-4.0%
Expenditure Transfers	(198,685,074)	(211,301,323)	(215,804,477)	(205,710,555)	5,590,768	-2.6%
Total Net Expenditures	2,106,036,250	2,211,803,629	2,213,181,346	2,099,753,630	(112,049,999)	-5.1%
Resources by Type						
Taxes - Current Property	619,632,231	606,208,815	611,100,000	611,100,000	4,891,185	0.8%
Taxes - Other Than Current Property	64,844,700	47,672,146	46,798,217	46,798,217	(873,929)	-1.8%
Licenses, Permits, Franchises	9,017,233	9,086,743	8,591,212	8,746,712	(340,031)	-3.7%
Fines, Forfeitures, Penalties	16,179,487	18,184,865	16,017,280	16,221,280	(1,963,585)	-10.8%
Revenue From Use Of Money/Property	8,760,524	5,645,523	5,445,679	5,465,679	(179,844)	-3.2%
Aid From Govt Agencies-State	591,269,158	632,368,098	619,677,087	621,922,001	(10,446,097)	-1.7%
Aid From Govt Agencies-Federal	449,174,100	425,034,905	413,503,586	406,646,420	(18,388,485)	-4.3%
Revenue From Other Government Agencies	44,653,176	63,681,860	17,140,379	19,868,605	(43,813,255)	-68.8%
Charges For Services	131,990,174	140,396,328	140,110,124	142,062,540	1,666,212	1.2%
Other Financing Sources	65,826,838	141,827,021	115,213,744	132,572,176	(9,254,845)	-6.5%
Total Revenues	2,001,347,621	2,090,106,304	1,993,597,308	2,011,403,630	(78,702,674)	-3.8%
Resources by Policy Area						
Finance and Government	856,640,519	861,382,956	815,642,642	834,666,355	(26,716,601)	-3.1%
Public Safety and Justice	270,145,612	288,261,901	292,042,445	294,927,225	6,665,324	2.3%
Children, Seniors and Families	605,111,706	637,459,276	568,224,267	564,251,587	(73,207,689)	-11.5%
Santa Clara Valley Health & Hospital System	256,857,245	290,318,848	306,523,866	306,220,275	15,901,427	5.5%
Housing, Land Use, Environment & Transportation	12,592,539	12,683,323	11,164,088	11,338,188	(1,345,135)	-10.6%
Total Revenues	2,001,347,621	2,090,106,304	1,993,597,308	2,011,403,630	(78,702,674)	-3.8%

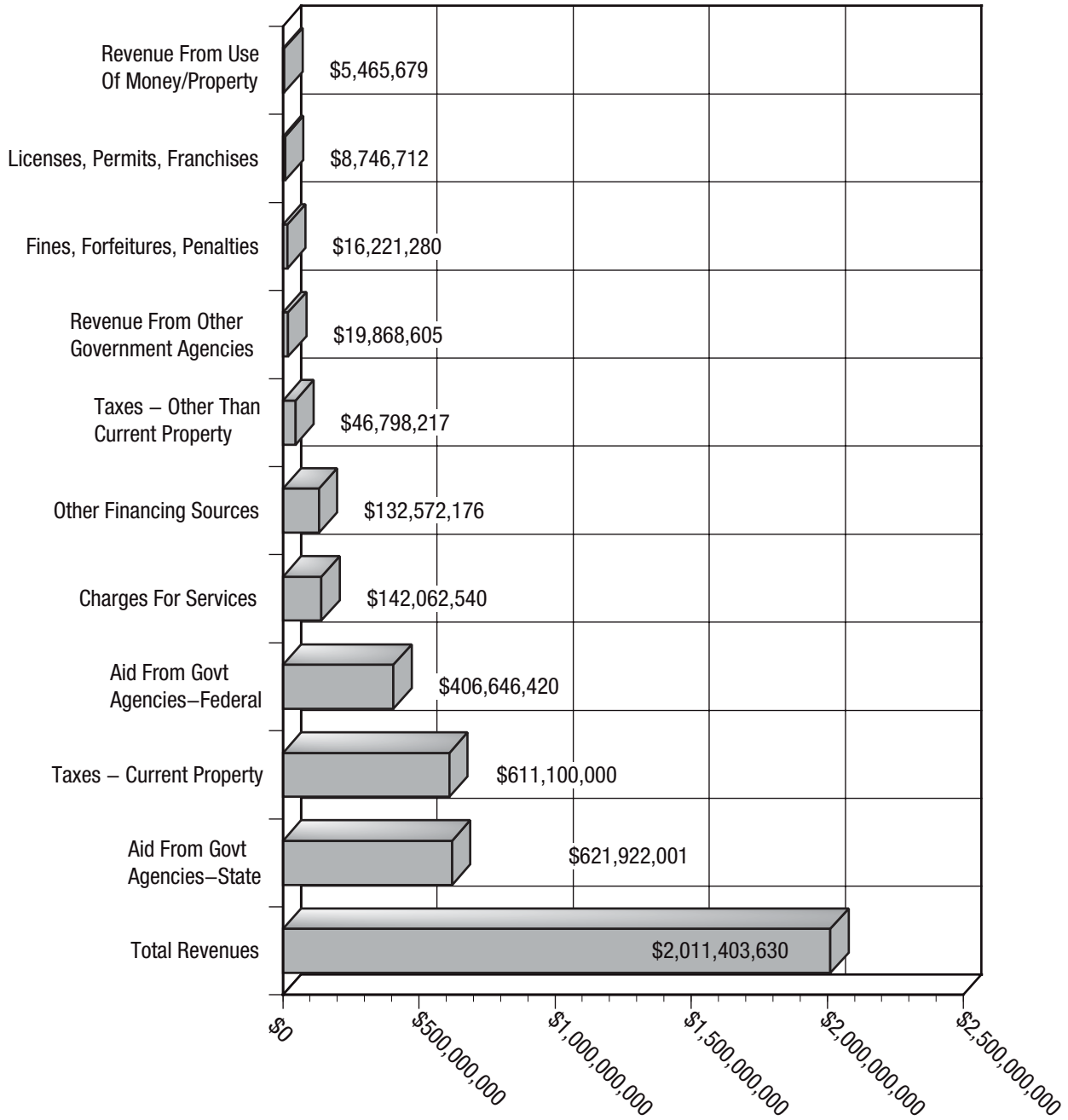


Permanent Authorized Positions (FTEs) (General Fund)

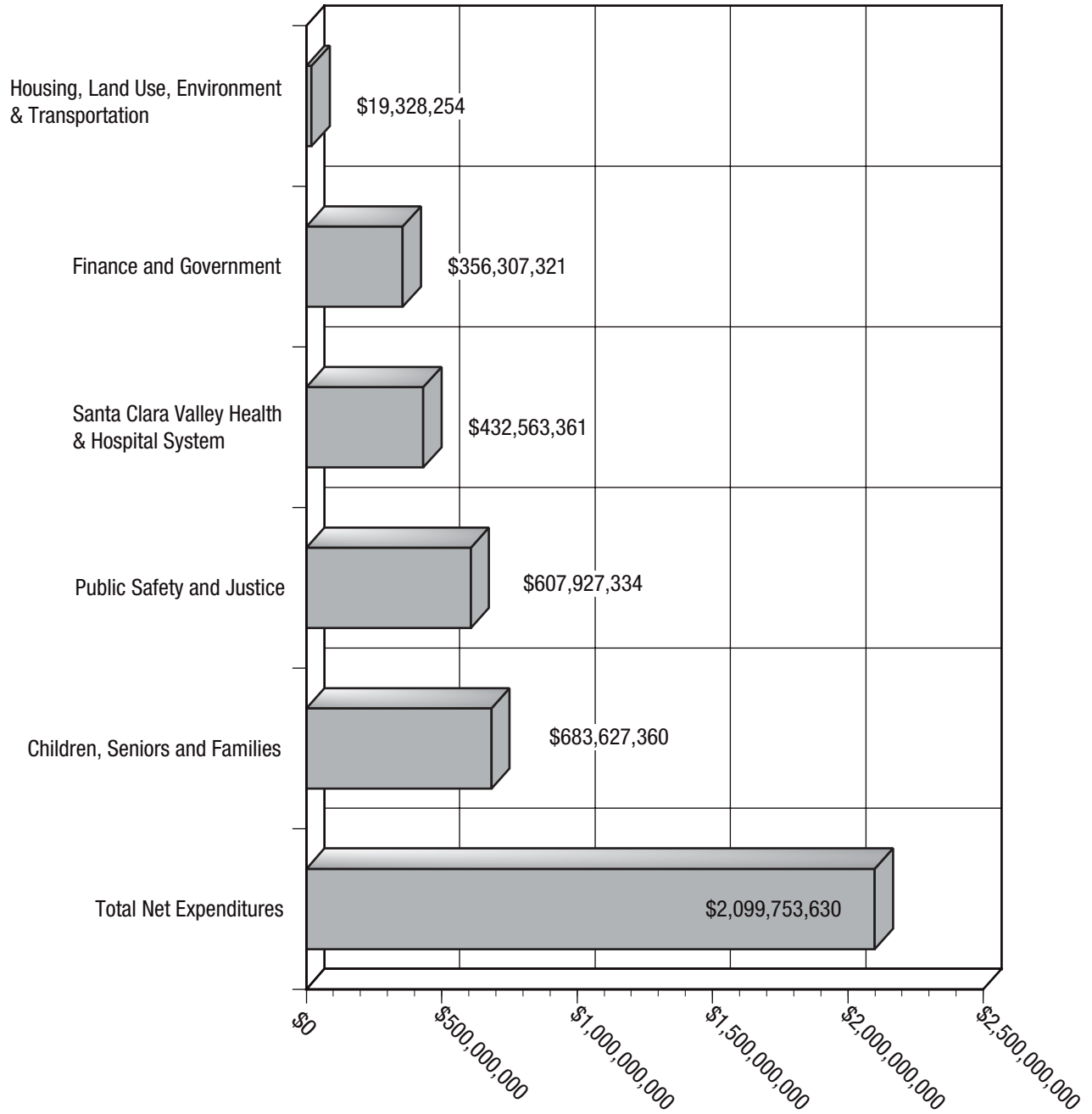
Policy Area	FY 2011	FY 2012		Column 1 to 3	
	As of 7/1/10	Current Level Budget (Base)	Recommended	Inc./Dec.	% Change
Finance and Government	1,397.5	1,385.0	1,326.6	(70.9)	-5.1%
Public Safety and Justice	3,525.6	3,501.6	3,341.5	(184.1)	-5.2%
Children, Seniors and Families	2,868.5	2,453.0	2,349.5	(519.0)	-18.1%
Santa Clara Valley Health & Hospital System	1,184.0	1,214.0	1,194.5	10.5	0.9%
Housing, Land Use, Environment & Transportation	148.0	149.0	142.0	(6.0)	-4.1%
Total Positions	9,123.6	8,702.6	8,354.1	(769.5)	-8.4%



General Fund Resources by Type



General Fund Expenditures by Policy Area



Introduction





Historical Analysis of Fund Balance Allocations for the General Fund^a

Fiscal Year	General Fund Balance as of June 30 ^b	Contingency Appropriation	Capital Budget	Computer and System Related	Reserves and Other One-time Needs	Ongoing Costs
FY 2011 Estimate	\$88,350,000	\$88,350,000				
2010 Approved	\$121,660,000	\$91,144,521	\$8,775,000	\$6,345,456	\$1,861,867	\$13,533,156
2009 Approved	\$126,261,000	\$93,760,139				\$32,500,861
2008 Approved	\$93,200,000	\$93,200,000				
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

- a. This table reflects the amount of fund balance allocated toward each of the expenditure categories shown above. Other available one-time resources may be required to fully fund these one-time expenditures. See "Available One-time Resources and Allocations" for more detail.
- b. Fund Balance amount is the fund balance estimate in the Approved Budget for each fiscal year. Subsequent to the adoption of the Approved Budget, calculation of actual fund balance may be higher or lower than estimated. Adjustments to fund balance estimates are typically made in the annual Mid-Year Budget Review.

General Fund Discretionary Revenue

BU	Department	Revenue Account	Account Name	FY 2010 Actual	FY 2011 Approved	FY 2012 Recommended
107	County Executive	4301100	Interest-Deposits	\$1,013,331		
107	County Executive	4106100	Franchises	\$218,942	\$205,000	\$0
110	Controller-Treasurer	4006200	Prop Tax In-Lieu of VLF	\$178,283,173	\$175,608,815	\$176,600,000
110	Controller-Treasurer	4010100	Sales Tax	\$2,398,136	\$2,607,146	\$2,633,217
110	Controller-Treasurer	4002200	Aircraft Taxes	\$4,250,677	\$4,000,000	\$2,650,000
110	Controller-Treasurer	4301100	Interest-Deposits	\$4,015,340	\$4,988,844	\$4,979,000
110	Controller-Treasurer	4403100	State-Motor Vehicle	\$49,908,401	\$52,443,135	\$50,436,682
110	Controller-Treasurer	4404100	State-Highway Prop	\$21,585	\$21,000	\$3,000
110	Controller-Treasurer	4419100	Homeowner Prop Tax	\$3,570,392	\$3,600,000	\$3,540,000
110	Controller-Treasurer	4010110	In-Lieu Sales and Use Tax Revenue	\$1,000,929	\$1,170,000	\$1,170,000
112	Tax Collector	4002100	Current Unsecured	\$38,697,992	\$35,800,000	\$34,700,000
112	Tax Collector	4205100	Penalties and Costs	\$43,022,180	\$25,500,000	\$25,950,000
112	Tax Collector	4006100	Prop Taxes-SB813	\$9,604,983	\$8,000,000	\$8,000,000
112	Tax Collector	4001100	Current Secured	\$380,652,631	\$386,800,000	\$391,800,000
114	County Recorder	4020300	Real Property Transfer Tax	\$13,584,654	\$14,000,000	\$14,000,000
148	Department Of Revenue	4106100	Franchises	\$1,176,490	\$1,200,000	\$1,430,000
148	Department Of Revenue	4020400	Transient Occupancy Tax	\$289,370	\$315,000	\$315,000
810	County Debt Service	4301100	Interest-Deposits	\$663		
810	County Debt Service	4301200	Interest On Notes	\$10,411		
501	Social Services Agency	4301100	Interest-Deposits	\$159,329	\$131,679	\$161,679
Total Discretionary Revenue				\$731,879,609	\$716,390,619	\$718,368,578



Use of Discretionary Revenue

	FY 2012 Base		FY 2012 Recommended		Change in	
	Net General Fund Cost	Use of Discretionary Revenue	Net General Fund Cost	Use of Fund Balance	Use of Discretionary Revenue	Use of Discretionary Revenue
Net General Fund Cost	(\$219,584,038)	(\$937,952,616)	(\$88,350,000)	(\$88,350,000)	(\$718,368,578)	\$219,584,038
Available Discretionary Revenue		\$718,368,578			\$718,368,578	\$0
General Fund Deficit		(\$219,584,038)			\$0	\$219,584,038
Special Programs	(\$195,662,467)	(\$195,662,467)	(\$110,530,473)		(\$110,530,473)	\$85,131,994
Contingency Reserve	\$0	\$0	(\$91,593,141)	(\$88,350,000)	(\$3,243,141)	(\$3,243,141)
Labor Concession Placeholder	\$0	\$0	\$75,000,000		\$75,000,000	\$75,000,000
Board of Supervisors ^a	(\$5,834,555)	(\$5,834,555)	(\$5,834,555)		(\$5,834,555)	\$0
Clerk-Board of Supervisors	(\$6,480,818)	(\$6,480,818)	(\$6,475,496)		(\$6,475,496)	\$5,322
County Executive	(\$7,930,612)	(\$7,930,612)	\$9,189,008		\$9,189,008	\$17,119,620
Assessor	(\$28,855,778)	(\$28,855,778)	(\$28,801,849)		(\$28,801,849)	\$53,929
Procurement	(\$3,911,885)	(\$3,911,885)	(\$3,628,148)		(\$3,628,148)	\$283,737
County Counsel	(\$11,340,398)	(\$11,340,398)	(\$11,257,644)		(\$11,257,644)	\$82,754
Registrar of Voters	(\$13,087,480)	(\$13,087,480)	(\$12,271,492)		(\$12,271,492)	\$815,988
Information Services	(\$17,313,340)	(\$17,313,340)	(\$15,656,797)		(\$15,656,797)	\$1,656,543
Communications Department	(\$10,394,738)	(\$10,394,738)	(\$11,126,503)		(\$11,126,503)	(\$731,765)
Facilities Department	(\$43,887,172)	(\$43,887,172)	(\$52,358,632)		(\$52,358,632)	(\$8,471,460)
Human Resources, LR, and EOED	(\$10,446,804)	(\$10,446,804)	(\$12,255,493)		(\$12,255,493)	(\$1,808,689)
Risk Management Department	(\$7,463)	(\$7,463)	\$348,142		\$348,142	\$355,605
Controller-Treasurer	\$294,598,638	\$52,586,739	\$294,791,949		\$52,780,050	\$193,311
Tax Collector	\$461,283,057	\$833,057	\$461,244,791		\$794,791	(\$38,266)
County Recorder	\$18,987,404	\$4,987,404	\$19,494,085		\$5,494,085	\$506,681
Department of Revenue	\$3,406,244	\$1,661,244	\$3,931,368		\$2,186,368	\$525,124
County Debt Service	(\$23,850,086)	(\$23,850,086)	(\$23,850,086)		(\$23,850,086)	\$0
District Attorney Department	(\$73,297,063)	(\$73,297,063)	(\$70,940,462)		(\$70,940,462)	\$2,356,601
Public Defender	(\$44,060,345)	(\$44,060,345)	(\$43,602,620)		(\$43,602,620)	\$457,725
Office Of Pretrial Services	(\$5,156,305)	(\$5,156,305)	(\$4,548,967)		(\$4,548,967)	\$607,338
Criminal Justice Systemwide	\$121,835,804	\$121,835,804	\$121,964,304		\$121,964,304	\$128,500
Sheriff's Department	(\$65,462,648)	(\$65,462,648)	(\$60,664,987)		(\$60,664,987)	\$4,797,661
Sheriff's DOC Contract	(\$115,643,402)	(\$115,643,402)	(\$106,254,519)		(\$106,254,519)	\$9,388,883
Department Of Correction	(\$59,800,331)	(\$59,800,331)	(\$55,725,057)		(\$55,725,057)	\$4,075,274
Probation Department	(\$98,388,853)	(\$98,388,853)	(\$89,980,140)		(\$89,980,140)	\$8,408,713
Medical Examiner-Coroner	(\$3,392,081)	(\$3,392,081)	(\$3,247,661)		(\$3,247,661)	\$144,420
In-Home Supportive Services	(\$73,209,205)	(\$73,209,205)	(\$73,209,205)		(\$73,209,205)	\$0
Social Services Agency	(\$57,613,467)	(\$57,775,146)	(\$42,794,067)		(\$42,955,746)	\$14,819,400
Nutrition Services To Aged	(\$2,304,628)	(\$2,304,628)	(\$2,430,964)		(\$2,430,964)	(\$126,336)
Categorical Aids Payments	(\$941,537)	(\$941,537)	(\$941,537)		(\$941,537)	\$0
Public Health	(\$31,891,577)	(\$31,891,577)	(\$28,361,466)		(\$28,361,466)	\$3,530,111
Mental Health Department	(\$72,100,043)	(\$72,100,043)	(\$69,570,027)		(\$69,570,027)	\$2,530,016
Custody Health Services	\$0	\$0	\$0		\$0	\$0
Alcohol & Drug Services	(\$21,437,350)	(\$21,437,350)	(\$21,437,350)		(\$21,437,350)	\$0
Community Health Services	(\$6,977,243)	(\$6,977,243)	(\$6,974,243)		(\$6,974,243)	\$3,000
Planning & Development	(\$6,421,910)	(\$6,421,910)	(\$5,737,610)		(\$5,737,610)	\$684,300
Office of Affordable Housing	(\$17,630)	(\$17,630)	\$0		\$0	\$17,630
Agriculture & Environmental Mgmt	(\$2,575,971)	(\$2,575,971)	(\$2,252,456)		(\$2,252,456)	\$323,515

a. Board of Supervisors includes five offices, one for each Supervisorial District. The FY 2012 net General Fund cost for each office is (\$1,166,911).



Board Committee Structure

The Relationship to the Budget Process

The Board of Supervisors adopted a committee structure that has a strong linkage to the budget process. At this 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	Yeager	Cortese
Public Safety and Justice Committee	Shirakawa	Wasserman
Children, Seniors and Families Committee	Cortese	Shirakawa
Health and Hospital Committee	Kniss	Yeager
Housing, Land Use, Environment and Transportation Committee	Wasserman	Kniss

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 independent 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. This committee reviews budget recommendations relating to the criminal justice departments, including the:

- Office of the District Attorney
- Office of the Public Defender
- Office of the Sheriff
- Probation Department
- Department of Correction
- Pretrial Services
- Medical Examiner-Coroner

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, In-Home Supportive Services, 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
- 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 Airports 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
- Office of Affordable Housing
- Agriculture and Environmental Management
- Vector Control District
- Environmental Health
- Parks and Recreation
- Roads
- Airports



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

- ➔ **Contingency Reserve**
- ➔ **Special Programs**
- ➔ **Supervisory District # 1**
- ➔ **Supervisory District # 2**
- ➔ **Supervisory District # 3**
- ➔ **Supervisory District # 4**
- ➔ **Supervisory 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

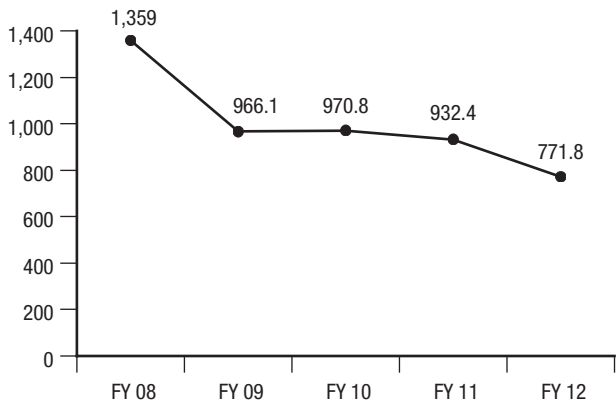
➔ **Finance Agency**

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

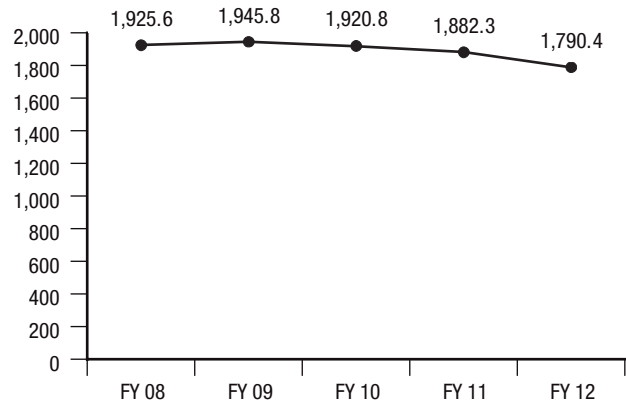
Finance and Government Operations

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
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



Gross Appropriation Trend



Staffing Trend

The large decrease in FY 2012 reflect the movement of the In Home Supportive Services budget (\$101 million) from the Finance & Government Operations policy section to the Children, Seniors and Families policy section.



Net Expenditures By Department

BU	Department Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
119	Special Programs	\$ 205,915,241	\$ 134,704,573	\$ 212,206,410	\$ 127,074,416	\$ (7,630,157)	-5.7%
910	Reserves	—	91,144,521	—	16,593,141	(74,551,380)	-81.8%
101	Supervisorial District #1	975,056	1,119,212	1,166,911	1,166,911	47,699	4.3%
102	Supervisorial District #2	1,163,076	1,119,212	1,166,911	1,166,911	47,699	4.3%
103	Supervisorial District #3	1,060,745	1,119,212	1,166,911	1,166,911	47,699	4.3%
104	Supervisorial District #4	1,045,069	1,119,212	1,166,911	1,166,911	47,699	4.3%
105	Supervisorial District #5	1,002,027	1,119,212	1,166,911	1,166,911	47,699	4.3%
106	Clerk-Board Of Supervisors	7,215,357	7,221,190	6,841,353	6,836,031	(385,159)	-5.3%
107	County Executive	24,481,839	19,677,433	14,935,403	15,380,983	(4,296,450)	-21.8%
113	Local Agency Formation Comm- LAFCO	368,882	571,520	596,722	596,326	24,806	4.3%
115	Assessor	28,033,736	30,327,796	28,873,778	28,819,849	(1,507,947)	-5.0%
117	Measure B	7,010,166	6,710,800	6,660,800	6,730,800	20,000	0.3%
118	Procurement	3,382,280	4,064,705	4,261,885	3,983,148	(81,557)	-2.0%
120	County Counsel	11,742,434	10,345,678	12,346,073	12,467,319	2,121,641	20.5%
140	Registrar Of Voters	13,049,832	16,837,867	16,307,072	15,847,084	(990,783)	-5.9%
145	Information Services	47,366,087	49,051,268	49,940,791	47,933,317	(1,117,951)	-2.3%
190	Communications Department	16,397,532	11,759,329	12,066,601	12,828,215	1,068,886	9.1%
263	Facilities Department	134,649,332	62,266,858	46,250,432	68,648,348	6,381,490	10.2%
135	Fleet Services	22,526,800	22,067,936	21,165,550	20,628,687	(1,439,249)	-6.5%
610	County Library Headquarters	33,728,913	46,798,232	45,397,828	45,294,619	(1,503,613)	-3.2%
130	Human Resources, LR, and EOED	32,350,873	35,898,391	34,834,728	36,709,081	810,690	2.3%
132	Risk Management Department	63,271,548	68,723,844	71,385,562	70,306,409	1,582,565	2.3%
110	Controller-Treasurer	(15,030,103)	(21,352,649)	(26,121,205)	(26,274,516)	(4,921,867)	23.1%
810	County Debt Service	90,442,523	94,408,551	98,681,972	98,681,972	4,273,421	4.5%
112	Tax Collector	11,449,195	10,316,963	7,391,943	7,930,209	(2,386,754)	-23.1%
114	County Recorder	9,330,186	8,674,621	8,570,278	8,735,698	61,077	0.7%
148	Department Of Revenue	8,375,641	9,939,460	10,597,107	10,229,983	290,523	2.9%
Total Net Expenditures		\$ 761,304,269	\$ 725,754,947	\$ 689,025,638	\$ 641,815,674	\$ (83,939,273)	-11.6%

Gross Expenditures By Department

BU	Department Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
119	Special Programs	\$ 205,915,241	\$ 134,704,573	\$ 212,206,410	\$ 127,074,416	\$ (7,630,157)	-5.7%
910	Reserves	—	91,144,521	—	16,593,141	(74,551,380)	-81.8%
101	Supervisorial District #1	975,056	1,119,212	1,166,911	1,166,911	47,699	4.3%
102	Supervisorial District #2	1,163,076	1,119,212	1,166,911	1,166,911	47,699	4.3%
103	Supervisorial District #3	1,057,233	1,119,212	1,166,911	1,166,911	47,699	4.3%
104	Supervisorial District #4	1,045,011	1,119,212	1,166,911	1,166,911	47,699	4.3%
105	Supervisorial District #5	1,002,027	1,119,212	1,166,911	1,166,911	47,699	4.3%
106	Clerk-Board Of Supervisors	7,379,240	7,396,574	6,914,777	6,909,455	(487,119)	-6.6%
107	County Executive	24,865,792	19,931,127	15,285,483	15,915,615	(4,015,512)	-20.1%



Gross Expenditures By Department

BU	Department Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
113	Local Agency Formation Comm-LAFCO	636,539	839,177	864,379	863,983	24,806	3.0%
115	Assessor	28,033,736	30,327,796	28,873,778	28,819,849	(1,507,947)	-5.0%
117	Measure B	7,010,166	6,710,800	6,660,800	6,730,800	20,000	0.3%
118	Procurement	3,942,158	4,577,764	4,816,300	4,537,563	(40,201)	-0.9%
120	County Counsel	28,854,120	28,010,911	30,347,866	29,980,035	1,969,124	7.0%
140	Registrar Of Voters	13,049,832	16,837,867	16,307,072	15,847,084	(990,783)	-5.9%
145	Information Services	48,768,905	50,447,417	51,376,445	49,368,946	(1,078,471)	-2.1%
190	Communications Department	21,389,500	16,959,819	17,283,651	18,039,313	1,079,494	6.4%
263	Facilities Department	187,271,011	118,010,972	98,821,390	120,617,340	2,606,368	2.2%
135	Fleet Services	22,526,800	22,067,936	21,165,550	20,628,687	(1,439,249)	-6.5%
610	County Library Headquarters	33,728,913	46,798,232	45,397,828	45,294,619	(1,503,613)	-3.2%
130	Human Resources, LR, and EOED	36,975,941	40,746,696	39,550,374	41,424,727	678,031	1.7%
132	Risk Management Department	65,515,668	70,953,453	73,599,208	72,086,903	1,133,450	1.6%
110	Controller-Treasurer	20,163,734	18,160,100	19,787,582	19,634,271	1,474,171	8.1%
810	County Debt Service	90,442,523	94,408,551	98,681,972	98,681,972	4,273,421	4.5%
112	Tax Collector	11,449,237	10,316,963	7,391,943	7,930,209	(2,386,754)	-23.1%
114	County Recorder	9,330,186	8,674,621	8,570,278	8,735,698	61,077	0.7%
148	Department Of Revenue	8,375,641	9,939,460	10,597,107	10,229,983	290,523	2.9%
Total Gross Expenditures		\$ 880,867,287	\$ 853,561,390	\$ 820,334,748	\$ 771,779,164	\$ (81,782,226)	-9.6%

Revenues By Department

BU	Department Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
119	Special Programs	\$ 20,444,375	\$ 17,058,283	\$ 16,543,943	\$ 16,543,943	\$ (514,340)	-3.0%
106	Clerk-Board Of Supervisors	463,354	475,919	359,035	359,035	(116,884)	-24.6%
107	County Executive	23,825,254	25,770,667	7,004,791	24,569,991	(1,200,676)	-4.7%
113	Local Agency Formation Comm-LAFCO	309,920	314,656	314,656	314,656	—	—
115	Assessor	754,200	2,548,770	18,000	18,000	(2,530,770)	-99.3%
117	Measure B	730,894	828,000	828,000	828,000	—	—
118	Procurement	390,682	350,000	350,000	355,000	5,000	1.4%
120	County Counsel	1,416,583	1,471,249	1,005,675	1,209,675	(261,574)	-17.8%
140	Registrar Of Voters	4,561,065	3,885,214	3,219,592	3,575,592	(309,622)	-8.0%
145	Information Services	31,376,217	33,364,703	33,779,784	29,677,235	(3,687,468)	-11.1%
190	Communications Department	5,555,036	1,590,861	1,671,863	1,701,712	110,851	7.0%
263	Facilities Department	67,442,874	11,356,210	2,363,260	16,289,716	4,933,506	43.4%
135	Fleet Services	21,505,459	24,457,172	22,768,315	22,050,112	(2,407,060)	-9.8%
610	County Library Headquarters	34,197,800	39,109,770	38,243,393	38,243,393	(866,377)	-2.2%
130	Human Resources, LR, and EOED	23,775,739	24,286,145	24,275,308	24,340,972	54,827	0.2%
132	Risk Management Department	68,980,005	57,495,691	58,141,897	58,141,897	646,206	1.1%
110	Controller-Treasurer	250,117,391	296,348,255	268,477,433	268,517,433	(27,830,822)	-9.4%



Revenues By Department

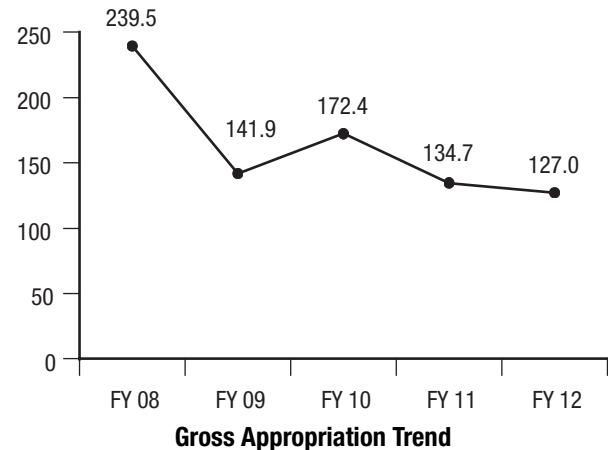
BU	Department Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
810	County Debt Service	45,746,255	63,719,433	67,031,886	67,031,886	3,312,453	5.2%
112	Tax Collector	493,500,064	463,730,000	468,675,000	469,175,000	5,445,000	1.2%
114	County Recorder	26,109,871	28,139,700	28,674,890	28,774,890	635,190	2.3%
148	Department Of Revenue	12,153,505	13,648,057	14,003,351	14,161,351	513,294	3.8%
Total Revenues		\$ 1,133,357,153	\$ 1,109,948,755	\$ 1,057,750,072	\$ 1,085,879,489	\$ (24,069,266)	-2.2%



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

Major ongoing programs funded in Special Programs include:

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 (Realignment and Tobacco Settlement), unreimbursed County services (e.g., medical care for inmates), and the General Fund grant, which represent the discretionary support provided by the General Fund to SCVMC.

Criminal Justice Information Control (CJIC)

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.

Additional Ongoing Programs

Additional programs currently funded in the Special Programs budget include:

- EcoPass Program:** 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.



- **Insurance and Training Costs for Volunteer Fire Departments:** A contract with the California Department of Forestry and Fire Protection provides training of volunteer firefighters for the South Santa Clara County Fire District. Additionally the County provides reimbursement of expenses for Workers Compensation and liability insurance for volunteer fire departments in the unincorporated area of the County.
- **Tobacco Securitization:** An ongoing appropriation is allocated to cover debt service costs associated with the securitization of tobacco settlement revenue.
- **Unincorporated Library Services:** An annual transfer to the County Library budget subsidizes 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.

- **School Crossing Guard Program:** The County provides funding for eight (8) crossing guards at seven intersections within the City of San Jose.
- **Silicon Valley Arts Council:** The County provides an annual contribution to the Silicon Valley Arts Council. This annual contribution was historically equal to the amount of Transient Occupancy Tax realized by the County, but was capped at \$325,000 by Board action at the June 2009 Budget Hearing.

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
SCVMC General Fund Subsidy	Yes	Mandated/ Non-Mandated	General Fund subsidy to Santa Clara Valley Medical Center (SCVMC) is reduced by \$84.6 million from the FY 2012 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		■
Children's Health Initiative	Yes	Non-Mandated		■
ECO Pass Program	Yes	Non-Mandated		■
Workers Compensation and Liability Insurance for Volunteer Fire Departments	Yes	Non-Mandated	The reduction of resources has no impact on services.	■
Training for Volunteer Fire Fighters	Yes	Non-Mandated	The reduction of resources has no impact on services.	■
Unincorporated Library Services	Yes	Non-Mandated		■
School Crossing Guard Program	Yes	Non-Mandated		■
Silicon Valley Arts Council	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 (SCVMC): A combination of increased SCVMC revenue and reduced SCVMC costs results in a reduced General Fund subsidy for FY 2012:

General Fund Subsidy to SCVMC^a

Subsidy Component	2009	2010	2011	2012 CLB	2012 REC
VLF Revenue	\$60.9	\$49.9	\$51.6	\$49.4	\$49.4
Tobacco Rev	\$12.0	\$12.0	\$12.0	\$12.0	\$12.0
Inmate Care	\$10.9	\$11.4	\$11.4	\$11.4	\$11.4
GF Grant	\$10.9	\$0.0	\$48.0	\$131.2	\$46.6
Total GF Subsidy	\$94.7	\$73.3	\$123.0	\$204.0	\$119.4
Use of SCVMC Reserves	\$181.0	\$117.5	\$0.0	\$0.0	\$0.0

a. \$ reflected in millions

General Fund Subsidy in the FY 2012 CLB

The General Fund subsidy increase from \$123 million in the FY 2011 Approved Budget to \$204 million in the FY 2012 Current Level Budget is largely due to the need to replace the use of one-time funds in the FY 2011 budget.

Summary of Base Adjustments to the GF Subsidy^a

Basis for Adjustment	Amount
FY 2011 Approved Budget	\$123.0
Replace One-time FMAP Revenue	\$11.3
Replace One-time Hospital Fee Revenue	\$49.2
Subtotal Replace One-Time FY11 Revenue	\$60.5
Salary and Benefit Base Adjustments	\$22.3
Internal Service Fund Adjustments	\$3.0
FY 2011 Current Year Reductions and State Impacts	(\$12.0)
Reduce Ongoing FMAP Revenue	\$11.4
Other Base Adjustments	(\$2.2)
Subtotal Base Adjustments	\$22.6
VLF Revenue Reduction	(\$2.2)
Total FY 2012 Current Level Budget	\$204.0

a. \$ reflected in millions

General Fund Subsidy in the FY 2012 Recommended Budget

The General Fund subsidy is reduced from \$204 million in the base budget to the \$119.4 million recommended level resulting in a savings of \$84.6 million.

Summary of Actions Reducing the Subsidy to SCVMC^a

Basis for Reduction	Amount
FY 2012 Current Level Budget	\$204.0
SCVMC Budget Reductions	(\$81.7)
Sheriff's Office SCVMC Security	\$0.1
Public Health Department Reductions	\$0.9
Mental Health Department Reductions	(\$0.3)
Transfer HHS-Human Resources to Employee Services Agency	(\$3.6)
Internal Service Fund reductions	(\$0.03)
Total FY 2012 Recommended Budget	\$119.4

a. \$ reflected in millions

Volunteer Fire Department

Reduce Funding for Training and Insurance: The budget for training of volunteer firefighters is reduced by \$10,000. The budget to reimburse volunteer fire departments for liability insurance is reduced by \$20,000. The reductions are based on actual costs in FY 2010 and will have no impact on the current level of services. Both training and insurance expenses for the volunteer fire departments will continue to be covered in full.

Total Ongoing Savings: \$30,000



Special Programs — Budget Unit 119 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1001	Special Program Fund 0001	\$ 205,915,241	\$ 134,704,573	\$ 212,206,410	\$ 127,074,416	\$ (7,630,157)	-5.7%
Total Net Expenditures		\$ 205,915,241	\$ 134,704,573	\$ 212,206,410	\$ 127,074,416	\$ (7,630,157)	-5.7%

Special Programs — Budget Unit 119 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1001	Special Program Fund 0001	\$ 205,915,241	\$ 134,704,573	\$ 212,206,410	\$ 127,074,416	\$ (7,630,157)	-5.7%
Total Gross Expenditures		\$ 205,915,241	\$ 134,704,573	\$ 212,206,410	\$ 127,074,416	\$ (7,630,157)	-5.7%

Special Programs — Budget Unit 119 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 2,150	\$ —	\$ —	\$ —	\$ —	—
Services And Supplies	4,618,704	4,747,771	4,958,003	4,431,121	(316,650)	-6.7%
Operating/Equity Transfers	201,294,387	126,300,805	207,248,407	122,643,295	(3,657,510)	-2.9%
Reserves	—	3,655,997	—	—	(3,655,997)	-100.0%
Subtotal Expenditures	205,915,241	134,704,573	212,206,410	127,074,416	(7,630,157)	-5.7%
Total Net Expenditures	205,915,241	134,704,573	212,206,410	127,074,416	(7,630,157)	-5.7%

Special Programs — Budget Unit 119 Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1001	Special Program Fund 0001	\$ 20,444,375	\$ 17,058,283	\$ 16,543,943	\$ 16,543,943	\$ (514,340)	-3.0%
Total Revenues		\$ 20,444,375	\$ 17,058,283	\$ 16,543,943	\$ 16,543,943	\$ (514,340)	-3.0%

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

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	—	\$ 134,704,573	\$ 17,058,283
Board Approved Adjustments During FY 2011	—	(3,712,719)	(514,340)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—



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

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	81,214,556	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 212,206,410	\$ 16,543,943
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
MICC	—	(371,078)	—
S/O - VMC Security Proposal	—	108,828	—
PHD Increased CPSP Visits	—	672,259	—
FY 2012 Data Processing Adjustment	—	6,607	—
Procurement Contract Savings	—	(1,000,000)	—
Medical Staff Requirements	—	585,318	—
Coffee Kiosk Change	—	(20,000)	—
PHD New Finance Position	—	163,908	—
PHD EMS Program Adjustments	—	39,000	—
CEO IPM Adjustments	—	5,331	—
Increase Revenue from FPACT Program	—	(225,000)	—
Nursing Overtime Reduction	—	(702,190)	—
Administrative Position Changes	—	(328,498)	—
Physician Services	—	71,836	—
Advice Nurse Contract	—	(1,641,059)	—
DSRIP Ongoing Savings	—	(51,257,913)	—
Cardiology	—	258,138	—
ISD DP Adjustment	—	(5,778)	—
ESA Human Resources Transfer	—	(3,558,575)	—
One-time Rebate of Data Processing and Voice Communications Retained Earnings	—	(31,259)	—
Medi-Cal Expansion Ongoing Savings	—	(9,974,594)	—
Mental Health Pharmaceutical	—	(500,000)	—
One-time Rebate of DP Retained Earnings	—	(503,489)	—
Revenue Cycle Improvements	—	(4,000,000)	—
Local Hospital Fee	—	(7,000,000)	—
Episodic Care	—	(4,484,712)	—
Radiology Adjustments	—	(204,647)	—
REC Reduce Outside Medical Costs	—	(878,359)	—
MHD FQHC Behavioral Health Expansion	—	(326,068)	—
Decision Packages			
1. Reduce Services and Supplies Funding	—	(30,000)	—
◆ reduce \$10,000 in funding for Volunteer Fire Department staff training			
◆ reduce \$20,000 in funding for Volunteer Fire Department Insurance			
Subtotal (Recommended Changes)	—	\$ (85,131,994)	\$ —
Total Recommendation	—	\$ 127,074,416	\$ 16,543,943



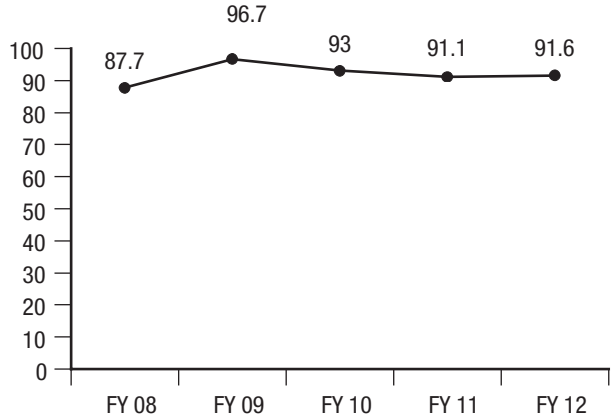
Appropriations for Contingencies

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).



Contingency Reserve

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 2012 General Fund Contingency Reserve

Set the General Fund Contingency Reserve at a level equal to 5% of ongoing General Fund revenue, net of pass-through revenue.

One-time Cost: \$91,593,141

Ongoing Savings: \$75,000,000

Savings from Labor Concessions

The FY 2012 Recommended Budget is balanced on the assumption of \$75 million in General Fund savings (net of revenue offsets) resulting from concessions from labor organizations, as the majority of labor contracts are or will be open this year.

This anticipated savings is budgeted as a negative appropriation here. When labor negotiations are complete the actual resulting savings in salaries and benefits will be budgeted in departmental budgets and this placeholder savings amount will be removed.



Reserves — Budget Unit 910 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1010	County Reserve Fund 0001	\$ —	\$ 91,144,521	\$ —	\$ 91,593,141	\$ 448,620	0.5%
1020	Labor Reserve Fund 0001	—	—	—	(75,000,000)	(75,000,000)	—
Total Net Expenditures		\$ —	\$ 91,144,521	\$ —	\$ 16,593,141	\$ (74,551,380)	-81.8%

Reserves — Budget Unit 910 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1010	County Reserve Fund 0001	\$ —	\$ 91,144,521	\$ —	\$ 91,593,141	\$ 448,620	0.5%
1020	Labor Reserve Fund 0001	—	—	—	(75,000,000)	(75,000,000)	—
Total Gross Expenditures		\$ —	\$ 91,144,521	\$ —	\$ 16,593,141	\$ (74,551,380)	-81.8%

Reserves — Budget Unit 910 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ —	\$ —	\$ —	\$ (75,000,000)	\$ (75,000,000)	—
Reserves	—	91,144,521	—	91,593,141	448,620	0.5%
Subtotal Expenditures	—	91,144,521	—	16,593,141	(74,551,380)	-81.8%
Total Net Expenditures	—	91,144,521	—	16,593,141	(74,551,380)	-81.8%

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

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	—	\$ 91,144,521	\$ —
Board Approved Adjustments During FY 2011	—	(91,144,521)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			



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

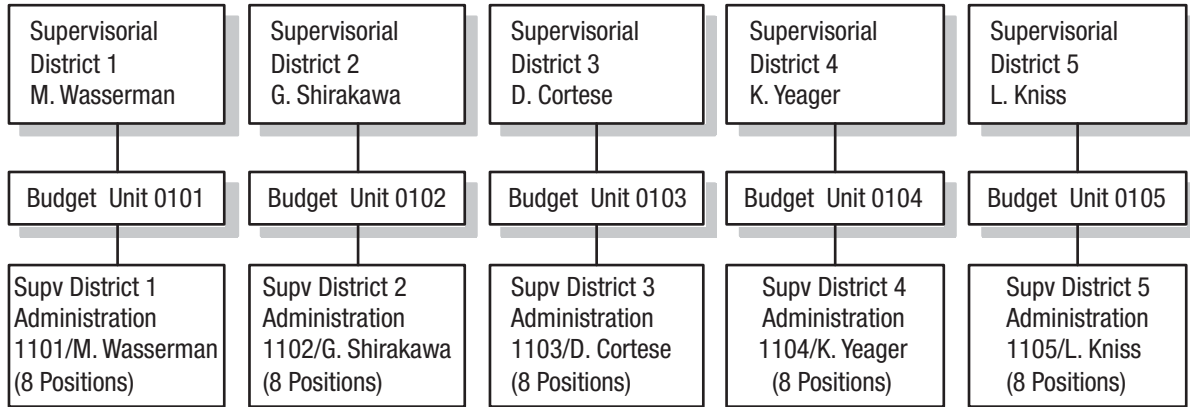
	Positions	Appropriations	Revenues
Decision Packages			
1. FY 2012 General Fund Contingency Reserve	—	91,593,141	—
Subtotal (Recommended Changes)	—	\$ 91,593,141	\$ —
Total Recommendation	—	\$ 91,593,141	\$ —

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

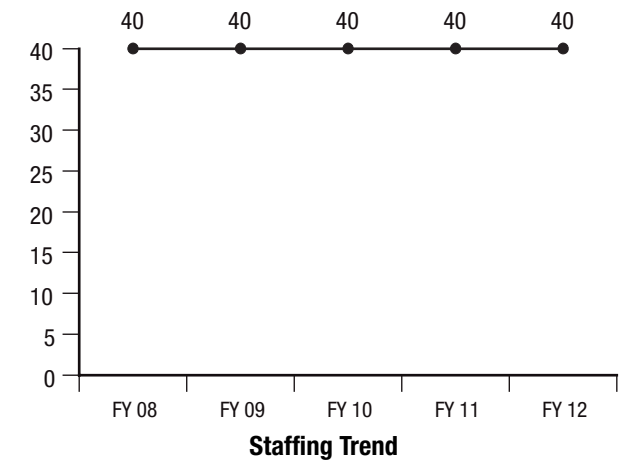
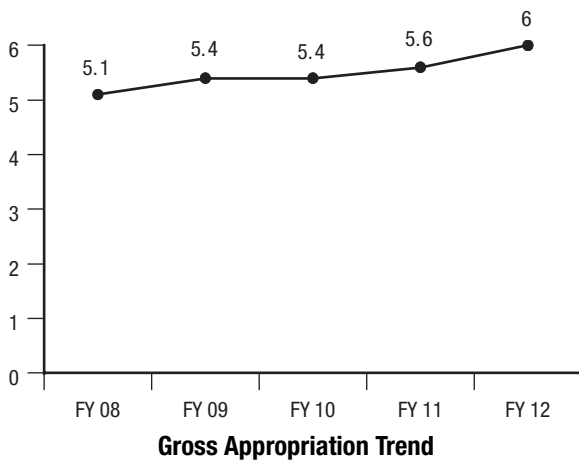
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
1. Anticipated General Fund Savings from Labor Negotiations	—	(75,000,000)	—
Subtotal (Recommended Changes)	—	\$ (75,000,000)	\$ —
Total Recommendation	—	\$ (75,000,000)	\$ —



Board of Supervisors



Section 1: Finance and Government



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 for 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 Board President rotates each calendar year among members, and in 2011 Supervisor Dave Cortese is the designated Board President. Each of the five board offices has budget for 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.

Board Policy Committees

Committee	Chairperson	Vice-Chairperson
Finance and Government Operations	Yeager	Cortese
Public Safety and Justice	Shirakawa	Wasserman
Children, Seniors and Families	Cortese	Shirakawa
Health and Hospital	Kniss	Yeager
Housing, Land Use, Environment and Transportation	Wasserman	Kniss

Fiscal Year 2011 Accomplishments

Health and Hospital Committee

- Received a grant totaling \$3.6 million dollars for fiscal year 2011 through the Patient Protection and Affordable Care Act - Prevention and Public Health Fund - focused on obesity prevention.
- Received a \$6.9 million, two-year grant from the Centers for Disease and Control for the Putting Communities to Work Tobacco Prevention and Control Program.
- Represented Santa Clara County in the implementation phase of the Patient Protection and Affordable Care Act in collaboration with County staff, the California State Association of Counties and the National Association of Counties.
- Supported formulation of a service delivery model to capture the maximum funding available to Santa Clara County under the Medi-Cal system with the goal of providing quality health service to low-income and vulnerable residents in our community.
- Analyzed the best approach to security services at Santa Clara Valley Medical Center Hospital and Clinics.
- Implemented a County-wide suicide prevention strategy, as developed through the Suicide Prevention Advisory Committee, to reduce the incidence of suicide in our community.
- Repositioned the County's Employee Wellness Program to Valley Health Plan to focus on prevention and wellness in relation to health care costs.
- Implemented a program to provide procurement specialists at Valley Medical Center, resulting in over two million in savings in the first year.

- Exercised the early option under the Affordable Care Act to extend health coverage to dependents of County employees under 26 years of age.
- Enacted a Nutritional Ordinance to reduce obesity in the children of Santa Clara County and an Anti-Smoking Ordinance to protect the health of persons in multi-dwelling residences and deter the sale of tobacco products to children in the unincorporated areas of Santa Clara County.
- Prioritized a new 'health element' for inclusion in the Santa Clara County General Plan.
- Supported the continuing staff development and organizational transition of county health care departments in response to internal and external fiscal and regulatory challenges, while sustaining the highest quality of care to our residents. Approved the Santa Clara Valley Medical Center Strategic Business Plan.
- Monitored implementation of the County Health System fiscal year 2011 budget. Fulfilled governance responsibilities of the Santa Clara Valley Medical Center and Valley Health Plan including: oversight of finance and operational performance; approval of policy and procedures and medical staff credentials; monitoring of various health care compliance requirements; review of quality indicators, performance management and safety reports.

Children, Seniors and Families Committee

- Designed child impact statements for implementation by the Board of Supervisors.
- Achieved one of the highest CalWORKs Work Participation Rate levels in California
- Launched Access CalWIN and Benefits CalWIN, internet based application for public benefits.
- Partnered with the Health and Hospital System to implement best practice improvements to increase SSI determinations for eligible clients.
- Designed and launched a Central Client Services model to streamline the application process for public benefits and maintain continued administration of benefits.
- Partnered with the City of San Jose in the Senior Nutrition Task Force to develop a plan to continue high-quality, low-cost meals to a diverse population of seniors throughout the county.



- Implemented Differential Response program targeting African American families to engage families and defer children from entry into the child welfare system.
- Developed a logic model and identified outcomes with The Cross Agency Systems Team (CAST) to address health, educational, and development needs of children in the child welfare system.
- Began participation in multi-county, federal grant, lead by the State, to Reduce Long Term Foster Care in California.
- In partnership with the Housing Authority of Santa Clara, provided Section 8 rental subsidies to 100 families in the child welfare system, aiding in the reunification of parents with their children and increasing overall housing stability for at-risk families.
- Performance improvement efforts resulted in an increased percentage of current support dollars paid and cases with arrears collections.
- Caseload stratification resulted in organizing the caseload to collect more dollars with no additional resources.
- Early intervention activities promoted the timely payment of child support and limited the accumulation of arrears.
- Compromise of Arrears (which reduces the amount of arrears owed by a non-custodial in exchange for a promise to resume making child support payments) applications and collections exceeded state targets.
- Early Intervention projects continued to add value in engaging non-custodial parties in the process of establishing support orders and securing support for minor children.
- Performance improvement efforts resulted in an increased percentages of orders obtained.
- Continued work with the family court clinic to quickly resolve child support issues, reducing the need for court hearings - a project partially funded by a competitive grant award.
- Initiated a pilot project in the court to ensure customer understanding of legal processes, leading to clear expectations for payment of support.

- Maintained reduced call-holding times following transition to a statewide phone system that allows customers 24/7 access to account information and notice of upcoming court hearings and appointments.
- All applications from Social Services CalWIN to the DCSS CSE system are electronically processed.
- The DCSS Department passed Audits on Program Administration, Expedited Process, Compliance, and Data Reliability.

Public Safety and Justice Committee

- Initiated the establishment of a Re-Entry Network with the Sheriff to focus on creating linkages to necessary community resources and benefits for adult inmates upon release from County jail with the goal of reducing recidivism, improving public safety, and strengthening families.
- Championed the first update to the Office of Pretrial Services' risk assessment tool in 40 years.
- Initiated the public review of all non-General Fund accounts within public safety and justice departments, which identified the Marriage License fees as a source of untapped revenue for domestic violence shelters.
- Initiated the Board's unanimous opposition to the 'Secure Communities' federal program that entangles County jail operations with the identification and apprehension of undocumented residents who have been arrested but not convicted of a crime.
- Created the 'Detainers Task Force' to explore the level of involvement that public safety and justice departments recommend the Board and the Sheriff undertake with respect to the relationship with the Immigration and Customs Enforcement (ICE) given the mandate to participate in 'Secure Communities' program.
- Acted as the County liaison to the City of San Jose Mayor's Gang Prevention Task Force (MGPTF) by co-chairing the Inter-agency Collaborative Subcommittee that oversees City/County collaboration on juvenile programs and initiatives. Instrumental in the addition of 'Re-Entry' to the MGPTF strategic work plan.

- Monitored gang activity throughout the Sheriff's jurisdiction in unincorporated areas and contract cities within the county.
- Monitored the implementation of funding the Office of the District Attorney and Public Defender for staff in the Misdemeanor Arraignment court.
- Reviewed all inspection reports conducted by the Juvenile Justice Commission of juvenile detention and holding facilities operated by county and city entities.

Finance and Government Operations Committee

- Crafted a plan to provide more public parking at the County Government Center, while increasing electric, hybrid, and carpool vehicle parking for employees and improving opportunities for bicycle storage facility-wide.
- Created a new Assessment Appeals Board and added two new Value Hearing Officers to better address the increased volume of assessment appeals from home and business owners.
- Implemented a new Comprehensive Vehicle Policy that ensures greater oversight of County fleet use by employees.
- Utilized the management audit process to reveal \$608,000 in potential ongoing savings through changes to the employee travel policies.
- Worked with the Administration to move toward increased Board oversight of contracting, and made changes to the direct pay process to ensure that our dollars are spent as wisely as possible.
- Created an Office of Sustainability to better coordinate the County's efforts as a regional leader on environmental issues.
- Set a 100% renewable energy use goal for the County Government Center, which is now being assessed.
- Awarded contracts for renewable energy installations under the County-led regional power purchase agreement, which gives the County and other local jurisdictions access to cheaper renewable energy purchases, allowing them to save money while using less energy.
- Pushed for higher trash diversion rates for County facilities, resulting in improved recycling and a new composting program.

- Initiated the creation of a Zero-Waste Event Policy for county-sponsored events.
- Improved the EcoPass Program by increasing the program's visibility and streamlining delivery of employee passes in an effort to further reduce greenhouse gases generated by employee commutes.
- Completed the competitive selection process awarding a contract as the Board's Management Auditor so that the Management Auditor can continue to improve accountability, operational performance, and efficiency in the use of resources.

Housing, Land Use, Environment and Transportation Committee

- Approved the Martial Cottle County Park Master Plan.
- Approved the Santa Teresa County Park Historic Site Plan.
- Monitored progress of ongoing efforts, such as those related to addressing climate change and sustainability.
- Monitored the County's administration of its duties under the Surface Mining and Reclamation Act (SMARA).
- Gave staff guidance regarding an ordinance governing commercial solar facilities.
- Provided recommendations regarding the update of the Health and Wellness topics of the Santa Clara County General Plan.
- Monitored ongoing programs such as implementation of the Integrated Pest Management and Pesticide Use ordinance and the Spay/Neuter program.
- Monitored the application of the Williamson Act in the County.
- Provided feedback on the Habitat Plan.
- Took steps to deal with the County infestation of European Grapevine Moth.



Fiscal Year 2012 Planned Accomplishments

Health and Hospital Committee

- Continue to seek grant funds to support health care provision, particularly in the Public Health Department and Department of Drug and Alcohol Services.
- Support Emergency and Public Health preparedness and response efforts, with the recognition that major disasters as well as periodic mass health responses are a vital part of our commitment to the community and region.
- Monitor the implementation and service delivery related to a new contract for ambulance and first responder services.
- To fully integrate prevention and treatment for substance use disorders in the County's health care system and to advocate for substance abuse services at a level equivalent to that for other health care issues, including where we are preparing for health care reform.
- Evaluate recent integration of mental health services and primary care services and determine the future potential of this model within our clinic systems.
- Identify the most frequent County health and human service users in order to develop multi-disciplinary and cost-effective approaches to foster wellness and independence.
- Fulfill governance responsibilities of the Santa Clara Valley Medical Center and Valley Health Plan including: oversight of finance and operational performance; approval of policy and procedures, and medical staff credentials; monitoring of various health care compliance requirements; review of quality indicators, performance management and safety reports.
- Promote the services offered by the health departments of Santa Clara County.
- Actively monitor and respond in a timely manner to the implementation of the Patient Protection and Affordable Care Act as it applies to County health services, policies, and priorities including preservation of the Prevention and Public Health Fund

- Monitor the ongoing construction of hospital and other facilities funded under the Measure "A" Construction Bond Measure.

Children, Seniors and Families Committee

- Relaunch school linked services as a program to meet the needs of youth and their families through location of county, CBO and other services on site at schools.
- Implement service improvements to seniors via Older Adult Summit
- Continued efforts to increase efficiencies and improve service through technology, office location, communication, and business processes.
- To continue to meet CalWORKs Work Participation Rates and Medi-Cal performance standards.
- To continue streamlining and increasing the ease of access to public benefits from full implementation of the Central Client Service model.
- Expand collaboration and community partnerships with key stakeholders in advancing strategies addressing disparity of African American and Latino children in the child welfare system.
- Improved business model approaches handling child welfare reports by combining practice goals of Emergency Response and Dependency Intake units.
- Closely aligning adult services relating to the protection of elders and dependent adults to maximize staffing resources and effective practices in the field from the Adult Protective Services and Public Guardian/Conservator's Office.
- Continue Early Intervention and Performance Improvement Plans to increase parental participation in the process of establishing and enforcing support obligations; these efforts should lead to reasonable support obligations, increased numbers of stipulations, and fewer default judgments.
- Participate in Phase II Realignment Planning Efforts intended to shift areas of responsibility and funding from the state to the local child support program.
- Increase support collections by 3% over last federal fiscal year to \$93,200,238.
- Exceed performance improvement goals for federal measures.



- Expand Outreach and partnerships with hospitals and other agencies to improve paternity establishment performance.
- Continue to reduce call-holding time and significantly reduce the number of abandoned calls per month.
- Continue the imaging of critical case documents from approximately 35,000 case files.

Public Safety and Justice Committee

- Implement the Re-Entry Network in cooperation with the Sheriff with the goal of reducing recidivism, improving public safety, and strengthening families.
- Monitor the impacts of the FY 2012 budget on the criminal and juvenile justice systems and its partners.
- Continue to direct the efforts of the Juvenile Justice Systems Collaborative and its impact on reducing the number of Latino and African-American youth who encounter law enforcement and the juvenile justice system.
- Continue the County's role on the City of San Jose's Mayor's Gang Prevention Task Force and the implement the 'Re-Entry' initiative for juveniles with the Probation Department.
- Review the progress of the language access protocol law enforcement pilot with the Office of Women's Policy, the Domestic Violence Council and the Human Relations Commission.

Finance and Government Operations Committee

- Continue working with the Office of Sustainability to ensure our role as a regional leader on environmental issues.
- Continue efforts to "right-size" the County's vehicle fleet.
- Assist with the transition of County cafeterias to new operators selected during the upcoming competitive bidding process.
- Make further changes to the County's contracting policies to better reflect the Board's priorities.
- Continue to work with staff on the implementation of the Power Purchase Agreement and to achieve the goal of 100% renewable energy use at the County Government Center.

- Develop and formalize the County's zero-waste policy for County-sponsored events.
- Make more opportunities available for residents to participate in energy efficiency retrofit programs while increasing the amount of renewable energy utilized at County facilities.
- Increase commuter tax benefits to our employees to encourage even greater public transportation usage.
- Continue to review management audits and make recommendations for implementation that will improve accountability, operational performance, and efficiency in the use of resources.
- Continue to promote energy conservation and alternative energy use.
- Foster implementation of the new Countywide e-payment plan across more County departments.

Housing, Land Use, Environment, and Transportation Committee

- Monitor the progress of the Martial Cottle County Park Master Plan Phase I implementation.
- Continue to monitor progress of ongoing efforts such as those related to climate change and sustainability.
- Monitor the County's administration of its duties under the Surface Mining and Reclamation Act (SMARA).
- Continue efforts in looking at the County ordinance regarding onsite wastewater treatment and disposal systems, with the intent of modernizing the County's ordinance, and making use of environmentally friendly and efficient systems.
- Continue eradication efforts aimed at the European Grapevine Moth.
- Review and revise fees as necessary for applicable departments.
- Consider ordinance requiring pit bull-type dogs in unincorporated Santa Clara County be spayed or neutered.

County Executive's Recommendation

Maintain the current level budget for FY 2012.

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

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1101	Supervisorial Dist #1 Fund 0001	\$ 975,056	\$ 1,119,212	\$ 1,166,911	\$ 1,166,911	\$ 47,699	4.3%
Total Net Expenditures		\$ 975,056	\$ 1,119,212	\$ 1,166,911	\$ 1,166,911	\$ 47,699	4.3%

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

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1101	Supervisorial Dist #1 Fund 0001	\$ 975,056	\$ 1,119,212	\$ 1,166,911	\$ 1,166,911	\$ 47,699	4.3%
Total Gross Expenditures		\$ 975,056	\$ 1,119,212	\$ 1,166,911	\$ 1,166,911	\$ 47,699	4.3%

Supervisorial District #1 — Budget Unit 101 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 945,403	\$ 1,053,790	\$ 1,101,030	\$ 1,101,030	\$ 47,240	4.5%
Services And Supplies	29,653	65,422	65,881	65,881	459	0.7%
Subtotal Expenditures	975,056	1,119,212	1,166,911	1,166,911	47,699	4.3%
Total Net Expenditures	975,056	1,119,212	1,166,911	1,166,911	47,699	4.3%

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

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	8.0	\$ 1,119,212	\$ —
Board Approved Adjustments During FY 2011	—	712	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	47,240	—
Internal Service Fund Adjustments	—	(269)	—
Other Required Adjustments	—	16	—
Subtotal (Current Level Budget)	8.0	\$ 1,166,911	\$ —



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

	Positions	Appropriations	Revenues
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	8.0	\$ 1,166,911	\$ —

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

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1102	Supervisorial Dist #2 Fund 0001	\$ 1,163,076	\$ 1,119,212	\$ 1,166,911	\$ 1,166,911	\$ 47,699	4.3%
	Total Net Expenditures	\$ 1,163,076	\$ 1,119,212	\$ 1,166,911	\$ 1,166,911	\$ 47,699	4.3%

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

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1102	Supervisorial Dist #2 Fund 0001	\$ 1,163,076	\$ 1,119,212	\$ 1,166,911	\$ 1,166,911	\$ 47,699	4.3%
	Total Gross Expenditures	\$ 1,163,076	\$ 1,119,212	\$ 1,166,911	\$ 1,166,911	\$ 47,699	4.3%

Supervisorial District #2 — Budget Unit 102 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 1,144,343	\$ 1,062,346	\$ 1,109,778	\$ 1,109,778	\$ 47,432	4.5%
Services And Supplies	18,733	56,866	57,133	57,133	267	0.5%
Subtotal Expenditures	1,163,076	1,119,212	1,166,911	1,166,911	47,699	4.3%
Total Net Expenditures	1,163,076	1,119,212	1,166,911	1,166,911	47,699	4.3%

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

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	8.0	\$ 1,119,212	\$ —
Board Approved Adjustments During FY 2011	—	325	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	161,432	—
Internal Service Fund Adjustments	—	(74)	—



Supervisorial Dist #2 Fund 0001 — Cost Center 1102

Major Changes to the Budget

	Positions	Appropriations	Revenues
Other Required Adjustments	—	(113,984)	—
Subtotal (Current Level Budget)	8.0	\$ 1,166,911	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	8.0	\$ 1,166,911	\$ —

Supervisorial District #3 — Budget Unit 103

Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1103	Supervisorial Dist #3 Fund 0001	\$ 1,060,745	\$ 1,119,212	\$ 1,166,911	\$ 1,166,911	\$ 47,699	4.3%
	Total Net Expenditures	\$ 1,060,745	\$ 1,119,212	\$ 1,166,911	\$ 1,166,911	\$ 47,699	4.3%

Supervisorial District #3 — Budget Unit 103

Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1103	Supervisorial Dist #3 Fund 0001	\$ 1,057,233	\$ 1,119,212	\$ 1,166,911	\$ 1,166,911	\$ 47,699	4.3%
	Total Gross Expenditures	\$ 1,057,233	\$ 1,119,212	\$ 1,166,911	\$ 1,166,911	\$ 47,699	4.3%

Supervisorial District #3 — Budget Unit 103

Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 973,894	\$ 1,062,346	\$ 1,109,778	\$ 1,109,778	\$ 47,432	4.5%
Services And Supplies	83,339	56,866	57,133	57,133	267	0.5%
Subtotal Expenditures	1,057,233	1,119,212	1,166,911	1,166,911	47,699	4.3%
Expenditure Transfers	3,512	—	—	—	—	—
Total Net Expenditures	1,060,745	1,119,212	1,166,911	1,166,911	47,699	4.3%



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

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	8.0	\$ 1,119,212	\$ —
Board Approved Adjustments During FY 2011	—	(16)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	47,432	—
Internal Service Fund Adjustments	—	267	—
Other Required Adjustments	—	16	—
Subtotal (Current Level Budget)	8.0	\$ 1,166,911	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	8.0	\$ 1,166,911	\$ —

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

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1104	Supervisorial Dist #4 Fund 0001	\$ 1,045,069	\$ 1,119,212	\$ 1,166,911	\$ 1,166,911	\$ 47,699	4.3%
	Total Net Expenditures	\$ 1,045,069	\$ 1,119,212	\$ 1,166,911	\$ 1,166,911	\$ 47,699	4.3%

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

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1104	Supervisorial Dist #4 Fund 0001	\$ 1,045,011	\$ 1,119,212	\$ 1,166,911	\$ 1,166,911	\$ 47,699	4.3%
	Total Gross Expenditures	\$ 1,045,011	\$ 1,119,212	\$ 1,166,911	\$ 1,166,911	\$ 47,699	4.3%

Supervisorial District #4 — Budget Unit 104 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 955,998	\$ 1,062,346	\$ 1,109,778	\$ 1,109,778	\$ 47,432	4.5%
Services And Supplies	89,013	56,866	57,133	57,133	267	0.5%
Subtotal Expenditures	1,045,011	1,119,212	1,166,911	1,166,911	47,699	4.3%
Expenditure Transfers	59	—	—	—	—	—
Total Net Expenditures	1,045,069	1,119,212	1,166,911	1,166,911	47,699	4.3%



Supervisorial Dist #4 Fund 0001 — Cost Center 1104

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	8.0	\$ 1,119,212	\$ —
Board Approved Adjustments During FY 2011	—	251	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	47,432	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	16	—
Subtotal (Current Level Budget)	8.0	\$ 1,166,911	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	8.0	\$ 1,166,911	\$ —

Supervisorial District #5 — Budget Unit 105

Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1105	Supervisorial Dist #5 Fund 0001	\$ 1,002,027	\$ 1,119,212	\$ 1,166,911	\$ 1,166,911	\$ 47,699	4.3%
	Total Net Expenditures	\$ 1,002,027	\$ 1,119,212	\$ 1,166,911	\$ 1,166,911	\$ 47,699	4.3%

Supervisorial District #5 — Budget Unit 105

Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1105	Supervisorial Dist #5 Fund 0001	\$ 1,002,027	\$ 1,119,212	\$ 1,166,911	\$ 1,166,911	\$ 47,699	4.3%
	Total Gross Expenditures	\$ 1,002,027	\$ 1,119,212	\$ 1,166,911	\$ 1,166,911	\$ 47,699	4.3%

Supervisorial District #5 — Budget Unit 105

Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 913,155	\$ 1,053,790	\$ 1,101,030	\$ 1,101,030	\$ 47,240	4.5%
Services And Supplies	88,872	65,422	65,881	65,881	459	0.7%
Subtotal Expenditures	1,002,027	1,119,212	1,166,911	1,166,911	47,699	4.3%
Total Net Expenditures	1,002,027	1,119,212	1,166,911	1,166,911	47,699	4.3%



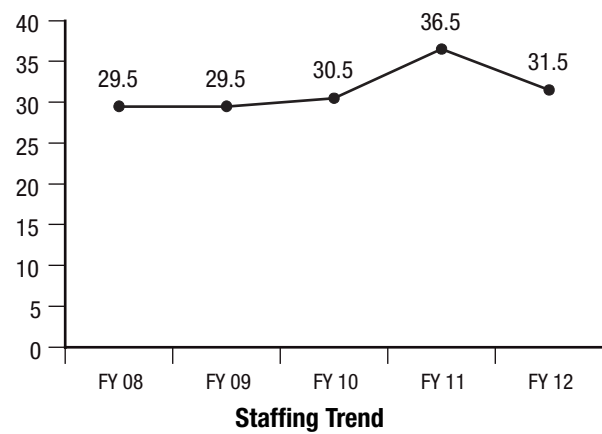
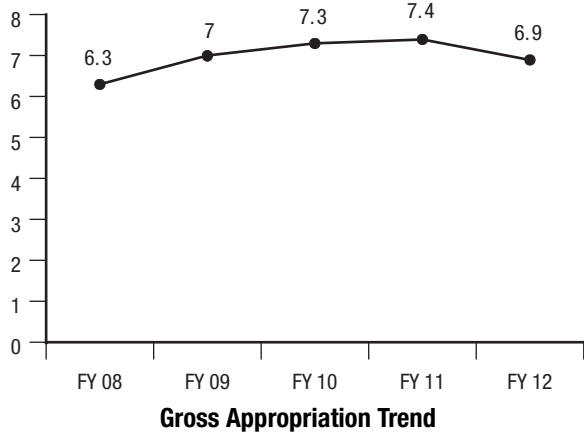
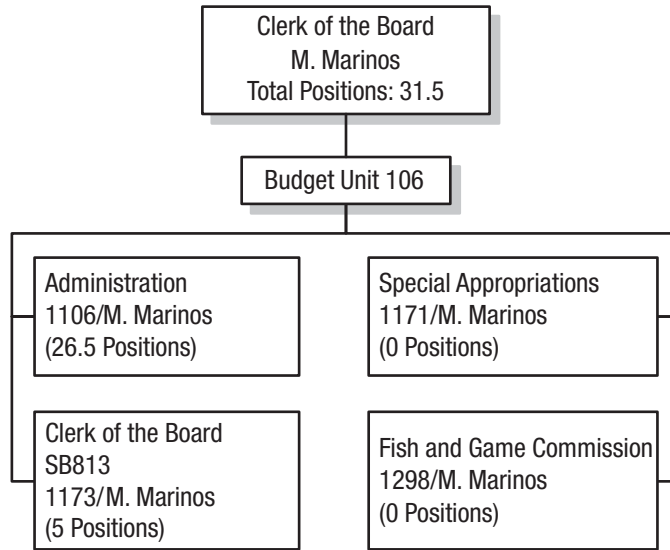
**Supervisorial Dist #5 Fund 0001 — Cost Center 1105
Major Changes to the Budget**

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	8.0	\$ 1,119,212	\$ —
Board Approved Adjustments During FY 2011	—	443	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	47,240	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	16	—
Subtotal (Current Level Budget)	8.0	\$ 1,166,911	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	8.0	\$ 1,166,911	\$ —

Section 1: Finance and Government



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.



Description of Major Services

The Clerk of the Board of Supervisors provides administrative support to the Board of Supervisors, various Boards and Commissions, the Assessment Appeals Boards and Hearing Officers, and serves as an official repository of County records. The majority of its functions are defined and mandated by various California Statutes, Revenue and Taxation Codes, County Ordinances, Board Resolutions, County Rules of Procedure, and by Board of Supervisors' policy. The department is divided into five major service areas:

- Processing legal publications, postings and notices
- Administering oaths of office for various elected and appointed officials and County employees
- Posting vacancy notices

Assessment Appeals

- Receives and processes assessment appeal applications
- Schedules and publishes hearing notices in accordance with legal requirements
- Maintains minutes and official records
- Provides administrative support and training to three Assessment Appeal Boards and four Value/Legal Hearing Officers
- Provides assistance to the general public on the assessment appeals process

Board Operations

Provides administrative support to the Board of Supervisors and its policy committees by:

- Preparing and publishing meeting agendas and notices in accordance with legal requirements for public meeting
- Distributing meeting packets
- Recording and publishing the Summary of Proceedings and minutes of the Board of Supervisors
- Processing Board referrals and items requiring action
- Recording various documents within statutory timelines

Boards and Commissions

Serves as ex-official Secretary to 22 Advisory Boards and Commissions by:

- Preparing and posting meeting agendas and notices in accordance with legal requirements for public meetings
- Distributing meeting packets

- Recording and preparing meeting minutes
- Administering oaths of office for various elected and appointed officials
- Preparing transmittals on behalf of the Boards and Commissions for submittal to the Board of Supervisors

The unit also provides training to County departments that provide administrative and meeting management support to Boards and Commissions.

Records Management

- Maintains the official records of the Board of Supervisors including agenda packets and minutes, and rosters of Boards, Commissions and Committees
- Acts as filing officer/official for Statement of Economic Interest forms
- Receives and processes claims, summons and complaints against the County
- Receives and files Ethics Certifications

- Provides copies of all records, including current and historical, that are in the custody of the Clerk of the Board
- Assists other departments, entities and the public with research and retrieval of information
- Retrieves and certifies documents for court
- Researches and processes all public records requests
- Provides reception services to the Board of Supervisors' offices and Clerk of the Board

Administrative Services

- Provides support to the Clerk of the Board and to the Board of Supervisors' offices for payroll and personnel administration, purchasing, contract monitoring and petty cash management
- Provides departmental computer systems support
- Provides administrative functions of the department such as strategic planning, financial management and human resources

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
Board Operations Division	Yes	Mandated	Cablecast Board of Supervisors Meetings - Phase 2 helps to foster open communication with County residents. Enhanced Voting and Minutes System in the Board Chambers increases efficiency in capturing votes and minutes of Board meetings. Replace components of touchpanels reduces risks of control failure of the audio & visual system in the Board Chambers.	▲
Advisory Boards and Commissions & Committees	Yes	Mandated	No Change.	■
Assessment Appeals Intake and Processing	Yes	Mandated	No Change.	■
Records Management	Yes	Mandated	No Change.	■
Management Audit Services	Yes	Non-Mandated	No Change.	■
Special Appropriations	Yes	Non-Mandated	No Change.	■
Administration and Support	Yes	Required	No Change.	■

Impact on Current Level of Service:

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



County Executive's Recommendation

▲ ITEC Project

Support Services for Cablecast Board Meetings Phase 2:

Similar to the webcast of Board of Supervisors meetings, a recent innovation implemented in January 2010, this project will increase transparency and help maximize public participation in County government by increasing Board meeting access to residents of Santa Clara County. This will be accomplished by expanding the broadcast of Board of Supervisors meetings from being webcast over the internet to include broadcast of Board meetings on local municipal cable channels throughout the County. Once established, cablecast could also be used for broader public communication purposes to provide information about County services and programs and to disseminate information during emergencies.

The Cablecast project is divided into two phases. Phase 1 is already underway in FY 2011. Building on the work completed in Phase 1, the scope of Phase 2 includes expansion to live broadcast on the City of San Jose cable channel and pre-recorded broadcast on up to 14 other municipal cable channels throughout the County. This recommendation is to provide an ongoing resources of \$56,664 for the addition of an on-site contract engineer resource to support the live broadcast component of Phase 2 and one-time funds of \$9,822 for hardware installation.

Service Impact: The addition of this engineer resource fills a critical technical support need that exists in the Board Chambers. With the recent introduction of webcast and now cablecast, Board Chambers equipment and functionality have grown in complexity while resources to support this increasingly sophisticated equipment and functionality have remained static. Live broadcast, unlike pre-recorded, has no margin for error and requires real-time/hands-on technical monitoring and control.

One-time Cost: \$9,822
Ongoing Costs: \$56,664

Replace Components of Audio-Visual Systems in Board Chambers:

The recommendation is to provide one-time resources of \$38,200 for the purchase of Crestron Touchpanels to control the audio-visual systems in Board Chambers. The existing touchpanels are 10 years old and being discontinued, making support and parts replacement increasingly problematic. Need for replacement is an opportunity to move to current industry standard network-based touchpanel technology.

Service Impact: The aging touchpanels impact the reliability of the Board Chambers control system, increasing the risk of control system failure while the Board of Supervisors meetings are in session. The enhancement will serve to relieve the existing cable-based Cresnet control system of much of the traffic that has been causing problems in current Board Chamber systems.

One-time Cost: \$38,200

Enhanced Voting and Minutes System in Board Chamber:

The recommendation is to provide one-time funds of \$100,000 for the purchase of a suite of software with associated hardware and ongoing resources of \$45,000 for licensing costs for a system that supports both voting and minutes functionality. The existing voting computer system used by the Board of Supervisors is 10 years old, degrading rapidly, and becoming less responsive with each use. Expanding the County's existing video streaming system to include voting and minutes functionality will ensure the accuracy of voting records, simplify voting and minutes taking procedures, and streamline the publishing of voting and minutes to the County portal.

Service Impact: Continuing to rely on the existing system risks additional failures like those that have disrupted Board of Supervisors meetings in recent months. This recommendation will increase efficiency when capturing votes and minutes of Board of Supervisors meetings and provide a more user-friendly experience for County portal visitors searching for minutes and voting records.

One-time Cost: \$100,000
Ongoing Cost: \$45,000

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

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1106	Clerk Of The Board Fund 0001	\$ 4,906,945	\$ 4,995,527	\$ 4,620,661	\$ 4,615,339	\$ (380,188)	-7.6%
1171	Special Appropriations Fund 0001	1,897,585	1,627,827	1,614,158	1,614,158	(13,669)	-0.8%
1173	SB 813 Admin Fund 0001	392,826	593,836	602,534	602,534	8,698	1.5%
1299	Fish And Games Comm Fund 0033	18,000	4,000	4,000	4,000	—	—
Total Net Expenditures		\$ 7,215,357	\$ 7,221,190	\$ 6,841,353	\$ 6,836,031	\$ (385,159)	-5.3%

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

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1106	Clerk Of The Board Fund 0001	\$ 5,070,828	\$ 5,075,911	\$ 4,694,085	\$ 4,688,763	\$ (387,148)	-7.6%
1171	Special Appropriations Fund 0001	1,897,585	1,627,827	1,614,158	1,614,158	(13,669)	-0.8%
1173	SB 813 Admin Fund 0001	392,826	688,836	602,534	602,534	(86,302)	-12.5%
1299	Fish And Games Comm Fund 0033	18,000	4,000	4,000	4,000	—	—
Total Gross Expenditures		\$ 7,379,240	\$ 7,396,574	\$ 6,914,777	\$ 6,909,455	\$ (487,119)	-6.6%

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

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 3,167,392	\$ 3,438,160	\$ 3,253,181	\$ 3,253,181	\$ (184,979)	-5.4%
Services And Supplies	4,055,768	3,958,414	3,661,596	3,656,274	(302,140)	-7.6%
Fixed Assets	156,081	—	—	—	—	—
Subtotal Expenditures	7,379,240	7,396,574	6,914,777	6,909,455	(487,119)	-6.6%
Expenditure Transfers	(163,883)	(175,384)	(73,424)	(73,424)	101,960	-58.1%
Total Net Expenditures	7,215,357	7,221,190	6,841,353	6,836,031	(385,159)	-5.3%



Clerk-Board Of Supervisors — Budget Unit 106

Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1106	Clerk Of The Board Fund 0001	\$ 459,530	\$ 473,419	\$ 356,535	\$ 356,535	\$ (116,884)	-24.7%
1171	Special Appropriations Fund 0001	45	—	—	—	—	—
1299	Fish And Games Comm Fund 0033	3,779	2,500	2,500	2,500	—	—
Total Revenues		\$ 463,354	\$ 475,919	\$ 359,035	\$ 359,035	\$ (116,884)	-24.6%

Clerk Of The Board Fund 0001 — Cost Center 1106

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	28.5	\$ 4,995,527	\$ 473,419
Board Approved Adjustments During FY 2011	-3.0	(166,411)	(116,884)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-3.0	(98,677)	—
Internal Service Fund Adjustments	—	(277,096)	—
Other Required Adjustments	3.0	167,318	—
Subtotal (Current Level Budget)	25.5	\$ 4,620,661	\$ 356,535
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
FY 2012 Data Processing Adjustment	—	(81,549)	—
One-time Rebate of Voice Rate Retained Earnings	—	(3,533)	—
FY 2012 Voice Rate Adjustment	—	(540)	—
One-time Rebate of DP Retained Earnings	—	(169,386)	—
Decision Packages			
1. Augment Resources for ITEC Projects	—	249,686	—
◆ One-time funding of \$100,000 and ongoing funding of \$45,000 for enhanced voting and minutes system			
◆ One-time funding of \$38,200 to replace components of touchpanels in Board Chamber			
◆ One-time funding of \$9,822 and ongoing funding of \$56,664 for Cablecast Board Meetings Phase 2			
Subtotal (Recommended Changes)	—	\$ (5,322)	\$ —
Total Recommendation	25.5	\$ 4,615,339	\$ 356,535

Special Appropriations Fund 0001 — Cost Center 1171

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	—	\$ 1,627,827	\$ —
Board Approved Adjustments During FY 2011	—	(13,669)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—



Special Appropriations Fund 0001 — Cost Center 1171 Major Changes to the Budget

	Positions	Appropriations	Revenues
Subtotal (Current Level Budget)	—	\$ 1,614,158	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 1,614,158	\$ —

SB 813 Admin Fund 0001 — Cost Center 1173 Major Changes to the Budget

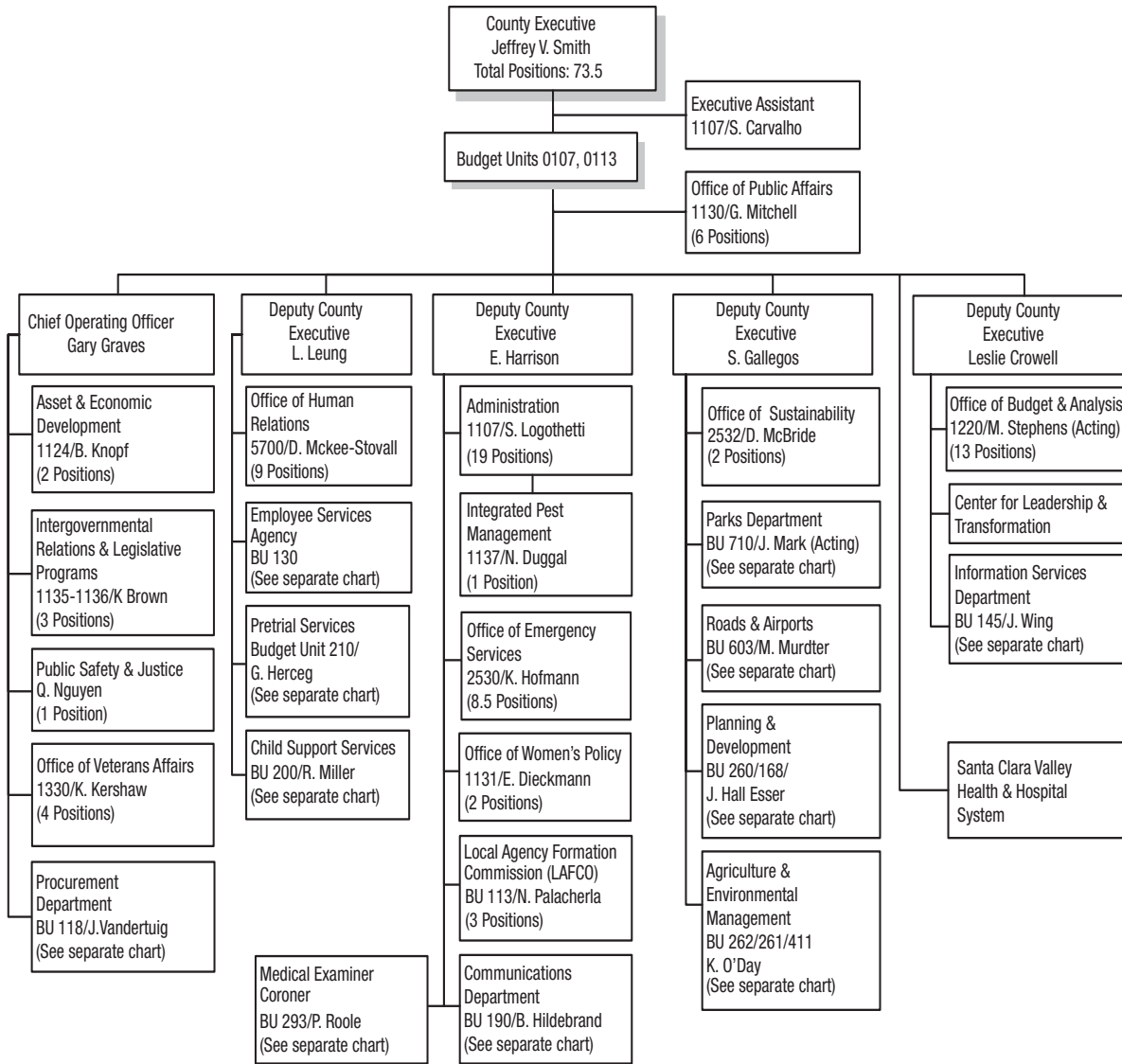
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	8.0	\$ 593,836	\$ —
Board Approved Adjustments During FY 2011	-2.0	(107,652)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	(86,302)	—
Internal Service Fund Adjustments	—	95,000	—
Other Required Adjustments	2.0	107,652	—
Subtotal (Current Level Budget)	6.0	\$ 602,534	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	6.0	\$ 602,534	\$ —

Fish And Games Comm Fund 0033 — Cost Center 1299 Major Changes to the Budget

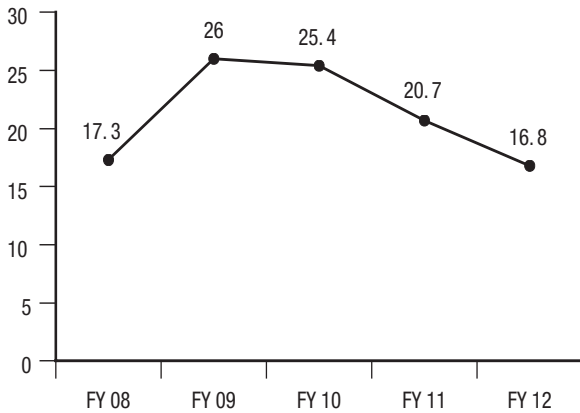
	Positions	Appropriations	Revenues
Fish and Game Fund (Fund Number 0033)			
FY 2011 Approved Budget	—	\$ 4,000	\$ 2,500
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 4,000	\$ 2,500
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 4,000	\$ 2,500



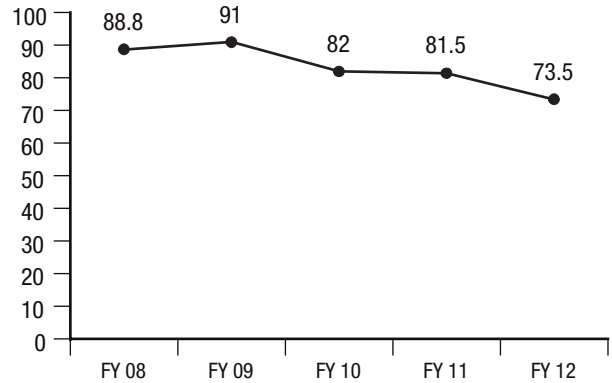
Office of the County Executive



Section 1: Finance and Government



Gross Appropriation Trend
Data includes Office of the County Executive (BU 107) and LAFCO (BU 113)



Staffing Trend
Staffing trend includes Office of the County Executive (BU 107) and LAFCO (BU 113)



Public Purpose

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



Description of Major Services

Pursuant to the County Charter, the Office of the County Executive (CEO) heads the administrative branch of County government, and is responsible for the coordination of work in all offices, both elective and appointive. The County Executive is supported by a Chief Operating Officer and four Deputy County Executives, one of whom is the Director of the Employee Services Agency.

The CEO 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.

Administrative Oversight and Interdepartmental Coordination

The CEO provides interdepartmental coordination, administrative oversight, and leadership to the County organization through various functions involving multiple departments and stakeholders. Examples of this role include the development and oversight of the County's annual budget, coordination of Countywide emergency planning, asset and economic development, climate change and sustainability planning, integrated pest management, and management of the public information process. Currently the CEO leads the

Center for Leadership and Transformation (CLT), a leadership program focused on tools and processes to lead innovation and change.

The Office of Asset & Economic Development coordinates economic development efforts between the County and its member cities and provides a liaison with Work Force Investment Boards that serve the County. The Office provides support to other County departments regarding development of underutilized County assets, leads the development of surplus properties, and manages the federal base closure process for the Private George L. Richey U.S. Army Reserve Center.

The Office of Budget and Analysis (OBA) provides analytical staff support for the County Executive, and coordinates the annual budget process to provide the Board and the public with information on the allocation of funding and staffing resources. In addition to producing the Recommended and Final Budget each year, OBA prepares updates to the Five-Year Capital Plan, and the Three-Year Information Technology Plan. OBA is also responsible for Countywide contract administration, and for oversight of the review and submission of items presented to the Board of Supervisors for action through the Agenda Review process. Since 1991 the County has used the Budget Reporting and Analysis Support System (BRASS) to formulate the annual budget and accomplish numerous

budget related tasks. The BRASS system is being replaced by a new SAP budget system, which will be utilized for production of the FY 2013 budget.

The Office of Emergency Services maintains the Santa Clara County Operational Area Emergency Operations Plan and the County Emergency Operations Center. The County Emergency Operations Plan provides information on the County's ability to prevent, prepare for, mitigate, respond to, and recover from emergency and disaster situations. Staff conduct emergency preparedness training and exercises, promote community preparedness, coordinate Operational Area functions for Santa Clara County, and create and maintain emergency planning documents. OES maintains AlertSCC, the County's emergency notification system, and is responsible for training the County workforce as Disaster Service Workers. The Office also acts as Lead Agency for Homeland Security and other emergency activity grants.

The Office of Public Affairs facilitates the flow of accurate and timely information regarding policies, programs, and services of the County, provides media relations support to County departments, and assists with activities that engage the public in County-sponsored events. Serving as principal spokesperson on policy issues, countywide issues, and catastrophic events, the Public Affairs unit also supports the County's three Sister County Commissions.

The Office of Sustainability coordinates and manages initiatives and liaisons with regional, state, and local organizations regarding sustainability and climate action, and promotes a leadership position for the County in this area. The Office is responsible for developing and coordinating sustainability, climate and energy programs, implementing the County's sustainability policies and working across departments and jurisdictional lines to promote initiatives that will have a beneficial effect on the economy, the environment and social equity.

The Integrated Pest Management Program was established in 2002 to protect the health and safety of County employees and the general public and the environment, and to promote sustainable solutions for pest control on County property. Prevention, education, coordination, and technical assistance are provided to

County staff to assist in reduction of use of harmful pesticides in managing parks, natural resource areas, landscaping, roadways and structures.

Other Oversight Functions

- The staff of the County's Local Agency Formation Commission (LAFCO), which oversees boundary changes, is housed in this office.
- Within the law and justice domain, the CEO acts as lead agency for the SACPA Steering Committee; administers the federal Justice Assistance Grant and Unmet Civil Legal Needs programs, and manages the Court/County Memorandum of Understanding.
- The CEO houses the administrative support for closeout of the Measure B Transportation Improvement Program including oversight of remaining projects managed by VTA and the Department of Roads and Airports, and management of the annual financial audit.
- The CEO provides support for the Archives Program, initiated in FY 2006 to establish a facility to preserve County historical records. The program has been successful in cataloging numerous collections of records and establishing online finding aids, making materials more available for use by the public.

Direct Program Services

In addition to its broad leadership and oversight role, the CEO provides direct services to residents of Santa Clara County.

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, as well as their dependents and survivors. Staff assist in obtaining benefits from the federal and state Departments of Veterans Affairs, and the federal Department of Defense. Services are founded on respectful advocacy and representation to the veterans' community regarding earned entitlement rights to benefits and services.

The Office of Human Relations provides services including immigration and citizenship assistance, dispute resolution and ombuds services, inmate observer, and hate free community prevention and intervention to members of the community. OHR staff support the Human Relations Commission, and

facilitate the resolution of complaints, concerns and access issues brought forward by community members regarding County services.

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. The Office coordinates with the community to ensure the voice of women and girls in decision-making is heard, and conducts outreach and dialogue to identify and raise awareness of current and emerging issues for women and girls. OWP staff support the Commission on the Status of Women

and the Domestic Violence Council. In addition, the Office provides strategic collaboration to leverage resources, identify programs and services, and examines the effectiveness of policy and systems in meeting the needs of women and girls. Currently, these efforts center on workplace initiatives for women (including equal pay and workplace flexibility), building collaborative responses to family violence to ensure safety for victims and their families, and addressing women's economic security and advancement through initiatives to move women toward higher wage, non-traditional careers in the new green economy of Silicon Valley.

Current and Emerging Issues

The Office of Asset and Economic Development will continue to actively pursue sale and lease projects on surplus county property for the purpose of generating additional revenue. Project activity can include redevelopment or re-purposing of existing buildings, as well as projects that propose new construction. AED will also continue to assist Santa Clara County cities in the areas of business attraction and retention, workforce development and in identifying opportunities for production of renewable energy.

The Office of Women's Policy will continue to provide coordination for a development of a more efficient cross-system Re-Entry Network. The Network will facilitate reductions in re-entry and recidivism, linking inmates to in-custody and community-based programming, as well as positioning the organization and its partners for State realignment of parolees and low-level prisoners. The programmatic focus of the Office on the needs of female offenders adds an important gender lens to re-entry efforts. The Office of Women's Policy also addresses women's economic security in the new economy of Silicon Valley, and will continue to sponsor initiatives and events to engage stakeholders on wage discrimination, workplace flexibility, and recruitment/retention of women in non-traditional, higher wage careers, including green jobs. A report on the "Status of Women and Girls in Santa Clara County" will be developed and released during March 2012 at the Women and Girls 2012 Summit.

Training for the Center for Leadership and Transformation Program plans to continue the three-day intensive CLT courses that have proven beneficial to over 120 employees and produced twenty action learning teams focused on current County issues. There continues to be a high demand and need for training in the principles and practices of leadership, innovation, and transformation for employees and departments throughout the organization.

Over the next fiscal year, the Administration will work with Rapid Transformation, LLC to both provide direct training and prepare interactive curriculum that can spread the CLT concepts more broadly Countywide, in conjunction with the new Learning Management System, scheduled for implementation over the course of FY 2012. Once a new format that combines in-person training with the online multimedia capabilities has been created, the new format and module will enable the County to enter into a content licensing arrangement with Rapid Transformation, LLC and to assume ongoing training efforts beginning in Fiscal Year 2013.

The Office of Sustainability will continue efforts with external partners to develop energy efficiency programs and search for financial options to support them, to develop its website as a community-wide portal for outreach and education, and to expand the County's presence and participation in regional, statewide and national climate action, resiliency and sustainability initiatives. A emerging focus for the Office in FY 2012 is to convene county-municipal projects positioned to

facilitate local goals under AB 32 and SB 375 (the latter in support of the County's leadership through its Office of Planning and Development).

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	Grant writing services will continue and greater management oversight of Measure B closeout activities will be provided. Reducing services and supplies will impact the office's flexibility to respond to unanticipated issues during the course of the year.	▣
Asset and Economic Development	Yes	Non-Mandated	Recognizing one-time revenue from the leases and sale of surplus properties to balance the FY 2012 budget and mitigate additional reductions in General Fund programs.	▲
Habitat Conservation Program	Yes	Mandated	No change.	■
Integrated Pest Management	Yes	Mandated	No change.	■
Legislative Programs	Yes	Non-Mandated	Reducing services and supplies funding will discontinue staff representation at NACo and other forums, the year-end report, weekly emails to Capitol offices, and forwarding of federal regulations.	▼
Office of Budget & Analysis	Yes	Mandated	Activities such as dues, office expenses, etc., will be reduced commensurate with the reduction.	■
Office of Emergency Services	Yes	Mandated	Deleting a position and expenses will reduce the Office's ability to support ongoing emergency preparedness efforts, including use of consulting assistance for training.	▼
Office of Human Relations	Yes	Non-Mandated	Deleting a position will reduce the Office's ability to support the inmate observation program, limit support to other OHR functions, and restrict use of services and supplies relevant to their work.	▼
Office of Public Affairs	Yes	Non-Mandated	Deleting a position will cause delays in using emerging technologies restrict the use of supplies and resources that support ongoing activities.	■
Office of Sustainability	Yes	Non-Mandated	Deleting a position will impact the Office's ability to support sustainability program goals and objectives, however, the impact is somewhat mitigated through intermittent consulting services.	▼
Office of Veterans Affairs	Yes	Non-Mandated	Deleting a position will reduce the number of veterans served daily and limit the hours staff provide at off-site outreach locations.	▼
Office of Women's Policy	Yes	Non-Mandated	Reducing services and supplies funding will restrict the use of services and supplies relevant to their work.	■

Impact on Current Level of Service:

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



County Executive's Recommendation

Administration and Support

Allocate \$145,000 in Ongoing Funding for Grant writing Services:

The funding will allow continued provision of grant and professional writing services through a Board-approved contract. Services include research and review of grant opportunities and requirements, coordination with department directors and staff on data and information development, preparation of grant narratives, project summaries, and abstracts, and other writing assignments for specific departments as requested. Services will be funded through a combination of CEO resources and reimbursement from various health departments which are primary users of the services.

Service Impact: The current level of service provided by the County will be improved.

Ongoing Cost: \$25,000

Ongoing Net Cost: \$145,000

Ongoing Reimbursement from Health Departments: \$120,000

Recognize \$70,000 Reimbursement from the Measure B Fund:

With the termination of contract support for the remaining Measure B administrative tasks, CEO staff have absorbed the required activities, including accounting support for monthly invoices and invoice advice, distribution of residual sales tax funds, and support for annual financial audits. Cost for staff support is anticipated to be higher for FY 2012 than in subsequent years, due to oversight of financial audits for the period FY 2007 - 2010, in addition to the annual audit for FY 2011. Costs for FY 2012 are estimated at \$70,000, and ongoing costs are estimated at \$40,000. This expense will be reimbursed from the Measure B fund, creating a cost savings in the General Fund.

Service Impact: The current level of service provided by staff will continue.

FY 2012 Reimbursement: \$70,000

Ongoing Reimbursement: \$40,000

One-time Reimbursement: \$30,000

Allocate \$1,000,000 in One-time Funding for Evaluation Services:

The funding will allow Alvarez & Marsal Healthcare Industry Group (A&M) to continue assistance with Santa Clara Valley Medical Center's

(SCVMC) evaluation, focused on improving physician practices, further reducing one-day stays, improving clinical documentation and coding and reducing the purchase of outside medical services. This contract will terminate on December 31, 2011 as SCVMC staff assume greater responsibility for process improvement analysis.

Background: On March 8, 2010, the CEO entered into a professional services agreement with A&M to conduct a financial analysis/evaluation of SCVMC. Since then the Board of Supervisors have approved additional funding, increasing the maximum compensation up to \$6 million. Over the year, A&M has provided support and expert analysis in preparing the County for health care reform. In addition, A&M has focused a great deal of time on improving operations and providing additional depth of analysis in addressing a wide variety of issues at SCVMC. These efforts have resulted in bringing substantial value to correcting problems and furthering important initiatives that are currently underway.

Service Impact: The current level of service provided by the County will be improved.

One-Time Cost: \$1,000,000

Allocate \$30,000 in One-time Funding for County Archives:

The funding will allow continued contract services and the purchase of supplies for FY 2012. The Archives Program currently consists of one half-time contractor who processes new materials, conserves historic items, creates on-line finding aids, directs the work of volunteers, and maintains public hours at the Archives facility.

Service Impact: The current level of service provided by the contractor can be continued, and the facility can remain open. The Archivist is actively searching for grant funding that would provide funding for specific archival projects.

One-Time Cost: \$30,000

Reduce \$165,732 Funding for Services and Supplies

Service Impact: A review of FY 2010 and FY 2011 utilization of service and supply funding identified various accounts that can be reduced in order to help achieve the necessary level of reduction. An overall

reduction of \$165,832 in areas such as communication and phone, office expense, printing, PC Software and Hardware, professional and specialized services, membership dues and fees and contract services will impact the office's ability to respond to issues that arise during the course of the year. Special attention will be needed in reimbursing costs, and some restrictions on supplies will occur.

Ongoing Savings: \$165,732

▲ Asset and Economic Development

Recognize \$20,000 in Ongoing Revenue and \$600,000 in One-time Revenue from Surplus Property: The Office of Asset and Economic Development will manage seasonal contracts on the Downtown Medical Clinic property as an interim use for the next 2-3 years, prior to development. Seasonal uses are anticipated during the four month period between October and January for pumpkin patches and tree farms generating approximately \$20,000 in ongoing revenue. Additionally, the Office will recognize one-time revenues in the form of deposits on the lease of the fourth parcel at Elmwood, Milpitas in the amount of \$250,000, and in the amount of \$350,000 related to the sale of property at 950 Middlefield Road, Mountain View. Upon completion of a new auto dealership on the fourth parcel, the Office would receive ongoing lease revenue.

Service Impact: These ongoing and one-time revenues will be used to balance the FY 2012 budget deficit, mitigating the need for additional service reductions in General Fund programs.

Ongoing Revenue: \$20,000
One-time Revenue: \$600,000

Realize Revenue from Sale of Property

Over the past two years, the Board of Supervisors authorized the sale of certain surplus County properties. One-time revenue from the sale of three separate surplus County properties is expected to be recognized in FY2012. The FY2011 budget included anticipated revenue from the sale of the Men's Work Furlough site and the Los Gatos Courthouse site, but these revenues are now expected to be recognized in FY 2012.

Former Men's Work Furlough site in Mountain View: the County opened escrow in Fall 2010, and the buyer is pursuing entitlements with the City of Mountain View. If the City of Mountain View approves the development application and rezoning, escrow would close and the County would realize revenues from the sale in FY 2012.

Former Los Gatos Courthouse in Los Gatos: the Office anticipates an escrow that would close in FY 2012, depending on the negotiated entitlement process and contingencies of the sale.

Former Children's Shelter Site in San Jose: If the County takes action to designate the former Children's Shelter as surplus, the process to identify a buyer could be completed in FY 2012. Based on potential buyer interest, a reuse of the existing campus facility for similar uses could achieve entitlement and close of escrow yielding sale proceeds to the County during FY 2012.

Service Impact: These one-time revenues will be used to balance the FY 2012 budget deficit, mitigating the need for additional service reductions in General Fund programs.

One-time Revenue: \$16,875,200

Reduce \$75,000 Funding for Services and Supplies

Service Impact: An overall reduction of \$75,000 in contract services will leave the unit with service and supply funding of \$80,000 for costs associated with sale/development of property and other revenue-generating projects. Actual expenses in FY 2010 were approximately \$80,000, and expenses in FY 2011 appear to be on-track to be lower. However, it is difficult to project annual variations in activity and expense, and this level of reduction may result in future requests for additional funding for specific activities.

Ongoing Savings: \$75,000

▲ Center for Leadership and Transformation

Allocate Funding to the Center for Leadership and Transformation: Funding will continue to support the Center for Leadership and Transformation (CLT) to equip County employees with the tools and processes to lead change and transformation.

This action will allocate \$180,000 in ongoing funding for program administration and web maintenance, and \$560,000 in one-time funding to continue CLT efforts during FY 2012, as shown below:

Center for Leadership and Transformation

One-Time Program Element	FY 2012 Expense
Executive Management Training	\$130,000
Rapid Transformation Efforts	\$280,000
Training and Related Costs	\$150,000
Total One-Time Costs	\$560,000

Background: The CLT is a ground-breaking and innovative approach enabling employees to take the lead in organizational transformation. The CLT is a world-class leadership, innovation, and transformation program designed to give employees the opportunity and the tools to envision and implement change. The Center is helping the County achieve significant results through four primary initiatives: 1) The Mid-Level Manager Program, 2) The Executive Manager Program at Stanford University, 3) Countywide Rapid Transformation efforts, and 4) A Collaborative Web Platform.

CLT has conducted four sessions of mid-level manager workshops, reaching one hundred and twenty employees. Participants in 20 action learning teams have learned about the principles and practices of leadership, innovation, and transformation through the incorporation of a project following a three-day workshop. Projects of this nature allow employees to collaborate and develop proactive approaches to solve existing County problems

On March 2, 2010, the Board approved the CEO's recommendation to contract with Rapid Transformation, LLC, in an amount of \$196,000 and as part of the FY 2011 Approved Budget, the Board approved an additional \$600,000 for FY 2011 efforts. Service Impact:

The current level of service provided by the County will be improved.

Ongoing Cost: \$180,000
One-time Cost: \$560,000

Integrated Pest Management Program

Recognize \$64,554 Increased Reimbursement from Non-General Fund Departments: To more accurately capture the actual cost of program services to specific departments, the Parks and Recreation (Fund 39), and Roads and Airports departments (Funds 23 and 61) will each see a FY 2012 increase of approximately \$30,000 in their cost, while costs for VMC will increase slightly, and costs for other non-General Fund departments will be slightly decreased.

Background: The Integrated Pest Management (IPM) Program carries out Board policy to reduce the use of harmful pesticides, protect public safety, and provide sustainable solutions for pest control on County property. The IPM manager provides guidance and coordination to departments that manage and/or operate approximately 188 structures, 100 acres of urban turf and landscape around buildings, 300 acres of recreational land in regional parks, 45,000 acres in natural resource management areas, 2,000 acres of roadsides, and 500 acres at three regional airports. Primary pest management activities are for structural and landscape pests, roadway vegetation management, and invasive water weeds.

Approximately 43% of the program cost is currently offset by charges to non-GF departments, which are spread on a proportional basis.

Service Impact: With the revised reimbursement process, non-GF departments will absorb the cost of approximately 80% of the total program, thereby increasing savings in the General Fund. The current level of service provided by staff will continue.

Ongoing Reimbursement: \$64,554

Reduce \$4,000 Funding for Services and Supplies

Service Impact: Activity will be scaled back to a level commensurate with reduced resources.

Ongoing Savings: \$4,000

Legislative Programs

Reduce \$122,600 Funding for Services and Supplies

Service Impact: The primary impact of this reduction is that funding for the Washington D.C. advocacy group will be reduced by \$100,000, leaving \$105,000 annually for this contract. This reduction is possible in light of the fact that federal appropriations or earmarks will not occur this year. If earmarks are restored in the future, the contract amount will need to be re-evaluated. Other impacts will include discontinued staff representation at NACo and other forums, and discontinuation of the year-end report, weekly emails to Capitol offices, and forwarding of federal regulations. The County will use other sources for receipt of regulations.

Ongoing Savings: \$122,600

Office of Budget & Analysis

Reduce \$82,500 Funding for Services and Supplies

Service Impact: Resources will be reduced for membership dues, office expenses, printing, workshops, training programs, and data processing for the Budget System. Activities will be reduced commensurate with the reduction.

Ongoing Savings: \$82,500

Office of Emergency Services

Delete 1.0 FTE Senior Emergency Planning Coordinator Position: Elimination of this position reduces the emergency planning unit by 20%. This unit performs a wide array of tasks associated with coordinating with local entities and providing training for disasters.

Service Impact: The County coordinates between the local operational area government agencies and the State and Federal governments for mandated countywide planning, training, and other activities for disaster mitigation, planning, response and recovery. The County is responsible for establishing priorities, managing mutual aid, and maintaining area status information. The OES Strategic Plan identifies six goals that prioritize objectives for achieving effective communication and maintaining readiness throughout the area to prepare for and respond to emergencies.

Currently OES activities are carried out by a staff of 9.5 FTEs. An Emergency Planning Coordinator position was deleted in FY 2010, creating limitations on prioritized objectives.

The FY 2012 proposal will delete an additional vacant Emergency Planning Coordinator position, further impacting OES' ability to coordinate with local entities and provide training and planning. Impacts will include the following:

- Support will not be available for community emergency response teams (CERTs) in unincorporated areas. Rather, residents of these areas will be referred to existing CERT groups in adjacent cities;
- Planning for an emergency preparedness day for members of the public will be postponed;
- The County Disaster Service Workers training series will be delayed, and will rely more heavily upon support from department DSW coordinators;
- Technical support and expertise will not be available for community-based organizations in their emergency planning;
- OES will postpone planning to convene and facilitate a best practices forum to promote collaboration in the Bay Area region;
- Participation in coordinating groups such as the Emergency Managers' Association and the California Emergency Services Association will be limited;
- Rollout of the federally-funded Regional Catastrophic Preparedness Program will be delayed.

In addition, a number of administrative tasks will be transferred to the central administrative and accounting unit for the CEO to allow use of more OES staff time for emergency planning activities.

Position Deleted: 1.0
Ongoing Savings: \$139,140

Reduce \$14,497 Funding for Services and Supplies

Service Impact: The reduction in funding for books and professional services will preclude the use of consulting assistance for training activities.

Ongoing Savings: \$14,497

Office of Human Relations

Delete 1.0 FTE Human Relations Coordinator II: This position is one of five human relations coordinators who provide inmate observation, hate free community prevention and intervention, and facilitation to resolve complaints and concerns, and access issues brought forward by community members regarding County services.

Service Impact: The deletion of this position will reduce OHR staffing from ten to nine positions. A primary impact will be reduction of the Office's ability to support the jail observer program, through which OHR responds to inmate complaints about human and civil rights concerns. The OHR Director will absorb the contract function for this responsibility and will distribute cases to other staff for follow-up. Other impacts include:

- Partial loss of translation services for monolingual Spanish-speaking clients, resulting in increased referrals to other departments, agencies, and 2-1-1;
- Limited ability to support unit outreach projects and activities such as the Sheriff Observer Program at the Santa Clara County Fair, to maintain OHR's relationship with San Jose Police Department, and to participate in the Juvenile Detention Reform process;
- Limited ability to participate in planning for County events such as Unity and Diversity Day, the Adult & Senior Resource Fair, and the Veterans Resource Fair.

Position Deleted: 1.0
Ongoing Savings: \$105,540

Reduce \$24,073 Funding for Services and Supplies

Service Impact: The reduction in funding for phones, food, membership dues, office expense, PC software and hardware, books, equipment, workshops and business travel will require staff to restrict their use of supplies and resources relevant to their work.

Ongoing Savings: \$14,497

Office of Public Affairs

Delete 1.0 FTE Social Media/Internet Specialist: This position would have focused on use of emerging and expanding social media such as Facebook and Twitter, to strengthen the County's ability to conduct effective public outreach. It was intended to assist the Public Health Department with launching its new website, performing maintenance, and using social media as a new means of focusing on prevention messages to targeted population.

Service Impact: The deletion of this position will result in delays in establishing use of emerging technologies as regular tools for public information. However, the Public Health Department is proposing to fund a 0.5 FTE Social Media/Internet Specialist as part of its FY 2012 Recommended Budget.

Position Deleted: 1.0
Ongoing Savings: \$94,308

Reduce \$23,500 Funding for Services and Supplies

Service Impact: The reduction of funding in communications, food, office expense, printing and services and supplies will require staff to restrict their use of supplies and resources that support their ongoing activities.

Ongoing Savings: \$23,500

Office of Sustainability

Delete 1.0 FTE Program Manager II: This position is responsible for analyzing and developing program policies and guidelines, as well as other analytical requirements for these activities to support the definition of a leadership role for the County in sustainability and environmental stewardship.

Service Impact: The deletion of this position will lessen staffing available for program implementation and development of data and metrics. This impact will be mitigated through additional funding for intermittent consulting services.

Position Deleted: 1.0
Ongoing Savings: \$152,640

Increase \$30,000 Funding for Services and Supplies

Service Impact: The increase of \$30,000 for intermittent consulting services will require that implementation and data development occur in a more project-specific capacity while ensuring that the Office retain the ability to perform critical functions.

Ongoing Cost: \$30,000

Office of Veterans Affairs

Delete 1.0 FTE Veterans Services Representative II Position: This position is part of an office of five staff members that provide assistance to veterans of the armed forces and their families in filing claims for benefits to which they are entitled. On average, staff will see between 12-25 clients daily at the main office as well as responding to an average 16 phone calls daily, and providing pro-active off-site outreach visits.

Service Impact: The deletion of this position will reduce the number of clients assisted per day by approximately 20 - 25%. Clients will wait longer for appointments, and the ability to handle walk-in clients will be reduced. Discussion and preparation of claims will be impacted by the reduced appointment capacity. College fee waiver processing time will be lengthened. In addition, outreach hours to off-site locations will be reduced. The

Office is conducting an analysis to determine if the main office could be closed for a day or a portion of a day to facilitate continued outreach.

Position Deleted: 1.0
Ongoing Savings: \$107,904

Reduce \$14,497 Funding for Services and Supplies

Service Impact: The reductions in office expense, external postage, PC Software and Hardware, workshops, special department expenses and volunteer services will be limited due to the reduction in staff.

Ongoing Savings: \$14,497

Office of Women's Policy

Reduce \$20,010 Funding for Services and Supplies

Service Impact: The reduction in special department expense will result in restrictions in the purchase of services and supplies. To the extent that OWP is successful in obtaining grant funds, these impacts will be mitigated.

Ongoing Savings: \$20,010

County Executive — Budget Unit 107 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
10717	County Executive Admin Fund 0001	\$ 13,573,767	\$ 11,160,710	\$ 7,846,067	\$ 9,048,340	\$ (2,112,370)	-18.9%
1220	Budget And Analysis Fund 0001	2,066,791	2,378,446	2,473,401	2,330,652	(47,794)	-2.0%
1330	Veterans' Services	590,287	625,651	647,517	509,682	(115,969)	-18.5%
2530	Office Of Emergency Svcs Fund 0001	7,109,978	4,258,946	2,286,535	2,078,034	(2,180,912)	-51.2%
2531	Emergency Operations Center Fund 0001	48,220	—	—	—	—	—
2532	Office of Sustainability Fund 0001	—	—	394,720	272,080	272,080	—
5700	Human Relations Fund 0001	1,092,797	1,253,680	1,287,163	1,142,195	(111,485)	-8.9%
Total Net Expenditures		\$ 24,481,839	\$ 19,677,433	\$ 14,935,403	\$ 15,380,983	\$ (4,296,450)	-21.8%



County Executive — Budget Unit 107 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
10717	County Executive Admin Fund 0001	\$ 13,771,105	\$ 11,225,872	\$ 7,907,615	\$ 9,294,440	\$ (1,931,432)	-17.2%
1220	Budget And Analysis Fund 0001	2,066,791	2,378,446	2,473,401	2,330,652	(47,794)	-2.0%
1330	Veterans' Services	590,287	625,651	647,517	509,682	(115,969)	-18.5%
2530	Office Of Emergency Svcs Fund 0001	7,109,978	4,258,946	2,386,535	2,178,034	(2,080,912)	-48.9%
2531	Emergency Operations Center Fund 0001	48,220	—	—	—	—	—
2532	Office of Sustainability Fund 0001	—	—	394,720	272,080	272,080	—
5700	Human Relations Fund 0001	1,279,412	1,442,212	1,475,695	1,330,727	(111,485)	-7.7%
Total Gross Expenditures		\$ 24,865,792	\$ 19,931,127	\$ 15,285,483	\$ 15,915,615	\$ (4,015,512)	-20.1%

County Executive — Budget Unit 107 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 9,883,540	\$ 10,663,965	\$ 10,682,461	\$ 10,082,929	\$ (581,036)	-5.4%
Services And Supplies	14,964,952	9,267,162	4,603,022	5,832,686	(3,434,476)	-37.1%
Fixed Assets	17,300	—	—	—	—	—
Subtotal Expenditures	24,865,792	19,931,127	15,285,483	15,915,615	(4,015,512)	-20.1%
Expenditure Transfers	(383,953)	(253,694)	(350,080)	(534,632)	(280,938)	110.7%
Total Net Expenditures	24,481,839	19,677,433	14,935,403	15,380,983	(4,296,450)	-21.8%

County Executive — Budget Unit 107 Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
10717	County Executive Admin Fund 0001	\$ 20,030,331	\$ 23,663,052	\$ 6,706,863	\$ 24,272,063	\$ 609,011	2.6%
1330	Veterans' Services	81,563	80,000	80,000	80,000	—	—
2530	Office Of Emergency Svcs Fund 0001	3,421,464	1,772,687	—	—	(1,772,687)	-100.0%
2531	Emergency Operations Center Fund 0001	41,024	—	—	—	—	—
5700	Human Relations Fund 0001	250,872	254,928	217,928	217,928	(37,000)	-14.5%
Total Revenues		\$ 23,825,254	\$ 25,770,667	\$ 7,004,791	\$ 24,569,991	\$ (1,200,676)	-4.7%



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

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	41.0	\$ 11,160,710	\$ 23,663,052
Board Approved Adjustments During FY 2011	-4.0	(3,288,744)	(16,906,189)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-4.0	(437,522)	—
Internal Service Fund Adjustments	—	(57,062)	(50,000)
Other Required Adjustments	2.0	468,685	—
Subtotal (Current Level Budget)	35.0	\$ 7,846,067	\$ 6,706,863
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Ongoing Measure B Reimbursement to the Office of the County Executive for Administrative Costs	—	—	40,000
One-time Measure B Reimbursement to the Office of the County Executive for Administrative Costs	—	—	30,000
The Department will decrease its services and supplies allocation and transfer funds to the Office of the County Executive in order to utilize the services of the grant writer on contract with the Office for the County Executive.	—	(60,000)	—
Adjust Departmental Reimbursement to the Office of the County Executive for Integrated Pest Management Services	—	(64,552)	—
The Department will decrease services and supplies allocation and transfer funds to the Office of the County Executive in order to utilize the services of the grant writer on contract with the Office for the County Executive.	—	(36,000)	—
Various General Fund Health Departments will decrease their services and supplies allocation and transfer funds to the Office of the County Executive in order to utilize the services of the grant writer on contract with the Office for the County Exec	—	(24,000)	—
FY 2012 Data Processing Adjustment	—	(934)	—
One-time Rebate of Voice Rate Retained Earnings	—	(2,332)	—
FY 2012 Voice Rate Adjustment	—	(2,053)	—
One-time Rebate of DP Retained Earnings	—	(18,246)	—
Decision Packages			
1. Delete 1.0 FTE Position	-1.0	(94,308)	—
Delete 1.0 FTE Social Media/Internet Communications Specialist and add 0.5 FTE in Public Health Department. See BU 410.			
2. Allocate One-time Funding for the Archives Program	—	30,000	—
To provide for contract services and a small amount of supplies in FY 2012 in order to continue to support the conservation of historical items of the County.			
3. Allocate Ongoing Funding for Grantwriting Services	—	145,000	—
To provide grantwriting assistance for the County and other writing assignments for specific departments as requested. Services will be funded by CEO resources and reimbursement from various health departments which are primary users.			
4. Reduce Funding in Services and Supplies	—	(410,302)	—



County Executive Admin Fund 0001 — Cost Center 10717

Major Changes to the Budget

	Positions	Appropriations	Revenues
<ul style="list-style-type: none"> ◆ In the Administration Division, reduce funding by \$165,732 in communication and phone, office expense, printing, PC software and hardware, professional and specialized services, membership dues and fees and contract services. ◆ In the Asset and Economic Development Division, reduce funding by \$75,000 in contract services. ◆ In the Office of Public Affairs, reduce funding by \$23,500 in communication and phone, food, office expense, printing, and services. ◆ In the Office of Women's Policy, reduce funding by \$20,010 in special department expenses. ◆ In the Intergovernmental Relations Division and Legislative Services, reduce funding by \$122,060 in communication and phone, workshops, conferences, library periodicals, membership dues, contract services, mileage, and business travel. ◆ In the Intergrated Pest Management Division, reduce funding by \$4,000 in PC software, books, library periodicals, contract services, and small tools. 			
5. One-Time Contract Expense for Alvarez and Marsal Services	—	1,000,000	—
This action reflects one-time contract funds for the Alvarez & Marsal service agreement, for consulting services related to the Santa Clara Valley Medical Center (SCVMC).			
6. Allocate One-time and Ongoing Funding to Support the Center for Learning and Transformation	—	740,000	—
To support continued organizational transformation work in the Center for Learning and Transformation.			
<ul style="list-style-type: none"> ◆ \$180,000 ongoing ◆ \$560,000 one-time 			
7. One-time Revenue from Sale of Surplus Property	—	—	16,875,200
One-time revenue anticipated from the sale of surplus property:			
<ul style="list-style-type: none"> ◆ Former Men's Work Furlough Site ◆ Former Los Gatos Courthouse ◆ Former Children's Shelter Site 			
8. Recognize One-time and Ongoing Revenue Related to Surplus Property	—	—	620,000
<ul style="list-style-type: none"> ◆ Ongoing revenue of \$20,000 for interim use of the Downtown Medical Clinic Property. ◆ One-time revenue of \$250,000 for deposit on lease from the fourth parcel at Elmwood. ◆ One-time revenue of \$350,000 for deposit on sale of property at Middlefield Road. 			
Subtotal (Recommended Changes)	-1.0	\$ 1,202,273	\$ 17,565,200
Total Recommendation	34.0	\$ 9,048,340	\$ 24,272,063

Budget And Analysis Fund 0001 — Cost Center 1220

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	13.0	\$ 2,378,446	\$ —
Board Approved Adjustments During FY 2011	—	53,500	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	53,854	—
Internal Service Fund Adjustments	—	(12,399)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	13.0	\$ 2,473,401	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			



Budget And Analysis Fund 0001 — Cost Center 1220

Major Changes to the Budget

	Positions	Appropriations	Revenues
FY 2012 Data Processing Adjustment	—	(28,792)	—
One-time Rebate of Voice Rate Retained Earnings	—	(15)	—
FY 2012 Printing Adjustment	—	(10,000)	—
One-time Rebate of DP Retained Earnings	—	(21,442)	—
Decision Packages			
1. Reduce Funding in Services and Supplies	—	(82,500)	—
In the Office of Budget and Analysis, reduce funding in membership dues, office expenses, printing, workshops, training programs, data processing for Budget System, and small tools/instruments by \$82,000.			
Subtotal (Recommended Changes)	—	\$ (142,749)	\$ —
Total Recommendation	13.0	\$ 2,330,652	\$ —

Veterans' Services — Cost Center 1330

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	5.0	\$ 625,651	\$ 80,000
Board Approved Adjustments During FY 2011	—	10,300	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	26,299	—
Internal Service Fund Adjustments	—	(14,733)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	5.0	\$ 647,517	\$ 80,000
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
FY 2012 Data Processing Adjustment	—	(41)	—
One-time Rebate of Voice Rate Retained Earnings	—	(37)	—
One-time Rebate of DP Retained Earnings	—	(3,139)	—
Decision Packages			
1. Reduce Funding in Services and Supplies	—	(26,714)	—
In the Office of Veterans Services, reduce funding in office expense, external postage, PC Software and Hardware, workshops, legal publications, special department expenses and volunteer services by \$26,714.			
2. Delete 1.0 FTE Position	-1.0	(107,904)	—
Delete 1.0 FTE Veterans Services Representative II.			
Subtotal (Recommended Changes)	-1.0	\$ (137,835)	\$ —
Total Recommendation	4.0	\$ 509,682	\$ 80,000

Office Of Emergency Svcs Fund 0001 — Cost Center 2530

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	9.5	\$ 4,258,946	\$ 1,772,687
Board Approved Adjustments During FY 2011	—	(1,832,956)	(1,772,687)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	46,700	—
Internal Service Fund Adjustments	—	(186,156)	—



Office Of Emergency Svcs Fund 0001 — Cost Center 2530 Major Changes to the Budget

	Positions	Appropriations	Revenues
Other Required Adjustments	—	1	—
Subtotal (Current Level Budget)	9.5	\$ 2,286,535	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
FY 2012 Data Processing Adjustment	—	(1,657)	—
One-time Rebate of Voice Rate Retained Earnings	—	(5,536)	—
FY 2012 Voice Rate Adjustment	—	(26,218)	—
One-time Rebate of DP Retained Earnings	—	(21,453)	—
Decision Packages			
1. Reduce Funding in Services and Supplies	—	(14,497)	—
In the Office of Emergency Services, reduce funding in books and professional services by \$14,497.			
2. Delete 1.0 FTE Position	-1.0	(139,140)	—
Delete 1.0 FTE Senior Emergency Planning Coordinator			
Subtotal (Recommended Changes)	-1.0	\$ (208,501)	\$ —
Total Recommendation	8.5	\$ 2,078,034	\$ —

Office of Sustainability Fund 0001 — Cost Center 2532 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2011	1.0	252,640	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	3.0	294,720	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	-1.0	(152,640)	—
Subtotal (Current Level Budget)	3.0	\$ 394,720	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
1. Delete 1.0 FTE Position and Augment Funding for Contract Services	-1.0	(122,640)	—
Delete 1.0 FTE Program Manager II and increase contract services by \$30,000.			
Subtotal (Recommended Changes)	-1.0	\$ (122,640)	\$ —
Total Recommendation	2.0	\$ 272,080	\$ —

Human Relations Fund 0001 — Cost Center 5700 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	10.0	\$ 1,253,680	\$ 254,928
Board Approved Adjustments During FY 2011	—	(1,883)	(37,000)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	48,866	—
Internal Service Fund Adjustments	—	(13,402)	—



Human Relations Fund 0001 — Cost Center 5700

Major Changes to the Budget

	Positions	Appropriations	Revenues
Other Required Adjustments	—	(98)	—
Subtotal (Current Level Budget)	10.0	\$ 1,287,163	\$ 217,928
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
FY 2012 Data Processing Adjustment	—	(272)	—
One-time Rebate of Voice Rate Retained Earnings	—	(1,003)	—
FY 2012 Voice Rate Adjustment	—	(630)	—
One-time Rebate of DP Retained Earnings	—	(13,450)	—
Decision Packages			
1. Reduce Funding in Services and Supplies	—	(24,073)	—
In the Office of Human Relations, reduce funding in phones, food, membership dues, office expense, PC Software and Hardware, books/periodicals, equipment, workshops, small tools and business travel by \$24,073.			
2. Delete 1.0 FTE Position	-1.0	(105,540)	—
Delete 1.0 FTE Human Relations Coordinator II			
Subtotal (Recommended Changes)	-1.0	\$ (144,968)	\$ —
Total Recommendation	9.0	\$ 1,142,195	\$ 217,928

Local Agency Formation Comm-LAFCO — Budget Unit 113

Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1114	Local Agency Formation Comm Fund 0019	\$ 368,882	\$ 571,520	\$ 596,722	\$ 596,326	\$ 24,806	4.3%
Total Net Expenditures		\$ 368,882	\$ 571,520	\$ 596,722	\$ 596,326	\$ 24,806	4.3%

Local Agency Formation Comm-LAFCO — Budget Unit 113

Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1114	Local Agency Formation Comm Fund 0019	\$ 636,539	\$ 839,177	\$ 864,379	\$ 863,983	\$ 24,806	3.0%
Total Gross Expenditures		\$ 636,539	\$ 839,177	\$ 864,379	\$ 863,983	\$ 24,806	3.0%

Local Agency Formation Comm-LAFCO — Budget Unit 113

Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 406,650	\$ 406,930	\$ 418,342	\$ 418,342	\$ 11,412	2.8%



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

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Services And Supplies	229,889	332,247	346,037	345,641	13,394	4.0%
Reserves	—	100,000	100,000	100,000	—	—
Subtotal Expenditures	636,539	839,177	864,379	863,983	24,806	3.0%
Expenditure Transfers	(267,657)	(267,657)	(267,657)	(267,657)	—	—
Total Net Expenditures	368,882	571,520	596,722	596,326	24,806	4.3%

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

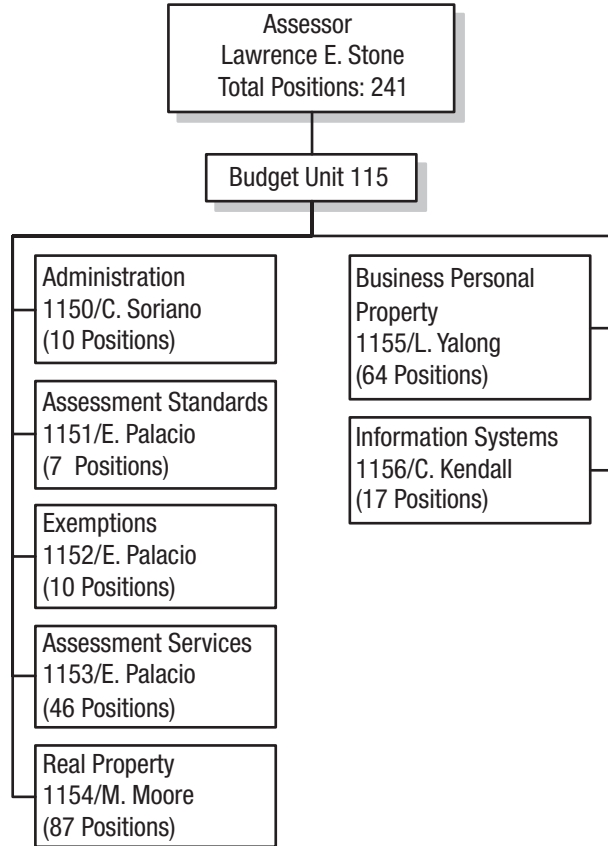
CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1114	Local Agency Formation Comm Fund 0019	\$ 309,920	\$ 314,656	\$ 314,656	\$ 314,656	\$ —	—
	Total Revenues	\$ 309,920	\$ 314,656	\$ 314,656	\$ 314,656	\$ —	—

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

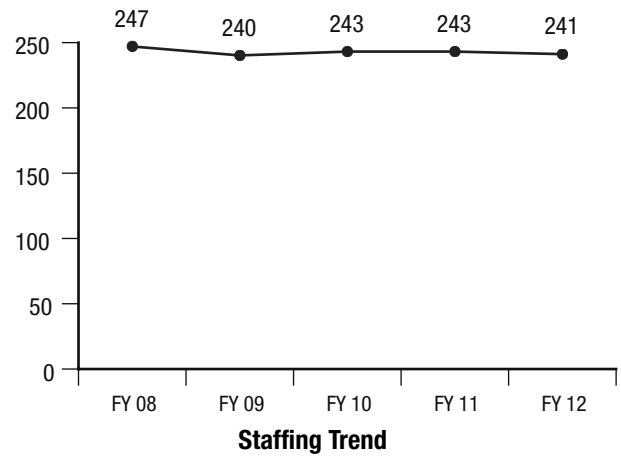
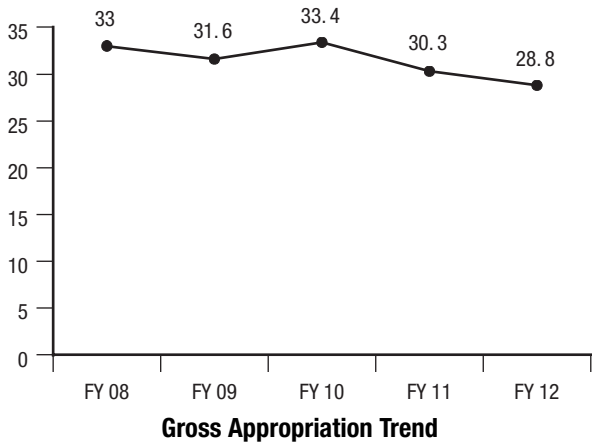
	Positions	Appropriations	Revenues
LAFCO (Fund Number 0019)			
FY 2011 Approved Budget	3.0	\$ 571,520	\$ 314,656
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	11,412	—
Internal Service Fund Adjustments	—	13,790	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	3.0	\$ 596,722	\$ 314,656
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
FY 2012 Data Processing Adjustment	—	(65)	—
Adjust Departmental Reimbursement to the Office of the County Executive for Integrated Pest Management Services	—	(17)	—
One-time Rebate of DP Retained Earnings	—	(314)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (396)	\$ —
Total Recommendation	3.0	\$ 596,326	\$ 314,656



Office of the Assessor



Section 1: Finance and Government



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

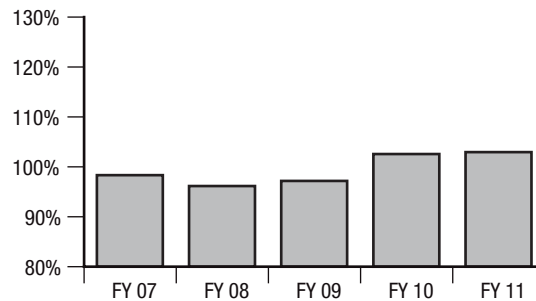
Methodology

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 performance measures are weighted on a 5-point scale. These measures become the actual performance indicators after the first year of data

collection established 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 is collected electronically and 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

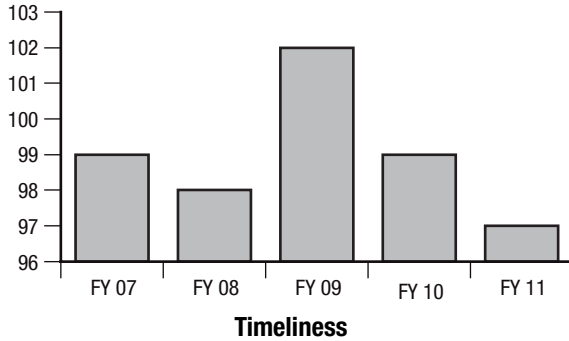


Overall Department Performance

The overall department performance was **102.9^a** as of June 30, 2010. 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.

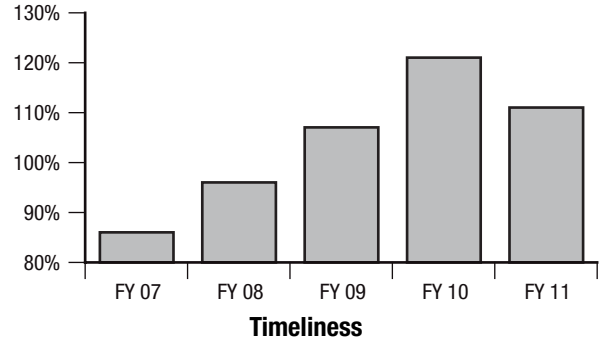


The percentage of assessments completed by July 1, 2010 was **96.6%**^a or 97.7% of the baseline amount.

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.



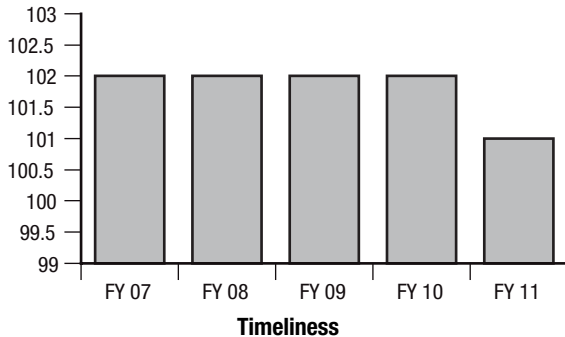
Supplemental assessments are delivered to the Tax Collector in 180 days, 15 days less than last year (as of June 30, 2010)^a, or 11.8% above the baseline.

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)

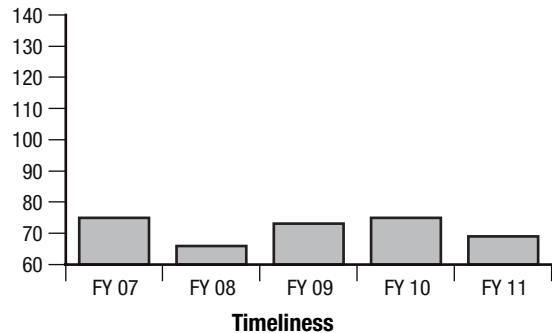


The fiscal year's assigned mandatory audits completed by June 30, 2010 was **98.55%**^a or 101% of the baseline amount.

Why is this important?

State statute requires an audit of a significant number of businesses 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 number of days for an appeal to be closed is 429.8^b days, 19.8 days greater than last year (as of June 30, 2010), or 69% of the baseline.

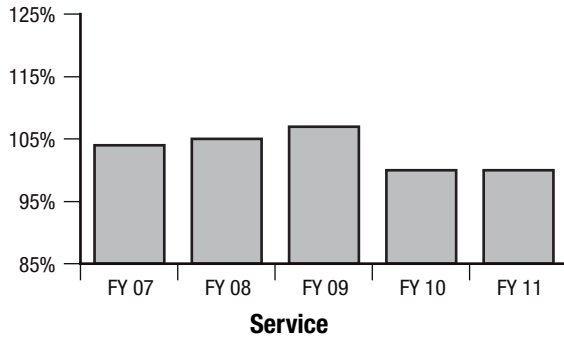
Why is this important?

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.

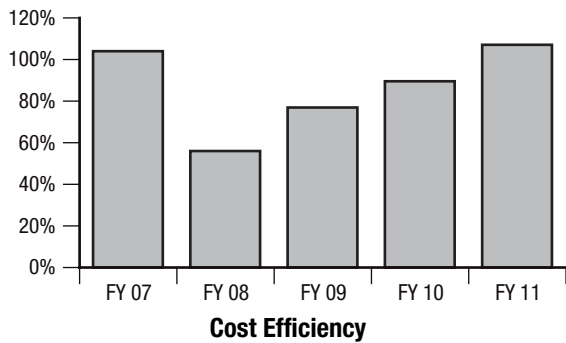


The Department's customer satisfaction rate by survey is **86%**^a (as of June 30, 2010) or .05% above the baseline.

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.

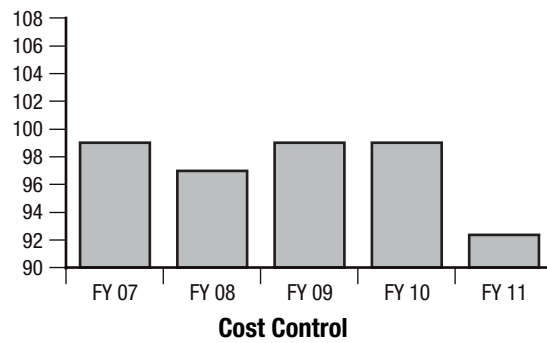


The Cost Efficiency Index was **103**^a in FY 2010.

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 **92.37%** of the total budget in FY 2010.

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.	
Residential property appraisal cost per unit \$181.33.	Business Property Class 1 Audit cost per unit \$17,918
Average value added per Appraisal \$54,650	Average value added per Audit \$27M



Description of Major Services

The County Assessor is an elected official whose responsibility is to produce the annual and supplemental property assessment rolls. The Assessor's Office locates, values, and enrolls all taxable property within Santa Clara County in a fair, timely and accurate manner 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 three major service areas:

Standards, Services and Exemption:

The Assessment Standards, Services and Exemption Division is mandated to locate and identify ownership, determine if a reappraisal should take place for all taxable real property transactions and 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. 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.

State Funding Opportunities

The Assessor's Office has utilized Property Tax Administration Program (PTAP) grant funding in the last six fiscal years to fund and complete technology projects - including a comprehensive system to replace an aged assessment and appraisal system. The Department's new replacement system, PAAMS, and all associated system improvements, are on-track for completion in FY 2014. The replacement system will ultimately result in substantially improved and integrated workflow processes, the automation of existing manual activities and will enable the rapid geographical analysis of property data.

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

Current and Emerging Issues

The Department has outlined additional revenue proposals for the Board to consider. One proposal would restructure the filing fee for assessment appeals to recognize the cost differential between going before the full, three-member Assessment Appeals Board and the less formal Assessment Hearing Officer. The Department proposes the creation of a lower Assessment Appeal filing fee for applicants seeking only a determination of a legal issue, or for residential

appeals eligible for and opting to use, the Hearing Officer. Depending on the number of appeals of the various types received, this proposal may generate additional revenue to offset the cost of staffing the Appeals Board. It is currently being reviewed by County Counsel as to whether different fees for different levels of appeals meets legal 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
Assessment Services	Yes	Mandated	No change.	■
Business Division	Yes	Mandated	No change.	■
Real Property Division	Yes	Mandated	No change.	■
Administration and Support	Yes	Required	No change.	■
Exemptions Division	Yes	Mandated	No change.	■
Assessment Standards	Yes	Mandated	No change.	■

Impact on Current Level of Service:

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

County Executive's Recommendation

Local Repeal of Proposition 90

Authorize the Administration to Begin the Process of Repealing Local Ordinances Implementing Proposition 90 Effective January 1, 2012: Proposition 90 is one of more than a dozen Propositions that have provided additional property tax benefits to homeowners since Proposition 13 passed in 1978. Proposition 90, which requires adoption of an Ordinance by the County Board of Supervisors, provides for the transfer of the base year value of an existing residence outside the county to a replacement residence within the county adopting the ordinance.

Currently Santa Clara County is one of the only eight counties participating in Proposition 90 transfers (Santa Clara County Ordinance Numbers NS-19.11 and 19.14 implemented Proposition 90), including San Mateo and Alameda in the Bay Area. In an effort to increase future revenue generation, the Department proposes that the

Board repeal the Ordinance adopted to allow participation in Proposition 90. Repealing or opting out of this program will not retroactively apply to past exclusions; however, it will prevent future revenue loss as properties that would otherwise have been excluded will be assessed at market as of the date they are acquired.

A potential effective date would be January 1, 2012 which would provide sufficient time to provide notice to other counties and realtors that Santa Clara County is no longer participating in the Proposition 90 program. There may be a slight improvement in the overall assessed value for FY 2013, with future amounts subject to the number of properties that would come off of the Proposition 90 program.

Assessor — Budget Unit 115 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1150	Assessor-Admin Fund 0001	\$ 2,093,614	\$ 2,050,490	\$ 2,040,085	\$ 1,988,156	\$ (62,334)	-3.0%
1151	Assessor-Standards Fund 0001	707,655	697,286	721,606	721,606	24,320	3.5%
1152	Assessor-Exemptions Fund 0001	904,562	1,015,562	1,042,148	1,042,148	26,586	2.6%
1153	Assessor-Services Fund 0001	3,726,982	3,937,190	4,044,303	4,044,303	107,113	2.7%
1154	Real Property Fund 0001	9,532,603	9,903,819	10,293,707	10,291,707	387,888	3.9%



Assessor — Budget Unit 115 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1155	Personal Property Fund 0001	7,464,917	7,471,465	7,669,525	7,669,525	198,060	2.7%
1156	Assessor-Systems Fund 0001	2,795,253	2,719,914	3,062,404	3,062,404	342,490	12.6%
1157	State/Co Prop Tax Admin Prg Fund 0001	891,768	2,532,070	—	—	(2,532,070)	-100.0%
1158	State/Co Prop Tax Admin Prg 719 Fund 0001	(83,934)	—	—	—	—	—
1159	State/Co Prop Tax Admin Prg AB1036 Fund 0001	316	—	—	—	—	—
Total Net Expenditures		\$ 28,033,736	\$ 30,327,796	\$ 28,873,778	\$ 28,819,849	\$ (1,507,947)	-5.0%

Assessor — Budget Unit 115 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1150	Assessor-Admin Fund 0001	\$ 2,093,614	\$ 2,050,490	\$ 2,040,085	\$ 1,988,156	\$ (62,334)	-3.0%
1151	Assessor-Standards Fund 0001	707,655	697,286	721,606	721,606	24,320	3.5%
1152	Assessor-Exemptions Fund 0001	904,562	1,015,562	1,042,148	1,042,148	26,586	2.6%
1153	Assessor-Services Fund 0001	3,726,982	3,937,190	4,044,303	4,044,303	107,113	2.7%
1154	Real Property Fund 0001	9,532,603	9,903,819	10,293,707	10,291,707	387,888	3.9%
1155	Personal Property Fund 0001	7,464,917	7,471,465	7,669,525	7,669,525	198,060	2.7%
1156	Assessor-Systems Fund 0001	2,795,253	2,719,914	3,062,404	3,062,404	342,490	12.6%
1157	State/Co Prop Tax Admin Prg Fund 0001	891,768	2,532,070	—	—	(2,532,070)	-100.0%
1158	State/Co Prop Tax Admin Prg 719 Fund 0001	(83,934)	—	—	—	—	—
1159	State/Co Prop Tax Admin Prg AB1036 Fund 0001	316	—	—	—	—	—
Total Gross Expenditures		\$ 28,033,736	\$ 30,327,796	\$ 28,873,778	\$ 28,819,849	\$ (1,507,947)	-5.0%

Assessor — Budget Unit 115 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 25,507,396	\$ 26,348,026	\$ 27,027,275	\$ 27,027,275	\$ 679,249	2.6%
Services And Supplies	2,526,341	3,979,770	1,846,503	1,792,574	(2,187,196)	-55.0%
Subtotal Expenditures	28,033,736	30,327,796	28,873,778	28,819,849	(1,507,947)	-5.0%
Total Net Expenditures	28,033,736	30,327,796	28,873,778	28,819,849	(1,507,947)	-5.0%



Assessor — Budget Unit 115 Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1150	Assessor-Admin Fund 0001	\$ 5,918	\$ 12,000	\$ 12,000	\$ 12,000	\$ —	—
1152	Assessor-Exemptions Fund 0001	335	—	—	—	—	—
1153	Assessor-Services Fund 0001	38,352	2,700	2,700	2,700	—	—
1154	Real Property Fund 0001	4,274	2,000	3,300	3,300	1,300	65.0%
1155	Personal Property Fund 0001	(2,462)	—	—	—	—	—
1157	State/Co Prop Tax Admin Prg Fund 0001	707,784	2,532,070	—	—	(2,532,070)	-100.0%
Total Revenues		\$ 754,200	\$ 2,548,770	\$ 18,000	\$ 18,000	\$ (2,530,770)	-99.3%

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

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	10.0	\$ 2,050,490	\$ 12,000
Board Approved Adjustments During FY 2011	—	68	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	25,172	—
Internal Service Fund Adjustments	—	(35,577)	—
Other Required Adjustments	—	(68)	—
Subtotal (Current Level Budget)	10.0	\$ 2,040,085	\$ 12,000
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
FY 2012 Data Processing Adjustment	—	2,277	—
One-time Rebate of Voice Rate Retained Earnings	—	(4,717)	—
FY 2012 Voice Rate Adjustment	—	(5,406)	—
One-time Rebate of DP Retained Earnings	—	(44,083)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (51,929)	\$ —
Total Recommendation	10.0	\$ 1,988,156	\$ 12,000

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

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	7.0	\$ 697,286	\$ —
Board Approved Adjustments During FY 2011	—	32	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	24,320	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(32)	—
Subtotal (Current Level Budget)	7.0	\$ 721,606	\$ —



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

	Positions	Appropriations	Revenues
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	7.0	\$ 721,606	\$ —

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

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	10.0	\$ 1,015,562	\$ —
Board Approved Adjustments During FY 2011	—	(10)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	33,626	—
Internal Service Fund Adjustments	—	(7,040)	—
Other Required Adjustments	—	10	—
Subtotal (Current Level Budget)	10.0	\$ 1,042,148	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	10.0	\$ 1,042,148	\$ —

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

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	46.0	\$ 3,937,190	\$ 2,700
Board Approved Adjustments During FY 2011	—	24,308	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	109,343	—
Internal Service Fund Adjustments	—	(2,230)	—
Other Required Adjustments	—	(24,308)	—
Subtotal (Current Level Budget)	46.0	\$ 4,044,303	\$ 2,700
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	46.0	\$ 4,044,303	\$ 2,700



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

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	87.0	\$ 9,903,819	\$ 2,000
Board Approved Adjustments During FY 2011	—	41,877	1,300
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	448,298	—
Internal Service Fund Adjustments	—	19,590	—
Other Required Adjustments	—	(119,877)	—
Subtotal (Current Level Budget)	87.0	\$ 10,293,707	\$ 3,300
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
FY 2012 Printing Adjustment	—	(2,000)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (2,000)	\$ —
Total Recommendation	87.0	\$ 10,291,707	\$ 3,300

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

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	64.0	\$ 7,471,465	\$ —
Board Approved Adjustments During FY 2011	—	238	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	206,380	—
Internal Service Fund Adjustments	—	(8,320)	—
Other Required Adjustments	—	(238)	—
Subtotal (Current Level Budget)	64.0	\$ 7,669,525	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	64.0	\$ 7,669,525	\$ —

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

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	18.0	\$ 2,719,914	\$ —
Board Approved Adjustments During FY 2011	-1.0	261,740	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(37,510)	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	118,260	—
Subtotal (Current Level Budget)	17.0	\$ 3,062,404	\$ —



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

	Positions	Appropriations	Revenues
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	17.0	\$ 3,062,404	\$ —

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

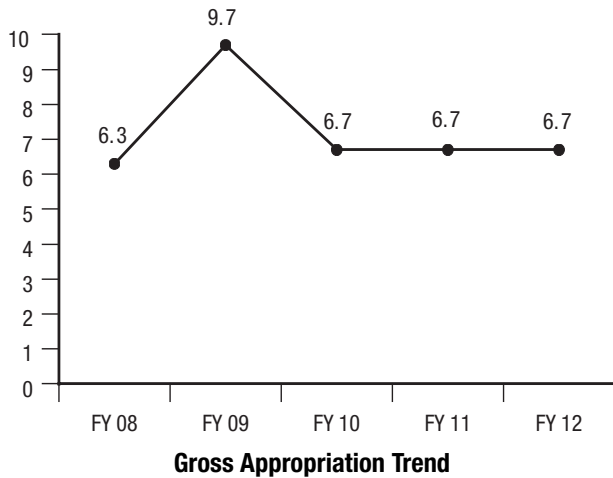
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	1.0	\$ 2,532,070	\$ 2,532,070
Board Approved Adjustments During FY 2011	-1.0	(2,437,070)	(2,532,070)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(130,380)	—
Internal Service Fund Adjustments	—	(95,000)	—
Other Required Adjustments	—	130,380	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ —	\$ —



Measure B Transportation Improvement Program

Overview

Measure B Program oversees the implementation of the \$1.3 billion transit, highway and ancillary projects listed in the 1996 voter-approved advisory Measure A, financed with the 1996 Measure B half-cent County sales tax, Special Obligation Bond Funds, Series 2003 (retired) and various local, state and federal funding primarily secured through the Valley Transportation Authority (VTA).



Description of Major Services

Measure B Program administration provides fiscal and administrative oversight for closeout of the remaining Measure B projects, to ensure that funds are appropriately expended by the implementing agencies. Support is also provided to the Citizens Watchdog Committee (CWC), which carries out the responsibility for an annual financial audit of the Program.

Measure B projects are implemented by VTA through a cooperative agreement with the County, and by the County Roads and Airports Department. The budget for

FY 2012 is based on continued project delivery and closeout by the implementing agencies. The County will retain fiduciary responsibility for activity until all projects are fully completed and accepted. Permanent project staffing was eliminated in FY 2008; however, the budget includes minimal administrative costs for fiscal and policy oversight by staff in the Office of the County Executive.

County Executive's Recommendation

Administrative Cost

Provide Reimbursement to the General Fund: With the termination of contract support for the remaining Measure B administrative tasks, County Executive staff are absorbing the required activities, including accounting support for monthly invoices and invoice advice, distribution of residual sales tax funds, and support for annual financial audits. Cost for staff support is anticipated to be higher for FY 2012 than in

subsequent years, due to oversight of financial audits for the period FY 2006 - 2010, in addition to the annual audit for FY 2011. Costs for FY 2012 are estimated at \$70,000, and ongoing costs are estimated at \$40,000.

Service Impact: The current level of service provided by staff will continue.

Ongoing Cost: \$40,000
One-time Cost: \$30,000



Measure B — Budget Unit 117 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1117	Measure B Default Index Fund 0011	\$ 378	\$ —	\$ —	\$ —	\$ —	—
1701	Measure B Admin Fund 0011	191,256	299,550	249,550	319,550	20,000	6.7%
1702	Measure B Prog Mgmt Oversight Fund 0011	218,443	161,250	161,250	161,250	—	—
1703	Measure B Hway Proj Fund 0011	1,785,913	1,600,000	1,600,000	1,600,000	—	—
1704	Measure B Railway Proj Fund 0011	4,502,771	3,200,000	3,200,000	3,200,000	—	—
1705	Measure B Bicycle Proj Fund 0011	159,712	—	—	—	—	—
1706	Measure B Co Expy Lev Of Serv Fund 0011	(465,091)	—	—	—	—	—
1707	Measure B Co Expy Signal Prg Fund 0011	129,988	—	—	—	—	—
1709	Measure B Swap I Fund 0011	19,095	1,000,000	1,000,000	1,000,000	—	—
1712	Measure B Prog Wide Mitigation Fund 0011	467,700	450,000	450,000	450,000	—	—
Total Net Expenditures		\$ 7,010,166	\$ 6,710,800	\$ 6,660,800	\$ 6,730,800	\$ 20,000	0.3%

Measure B — Budget Unit 117 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1117	Measure B Default Index Fund 0011	\$ 378	\$ —	\$ —	\$ —	\$ —	—
1701	Measure B Admin Fund 0011	191,256	299,550	249,550	319,550	20,000	6.7%
1702	Measure B Prog Mgmt Oversight Fund 0011	218,443	161,250	161,250	161,250	—	—
1703	Measure B Hway Proj Fund 0011	1,785,913	1,600,000	1,600,000	1,600,000	—	—
1704	Measure B Railway Proj Fund 0011	4,502,771	3,200,000	3,200,000	3,200,000	—	—
1705	Measure B Bicycle Proj Fund 0011	159,712	—	—	—	—	—
1706	Measure B Co Expy Lev Of Serv Fund 0011	(465,091)	—	—	—	—	—
1707	Measure B Co Expy Signal Prg Fund 0011	129,988	—	—	—	—	—
1709	Measure B Swap I Fund 0011	19,095	1,000,000	1,000,000	1,000,000	—	—
1712	Measure B Prog Wide Mitigation Fund 0011	467,700	450,000	450,000	450,000	—	—
Total Gross Expenditures		\$ 7,010,166	\$ 6,710,800	\$ 6,660,800	\$ 6,730,800	\$ 20,000	0.3%



Measure B — Budget Unit 117 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 22,101	\$ —	\$ —	\$ —	\$ —	—
Services And Supplies	6,837,402	6,660,800	6,660,800	6,660,800	—	—
Operating/Equity Transfers	150,662	50,000	—	70,000	20,000	40.0%
Subtotal Expenditures	7,010,166	6,710,800	6,660,800	6,730,800	20,000	0.3%
Total Net Expenditures	7,010,166	6,710,800	6,660,800	6,730,800	20,000	0.3%

Measure B — Budget Unit 117 Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1117	Measure B Default Index Fund 0011	\$ 730,894	\$ 828,000	\$ 828,000	\$ 828,000	\$ —	—
	Total Revenues	\$ 730,894	\$ 828,000	\$ 828,000	\$ 828,000	\$ —	—

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

	Positions	Appropriations	Revenues
Measure B Trans Improve Prog Fund (Fund Number 0011)			
FY 2011 Approved Budget	—	\$ —	\$ 828,000
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ 828,000
Recommended Changes for FY 2012			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ —	\$ 828,000

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

	Positions	Appropriations	Revenues
Measure B Trans Improve Prog Fund (Fund Number 0011)			
FY 2011 Approved Budget	—	\$ 299,550	\$ —
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(50,000)	—



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

	Positions	Appropriations	Revenues
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 249,550	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Ongoing Measure B Reimbursement to the Office of the County Executive for Administrative Costs	—	40,000	—
One-time Measure B Reimbursement to the Office of the County Executive for Administrative Costs	—	30,000	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 70,000	\$ —
Total Recommendation	—	\$ 319,550	\$ —

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

	Positions	Appropriations	Revenues
Measure B Trans Improve Prog Fund (Fund Number 0011)			
FY 2011 Approved Budget	—	\$ 161,250	\$ —
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 161,250	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 161,250	\$ —

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

	Positions	Appropriations	Revenues
Measure B Trans Improve Prog Fund (Fund Number 0011)			
FY 2011 Approved Budget	—	\$ 1,600,000	\$ —
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 1,600,000	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 1,600,000	\$ —



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

	Positions	Appropriations	Revenues
Measure B Trans Improve Prog Fund (Fund Number 0011)			
FY 2011 Approved Budget	—	\$ 3,200,000	\$ —
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 3,200,000	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 3,200,000	\$ —

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

	Positions	Appropriations	Revenues
Measure B Trans Improve Prog Fund (Fund Number 0011)			
FY 2011 Approved Budget	—	\$ 1,000,000	\$ —
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 1,000,000	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 1,000,000	\$ —

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

	Positions	Appropriations	Revenues
Measure B Trans Improve Prog Fund (Fund Number 0011)			
FY 2011 Approved Budget	—	\$ 450,000	\$ —
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 450,000	\$ —

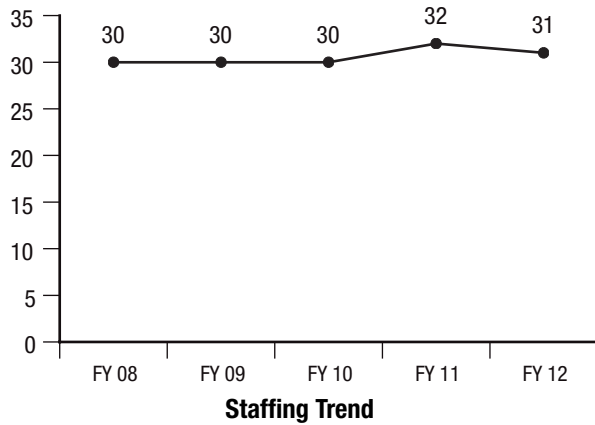
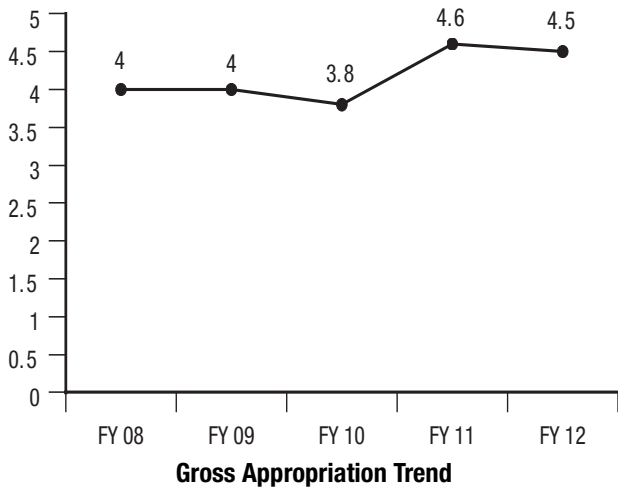
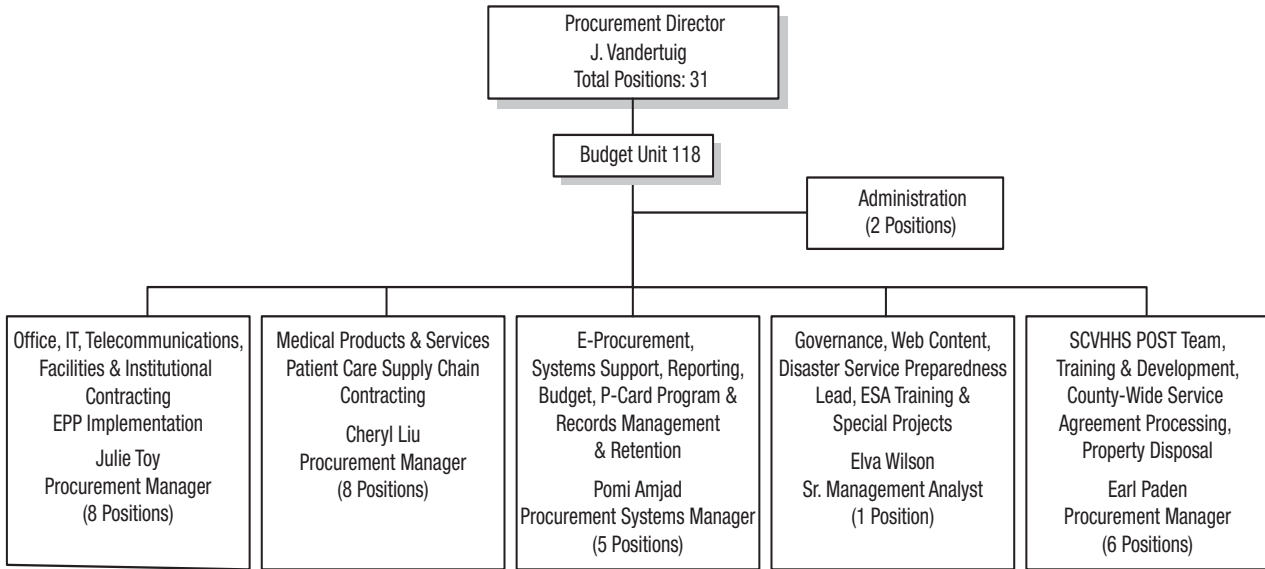


Measure B Prog Wide Mitigation Fund 0011 — Cost Center 1712
Major Changes to the Budget

	Positions	Appropriations		Revenues	
Recommended Changes for FY 2012					
Internal Service Fund Adjustments					
Decision Packages					
Subtotal (Recommended Changes)	—	\$	—	\$	—
Total Recommendation	—	\$	450,000	\$	—



Procurement Department



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.



Description of Major Services

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

The vision of the Procurement Department is to achieve the highest standard of professional procurement through integrity, trust and ethical practices. Our mission is to promote fair and open competition, procure quality products and services, and meet the needs of our customers while maintaining public trust.

The County spends approximately \$2 billion each year, of which approximately \$1.12 billion is covered by purchase orders and contracts established by the Procurement Department.

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 county-wide 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

Cost Savings Measures

The Procurement Department has continued to work with County agencies and departments to forecast their major acquisitions, conduct complex solicitations and effectively negotiate millions of dollars in savings while lowering the risk to the County with better terms. The contracting teams have saved the County departments millions of dollars in savings and cost avoidance related to technology and medical patient care related goods and related services.

Current and Emerging Issues

Public procurement functions face a momentous change in strategic positioning. The movement is from a concentration on purchasing, which is only one aspect of procurement, to a management role embracing the entire procurement process from the initial identification of need through termination of the contract. The emphasis has shifted rapidly from just a "buy transaction" to supply chain management, which includes the requirement definition and disciplines such as supplier development and strategic sourcing.

It is the Department's intention to move Procurement's decentralized contracting activities from reactionary, where they are responding to the Departments calls for assistance, to a more proactive and strategic approach to the acquisition process. This will be accomplished by giving the Departments the tools and training which will allow them to develop the necessary expertise to execute all contracting activities for which they are responsible to manage, thereby allowing Procurement to focus their efforts on the important negotiations and supply chain activities which will have the most significant Countywide impact. This will further the Board's intent of the Pilot by providing standards in contracting which will insure consistencies in process, fair and ethical treatment of contractors, and increased public trust in spending of tax dollars. Transitioning the SCVHHS pilot to a ongoing program is one step towards achieving this goal.

Advancements in information technology have enabled procurement professionals to make better informed decisions about the following:

- How to structure the buy;
- How to advance appropriate partnerships with suppliers;
- Whether multiple awards should be established;
- Whether a master contract should be developed;
- Whether the procurement requires a longer term contract;
- Enabling opportunities like purchasing cards and on-line ordering.

These advances in technology have greatly simplified and expedited the contracting process. By utilizing these methodologies we play less of a gatekeeper role

and take on a role as a facilitator of relationships between the client agencies and suppliers through cross-functional teams. Additionally, the evolution from a process based organization to a results/knowledge based organization has resulted in fundamental changes in our workforce from transactional to highly trained procurement staff engaged in pursuing strategic procurement - the acquisition of high value, high risk, strategically important and complex products and services. The Procurement Department is focused on researching additional functionality to enable technology for various aspects of the contract lifecycle to improve efficiencies and increase transparency of the acquisition processes.

As our role has expanded to strategic procurements, the department has adopted strategic sourcing principles and implemented a centralized/decentralized model to provide procurement services. Through this approach, the County maximizes its purchasing power by aggregating purchasing volume to establish large countywide contracts and negotiate greater price discounts. Departments are able to purchase off the master contracts without going through procurement, resulting in streamlined processes and quick delivery of products and/or services.

Over the last three years, each year, the County realized between \$12 and \$18 million in savings and cost avoidance from this strategic sourcing approach to procurement. Based on our successes and expansion of various contracting methods to mitigate risk and increase cost savings, the Board of Supervisors approved an 18-month Pilot program to deploy five procurement specialists at SCVHHS to assist them with their decentralized activities related to contracting. Based on the success of this endeavor, the two departments have agreed to continue the partnership in the best interest of the County which was approved by the Board on March 1, 2011 BOS meeting.

\$1 million in contract-related savings in SCVMC are attributed to the Pilot program, and are utilized as ongoing budgetary savings for FY 2012. Savings of this nature allow for Procurement to retain FTEs to focus on Countywide savings, rather than reducing FTEs which contribute toward overall savings.

The Procurement Department will reorganize to adopt the Pilot model on a permanent basis and also reorganize the contracting divisions to accommodate the volume and complexity of HHS supply chain acquisitions.

The Procurement Department has been engaged in an intensive effort to lower risks and bring efficiencies to purchasing throughout the County. These efforts have focused on (a) developing standardized procedures, policies and contracts for all County departments and (b) training in solicitation methods for County staff

outside the Procurement Department. These efforts have been conducted in close cooperation with County Counsel and have required a significant time commitment from Procurement staff, above and beyond the day-to-day overseeing of County procurement.

Procurement continues to successfully re-negotiate county wide master contracts realizing reduced costs to the County. Starting in FY2012, as contracts are negotiated, and savings are identified, additional savings may be realized.

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, Technology, Facilities, and Institutional Procurement and Contracting Program	Yes	Mandated	Reduce appropriation for Independent contractor relating to Environmentally Preferable Purchasing policy. Support to the Climate Action Team will be reduced.	▼
eProcurement	Yes	Mandated		■
Administration and Support	Yes	Non-Mandated	Reduction in management staff. Duties will be redistributed to Director and lower level managers.	◻
P-Card Program	Yes	Mandated	Recognize Increase revenue.	■
Medical Procurement and Contracting	Yes	Mandated		■
Property Disposal	Yes	Mandated		■

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

County Executive's Recommendation

◻ Administration and Support

Delete 1.0 FTE Assistant Director of Procurement (C20):

This position provides managerial support and assistance to the Director of Procurement.

Service Impact: Deleting this position will eliminate a layer of management at Procurement. The duties of the Assistant Director will be assumed by the Director of Procurement and/or the Procurement Managers and Senior Management Analysts in the department. When

the Director of Procurement is absent, duties will be temporarily assigned to other management staff in the department.

Position Deleted: 1.0
Ongoing General Fund Savings: \$168,802

■ P-Card Programs

Recognize Increased Revenue: The Procurement Department is implementing policy changes relating to small-dollar purchases to be effective July 1, 2011. These policy changes will encourage P-Card usage for small



dollar purchases instead of using the current direct pay process. As a result of the increased usage of the P-Card, the department expects an increase in the rebates received from U.S. Bank for the P-Card program.

Ongoing Increased General Fund Revenue: \$5,000

Office, Technology, Facilities and Institutional Procurement and Contracting Program

Reduce Appropriations for Contract Services: In September 2009, the Board of Supervisors adopted the Environmentally Preferable Purchasing (EPP) Policy with a mission to meet is Climate Action, Zero Waste, and other sustainability goals. The Procurement department is currently utilizing an independent contractor to assist with the implementation of the (EPP) Policy. This action reduces the appropriations and eliminates funding for the contract with the independent contractor.

Service Impact: The Climate Action Team (CAT) and the department stakeholders will be required to research the product categories and determine the alternate products to acquire, rather than the Procurement department leading this engagement with the support of a consultant. The Procurement Department will work in partnership with the CAT team and the stakeholders and continue providing the core procurement and contract functions related to the EPP Policy, including providing an annual report to the Board on the status of the implementation of the EPP Policy.

Ongoing General Fund Savings: \$100,000

Medical Procurement and Contracting

Delete 5.0 FTE Unclassified Procurement Contract Specialists and Add 5.0 FTE Permanent Procurement Contract Specialists: As part of the FY2011 Final Budget, the Board of Supervisors approved a pilot program to deploy 5 FTE Unclassified Procurement Contract Specialists (XIP) from Procurement to Santa Clara Valley Health and Hospital System (SCVHHS) for an 18 month period. The program has been successful, resulting in significant savings for supplies due to more favorable contracts, increased training for SCVHHS staff who create and manage contracts, and an overall streamlining of contracting process at SCVHHS.

In order to transition this project from a pilot to an ongoing project, this action deletes the 5.0 FTE unclassified Procurement Contract Specialists (XIP), and adds 5.0 FTE classified Procurement Contract Specialists (P09).

Service Impacts: SCVHHS and other County departments will be favorably impacted by continuing the work started with the SCVHHS pilot. SCVHHS will continue to receive Procurement support of their decentralized contracting functions, and all County departments will benefit from the program as a result of improved training materials, procedures and processes. The Procurement department will continue to strive to meet the objectives identified with the pilot, including creating increased transparency in the acquisition process, increasing efficiency and effectiveness by streamlining and eliminating unnecessary steps in the process, and identifying and pursuing savings available through contract negotiations. The Procurement Department has identified suppliers who currently are being purchased from without the benefit of potentially cost saving contracts, and will pursue contracts with those suppliers. The department has also identified a potential savings of \$2-3 million by a new solicitation and negotiation for patient supplies currently purchased through a Group Purchasing Organization.

Positions Deleted: 5.0

Positions Added: 5.0

Ongoing General Fund Cost: \$0.00

Procurement — Budget Unit 118 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
2300	Procurement Dept Fund 0001	\$ 3,382,280	\$ 4,064,705	\$ 4,261,885	\$ 3,983,148	\$ (81,557)	-2.0%
Total Net Expenditures		\$ 3,382,280	\$ 4,064,705	\$ 4,261,885	\$ 3,983,148	\$ (81,557)	-2.0%

Procurement — Budget Unit 118 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
2300	Procurement Dept Fund 0001	\$ 3,942,158	\$ 4,577,764	\$ 4,816,300	\$ 4,537,563	\$ (40,201)	-0.9%
Total Gross Expenditures		\$ 3,942,158	\$ 4,577,764	\$ 4,816,300	\$ 4,537,563	\$ (40,201)	-0.9%

Procurement — Budget Unit 118 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 3,096,545	\$ 4,029,948	\$ 4,283,712	\$ 4,114,910	\$ 84,962	2.1%
Services And Supplies	845,614	547,816	532,588	422,653	(125,163)	-22.8%
Subtotal Expenditures	3,942,158	4,577,764	4,816,300	4,537,563	(40,201)	-0.9%
Expenditure Transfers	(559,879)	(513,059)	(554,415)	(554,415)	(41,356)	8.1%
Total Net Expenditures	3,382,280	4,064,705	4,261,885	3,983,148	(81,557)	-2.0%

Procurement — Budget Unit 118 Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
2300	Procurement Dept Fund 0001	\$ 390,682	\$ 350,000	\$ 350,000	\$ 355,000	\$ 5,000	1.4%
Total Revenues		\$ 390,682	\$ 350,000	\$ 350,000	\$ 355,000	\$ 5,000	1.4%

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

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	32.0	\$ 4,064,705	\$ 350,000
Board Approved Adjustments During FY 2011	—	7	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	487,202	—
Internal Service Fund Adjustments	—	(56,584)	—

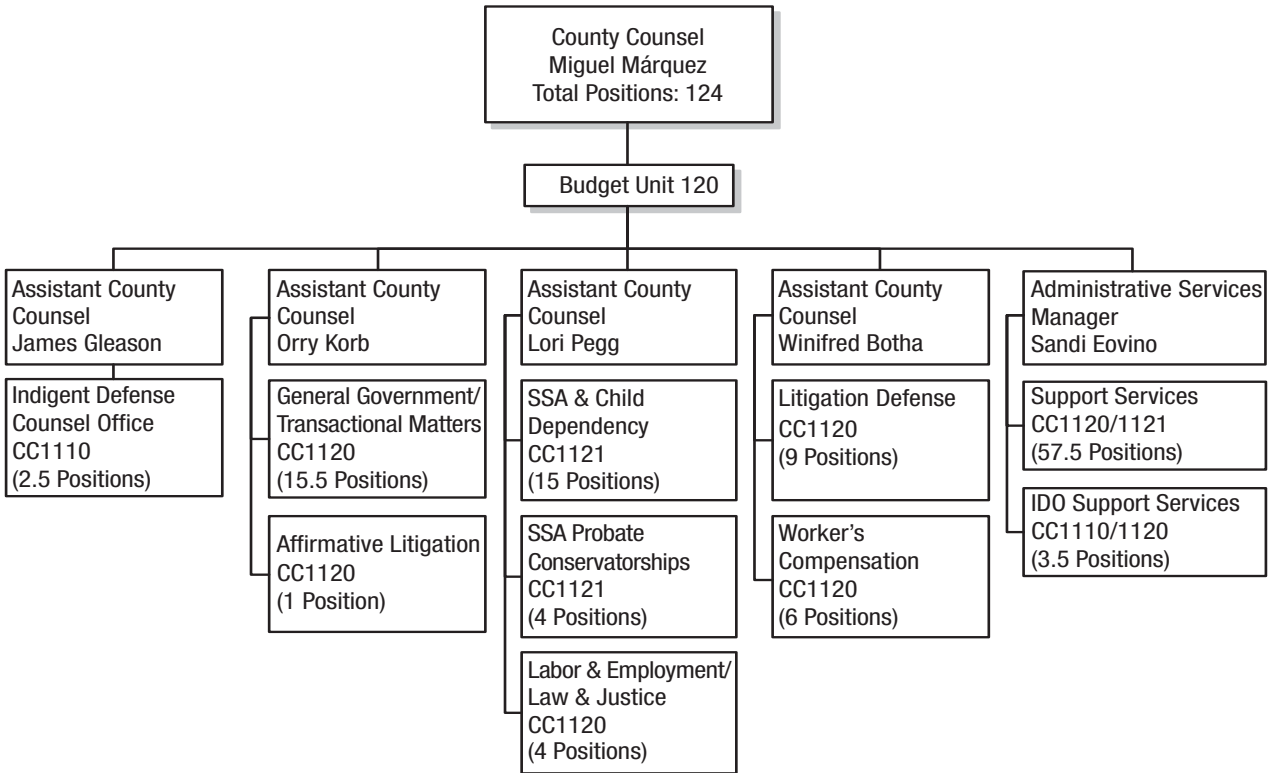


Procurement Dept Fund 0001 — Cost Center 2300
Major Changes to the Budget

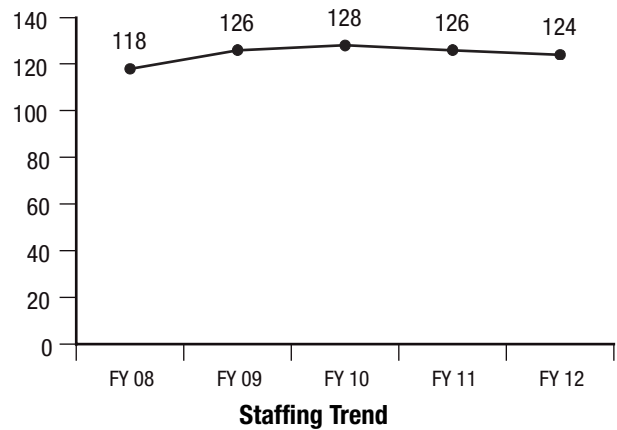
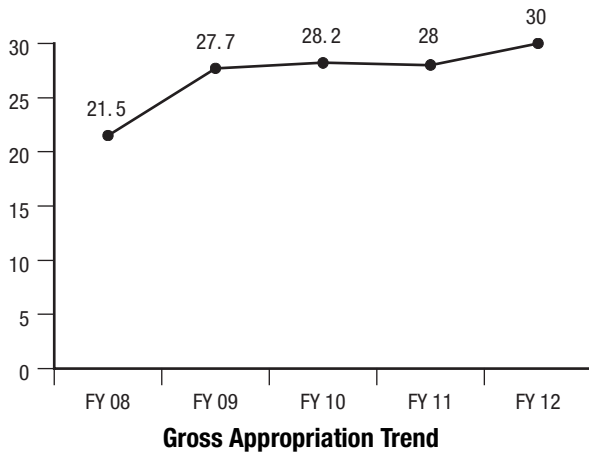
	Positions	Appropriations	Revenues
Other Required Adjustments	—	(233,445)	—
Subtotal (Current Level Budget)	32.0	\$ 4,261,885	\$ 350,000
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
One-time Rebate of Voice Rate Retained Earnings	—	(1,215)	—
FY 2012 Voice Rate Adjustment	—	(8,720)	—
Decision Packages			
1. Increase P-Card Revenue	—	—	5,000
P-Card rebate revenue is expected to increase due to new direct pay procedures which will encourage P-Card usage.			
2. Reduce Contract Services for EPP	—	(100,000)	—
This action reduces funding (\$100,000) for the use of an independent contractor to assist with Environmentally Preferable Purchasing (EPP).			
3. Unclassified Procurement Contract Specialist Positions to Classified	—	—	—
This action deletes 5 FTEs Unclassified Procurement Contract Specialists and adds 5 FTEs Classified Procurement Contract Specialists. The unclassified positions were added in FY2011 for the Procurement Pilot project. This action creates the positions on an ongoing basis.			
4. Delete Assistant Director of Procurement	-1.0	(168,802)	—
This action deletes one (1.0) FTE, the Assisant Director of Procurement			
Subtotal (Recommended Changes)	-1.0	\$ (278,737)	\$ 5,000
Total Recommendation	31.0	\$ 3,983,148	\$ 355,000



Office of the County Counsel



Section 1: Finance and Government



Public Purpose

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



Description of Major Services

The Office of the County Counsel is the legal advisor to the County. The Office serves the Board of Supervisors and also represents County departments and agencies, County officers and employees, certain special districts, school districts, and the Civil Grand Jury. The Office crafts legal strategies, gives legal advice and training, drafts and reviews contracts, analyzes legislation, and defends the County against litigation.

Its mission is to provide service that is intelligent, trustworthy and dedicated to public service. It is committed to professionalism, understanding and furthering the needs and goals of the Board of Supervisors and County agencies and departments. The Office adheres to the highest standards of ethics and confidentiality.

To achieve its mission the Office will:

- Provide responsive legal advice and client service
- Provide creative assistance to the Board and to County officers to enable them to carry out their policy goals
- Provide assertive representation in civil litigation and administrative hearings
- Provide prompt and effective assistance in the negotiation and drafting of contracts and other legal documents
- Provide training and resources to enable the Office to achieve its goals

The Office assists departments engaged in numerous and diverse issues such as:

- Land use and tax assessments
- Labor matters and risk management
- Health and hospital issues
- Child dependency and adult protective services
- Law and justice
- Finance and property management
- Adoption of new policies
- Contracts

The Office partners with the County Executive's Office and County departments to find creative legal solutions to implement Board policies and assist the County in fulfilling its mission. The Office operates in the following practice areas:

Juvenile Dependency and Conservatorship

The Office provides legal advice and representation to the Department of Family and Children Services for juvenile dependency and child welfare matters and to the Public Administrator/Guardian's Office for probate and mental health conservatorship.

Transactional Matters and General Government

The Office provides legal services to departments on matters related to their service areas and prevents or mitigates the County's exposure to any potential legal risks.

Litigation and Workers' Compensation

The Office represents the County in defense of tort actions, third party claims, employment and civil rights matters and workers' compensation claims. In FY 2011 the County received a credit from its excess insurer in the amount of \$512,078 due to better than expected claims experience in medical malpractice cases.

Independent Defense Counsel Office (IDO)

This program provides mandated legal representation to indigent defendants accused of crimes where the Public Defender and the Alternate Defender have a legally-disabling conflict. On July 1, 2008 the Board established the Independent Defense Counsel Office in the County Counsel's Office to administer, manage and oversee a panel of experienced private criminal defense attorneys with whom the County contracts to handle conflict criminal cases, indigent Family Court civil contempt cases, and misdemeanor appeals for indigent appellants. The County of Santa Clara is the first county in the State of California to manage the indigent defense panel in this manner.

Elder Financial Abuse Specialist Team (FAST)

County Counsel helped to develop an innovative "rapid response" team to help prevent rising incidences of elder financial abuse. This team is composed of representatives from Adult Protective Services, the Offices of the Public Guardian, District Attorney and County Counsel. The mission of FAST is to identify, investigate and prevent financial abuse of elders and dependent adults in an efficient and expedited manner.

Educational Rights Project (ERP)

County Counsel helped to develop the visionary ERP program, a collaboration of the Probation Department, Department of Family and Children's Services, Morrissey-Compton Educational Center and Legal Advocates for Children and Youth. ERP works to ensure that dependents and wards of the juvenile court are enrolled in, and attending, appropriate school programs, are properly identified and evaluated for special education needs and are provided with necessary services to remove barriers that have prevented children in the court system from succeeding at school.

Impact Litigation and Social Justice Program

The Impact Litigation and Social Justice program is one of the innovative ways the Office advances the interests of the Board and promotes social justice for citizens of the County. Beginning with the Bank of America suit and the tobacco litigation in the 1990's, the Office has used the legal system to improve the health and well-being of County residents. In 2001 and 2004 respectively, the Office was involved in anti-trust cases against wholesale electricity providers and Microsoft, which resulted in settlements worth nearly \$5 million. The Office is currently pursuing actions against pharmaceutical companies, paint manufacturers, unpaid state reimbursements (AB3632) and other matters to recover damages and to improve the health of County residents. Successful litigation in this program has resulted in substantial revenues to the County since its inception. Although the revenues collected are unpredictable and are not received on a regular basis, a base budget of \$257,124 was established in FY 2010. As of midyear 2011, the program has been involved in matters that have brought \$5,223,110 more than budgeted to the county. Additionally, the program has been involved in preventing the State of California from withholding \$8.6 million in reimbursements pending resolution of a matter resulting from an audit decision by the State relating to mental health rehabilitation services.

Year	Matter	County Financial Benefit
FY 2009	Natural Gas	\$531,043
FY 2009	Driver / Alliant	\$50,091
FY 2009	Nextel County Communications	\$5,205
FY 2010	Natural Gas	\$4,515
FY 2010	Open Space Authority	\$2,547
FY 2011	Cardinal Health	\$5,700,000
	Total Revenue	\$6,293,401
	Revenue Budget FY 09 - FY 11	(\$1,070,291)
	Financial Benefit Exceeding Budgeted Revenue FY 09 - FY 11	\$5,223,110



Current and Emerging Issues

Assessment Appeals Board

Due to recent real estate market conditions, the County has experienced a fourfold increase in the volume of assessment appeals filed annually and it is expected that an increased volume of appeals will continue for the foreseeable future. In response to this situation, on April 13, 2010, the Board approved the creation of a third Assessment Appeals Board and added two new Value Hearing Officers.

The Office of the County Counsel provides legal support to the three Assessment Appeals Boards, the two Value Hearing Officers, the Assessor's Office, and the Clerk of the Board. To address the addition of the new board and hearing officers, and the significant increase in the volume of appeals, the Office will add 1.0 FTE unclassified Attorney to provide additional legal support in this area. In the absence of a waiver of time, the County must resolve each appeal within two years or accept the applicant's opinion of value. Without this additional resource, it could become difficult for the Office to continue to meet the two-year deadline for these appeals.

Whistle-blower Program

In April 2010, the County launched the 24/7 Whistle-blower Program to provide the public and County employees the ability to submit a confidential report regarding suspected fraud, misuse or waste of County resources or funds, or any perceived improper activities by County officials, employees, and contractors.

The Office of the County Counsel administers this program and manages the receipt, acceptance, investigation, documentation, and monitoring of reported complaints. Many complaints are also investigated by an attorney in the Office. If a complaint is sustained, the Office may provide legal advice regarding actions required to address the situation, including any changes that are designed to prevent a recurrence of the event. In addition, the County Counsel's Office also submits semiannual status reports to the Board of Supervisors.

During the first six months, the Whistle-blower Program received 63 complaints, ten of which did not involve the County. The program also received a number of follow-up complaints that expanded the

scope of several investigations or raised allegations that required additional investigations. Due to the volume of complaints received, the administration of the 24/7 Whistle-blower Program is utilizing a substantial amount of departmental resources. If the trend continues or increases, the department may find it difficult to administer this program with existing resources, as has been done to date.

Independent Defense Counsel Office (IDO)

The IDO continues to experience a much higher than anticipated volume of cases. Since cases are assigned to IDO based on the existence of conflicts with the Public Defender's Office and the Alternate Defenders' Office, it is not possible to predict the number of cases or the cost per case. Many of these cases are large gang cases and cases alleging the most serious crimes, including murder, which can involve the death penalty. A single death penalty case can cause the IDO to overspend its budget by a significant amount of money.

Late last year a jury trial in a murder case, reputed to be the largest criminal trial in Santa Clara County history, was commenced and is expected to last eight to twelve months. The total cost for this matter is expected to be between one and two million dollars. While recent analysis indicates that per case costs are declining since the program was transferred to the Office of the County Counsel, uncertainty remains in predicting overall costs of the program due to variable factors that are outside of the control of the department. In any event, more time is required to fully realize the long-term cost implications of placing IDO within the County Counsel's Office.



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		■
Health Services	Yes	Mandated		■
Hospital Services	Yes	Mandated		■
Indigent Defense Services	Yes	Mandated		■
Juvenile Dependency	Yes	Mandated	Reduction in legal services to the Social Services Agency and an increase in workload for existing staff.	▼
Law and Justice	Yes	Mandated		■
Litigation	Yes	Mandated		■
Personnel and Labor	Yes	Mandated		■
Probate Conservatorships	Yes	Mandated	Reduction in legal services to the Social Services Agency and an increase in workload for existing staff.	▼
Social Services (excluding dependency matters)	Yes	Mandated		■
Transactional and General Government	Yes	Mandated		▣
Workers' Compensation	Yes	Mandated		■
Health Services	Yes	Non-Mandated		■
Law and Justice	Yes	Non-Mandated		■
Social Services	No	Non-Mandated		■
Transactional and General Government	Yes	Non-Mandated		■

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

Section 1: Finance and Government

County Executive's Recommendation

The recommended reductions to County Council include deleting 1.5 FTEs Attorneys, 1.0 FTE Office Specialist I, and 0.5 FTE Legal Secretary II. These positions are assigned to Social Services in the Juvenile Dependency and Probate Conservatorship Units. The positions are fully funded by the Social Services Agency, and the budgetary savings of \$489,077, resulting from deleting these positions, are reflected in the Social Services Agency Budget.

▼ Juvenile Dependency

Delete 1.0 FTE Attorney IV (U27) and Reduce Reimbursement from the Department of Family and Children's Services: This position is one of 16.0 FTE Attorney positions supporting the Child Dependency Unit at Social Services Agency Department of Family and Children's Services (DFCS), and is fully reimbursed by DFCS.

The attorneys assigned to this unit advise DFCS on juvenile dependency and child welfare matters.

Delete 1.0 FTE Office Specialist I (D49): This Office Specialist I is one of two staff assigned to manage the file room at the Child Dependency Unit.

Service Impact: This deletion will impact the



availability of advice and support provided to the Emergency Response and Dependency Investigation Unit. On-site advisory support will be reduced, and there will be a substantial reduction in the support of the Educational Rights Project, which is a collaboration of the Juvenile Justice and Dependency Courts that seeks to enhance educational outcomes for youth. Also, there will be a reduction in County Counsel's attendance at court system committees and workgroups, which could result in having DFCS take actions that are not legally required.

Deleting the Office Specialist I will impact availability and retrieval of files from the file room. The workload will be absorbed by the remaining Office Specialist II, however Attorneys will experience delays in retrieving files, and when the Office Specialist is absent, other staff will be reassigned to the file room possibly impacting other areas of the office.

Positions Deleted: 2.0
Total Ongoing Savings: \$18,080

Reduced Salary and Benefits:
Attorney IV \$272,232
Office Specialist I \$69,256

Offset by Reduced Reimbursements
from Social Services Agency: \$323,408

▼ Probate Conservatorships

Delete 0.5 FTE Attorney IV (U27): The department will reduce 0.5 FTE Attorney IV assigned to Probate, reducing the unit of Attorneys supporting the Public Administrator/Guardian (PA/G) from 4.5 FTEs to 4.0 FTEs. This position is fully reimbursed by PA/G.

The attorneys assigned to this unit provide services to PA/G when seeking Temporary Probate Conservatorship, making End-of-Life Decisions, Real Property Sales, Litigation and Court Accountings.

Delete 0.5 FTE Legal Secretary II (D66): Due to deleting 0.5 FTE Attorney, the need for support is decreased.

Service Impact: Deleting the Attorney IV position will result in approximately 12 percent reduction of service to the Public Administrator/Guardian. The actual impact depends upon the number of cases received by PA/G. If PA/G continues current business practices, potential impact could include, a delay in seeking Temporary Conservatorship, which is a primary tool of removing vulnerable elders from abusive environments,

delays in obtaining judicial determinations for end-of-life decisions, which could result in clients receiving potentially unnecessary and painful life-sustaining interventions, real property sales will take longer than the current 6 months to complete, and litigation against parties who have committed financial elder abuse will rarely be pursued.

Many aspects of PA/G legal services are unpredictable yet time sensitive. As a result of the proposed service reductions, there may be instances in which vulnerable elders are subject to financial abuse and/or neglect that would otherwise have been preventable. This impact will stem from delay in County Counsel response time in initiating protective proceedings.

To mitigate the potential service impacts, PA/G will streamline the referral process and conference calls between counsel and PA/G will be used to reduce time spent on attorney travel. PA/G believes they will be able to make procedural changes to the use of County Counsel that will allow them to continue effective service delivery with the reduced staff.

Positions Reduced: 1.0
Total Ongoing Savings: \$22,143

Reduced Salary and Benefits:
Attorney IV: \$136,116
Legal Secretary II: \$51,696

Offset by Reduced Reimbursements
from Social Services Agency: \$165,669

▣ Transactional and General Government

Add 1.0 Unclassified Attorney (Q77) and recognize one-time revenues: Add 1.0 FTE Unclassified Attorney to address unmet department needs resulting from dedicating existing resources to increased assessment appeals. Recognizing the lack of funding flexibility in FY 2012, and also anticipating the increased assessment appeals workload to be temporary, the position will be added on a one-time basis for a period not to exceed 18 months. County Counsel has identified one-time litigation revenue to be used to offset the cost of the new position in FY 2012.

In the past, revenues from litigation have been used as ongoing budget solutions. However, because of the inconsistent nature of the receipt of the litigation revenues, they are not reliable ongoing revenues for budgeting purposes. Additionally, often the revenue is

recognized in other departments or is earmarked for specific non general-fund purposes. The department is anticipating the County will receive revenue resulting from several outstanding lawsuits in FY 2012.

of this need is not predictable, the position will be unclassified. The Office will monitor the volume of assessment appeals in future years and adjust staffing accordingly.

Service Impact: This unclassified attorney position is needed to address the recent fourfold increase in the volume of assessment appeals filed annually. The Office of the County Counsel provides legal support to three Assessment Appeals Boards, two Value Hearing Officers, the Assessor's Office, and the Clerk of the Board. Without this additional resource, it could become difficult for the Office to continue to meet the two-year deadline for these appeals. Since the duration

Positions Added: 1.0

One-time Net Savings: \$288

One-time cost Salary and Benefits \$203,712

One-time revenue: \$204,000

County Counsel — Budget Unit 120 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1110	Counsel Indigent Defense Fund 0001	\$ 7,173,207	\$ 5,720,622	\$ 7,402,132	\$ 7,402,132	\$ 1,681,510	29.4%
1120	County Counsel Admin Fund 0001	(3,146,957)	(3,249,232)	(3,473,245)	(3,231,047)	18,185	-0.6%
1121	Julian Street Office Fund 0001	7,716,184	7,874,288	8,417,186	8,296,234	421,946	5.4%
Total Net Expenditures		\$ 11,742,434	\$ 10,345,678	\$ 12,346,073	\$ 12,467,319	\$ 2,121,641	20.5%

County Counsel — Budget Unit 120 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1110	Counsel Indigent Defense Fund 0001	\$ 7,173,207	\$ 5,720,622	\$ 7,402,132	\$ 7,402,132	\$ 1,681,510	29.4%
1120	County Counsel Admin Fund 0001	13,964,729	14,416,001	14,528,548	14,281,669	(134,332)	-0.9%
1121	Julian Street Office Fund 0001	7,716,184	7,874,288	8,417,186	8,296,234	421,946	5.4%
Total Gross Expenditures		\$ 28,854,120	\$ 28,010,911	\$ 30,347,866	\$ 29,980,035	\$ 1,969,124	7.0%

County Counsel — Budget Unit 120 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 21,894,586	\$ 22,207,451	\$ 23,223,042	\$ 22,897,454	\$ 690,003	3.1%
Services And Supplies	6,954,014	4,953,460	7,124,824	7,082,581	2,129,121	43.0%



County Council — Budget Unit 120 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Fixed Assets	5,519	—	—	—	—	—
Reserves	—	850,000	—	—	(850,000)	-100.0%
Subtotal Expenditures	28,854,120	28,010,911	30,347,866	29,980,035	1,969,124	7.0%
Expenditure Transfers	(17,111,686)	(17,665,233)	(18,001,793)	(17,512,716)	152,517	-0.9%
Total Net Expenditures	11,742,434	10,345,678	12,346,073	12,467,319	2,121,641	20.5%

County Council — Budget Unit 120 Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1120	County Counsel Admin Fund 0001	1,416,583	1,471,249	1,005,675	1,209,675	(261,574)	-17.8%
	Total Revenues	\$ 1,416,583	\$ 1,471,249	\$ 1,005,675	\$ 1,209,675	(261,574)	-17.8%

Counsel Indigent Defense Fund 0001 — Cost Center 1110 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	6.0	\$ 5,720,622	\$ —
Board Approved Adjustments During FY 2011	—	1,325,740	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	356,510	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(740)	—
Subtotal (Current Level Budget)	7.0	\$ 7,402,132	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	7.0	\$ 7,402,132	\$ —

County Counsel Admin Fund 0001 — Cost Center 1120 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	72.0	\$ (3,249,232)	\$ 1,471,249
Board Approved Adjustments During FY 2011	—	11,783	(465,574)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	116,183	—
Internal Service Fund Adjustments	—	(350,396)	—



County Counsel Admin Fund 0001 — Cost Center 1120

Major Changes to the Budget

	Positions	Appropriations	Revenues
Other Required Adjustments	—	(1,583)	—
Subtotal (Current Level Budget)	70.0	\$ (3,473,245)	\$ 1,005,675
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Recommended budget - Child Dependency Unit reduce support	—	323,408	—
Recommended budget - Probate reduce support	—	165,669	—
FY 2012 Data Processing Adjustment	—	1,314	—
One-time Rebate of Voice Rate Retained Earnings	—	(1,248)	—
FY 2012 Voice Rate Adjustment	—	(1,660)	—
FY 2012 Printing Adjustment	—	(8,000)	—
One-time Rebate of DP Retained Earnings	—	(32,649)	—
Decision Packages			
1. Reduce Probate Unit support	-0.5	(136,116)	—
This action deletes 1.0 FTE vacant Attorney assigned to the Public Guardian Unit at Social Services Department and adds 0.5 FTE, for a net deletion of 0.5 FTE.			
2. Reduce Child Dependency Unit Support	-1.0	(272,232)	—
This action deletes one (1.0) FTE vacant Attorney assigned to the Child Dependency Unit at Social Services Department.			
3. Add Unclassified Attorney	1.0	203,712	204,000
Add One-time revenue due to anticipated litigation settlements; add one (1.0) unclassified Attorney III			
Subtotal (Recommended Changes)	-0.5	\$ 242,198	\$ 204,000
Total Recommendation	69.5	\$ (3,231,047)	\$ 1,209,675

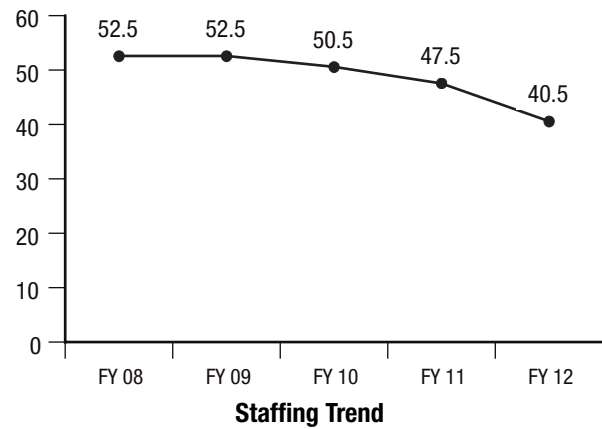
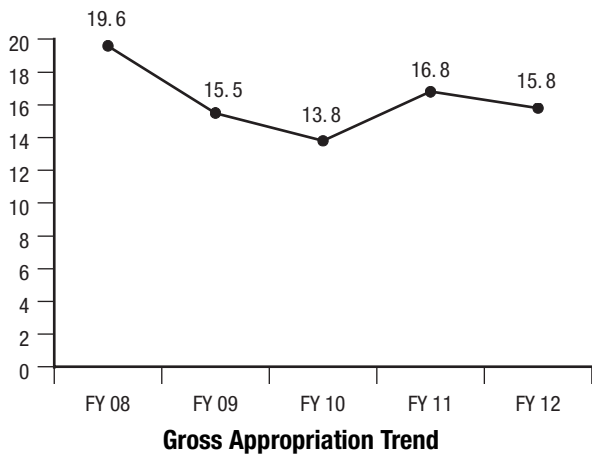
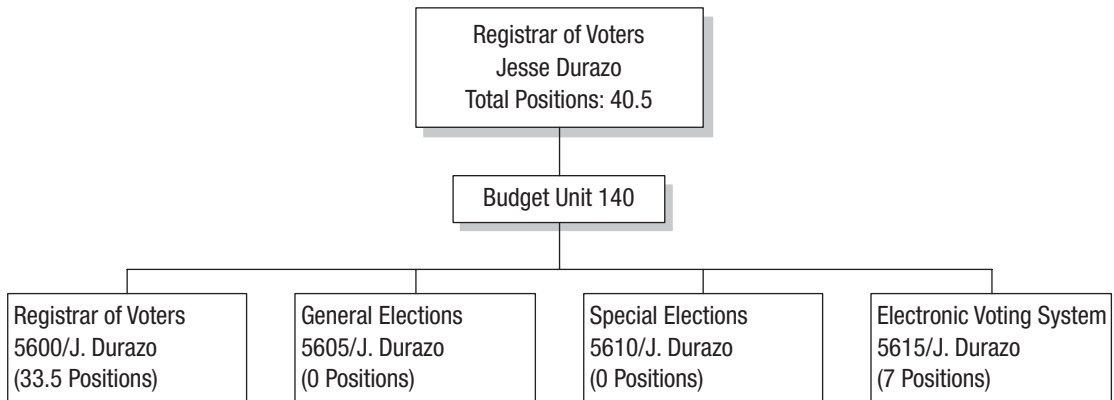
Julian Street Office Fund 0001 — Cost Center 1121

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	48.0	\$ 7,874,288	\$ —
Board Approved Adjustments During FY 2011	—	1,167	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	542,898	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(1,167)	—
Subtotal (Current Level Budget)	49.0	\$ 8,417,186	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
1. Reduce Administrative Staff	-1.5	(120,952)	—
This action deletes: 1.0 FTE vacant Office Specialist I (D51) supporting the Child Dependency Unit and 0.5 FTE vacant Legal Secretary II (D66) supporting the Probate Conservatorships unit.			
Subtotal (Recommended Changes)	-1.5	\$ (120,952)	\$ —
Total Recommendation	47.5	\$ 8,296,234	\$ —



Registrar of Voters



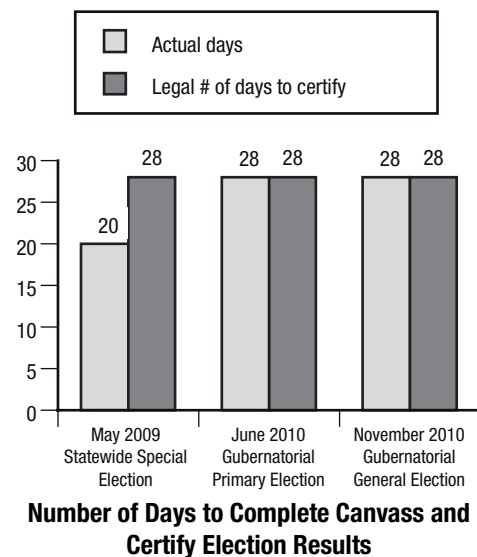
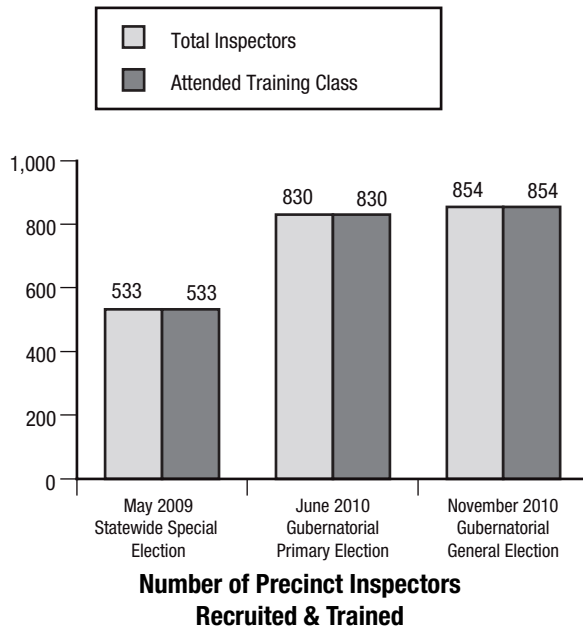
Public Purpose

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

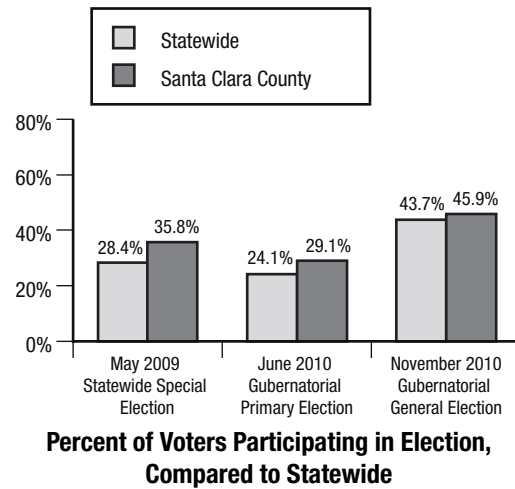
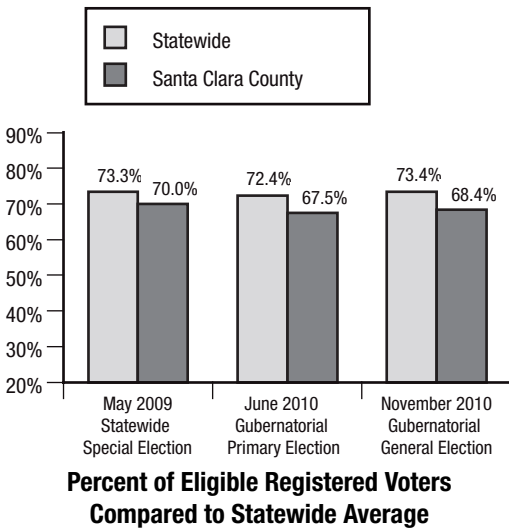


Desired Results

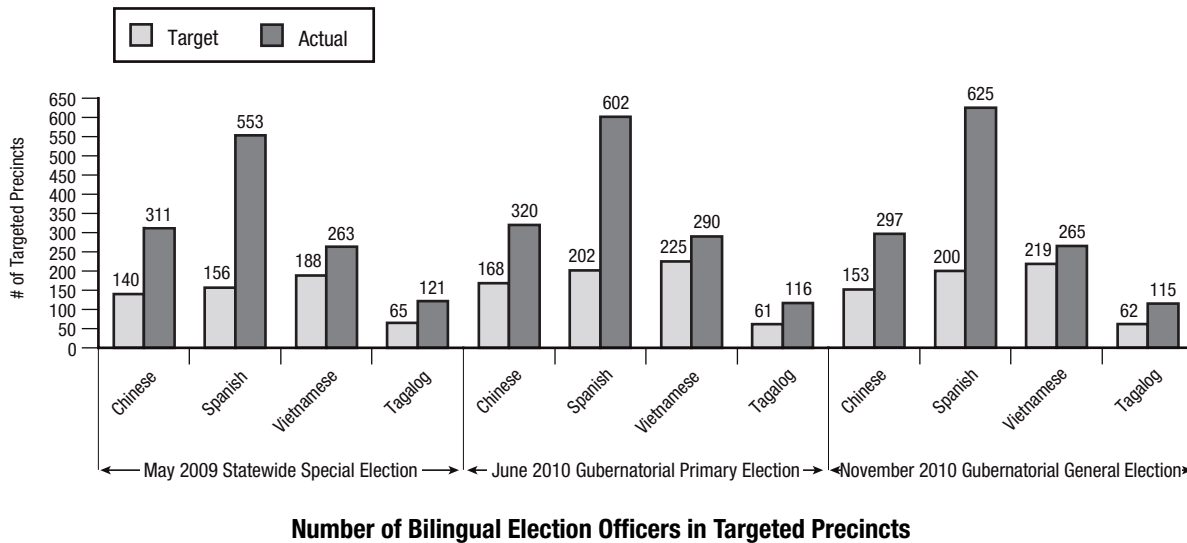
An Efficient Election Process, which this Department promotes by assuring timely and accurate tabulation of ballots, well-trained Election Officers, timely distribution of election materials, and provision of convenient polling places.



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.



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.



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. The department's main purpose is to uphold the integrity of the democratic electoral process by ensuring accurate, timely, fair and accessible elections.

The department registers citizens who are qualified to vote and maintains an accurate register of the County's eligible voters. The department 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.



The department provides services to candidates, local agencies and private individuals who wish to file for placement in the ballot. The department currently translates and creates election materials in five federally mandated languages: English, Spanish, Vietnamese, Chinese and Tagalog.

The department also establishes and maintains precinct boundaries for the County and determines the number and location of polling sites for each election. It

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 Voter then certifies and issues the official election results.

Current and Emerging Issues

The Registrar of Voters (ROV) continues to run one of the most successful Vote-by-Mail programs. The number of Permanent Vote-by-Mail (PVB) voters is currently at 68.8% of the County's 740,000 registered voters. The ROV offers alternatives to mailing in ballots, delivering them to the Office or to the polls on Election

Day. Ballot return locations are set up at city halls and the County Government Center where thousands of ballots have been received. During 2010, five elections were conducted; including one special all mail ballot election. In 2011, ROV has already conducted two special all mail ballot elections for school 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
Precinct Operations/Outreach	Yes	Mandated	The reduction in the number of polling places will require some voters to change polling places or have to drive a longer distance.	▼
Training and Staff Development	Yes	Mandated	Consolidation of functions and reduction in staffing have no impact on client services.	■
Vote-by-Mail	Yes	Mandated	Reduction in resources has no impact on direct client services. Purchase of an additional sorting machine will expedite the processing of returned Vote-by-Mail ballots.	■
Ballot Layout	Yes	Mandated	A reduced number of proof reading teams may create a higher error rate in the ballots.	▼
Administration and Support	Yes	Required	Reduced funding for voter education and outreach will lead to less paid advertising, resulting in a less informed electorate.	▼

Impact on Current Level of Service:

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

County Executive's Recommendation

▲ Revenues Enhancement

Increase Fees Charged to Other Jurisdictions: The Board of Supervisors has the authority to increase fees which are otherwise authorized based on the amount reasonably necessary to recover the cost of providing the product or service. The fee may be an average cost and may include certain indirect costs incurred to provide the product or service. The Board of Supervisors has authorized the ROV to charge and collect fees for various services.

Consistent with the County management auditor's recommendation and the County Controller-Treasurer's policies, ROV's schedule of fees and charges is updated periodically. The current schedule of fees and charges was last adjusted in April 2009. The department will submit recommendations to the Board of Supervisors prior to June 30, 2011 to increase fees charged to cities, schools and special districts. These fees are mostly related to costs incurred in preparing for and conducting elections. It is estimated that additional revenue of \$300,000 can be generated from these fees to cover the increased costs of employee salaries, benefits, services and supplies and County overhead.

Service Impact: The recommendation has no impact on direct client services. The Department will notify all cities, school districts and special districts in the County of the proposed fee increase by sending each jurisdiction a letter and a copy of the Proposed 2012 Fee Schedule.

Total Ongoing Revenue: \$300,000

Establish Charges for Superior Court Judges' Candidate Statement Fees: As part of the FY 2011 Budget Inventory Items, the Board directed that for future elections, candidates for the office of Superior Court Judge should bear the costs of their own candidate statements of qualifications. The department will submit recommendations to the Board of Supervisors prior to June 30, 2011, to establish the charges for Superior Court Judges' Candidate Statements of Qualifications. It is estimated that an increase of \$56,000 in revenue will be generated from the charges.

Service Impact: The recommendation has no impact on direct client services. Candidates for the office of Superior Court Judge have traditionally not been charged a fee to file a Candidate Statement of Qualifications. Given the fiscal challenges that the County is facing in the coming years, the Board deemed that this is a tradition that the County can no longer afford to maintain.

Total Ongoing Revenue: \$56,000

▼ Precinct Operations and Election Officer Training

Consolidate Functions with Training Division and Reduce Staffing: The Precinct Operations Division secures polling places and recruits election officers to staff the polling sites on election day. The Election Officer Training Division schedules and coordinates the training of election officers. Since the two divisions often work closely together, the department has determined that consolidating the two functions would create efficiencies and allow the deletion of two vacant positions. This recommendation reduces 1.0 FTE vacant Precinct Operations Supervisor position for a savings of \$113,256 and 1.0 FTE vacant Election Specialist position for a savings of \$100,740.

Service Impact: The deletion of the two vacant positions has no impact on direct client services. The work performed by the deleted Precinct Operations Supervisor will mostly be absorbed by the training manager, with some duties distributed to other staff as appropriate. The duties assigned to the deleted Election Specialist position will be spread among and absorbed by the remaining eight Election Specialists in the department.

Total Positions Reduced: 2.0
Total Ongoing Savings: \$213,996

Reduce Appropriations:

- delete 1.0 FTE filled Election Specialist (English speaking only) position for a savings of \$100,740
- reduce \$75,000 in funding for Extra Help Expenses
- reduce \$11,000 in funding for Printing Services

- reduce \$10,000 in funding for Professional Services
- reduce \$8,000 in funding for Office Expenses

Due to the increasing trend of voters preferring to vote by mail instead of going to the polling places, the department plans to consolidate more precincts and reduce the number of polling places, based on the type of elections. Thus, there will be a reduction in election officer recruiting and training activities. The department proposes to delete 1.0 FTE filled monolingual (English speaking only) Election Specialist position and also reduce extra help employees who assist the Election Specialists in the recruiting and training of election officers, for a savings of \$75,000.

With the reduction in polling places, there will be fewer election officers needed, stipends may be reduced. Cell phones used by election officers will be suspended during non-election times to save \$8,000 in surcharge and tax costs. The publication and mailing of newsletters to election officers will be reduced from semi-annually to annually to achieve a savings of \$11,000.

Service Impact: The number of Election Day voters is reduced because of the growth of Vote by Mail voting, therefore fewer polling places and poll workers are needed. The reduction in the number of polling places will require some voters to change polling places or have to drive a longer distance. For major elections, the lines for voters at the polling places could be longer. The duties assigned to the deleted Election Specialist position will be spread among, and absorbed by, the remaining eight Election Specialists in the department.

Total Position Reduced: 1.0
Total Ongoing Savings: \$204,740

■ Vote-by-Mail

Consolidate Functions with Administrative Support and Reduce Staffing: As part of the ongoing review of operations to streamline services, the department has determined that consolidating the administrative support and Vote-by-Mail functions will create efficiencies and allow the deletion of the two vacant positions. This recommendation reduces 1.0 FTE vacant Election Process Supervisor II position for a savings of \$108,744 and 1.0 FTE vacant Senior Office Specialist position for a savings of \$87,600.

Service Impact: The deletion of the two vacant positions has no impact on direct client services. The current Election Process Supervisor's workload can be performed by the Administrative Support Officer with some duties distributed to other staff as appropriate. The Administrative Support Officer will now report directly to the Vote-by-Mail Division Manager and will assist with vote by mail activities. The duties assigned to the deleted Senior Office Specialist position will be spread among, and absorbed by, the remaining six Senior Office Specialists in the department.

Total Positions Reduced: 2.0
Total Ongoing Savings: \$196,344

Reduce Additional \$98,000 in Appropriations: With the recent investment in a new automatic signature verification (ASV) machine, the department will be able to reduce \$35,000 in funding for extra help services. The department will also standardize the outgoing and incoming envelope sizes and order quantities in higher volumes for volume discounts to reduce \$48,000 in printing costs. In addition, the department will also develop an internal program to print header cards used in tabulating ballots instead of purchasing from an outside vendor, reducing an additional \$15,000 in printing expenses.

Service Impact: The reduction has no impact on direct client services.

Total Ongoing Savings: \$98,000

Increase Vote by Mail Capacity: \$700,000 in one-time funds are recommended to purchase a second Pitney-Bowes Relia-Vote machine for the sorting and automated signature checking of returned Vote by Mail ballots.

Santa Clara County's current permanent vote by mail participation is 68.8% of the registered voters. The percentage of vote by mail ballots compared to precinct ballots has increased from about 15% in 2003 to approximately 70% in Year 2010. The number of vote by mail ballots cast for statewide elections went from 80,000 in Year 2003 to over 386,000 in Year 2010. The number of vote by mail voters is expected to continue to increase in the coming Presidential elections in Year 2012. The department purchased the current sorting machine in 2006. A second machine would provide primary back-up to the first machine.



In order to accommodate the new sorting machine in the space adjacent to the current sorting machine, the office cubicles will need to be moved and or reconfigured with an estimated one-time cost of \$100,000. It is anticipated that most of the cost will be in the design, project management, tear down and rebuilding of office cubicles.

Service Impact: Without a back- up Vote-by-Mail sorting machine, there could be a halt in the tabulation of ballots, and hence a delay in the release of election results to candidates and the general public. Problems with one stand-alone vote sorting machine could be disastrous, and place a major election at risk.

Total One-time Cost: \$800,000

▼ Ballot Layout

Reduce \$85,712 in Appropriations: The ROV proposes to reduce the proof reading teams for each language from three to two, thus reducing extra help costs by \$65,000. As the department plans to consolidate more precincts and reduce the number of polling places, fewer sample and optical scan ballots will be ordered, and the ballot printing costs can be reduced by \$20,712.

Service Impact: With a reduction in the number of proof reading teams, some election materials may not be reviewed as frequently and hence there could be a greater chance of errors in the ballots. The department will be utilizing the permanent bilingual Election Specialists in Precinct Operations more frequently and will be reviewing and improving the efficiency of the ballot proofing services.

Total Ongoing Savings: \$85,712

▼ Administration and Support

Eliminate Resources supporting Grants and Media Services:

- delete 1.0 FTE filled Associate Management Analyst A (AMAA) for a savings of \$97,704
- delete 1.0 FTE filled Accountant II position for a savings of \$108,504
- reduce \$10,000 in funding for business travel expenses
- reduce \$10,000 in funding for training services

- reduce \$10,000 in funding for advertising expenses

The positions recommended for deletion support the declining activities in the application, administration, accounting and claiming of Help America Vote Act (HAVA) grants that are almost completed.

Service Impact: The duties assigned to the deleted AMAA position will be assumed by the Election Division Coordinator in charge of media and legislative support services. Most of the duties assigned to the deleted Accountant II position will be assumed by the Accountant III with some duties distributed to other fiscal staff as appropriate. Almost all travel related to attendance in HAVA and election conferences and training classes will be eliminated, and Voter education and outreach through various advertising media will be reduced. With less funding for voter education and outreach, there will be less paid advertising, resulting in a less informed electorate.

Total Positions Reduced: 2.0
Total Ongoing Savings: \$236,208

Reduce Appropriations for Election Materials Processing:

- reduce \$22,000 in funding for extra help services
- reduce \$75,000 in funding for services & supplies expenses
- reduce \$6,000 in funding for equipment expenses
- reduce \$6,000 in funding for transportation expenses

As the department plans to consolidate more precincts and reduce the number of polling places, the department can reduce the amount of extra help who process election materials for polling places. With fewer polling places, there will be less election material provided, and savings from renting fewer trucks to deliver and pick up material and equipment to polling places. With better organization of the warehouse, the department can also eliminate the need to rent storage trailers and reduce the funding for transportation services.

Service Impact: The recommendation has no negative impact on direct client services.

Total Ongoing Savings: \$109,000

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

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
5600	Registrar Of Voters Fund 0001	\$ 4,423,643	\$ 9,175,660	\$ 8,720,906	\$ 8,578,230	\$ (597,430)	-6.5%
5605	Registrar Gen Elections Fund 0001	6,463,419	5,773,983	5,623,983	5,420,271	(353,712)	-6.1%
5610	Registrar Spec Elections Fund 0001	1,826,357	828,739	868,739	848,739	20,000	2.4%
5615	Electronic Voting Sys Fund 0001	336,413	1,059,485	1,093,444	999,844	(59,641)	-5.6%
Total Net Expenditures		\$ 13,049,832	\$ 16,837,867	\$ 16,307,072	\$ 15,847,084	\$ (990,783)	-5.9%

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

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
5600	Registrar Of Voters Fund 0001	\$ 4,423,643	\$ 9,175,660	\$ 8,720,906	\$ 8,578,230	\$ (597,430)	-6.5%
5605	Registrar Gen Elections Fund 0001	6,463,419	5,773,983	5,623,983	5,420,271	(353,712)	-6.1%
5610	Registrar Spec Elections Fund 0001	1,826,357	828,739	868,739	848,739	20,000	2.4%
5615	Electronic Voting Sys Fund 0001	336,413	1,059,485	1,093,444	999,844	(59,641)	-5.6%
Total Gross Expenditures		\$ 13,049,832	\$ 16,837,867	\$ 16,307,072	\$ 15,847,084	\$ (990,783)	-5.9%

Registrar Of Voters — Budget Unit 140 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 7,028,907	\$ 8,563,937	\$ 8,178,193	\$ 7,263,905	\$ (1,300,032)	-15.2%
Services And Supplies	6,020,924	8,273,930	8,128,879	7,883,179	(390,751)	-4.7%
Fixed Assets	—	—	—	700,000	700,000	—
Subtotal Expenditures	13,049,832	16,837,867	16,307,072	15,847,084	(990,783)	-5.9%
Total Net Expenditures	13,049,832	16,837,867	16,307,072	15,847,084	(990,783)	-5.9%



Registrar Of Voters — Budget Unit 140

Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
5600	Registrar Of Voters Fund 0001	\$ 119,415	\$ 115,600	\$ 115,600	\$ 115,600	\$ —	—
5605	Registrar Gen Elections Fund 0001	43,534	—	—	—	—	—
5610	Registrar Spec Elections Fund 0001	3,769,040	3,303,992	3,103,992	3,459,992	156,000	4.7%
5615	Electronic Voting Sys Fund 0001	629,077	465,622	—	—	(465,622)	-100.0%
Total Revenues		\$ 4,561,065	\$ 3,885,214	\$ 3,219,592	\$ 3,575,592	\$ (309,622)	-8.0%

Registrar Of Voters Fund 0001 — Cost Center 5600

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	39.5	\$ 9,175,660	\$ 115,600
Board Approved Adjustments During FY 2011	—	(59,494)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(419,703)	—
Internal Service Fund Adjustments	—	(35,051)	—
Other Required Adjustments	—	59,494	—
Subtotal (Current Level Budget)	39.5	\$ 8,720,906	\$ 115,600
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
FY 2012 Data Processing Adjustment	—	(14,313)	—
One-time Rebate of Voice Rate Retained Earnings	—	(9,792)	—
FY 2012 Voice Rate Adjustment	—	(51,009)	—
One-time Rebate of DP Retained Earnings	—	(20,874)	—
Decision Packages			
1. Reduce Funding for Precinct Operations and Election Officer Training	-1.0	(175,740)	—
◆ delete 1.0 FTE Election Specialist position for a savings of \$100,740			
◆ reduce \$75,000 in funding for Temporary Employee expenses			
2. Reduce Funding for Election Materials Processing	—	(22,000)	—
◆ delete \$22,000 in funding for Temporary Employee expenses			
3. Reduce Funding for Vote by Mail Services	—	(35,000)	—
◆ reduce \$35,000 in funding for Temporary Employee expenses			
4. Reduce Funding for Ballot Layout	—	(65,000)	—
◆ reduce \$65,000 in funding for Temporary Employee expenses			
5. Increase Vote by Mail Processing Capacity	—	800,000	—
◆ increase \$700,000 in one-time funding for purchase of sorting machine			
◆ increase \$100,000 in funding for moving and space-reconfiguration expenses			
6. Eliminate Help America Vote Act (HAVA) Grants and Media Support Services	-2.0	(226,208)	—



Registrar Of Voters Fund 0001 — Cost Center 5600 Major Changes to the Budget

	Positions	Appropriations	Revenues
◆ delete 1.0 FTE Associate Management Analyst position for a savings of \$97,704			
◆ delete 1.0 FTE Accountant II position for a savings of \$108,504			
◆ reduce \$10,000 in funding for Business Travel expenses			
◆ reduce \$10,000 in funding for Training Services			
7. Combine Administrative Support with Vote-by Mail Function	-1.0	(108,744)	—
◆ delete 1.0 FTE Election Process Supervisor II position for a savings of \$108,744			
8. Combine Precinct Operations with Election Officer Training Function	-2.0	(213,996)	—
◆ delete 1.0 FTE Precinct Operations Supervisor position for a savings of \$113,256			
◆ delete 1.0 FTE Election Specialist position for a savings of \$100,740			
Subtotal (Recommended Changes)	-6.0	\$ (142,676)	\$ —
Total Recommendation	33.5	\$ 8,578,230	\$ 115,600

Registrar Gen Elections Fund 0001 — Cost Center 5605 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	—	\$ 5,773,983	\$ —
Board Approved Adjustments During FY 2011	—	(150,000)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 5,623,983	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
1. Reduce Funding for Precinct Operations and Election Officer Training	—	(29,000)	—
◆ reduce \$11,000 in funding for Printing Services			
◆ reduce \$10,000 in funding for Professional Services			
◆ reduce \$8,000 in funding for Office Expenses			
2. Reduce Funding for Election Materials Processing	—	(81,000)	—
◆ reduce \$75,000 in funding for Services & Supplies expenses			
◆ reduce \$6,000 in funding for equipment expenses			
3. Reduce Funding for Vote by Mail	—	(63,000)	—
◆ reduce \$63,000 in funding for Printing Services			
4. Reduce Funding for Ballot Layout	—	(20,712)	—
◆ reduce \$20,712 in funding for Printing Services			
5. Eliminate Help America Vote Act (HAVA) Grants and Media Support Services	—	(10,000)	—
◆ reduce \$10,000 in funding for Advertising Expenses			
Subtotal (Recommended Changes)	—	\$ (203,712)	\$ —
Total Recommendation	—	\$ 5,420,271	\$ —



Registrar Spec Elections Fund 0001 — Cost Center 5610

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	—	\$ 828,739	\$ 3,303,992
Board Approved Adjustments During FY 2011	—	—	(200,000)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	40,000	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 868,739	\$ 3,103,992
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
FY 2012 Printing Adjustment	—	(20,000)	—
Decision Packages			
1. Increase Fees and Charges	—	—	356,000
◆ increase \$300,000 in revenue collection for fees charged to cities, schools and special districts			
◆ increase \$56,000 in revenue collection for fees collected for Superior Court Judges' candidate statements of qualifications			
Subtotal (Recommended Changes)	—	\$ (20,000)	\$ 356,000
Total Recommendation	—	\$ 848,739	\$ 3,459,992

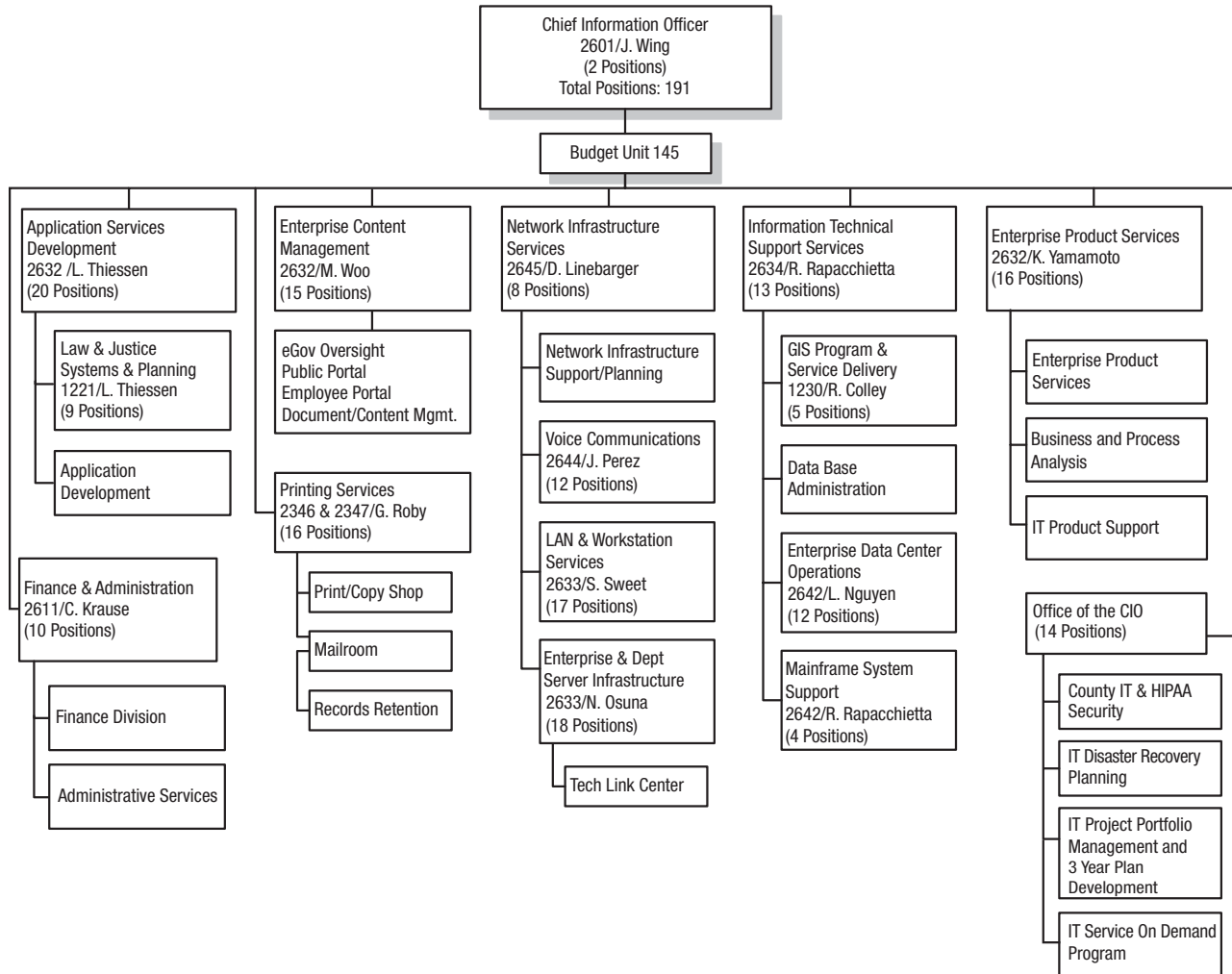
Electronic Voting Sys Fund 0001 — Cost Center 5615

Major Changes to the Budget

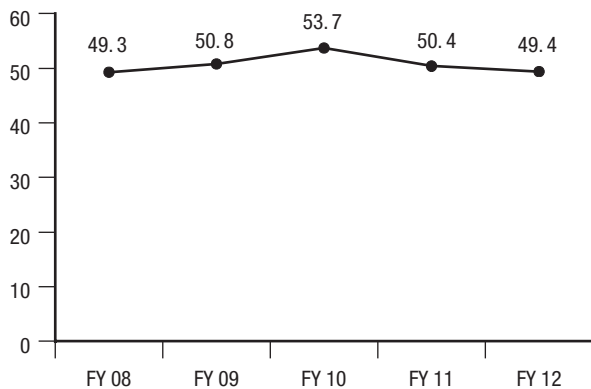
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	8.0	\$ 1,059,485	\$ 465,622
Board Approved Adjustments During FY 2011	—	—	(465,622)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	33,959	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	8.0	\$ 1,093,444	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
1. Combine Administrative Support with Vote-by Mail Function	-1.0	(87,600)	—
◆ delete 1.0 FTE Senior Office Specialist position for a savings of \$87,600			
2. Reduce Funding for Election Materials Processing	—	(6,000)	—
◆ reduce \$6,000 in funding for Transportation Expenses			
Subtotal (Recommended Changes)	-1.0	\$ (93,600)	\$ —
Total Recommendation	7.0	\$ 999,844	\$ —



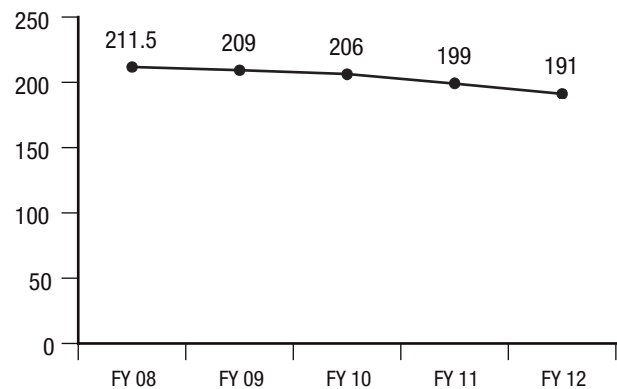
Information Services Department



Section 1: Finance and Government



Gross Appropriation Trend



Staffing Trend



Public Purpose

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



Description of Major Services

Office of the Chief Information Officer (CIO)

The Office of the CIO was created to integrate the County's information systems technology planning and management under the guidance and coordination of a Chief Information Officer. The CIO's Office provides leadership in the collaborative efforts required to ensure a strong, scalable, and adaptable technical foundation to support the various business services the County provides.

The CIO manages the central Information Services Department (ISD) that performs a countywide function of information and technology systems planning, development, acquisition, implementation, and management. It has thousands of County and external customers who manage and operate administrative and direct services throughout the County organization and the Law and Justice community for the benefit of the County's 1.8 million residents.

The goal of the CIO is to provide information and direction that connects business needs with technology strategies and the prioritization of the tactical plans that support those strategies, especially in these uncertain financial times. The general County business

strategies that have been identified and are being addressed through information technology plans include:

- Balancing the budget by reducing the cost of doing business and increasing revenue
- Preserving critical and essential services
- Planning and implementing emergency preparedness; knowledge transfer for succession planning; and shared services within the County and region to reduce costs and provide needed efficiencies
- Pursuing the transformation of business processes and consolidation of services to improve operational efficiencies, reduce costs, and provide enhanced services with fewer staff.

Enterprise Services

IT Project Portfolio Management Services

- Management of the IT Governance responsibilities and development of the Information Technology Plan, assist departments with project guidelines and templates, review and report on IT project status, and funding requests.

- Participation/coordination in establishing standards and master contracts.

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

- Provide IT services on demand when funding is available for planned and unplanned events.

Enterprise Product Services Division

Enterprise Product and Shared Services

- Coordination of the selection, planning and implementation of enterprise shared services infrastructure and the tools and methodology to support the shared infrastructure and services.
- Analysis, design, selection, implementation, maintenance and enhancement of IT products and packages, including:
 - HaRP - PeopleSoft payroll/HR system
 - SAP - Financial Accounting System
 - ERD - Electronic Reporting and Distribution tools
 - Document Management and Imaging systems
 - Business Intelligence and analytical reporting tools.

Business Analysis, Quality Assurance, and Training

- Business and process analysis responsibilities that consist of analysis, requirements development and documentation, and RFP assistance for IT products, packages and application development projects.
- Quality assurance and quality control testing of software deployments.

IT Enterprise Content Management (ECM) Division

Enterprise ECM Management/Services

- Analysis, design, development, implementation, maintenance, and support of the public and employee portals, search, collaboration, and document management platform.
- Web and mobile application design, development, enhancements, maintenance, and support.
- Enterprise e-forms workflow and approval process design, development, and maintenance.
- Portal Governance coordination and policy development.

Application Services Division

Law and Justice Systems and Planning

- Analysis, design, development, implementation, maintenance, performance testing, and enhancement of Law and Justice systems, including Criminal Justice Information Control (CJIC) and Juvenile Record System (JRS).
- Development and delivery of user training, documentation, guides, manuals, and on-line help.
- Business analysis to enable enhancements to existing systems, business process improvements and streamlining through the use of technology.
- Management of the Law and Justice System Roadmap Project.

Department Applications

- Analysis, design, development, implementation, maintenance and enhancement of enterprise and department systems, including 911 Dispatch System and Property Tax applications.

Information Technology Support Services Division

Geographical Information Systems (GIS) Services

- Providing GIS Basemap web services consisting of orthophotography, right-of-way boundaries for roads, street centerline data, Assessor's Annual Roll GIS shape files and point address for the County. There are many more layers of information produced for County departments, which include Office of Emergency Services, County



Communications, Office of the Assessor, Public Health, Parks and Recreation, Probation, Facilities and Fleet, Health and Hospital System, and Environmental Health.

- The Basemap web analysis services are used in a variety of ways, including: identifying concentrations of low income and elderly populations in hazardous areas; route of travel and fire run maps; evacuation planning and logistical modeling; shelter locations; using AlertSCC provides the capability to select a buffer around an event, such as a fire, and only notify those citizens within that area; and providing GIS web services to Web EOC.

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.
- Create, print, and distribute vendor warrants, payroll warrants and advices, Welfare warrants, W2s, 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.
- Provide IT Help Desk Support Services from 5:30 p.m. to 8 a.m. Monday through Friday and 24 hours on weekends and holidays.

Network Infrastructure Services Division

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 County 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 County Internet and Intranet portals, telephone systems and telephone call centers, voice mail, and e-mail applications.

- Management of IT security notification and coordination of department operational responders.

Enterprise and Department Server Infrastructure Services

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

Local Area Network and Workstation Services

- Analysis, design, implementation, and maintenance of department LANs and workstations.
- Day-to-day management and administration of department LANs 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.

Telecommunications Communications Services

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

Budget deficit solutions for FY 2012 recommend eliminating the Cabling Services Division.

Printing, Mail/Postage, Messenger and Record Retention 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's Printing and Copying Services Function

- Provides convenient and cost effective printing and copying services at an average of 15% less than comparable outside printing companies.
- Reproduces confidential and mandated documents within secure in-house conditions.
- Provides printing and design services for brochures, reports, newsletters, manuals, booklets, letterhead, carbonless forms, custom covers, laminated signs, and large format posters for all County Agencies.
- Provides time-sensitive and confidential services to meet the printing and mailing requirements for the Registrar of Voters, County Counsel, District Attorney, Tax Collector, and Office of Emergency Services.

- Provides physical and electronic storage of essential forms for print-on-demand reproductions on digital color copiers, high-speed network copiers, as well as offset printing, binding, folding, and sealing services.
- Provides Quick Copy Services for high volume rush copy jobs at the Berger Drive Service Center, 70 West Hedding County Government Center, and onsite at the Valley Medical Center.
- Provides high speed document folder/insert capabilities, including folding, inserting, and sealing documents into #9, #10, and various booklet-style envelopes.

Mail Handling, Postage, Messenger Delivery and Records Retention

- Provides mail delivery to 77 County departments.
- Transports 225,000 large Pony envelopes per year while concurrently delivering record boxes to County facilities.
- Meters and administers a \$1.4 million dollar US Postage budget and bulk mail projects.
- Administers and maintains 41,342 record boxes in the Berger Drive warehouse.

Current and Emerging Issues

Information Technology Rapid Transformation

As part of the County's Information Technology Rapid Transformation initiative the following efforts are in progress:

County Common Directory and SaaS (Software as a Service) for hosted e-mail, office productivity tools, and collaboration Request for Proposal (RFP); Contract completion estimated August 2011.

The outcome is to provide:

- A means for the County to build a common directory and identity management software to simplify the technology environment to better manage user administration, security access, and resource management; to provide a foundation for other technologies to be implemented at a lesser cost and effort.

- One common e-mail, office productivity, and collaboration toolset at a reduced ongoing cost; simplifying implementation, elimination of time-consuming support efforts, and providing expanded capabilities across the County.
- All of the cities within the County will be invited to participate, as well as other California counties, in order to share efforts and expand the economies of scale during negotiations with the selected provider.

IT Governance and Project Portfolio Management

A more comprehensive approach and structure is being developed to better initiate and evaluate all IT projects to determine priorities, go/no-go decisions, resources, and outcomes that will require achieving the highest measurable efficiencies, effectiveness, and economies of scale.

IT Contract Streamlining

A better business model is being developed around the procurement of technology goods and services, to streamline processes, provide areas of expertise, manage standards, and ensure the best costs and support required.

County Learning Management System

Funding has been provided to implement a Countywide Learning Management System that will enable capabilities to expand training and awareness programs for staff and the public, and provide a means to consolidate and reduce current training resources within the County. Many departments have training regulations and certifications that are required for funding and this technology will enable departments to manage the required training in a cost-effective manner.

Migration of Public Portal to MS-SharePoint 2010

Funding has been provided to migrate the new public portal to MS-SharePoint 2010 to provide more capabilities, easier use, better security, and a service-oriented architecture. In addition, discussions are being held with the CEO's office in conjunction with the development of the County Marketing Plan to design templates for advertising space to increase revenues. A project team is working with the IT Governance Operations Committee to craft the project implementation roadmap, policies, and standards to best leverage this collaboration platform Countywide.

County Web Communications Tools

Contracts are being completed and funding has been provided for County departments to access web communications tools, to reduce travel and productivity loss, and to provide web-based training and webinars to large audiences to increase educational outreach and awareness programs for staff and the public.

On-Line Services

Work is in progress to migrate the employee portal to MS-SharePoint 2010 to increase communication, collaboration, and information-sharing on a shared infrastructure.

- Additional software products have been acquired to implement e-forms and document management with automated workflow and approval processes to automate on-line services, which can reduce costs, effort and errors, and increase information-sharing

and electronic searchable files. The initial focus is internal-facing processes in order to provide efficiencies that allow staff to improve external customer focus.

- e-Payadvice is in the pilot phase in ISD and the Controller's Office. All meet and confer discussions have been completed with the unions to address concerns. This initiative will reduce paper distribution costs and efforts, and provide more access to payroll information for each employee.

Law and Justice System Roadmap

The first phase of the Law and Justice System Roadmap will be completed in June 2011. This phase of the project was to document the Adult Criminal processes throughout the entire Law and Justice community within Santa Clara County. As a result of this effort, areas to improve processes either by business changes or technology changes were identified as either short or long-term changes across all agencies or within specific agencies. Short-term changes are being developed that will reduce time, effort, and costs. Long-term changes will be incorporated in the second phase to determine a comprehensive technological architecture and solutions to meet current and future needs. Federal funding has been acquired to assist in this initial phase and other grants are being investigated.

Mixing Skill with Need

With the growing need for technology within the County to enable efficiencies and cost reductions, it can be difficult to maintain staff with the appropriate skill sets to meet the increasing needs and the diversity in technology, along with the knowledge to appropriately implement and support these solutions. Having an agile IT workforce is a necessity. With current limited or non-existent training funds, it is increasingly difficult to retrain staff on newer technologies. Adjustments in the skill sets of the IT workforce need to be constantly reviewed and adjusted, and a mechanism to handle this change will need to be in place to provide an agile IT workforce that can provide the skills required to match key County technology.

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 negative impact on services.	■
Data Processing and Voice Communications	Yes	Mandated and Non-Mandated	Elimination of the Cabling Services Division	□
Geographic Information Svcs.	Yes	Non-Mandated		■
Criminal Justice Info. Control	Yes	Mandated		■
Enterprise IT Planning	Yes	Non-Mandated		■
Network Infrastructure	Yes	Mandated	Limited ability to install or upgrade data communication lines or cover increased vendor charges.	▼
Mail/Retention/Pony	Yes	Non-Mandated		■
HIPAA Security Officer	Yes	Mandated		■
Administration and Support	Yes	Required	No negative impact on services.	■
Technology Projects	Yes	Mandated	Enable Countywide systems to continue to function at maximum capacity.	▲

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

County Executive's Recommendation

The County Executive's recommendations for this internal service department are focused on:

- Maintaining support of mandated services
- Adjusting staff to provide direct services while reducing overhead and avoiding service impacts
- Reducing where service or workloads are diminishing or could be managed by others
- Adjusting management to areas that require more supervision
- Reducing services & supplies as much as possible to minimize impacts to personnel

■ General Fund

Decrease Blackboard Connect, Inc. contract funding for the County Regional Public and Internal Notification System (AlertSCC) by \$710,000

On September 23, 2008, the Board approved an agreement with Blackboard Connect, Inc. (BCI) in an amount not to exceed \$4,380,000 for period September 23, 2008 through September 30, 2011 with an option to extend the agreement for two additional years. The

annual cost of the BCI agreement is \$1,460,000. The Board also granted delegation of authority to the Chief Information Officer to amend the agreement as needed. Under this delegation of authority, negotiations are currently underway to reduce the annual cost of the agreement by \$710,000.

Service Impact: By reducing this contract, the following changes will be made:

- Cities within Santa Clara County will have to pay separately to send out non-emergency notifications and messages.
- The messaging will be limited to one (1) million instances, whereas the current agreement allows for unlimited instances.

However, based on past usage, there are no anticipated negative impacts to the public or the County. The County has made arrangements that allow the messaging limits to be exceeded in the event of a state



of emergency declared by the Governor. Any additional costs incurred under the state of emergency would be reimbursed by the State or Federal government.

Ongoing Savings: \$710,000

Reduce Communication Costs in the Network Infrastructure Services Division

This action reduces the Communications budget in the Network Infrastructure Services Division, which is used to fund the enterprise network infrastructure lines for the County.

Service Impact: This decrease will significantly reduce ISD's ability to absorb any increase to these communications costs or add any additional lines in the future as the cost of network lines can be upwards of \$20,000 a month. The department has typically budgeted at 20% above known bills, and this reduction will reduce the budget to approximately 10% above known bills.

Ongoing Savings: \$103,000

Reduce Equipment Maintenance Costs in the Network Infrastructure Services Division

This reduction is in the CLARAnet Division, which covers the costs associated with the maintenance of the enterprise network infrastructure equipment.

Service Impact: This decrease will reduce ISD's ability to cover any increase in costs or to cover maintenance costs for new equipment. However, maintenance costs are not as volatile as network communications costs. This reduction will reduce the budget to approximately 10% above known bills.

Ongoing Savings: \$150,000

Delete 1.0 FTE Network Operations Supervisor position in the Network Infrastructure Services Division

Service Impact: There is currently one Network Operations Supervisor position in the Network Infrastructure Services Division who is responsible for supervising six Network Engineers. One Network Engineer is also recommended to be deleted in FY 2012, which would bring the total number of Network Engineers to five. There are no anticipated negative impacts as a result of this action. The Network Operation Supervisor duties will be reassigned to existing management positions in the Network

Infrastructure Services Division. The position will be deleted effective August 1, 2011, which will allow the current employee to retire from service and will require a one-time expense of \$13,806.

**Deleted Position: 1.0
Ongoing Savings: \$165,382
One-time Expense: \$13,806**

Delete 1.0 Network Engineer position in the Network Infrastructure Services Division

Service Impact: There are a total of six Network Engineers (five filled positions and one vacant position) in the Network Infrastructure Services Division, who are responsible for supporting the Countywide network infrastructure. There are no anticipated negative impacts to customers as a result of deleting the vacant position. Work previously performed by the vacant position will be reassigned to remaining staff. Task and project schedules will be adjusted accordingly.

**Deleted Position: 1.0
Ongoing Savings: \$153,708**

Internal Service Funds - Fund 0074 & Fund 0077

Many of the cost reductions in ISD are in the Internal Service Funds, Fund 0074 and Fund 0077, which are subsequently reflected as savings to the General Fund through rate adjustments to rate payers. The savings to the General Fund as a result of these reductions are \$665,619.

Reduce Maintenance costs in Fund 0074 Administration Division

Service Impact: This reduction is based on an analysis of past charges. The Department does not anticipate any negative consequences as a result of this action.

Ongoing Savings: \$16,360

Reduce Call Duty costs in Fund 0074

Service Impact: Call Duty is used in ISD to support mission critical applications 24 hours x 365 days. This reduction eliminates Software Engineer Call Duty support for the employee and public portals in the amount of \$27,819; Systems Software Engineer support for enterprise e-mail in the amount of \$27,456; and

Database Administration support for various applications in the amount of \$27,819. These reductions are based on the historically low volume of calls made during off hours and increased support by fewer staff.

In order to mitigate any negative impact to ISD's customers or the public in the event of any urgent issues requiring immediate attention during non-business hours, the Department is establishing instructions to contact the manager responsible for each service area. Managers are currently equipped to respond during non-business hours. Should 521 staff be required to respond, they would be paid a minimum of four hours of overtime based on the 521 MOU as it pertains to non-contingent overtime. The Department does not believe this will be a significant issue because it phased in the use of management staff coverage earlier this fiscal year to address current-year budget concerns.

Ongoing Savings: \$83,094

Reduce PC Hardware Maintenance costs in Fund 0074 Server Infrastructure Services Division

Service Impact: This reduction is based on the removal of equipment from maintenance. The Department does not anticipate any negative consequences as a result of this action.

Ongoing Savings: \$5,979

Reduce PC Software costs in Fund 0074 Server Infrastructure Services Division

Service Impact: This reduction is the result of a review and subsequent adjustments of ISD's software maintenance agreement with Dynamic Systems. The Department does not anticipate any negative consequence as a result of these adjustments.

Ongoing Savings: \$3,041

Reduce Telecommunications Costs in Fund 0074 Voice Communication Services Division Related to Public Switched Telephone Network (PTSN) charges

Service Impact: With the implementation of the VoIP telephone system at the Berger Complex, ISD reduced its Public Switched Telephone Network charges. The

Department also made adjustments to phone bills, directory charges, and labor costs to achieve savings.

Ongoing Savings: \$216,548

Delete 1.0 FTE Quality Assurance Engineer position in the Application Services Division

Service Impact: This position is responsible for planning, developing, executing and analyzing functional and performance testing of ISD applications. This position has assisted in the testing of KeyBoard, HARP, POPS (Pre-Trial Services custom solution), and ePARs. The need for dedicated IT quality assurance staff has diminished over the past few years as ISD has decreased the number of Software Engineers, moved towards package solutions, and is supporting more and more applications. ISD has been migrating functional testing roles and responsibilities to the support and/or development teams. The support teams such as HARP and ASAP have successfully been performing all functional testing for their applications. Functional testing by the support team is typically more efficient and effective as these supporting groups understand the application and can better select and test the appropriate business scenarios. With the introduction of new stress/performance testing tools, the Senior System Software Engineers are able to perform stress/performance testing without the aid of a dedicated quality assurance team.

**Deleted Position: 1.0
Ongoing Savings: \$146,724**

Delete 1.0 FTE Executive Assistant position in the Project Support Services Division

Service Impact: This position is responsible for supporting two of the six division managers in ISD. The remaining four managers are handling administrative tasks directly. The responsibilities of this position have been significantly reduced and tasks that were previously performed manually are now being handled through technology. This includes filing documents that are now being kept in electronic format, the scheduling of meetings, and answering calls that are now being handled directly by the manager. Therefore, the Department does not anticipate any negative impacts from this reduction.

**Deleted Position: 1.0
Ongoing Savings: \$93,588**



Delete 4.0 FTE Cable Installers and related expenses in the Cabling Services Division

Service Impact: The Cabling Services Division is the only division in Fund 0074 that does not have matching revenue in customer departments as the majority of the cabling work has historically been supported by funded Capital Programs projects. However, with the severe reduction of funding for capital projects over the last couple of years, there has not been sufficient cabling work to keep the staff performing revenue generating work. As a result, funding to cover the salaries and services/supplies expenses has had a negative impact on Fund 0074 fund balance.

Deleted Positions: 4.0
Ongoing Savings: \$414,164
 Return 2 Cargo Vans to Fleet reflected
 in IntraCounty charge reductions

Printing Services - Fund 0077

Reduce various services and supplies in Printing Services Fund 0077

Service Impact: These reductions eliminate Printing Services' ability to absorb any increase in work without having to first go to the Board with a request to increase budget with an equal increase in revenues.

Ongoing Savings: \$130,000

Consolidated IT Support Services

Transfer IT Support from the Employee Services Agency (ESA) to ISD

Service Impact: After meetings with ESA to discuss consolidation of services, ISD determined it would be able to absorb most of ESA's server and workstation responsibilities into its existing staff resources and infrastructure, which is more robust and energy-efficient. ESA will delete three Information Systems Managers and reimburse ISD for ongoing IT support. ISD is requesting a one-time allocation of \$36,834 to replace aging PC and server hardware equipment in ESA.

One-time Cost: \$36,834
 Ongoing Reimbursement from ESA: \$180,702
 Ongoing Net Savings in ESA: \$299,748
 See BU 130 and BU 132 for additional budget detail

Transfer IT Support from the Department of Agriculture and Environmental Management (AEM) to ISD

When the sole information technology position in AEM became vacant, AEM and ISD agreed that a consolidation of IT support services could achieve business delivery efficiencies.

Service Impact: ISD will delete a 1.0 FTE IT Planner/Architect position and add a 1.0 FTE alternately staffed IT Project Manager/Sr. IT Project Manager/Business IT Consultant/Sr. IT Business Consultant to support AEM. An additional amount of \$6,000 is budgeted for the cost of services and supplies, which is offset by an ongoing reimbursement from AEM. AEM will delete a 1.0 FTE Information Systems Manager I position. While this recommendation results in a small ongoing cost to the General Fund, it is a more efficient way to meet departmental needs and manage information technology services. It also allows ISD to adjust positions to better leverage its resources in support of AEM and other County departments.

Deleted Position: 1.0
Added Position: 1.0
Ongoing Cost: \$6,660
 Ongoing Reimbursement from AEM: \$172,085
 Ongoing Net Cost in AEM: \$12,103
 See BU 262 for additional budget detail

Infrastructure Replacement Utilizing Accumulated Depreciation Fund Balance

Specific projects are being recommended based on ISD's infrastructure replacement schedule. All projects comply with the Board's IT replacement requirements. Funding for these requests will come from Fund 0074 and Fund 0077 Fund Balance. This amount is earned through the accumulation of depreciation charged under the authority of OMB A-87.

- ISD recommends the replacement of two (2) Storage Arrays for the enterprise Storage Area Network (SAN) to enhance performance and capacity. This equipment will reach its end of life in FY 2012.
- ISD is also requesting the replacement of forty-six (46) servers. These include servers for enterprise applications, Active Directory, the employee and public portals, KeyBoard, Kronos, CLARAnet, and SAP.

- In addition, obsolescent tape cartridges and drives used in the criminal justice system need to be converted to newer, less expensive, and higher capacity devices.

This equipment has reached its end of life, in some cases support is no longer available, and maintenance costs are increasing with the age of the equipment.

One-time Cost: \$695,832

Funded from Fund 0074 Accumulated Depreciation Fund Balance

- Printing Services needs to replace a ten-year old computer-to-plate image-setter utilized on a daily basis for high volume production of both black and white and color documents. Not replacing this image-setter would result in ISD outsourcing image-setting services at a higher cost than what it has been able to produce on site. Additionally, upgrading to newer technology in image-setting at this time would increase ISD's throughput and reduce its service costs.

One-time Cost: \$30,000

Funded from Fund 0077 Accumulated Depreciation Fund Balance

One-time Rebate of Retained Earnings

In FY 2011, at the request of the Finance and Government Operations Committee, the Office of the Controller and the Management Audit Division of the Board of Supervisors met with ISD staff to review the financial history of the Internal Service Fund 0074. The review identified approximately \$3.5 million total revenues in excess of expenditures (retained earnings). In order to reallocate this surplus to customers, ISD has issued a one-time rebate to customer rates for FY 2012.

One-time General Fund Savings: \$3,276,636

Fiscal Year 2012 - 2014 Three-Year Information Technology (IT) Plan

The IT Three-Year Plan is developed in alignment with the Board Policy Resolution 0206 adopted on January 14, 2003, and Section 4.19 of the Board Policy Manual.

As agreed upon with the County Executive's Office, the FY 2012 - FY 2014 IT Three-Year Plan will not be published this year, due to the multiple activities pertaining to the Center for Leadership and Transformation (CLT) Information Technology Rapid Transformation efforts around governance, prioritization and specific project focus areas.

The prioritization of the recommended FY 2012 IT Projects has been developed by the recently established IT Rapid Transformation tiger teams (cross-functional working groups) that have been focused on redefining the Business and Technology Alignment Governance models, along with the IT project evaluation criteria and scoring methodology. The projects and the evaluation approach have been reviewed and approved by the CIO and the CEO's office.

The committees, the processes and the assignment of resources for this new structure and approach are still being developed and refined. In order to meet business demands and needs, strategies and plans need to be agreed upon by departments so that resources can focus on Countywide priorities. As noted in the Current and Emerging Issues section, the County has a number of concurrent technology projects aimed at enhancing employee communication, information-sharing, and cross-boundary collaboration. The Steering and Operations committees have identified the need for a more regular review of existing and future information technology projects, as well as a structure and process for reviewing urgent requests.

FY 2012 Information Technology Funding Recommendations

The growing technology demands within the County were reflected in the FY 2012 Technology funding requests. The demand for newer technology includes



projects that provide efficiencies, replace aging systems and infrastructure, provide data analysis and applications, business continuity/disaster recovery plans, provide secure remote access, and more. Requests far exceed the available funding level, hence the need to refine how the County prioritizes projects and strategically applies the limited funding available.

The recommended projects are considered high profile, public and employee safety issues, and take into consideration cross-organizational needs that have been identified by the County Executive as necessary to reduce costs and provide efficiencies.

It is unknown at this time the potential initial costs for the outcome of the current RFP for the County Common Directory and SaaS e-mail solution that could require implementation and product costs, dependent on the outcome of the financial negotiations planned in August 2011. If additional costs are required, the discussion will be brought to the Board at that time.

Funding in the amount of \$3,200,000 is recommended for the following General Fund Technology Projects. Narrative descriptions are provided for the projects in the Department sections unless indicated (ISD).

FY 2012 Technology Projects

Description	Amount
County Communications - Upgrade Public Safety Radio Systems	\$865,120
County Communications - Upgrade CAPSS Servers and Admin Network Servers (ISD)	\$164,200
Controller's Office - Add Kronos Workforce Scheduler pilot implementation for VMC	\$352,600
Controller's Office - Add Kronos Self-Service Time-Keeping Application	\$300,000
Sheriff's Office - Mobile Data Terminals	\$500,000
Clerk of the Board - Granicus Voting/Minutes System in Board Chambers	\$100,000
Clerk of the Board - Upgrade Crestron Touchpanels in Board Chambers	\$38,200
Clerk of the Board - Cablecast Board of Supervisors meetings	\$9,822
County Integrated Workplace Management System (ISD)	\$225,000
Infrastructure Emergency Reserve (ISD)	\$645,058

One-time Cost: \$3,200,000

Ongoing Cost: \$254,664

Upgrade Computer Aided Public Safety System (CAPSS) and Administrative Network Servers

Service Impact: This action will upgrade thirteen CAPSS servers and three administrative network servers, which range from six to eight years in age. The CAPSS servers are used to process 911 calls and dispatch an appropriate response. The network servers handle anti-virus, remote log-in authentication, and file storage.

One-time Cost: \$164,200

Countywide Integrated Workplace Management System

There are several departments within the County responsible for maintaining County assets and managing leased and owned County space. Currently, the County does not have an enterprise land, lease and maintenance management tool available to provide a single integrated platform in support of these functions.

To that end, following are the objectives in creating an enterprise Integrated Workplace Management System (IWMS):

- Develop a single enterprise-wide system capable of supporting the land, lease, and maintenance activities throughout the County.
- Capitalize on the current knowledge-base of the respective departments in leveraging the best solutions and processes when creating the single system.
- Create synergies between maintenance and lease/land management organizations where possible.
- Provide a Countywide land, space and maintenance activity reporting capability.
- Eliminate the redundant processes necessary to support multiple organizations that are creating data against the same set of base data.
- Increase the electronic interfacing of the land/lease/maintenance activities with other County systems such as PeopleSoft, SAP, and GIS to reduce manual labor intensive processes.
- Combine and add to department automations to gain efficiencies and process improvements.

The Archibus solution that has been identified is already in place at SCVHHS Facilities, and there is an existing knowledge-base and support infrastructure. The FY 2012 one-time funding will provide countywide licensing, as well as provide professional services and training support. The departments that are currently included in this project are: Facilities and Fleet, SCVHHS Facilities, Parks, Roads, the Assessor's Office, and the Surveyor. There are several other departments that have expressed interest in utilizing the IWMS. The project is comprised of four phases. The discovery phase, maintenance activities, and land/lease activities are projected for completion in FY 2012. The GIS, condition assessment, utilities, and other advanced functionality implementations are projected to start in FY 2013. The two-year total one-time costs are estimated at \$480,000 with an additional \$20,000 per year in maintenance costs. The project funding for FY 2013 and beyond will be subject to the annual Information Technology funding process.

Service Impact: A single system will prevent the County from purchasing and maintaining redundant systems. Centralizing space and lease data will result in quicker response to land/lease/space queries without the current manual resource-intensive data collection processes. Budget reporting along with lease analysis will be centralized, which will aid in the budget process. The single system approach will allow land management data consolidation and tracking of historical changes of land ownership and boundary delineation. Furthermore, GIS integration would allow for data dissection and graphical representation. Eliminating redundant processes will minimize both

the time dedicated to data entry and improve the quality of data. Additionally, there will be better compliance with Life Safety Code and oversight agencies. Productivity gains will allow staff to expand efforts to other data sets that are not currently captured, such as basic equipment maintenance costs, which will allow for more proactive replacement planning.

One-time Cost: \$225,000

Ongoing Cost: \$20,000

Infrastructure Emergency Reserve

With the wide-spectrum of services Countywide and the competing demands for very limited funding, it has been difficult to apply technology funding adequately to keep up with the overall needs of the organization. As a result, many needs are unmet, and there is a backlog of requests for replacement projects for aging infrastructure. Establishing an emergency reserve of \$645,058 is recommended to reduce the risk of potential failures due to the high number of aging infrastructure needs.

Service Impact: The IT Operations Committee will work closely with departments on a quarterly basis to assess, prioritize, and address the major failure points and mission critical needs.

One-time Cost: \$645,058

Information Services — Budget Unit 145 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
14501	Information Services Fund 0001	\$ 17,307,805	\$ 14,280,132	\$ 17,026,706	\$ 15,402,219	\$ 1,122,087	7.9%
14574	Information Services Fund 0074	27,702,958	32,028,789	30,349,121	30,101,559	(1,927,230)	-6.0%
14577	Printing Operations Fund 0077	1,922,047	2,308,358	2,127,930	2,024,561	(283,797)	-12.3%
14502	Messenger Driver - Records Ret Fund 0001	433,277	433,989	437,034	404,978	(29,011)	-6.7%
Total Net Expenditures		\$ 47,366,087	\$ 49,051,268	\$ 49,940,791	\$ 47,933,317	\$ (1,117,951)	-2.3%



Information Services — Budget Unit 145 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
14501	Information Services Fund 0001	\$ 17,342,617	\$ 14,293,932	\$ 17,040,506	\$ 15,416,019	\$ 1,122,087	7.9%
14574	Information Services Fund 0074	27,716,661	32,028,789	30,349,121	30,101,559	(1,927,230)	-6.0%
14577	Printing Operations Fund 0077	1,922,047	2,308,358	2,127,930	2,024,561	(283,797)	-12.3%
14502	Messenger Driver - Records Ret Fund 0001	1,787,581	1,816,338	1,858,888	1,826,807	10,469	0.6%
Total Gross Expenditures		\$ 48,768,905	\$ 50,447,417	\$ 51,376,445	\$ 49,368,946	\$ (1,078,471)	-2.1%

Information Services — Budget Unit 145 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 26,900,008	\$ 26,991,155	\$ 27,741,078	\$ 26,722,520	\$ (268,635)	-1.0%
Services And Supplies	20,892,970	23,426,262	23,635,367	22,616,426	(809,836)	-3.5%
Fixed Assets	891,928	30,000	—	30,000	—	—
Operating/Equity Transfers	83,999	—	—	—	—	—
Subtotal Expenditures	48,768,905	50,447,417	51,376,445	49,368,946	(1,078,471)	-2.1%
Expenditure Transfers	(1,402,818)	(1,396,149)	(1,435,654)	(1,435,629)	(39,480)	2.8%
Total Net Expenditures	47,366,087	49,051,268	49,940,791	47,933,317	(1,117,951)	-2.3%

Information Services — Budget Unit 145 Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
14501	Information Services Fund 0001	\$ 149,892	\$ 150,400	\$ 150,400	\$ 150,400	\$ —	—
14574	Information Services Fund 0074	29,323,747	31,068,038	31,483,818	27,514,769	(3,553,269)	-11.4%
14577	Printing Operations Fund 0077	1,902,578	2,146,265	2,145,566	2,012,066	(134,199)	-6.3%
Total Revenues		\$ 31,376,217	\$ 33,364,703	\$ 33,779,784	\$ 29,677,235	\$ (3,687,468)	-11.1%

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

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	28.0	\$ 14,280,132	\$ 150,400
Board Approved Adjustments During FY 2011	—	14,610	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	141,004	—
Internal Service Fund Adjustments	—	2,592,480	—
Other Required Adjustments	—	(1,520)	—
Subtotal (Current Level Budget)	28.0	\$ 17,026,706	\$ 150,400



Information Services Fund 0001 — Cost Center 14501

Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
FY 2012 Data Processing Adjustment	—	(444,819)	—
One-time Rebate of Voice Rate Retained Earnings	—	(162,793)	—
FY 2012 Voice Rate Adjustment	—	78,995	—
One-time Rebate of DP Retained Earnings	—	(881,844)	—
Decision Packages			
1. Reduce Funding for Blackboard Connect, Inc. Contract	—	(710,000)	—
This action reduces funding from the current contract with Blackboard Connect, Inc., the current contractor for the County Regional Public and Internal Notification System.			
2. Reduce Communication Costs in the Network Infrastructure Services Division	—	(103,000)	—
This action reduces the Communications budget in the Network Infrastructure Services Division, which funds the enterprise network infrastructure lines for the County.			
3. Reduce Equipment Maintenance Costs in the Network Infrastructure Services Division	—	(150,000)	—
This action in the CLARAnet Division reduces the budget for maintenance of the enterprise network infrastructure equipment.			
4. Delete 1.0 FTE Network Operations Supervisor Position	-1.0	(151,576)	—
Delete 1.0 FTE Network Operations Supervisor position in the Network Infrastructure Services Division. The position will be deleted effective August 1, 2011 which will require a one-time expense of \$13,806.			
5. Delete 1.0 FTE Network Engineer Position in the Network Infrastructure Services Division	-1.0	(153,708)	—
Delete 1.0 FTE Network Engineer Position in the Network Infrastructure Services Division.			
6. One-time Information Technology Funding for Server Replacement	—	164,200	—
This action will replace 13 computer aided public safety system (CAPSS) servers and three network servers.			
7. Funding for Infrastructure Emergency Reserve	—	645,058	—
This action would create an emergency reserve to address the high number of aging infrastructure needs countywide and to reduce the risk of potential failures.			
8. Information Technology Funding for County Integrated Workplace Management System	—	245,000	—
This action will fund the creation of an enterprise Integrated Workplace Management System utilizing the Archibus solution.			
Subtotal (Recommended Changes)	-2.0	\$ (1,624,487)	\$ —
Total Recommendation	26.0	\$ 15,402,219	\$ 150,400

Information Services Fund 0074 — Cost Center 14574

Major Changes to the Budget

	Positions	Appropriations	Revenues
Data Processing ISF (Fund Number 0074)			
FY 2011 Approved Budget	155.0	\$ 32,028,789	\$ 31,068,038
Board Approved Adjustments During FY 2011	—	(2,690,243)	(297,744)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	429,838	—
Internal Service Fund Adjustments	—	402,739	713,524
Other Required Adjustments	—	177,998	—
Subtotal (Current Level Budget)	155.0	\$ 30,349,121	\$ 31,483,818
Recommended Changes for FY 2012			



Information Services Fund 0074 — Cost Center 14574

Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments			
FY 2012 Data Processing Adjustment	—	—	(332,654)
One-time Rebate of Voice Rate Retained Earnings	—	—	(313,616)
FY 2012 Voice Rate Adjustment	—	—	(216,548)
Transfer of Wellness Program to VHP	—	—	(2,758)
Transfer HHS-HR Budget from SCVMC to ESA HR	—	—	5,105
One-time Rebate of DP Retained Earnings	—	—	(3,145,412)
One-time transfer of IT Support from ESA to ISD	—	—	36,834
Adjust Departmental Reimbursement to the Office of the County Executive for Integrated Pest Management Services	—	(779)	—
FY 2012 Fleet Reductions	—	(17,879)	—
One-time Rebate of Voice Rate Retained Earnings	—	(2,533)	—
FY 2012 Voice Rate Adjustment	—	(4,078)	—
FY 2012 Fuel Reduction	—	(3,857)	—
Decision Packages			
1. Reduce Communication Costs in Fund 0074 Voice Communications Services Division	—	(216,548)	—
This action reduces Public Switched Telephone Network charges due to the implementation of the VoIP telephone system at the Berger Complex and reflects other adjustments related to phone bills, directory charges, and labor costs.			
2. Eliminate the Cable Services Division	-4.0	(392,428)	—
This action deletes 4.0 FTE Cable Installer positions and related services and supplies expenses.			
3. Reduce Maintenance Costs in Fund 0074 Administration Division	—	(16,360)	—
This action reduces facility maintenance costs in the Fund 0074 Administration Division.			
4. Delete 1.0 FTE Executive Assistant Position in the Project Support Services Division	-1.0	(93,588)	—
Delete 1.0 FTE Executive Assistant Position in the Project Support Services Division.			
5. Use of Fund 0074 Fund Balance to Replace Equipment According to Schedule	—	695,832	—
This action would use monies from Fund 0074 fund balance to replace equipment based on the Infrastructure Refresh schedule.			
6. Transfer of IT support from ESA to ISD	—	36,834	—
This action transfers IT support from ESA to ISD and allocates one-time monies to replace aging PC Hardware equipment in ESA.			
7. Delete 1.0 FTE Quality Assurance Engineer Position in the Application Services Division	-1.0	(146,724)	—
Delete 1.0 FTE Quality Assurance Engineer position in the Application Services Division.			
8. Transfer IT Support from AEM to ISD	—	6,660	—
This action deletes 1.0 FTE IT Planner/Architect and adds 1.0 FTE alternately staffed IT Project Manager/Sr. IT Project Manager/Business IT Consultant/Sr. IT Business Consultant to support the Department of Agriculture and Environmental Management.			
9. Reduction of Call Duty Costs	—	(83,094)	—
This action reduces Call Duty costs in Fund 0074. Call Duty is used to support critical applications 24 hours x 365 days.			
10. Reduction of PC Hardware Maintenance Costs in the Server Infrastructure Services Division	—	(5,979)	—
This action reduces PC Hardware maintenance costs in the Server Infrastructure Services Division.			
11. Reduction of PC Software Costs in the Server Infrastructure Services Division	—	(3,041)	—
This action reduces PC Software costs in the Server Infrastructure Services Division by adjusting the software maintenance agreement with Dynamic Systems.			
Subtotal (Recommended Changes)	-6.0	\$ (247,562)	\$ (3,969,049)
Total Recommendation	149.0	\$ 30,101,559	\$ 27,514,769



Printing Operations Fund 0077 — Cost Center 14577
Major Changes to the Budget

	Positions	Appropriations	Revenues
Printing Services ISF (Fund Number 0077)			
FY 2011 Approved Budget	11.0	\$ 2,308,358	\$ 2,146,265
Board Approved Adjustments During FY 2011	—	(174,090)	(13,000)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	32,268	—
Internal Service Fund Adjustments	—	(38,606)	12,301
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	11.0	\$ 2,127,930	\$ 2,145,566
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Transfer of Wellness Program to VHP	—	—	(3,500)
FY 2012 Printing Adjustment	—	—	(130,000)
FY 2012 Data Processing Adjustment	—	(292)	—
Adjust Departmental Reimbursement to the Office of the County Executive for Integrated Pest Management Services	—	(60)	—
One-time Rebate of Voice Rate Retained Earnings	—	(388)	—
FY 2012 Voice Rate Adjustment	—	(927)	—
One-time Rebate of DP Retained Earnings	—	(1,702)	—
Decision Packages			
1. Reduce Services and Supplies in Printing Services Fund 0077	—	(130,000)	—
This action reduces various services and supplies expenses in Fund 0077.			
2. Use of Fund 0077 Fund Balance for Infrastructure Refresh	—	30,000	—
This action would use monies from Fund 0077 Fund Balance to purchase an image-setter.			
Subtotal (Recommended Changes)	—	\$ (103,369)	\$ (133,500)
Total Recommendation	11.0	\$ 2,024,561	\$ 2,012,066

Messenger Driver - Records Ret Fund 0001 — Cost Center 14502
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	5.0	\$ 433,989	\$ —
Board Approved Adjustments During FY 2011	—	13	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	14,437	—
Internal Service Fund Adjustments	—	(11,392)	—
Other Required Adjustments	—	(13)	—
Subtotal (Current Level Budget)	5.0	\$ 437,034	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Transfer of Wellness Program to VHP	—	25	—
FY 2012 Data Processing Adjustment	—	(2,393)	—
One-time Rebate of Voice Rate Retained Earnings	—	(286)	—
FY 2012 Voice Rate Adjustment	—	4	—

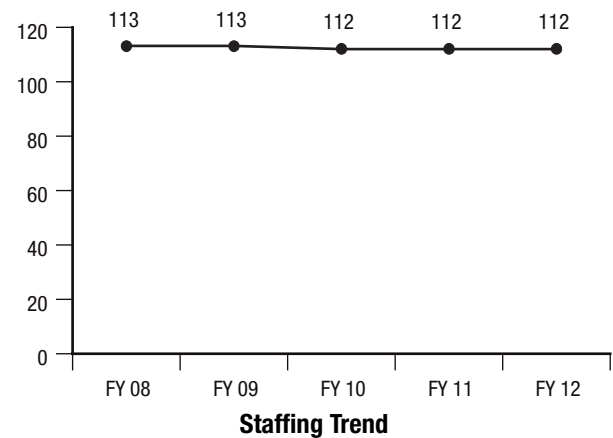
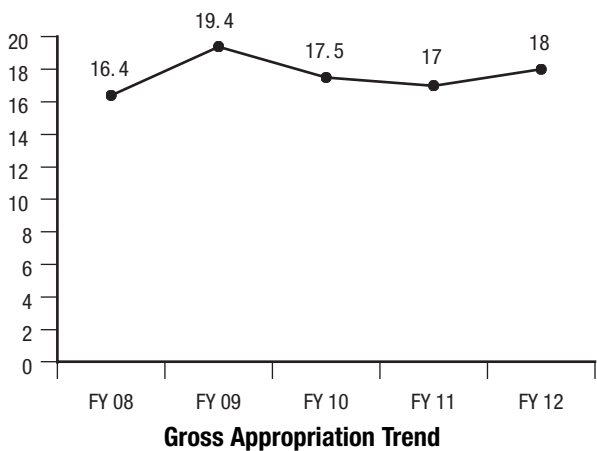
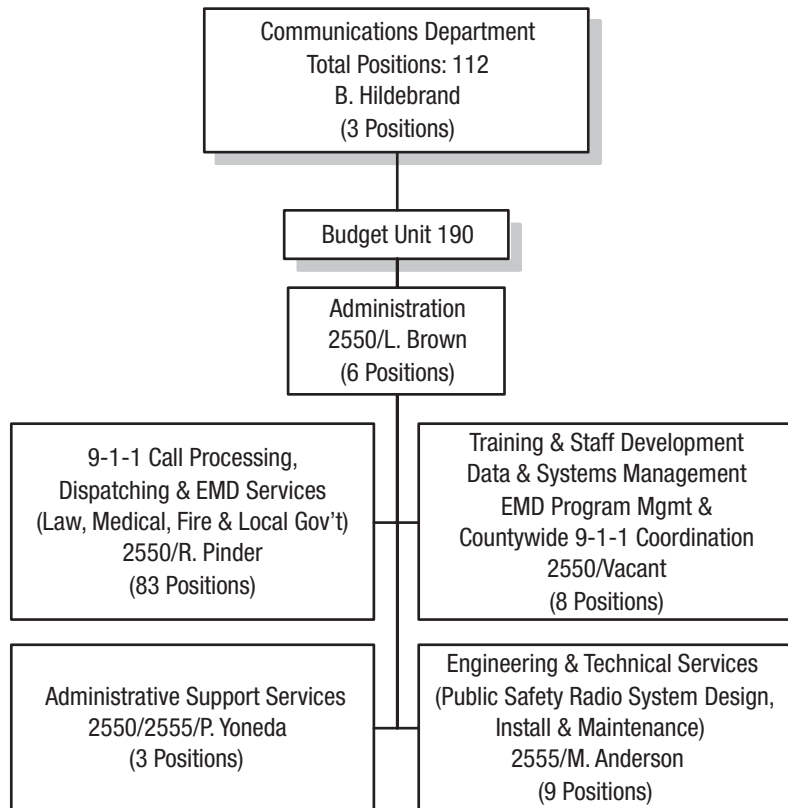


Messenger Driver - Records Ret Fund 0001 — Cost Center 14502
Major Changes to the Budget

	Positions	Appropriations	Revenues
FY 2012 Printing Adjustment	—	(29,000)	—
One-time Rebate of DP Retained Earnings	—	(406)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (32,056)	\$ —
Total Recommendation	5.0	\$ 404,978	\$ —



County Communications



Public Purpose

- Protection of the Public
- Safety of Emergency Personnel
- Protection of Property



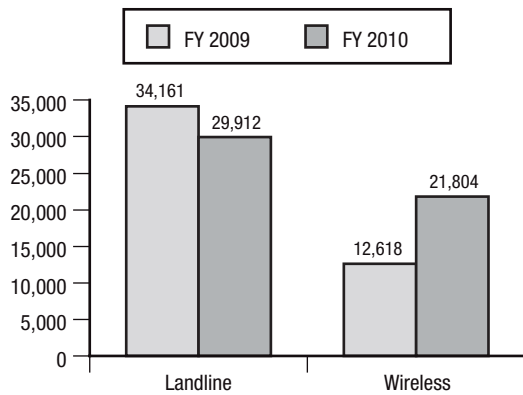
Above: One of several wireless radio communications towers located throughout the County in support of public safety and government operations.



Top Photo: Communications Systems Technician accesses system to remotely monitor, maintain, repair and optimize public safety radio equipment.
 Bottom Photo: Communications Dispatcher answers and processes a 9-1-1- call. Computer-based telephone, radio and dispatching systems enable dispatchers to quickly receive calls, track events and dispatch field personnel and resources to handle emergencies.

Desired Results

Prompt access to Public Safety Services by quickly answering and screening emergency telephone calls, eliciting information needed to dispatch the appropriate response and resources.

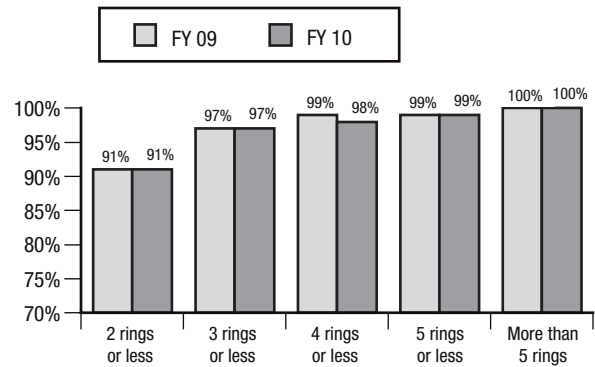


Emergency, Urgent and Non-Emergency Monthly Call Volumes

Direct Wireless 911 call answering began in late 2008. A comparison of landline and wireless call volumes received in FY 2009 compared to FY 2010 indicates the trend of decreasing landline (-12%) and increasing wireless (+ 73%) emergency reporting. About 97% of all calls received are emergency or urgent in nature.

A total of 428,988 calls were handled in FY10, of which 195,345 (46%) were in response to law enforcement, 194,958 (45%) were medical, 28,484 (7%) were fire and 10,201 (2%) were admin/other in nature.

New wireless call transfer protocols implemented under the "Red" (Routing on Empirical Data) Project Phase 2, which began in March 2010, have a dramatic impact on the call volumes handled by local 9-1-1 call centers. Within Santa Clara County 57% or 766 of the 1,354 wireless cell sectors have been redirected from the California Highway Patrol to local city and county emergency call centers.

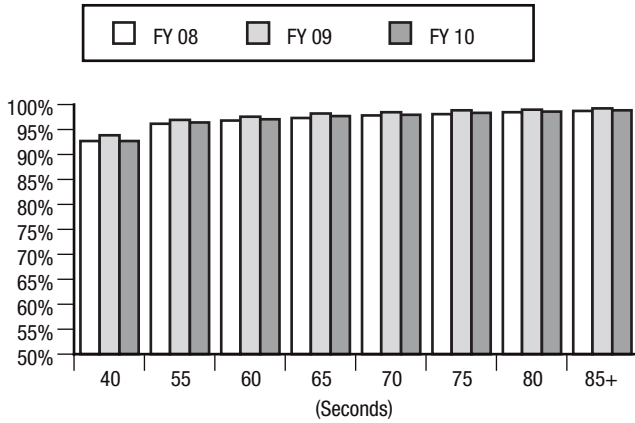


9-1-1 and Emergency Call Answering Times

In FY10, 91% of emergency calls were answered within 2 rings or less (12 seconds).



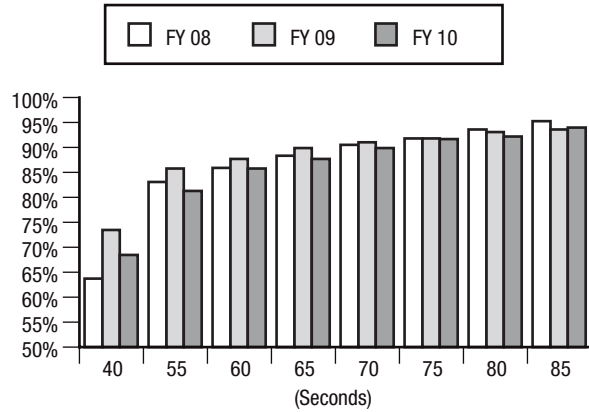
Prompt delivery of public safety services by quickly dispatching processed emergency calls for service.



Fire Dispatch Times

This graph illustrates the percentage of calls dispatched to field units over time, also known as “time to dispatch.” In FY10, 93% of calls received for fire services were dispatched within 40 seconds or less.

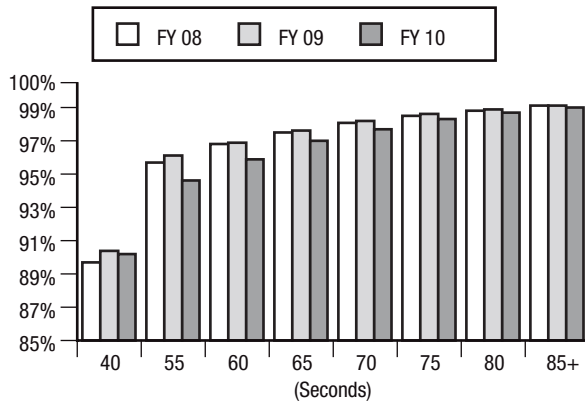
A fire dispatch involves evaluating for appropriate response, determining fire equipment availability, and alerting the emergency unit(s).



Law Dispatch Times

This graph illustrates the percentage of calls dispatched to field units over time, also known as “time to dispatch.” In FY10, 90% of highest priority calls received for law enforcement services were dispatched within 65 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.



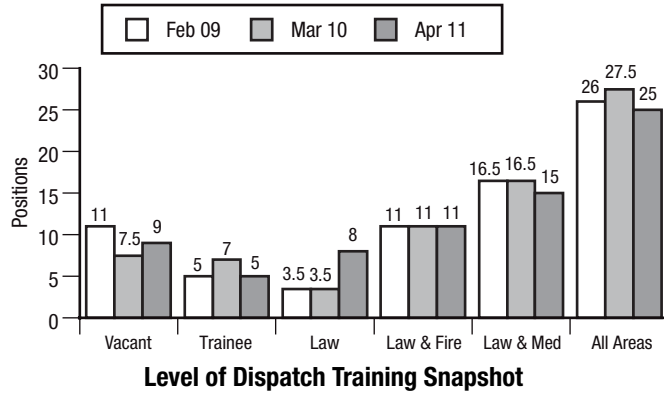
Medical Dispatch Times

This graph illustrates the percentage of calls dispatched to field units over time, also known as “time to dispatch.” In FY10, 90% of calls received for medical services were dispatched in 40 seconds or less.

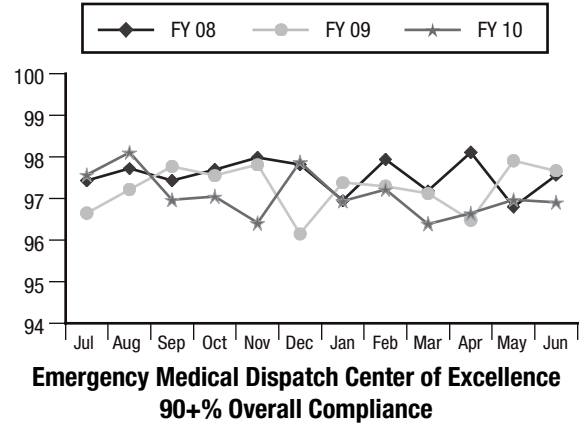
A medical dispatch involves evaluating for appropriate response, determining resource availability, and alerting paramedic unit(s) on medical calls in the county, including cities and CHP.



Accurate Dispatching services by improving recruitment, training and retention of 9-1-1 dispatchers.

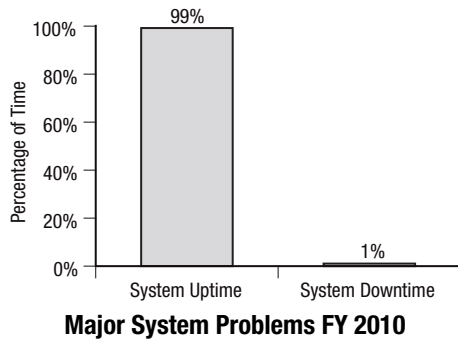


Extensive training is required to reach productive levels: minimum of 1 year to achieve Communications Dispatcher I (call handling/Law dispatching) level, an additional 6 months (1.5 yrs from date of hire) to achieve Dispatcher II level (either Law/Fire or Law/Med and certification in Emergency Medical Dispatching (EMD)) training, and another 6 to 12 months (2 - 2.5 years from date of hire) to achieve Dispatcher III (Law/Fire/Med) level of experience and training.

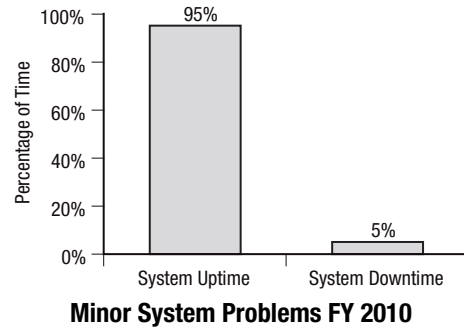


Santa Clara County was the first county in the state, and the 11th county nationwide, to achieve national "Center of Excellence" accreditation in January 2002. Staff's performance continues to exceed the 90% overall program compliance standard in providing pre-arrival medical instructions to 9-1-1 callers. The FY10 average overall program compliance score was 97.1%. "Center of Excellence" re-accreditation was approved April 2011.

Public Safety radio systems reliability.



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 9-1-1 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 Emergency Medical Dispatch (EMD), which includes appropriate physician-approved medical instruction to 9-1-1 callers while paramedics are en route to the scene of a medical emergency.



- Expanded training, planning and coordination in support of the County's increased responsibilities during large-scale emergency events for fire and public health operational area emergency service coordination.
- Coordination and compliance for 9-1-1 functions required by the State 9-1-1, including information dissemination and maintenance of the 9-1-1 telephone/number/address information database, on behalf of all 9-1-1 centers in Santa Clara County.
- 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.

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.

Emerging Issues:

As the local economy continues to recover, several agencies in other jurisdictions are expressing interest in the feasibility of receiving communications dispatching and technical services from The County Communications Department. The Department is carefully analyzing the operational impacts and cost/benefit of consolidation with other public safety services organizations and the resulting economies of scale.

As technological advances in the telecommunications industry continue at a rapid pace, enhancement of the State's 9-1-1 telephone system is needed. As a result, the workload associated with handling 9-1-1 calls continues to increase as more emergencies are reported using devices such as cellular telephones and computers. Unlike calls from landline telephone numbers, which

the 9-1-1 system associates with a street address, calls using wireless networks and the internet require dispatchers to perform additional interrogation of callers and more involved procedures in order to verify physical locations before dispatching emergency responders.

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		■
Medical Dispatching	Yes	Mandated	Begins a phased replacement of aged VHF and UHF public safety radios that are no longer supported by the manufacturer and/or must be upgraded in order to comply with an FCC mandate.	▲
Fire Dispatching	Yes	Mandated	Begins a phased replacement of aged VHF and UHF public safety radios that are no longer supported by the manufacturer and/or must be upgraded in order to comply with an FCC mandate.	▲
Law Dispatching	Yes	Mandated	Begins a phased replacement of aged VHF and UHF public safety radios that are no longer supported by the manufacturer and/or must be upgraded in order to comply with an FCC mandate.	▲
Local Government Dispatching	Yes	Mandated	Begins a phased replacement of aged VHF and UHF public safety radios that are no longer supported by the manufacturer and/or must be upgraded in order to comply with an FCC mandate.	▲
Communications Infrastructure Installation and Maintenance	Yes	Mandated	Begins a phased replacement of aged VHF and UHF public safety radios that are no longer supported by the manufacturer and/or must be upgraded in order to comply with an FCC mandate.	▲
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	Begins a phased replacement of aged VHF and UHF public safety radios that are no longer supported by the manufacturer and/or must be upgraded in order to comply with an FCC mandate.	▲
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

Services and Supplies

Reduce Funding for Services and Supplies: The funding recommended for reduction has been primarily used for maintenance of the building uninterruptible power supply (UPS) system and a digital logging recorder. The Department recently discontinued the agreement for logging recorder maintenance service from the vendor. This service will now be performed by in-house staff.

Service Impact: The reduction of funding will have no impact on service levels.

Net Ongoing Savings: \$8,932

Ongoing Reduction in Services and Supplies: \$12,602
Ongoing Loss of Reimbursement for Costs: \$3,670

Engineering and Technical Services

Recognize Ongoing New and Increased Revenue: The Department is in the process of finalizing two new agreements for providing communications technical maintenance services. One agreement is with the newly formed joint powers authority known as Silicon Valley Regional Interoperability Authority (SVRIA), composed of all jurisdictions in Santa Clara County, with the exception of the Town of Los Altos Hills. The Department will provide ongoing maintenance services for communications equipment and infrastructure systems. The other new agreement is with

Midpeninsula Regional Open Space District where microwave and two-way radio communications systems maintenance will be provided.

Service Impact: There will be no impact on the current level of service.

Ongoing Revenue: \$29,849

Public Safety Radio Replacement

Public Safety Radio Replacement: Allocate one-time funds to replace public safety radios used by Sheriff, District Attorney, Department of Corrections, and other public safety emergency response personnel.

Service Impact: This project will begin a phased replacement of aged VHF and UHF public safety radios that are no longer supported by the manufacturer and/or must be upgraded in order to comply with an FCC mandate effective January 1, 2013, which requires operations within a frequency bandwidth narrower than the radios are capable of handling.

One-time Cost: \$865,120

Communications Department — Budget Unit 190 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
2550	Communications Dispatching/Admin Fund 0001	\$ 16,251,639	\$ 11,693,357	\$ 11,958,794	\$ 12,718,472	\$ 1,025,115	8.8%
19002	Communications Tech Svcs Div Fund 0001	145,893	65,972	107,807	109,743	43,771	66.3%
Total Net Expenditures		\$ 16,397,532	\$ 11,759,329	\$ 12,066,601	\$ 12,828,215	\$ 1,068,886	9.1%



Communications Department — Budget Unit 190 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
2550	Communications Dispatching/Admin Fund 0001	\$ 19,495,130	\$ 15,095,653	\$ 15,366,186	\$ 16,122,194	\$ 1,026,541	6.8%
19002	Communications Tech Svcs Div Fund 0001	1,894,370	1,864,166	1,917,465	1,917,119	52,953	2.8%
Total Gross Expenditures		\$ 21,389,500	\$ 16,959,819	\$ 17,283,651	\$ 18,039,313	\$ 1,079,494	6.4%

Communications Department — Budget Unit 190 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 13,682,492	\$ 13,905,263	\$ 14,220,966	\$ 14,220,966	\$ 315,703	2.3%
Services And Supplies	7,680,196	3,054,556	3,062,685	3,818,347	763,791	25.0%
Fixed Assets	26,812	—	—	—	—	—
Subtotal Expenditures	21,389,500	16,959,819	17,283,651	18,039,313	1,079,494	6.4%
Expenditure Transfers	(4,991,968)	(5,200,490)	(5,217,050)	(5,211,098)	(10,608)	0.2%
Total Net Expenditures	16,397,532	11,759,329	12,066,601	12,828,215	1,068,886	9.1%

Communications Department — Budget Unit 190 Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
2550	Communications Dispatching/Admin Fund 0001	\$ 5,432,847	\$ 1,518,505	\$ 1,571,863	\$ 1,571,863	\$ 53,358	3.5%
19002	Communications Tech Svcs Div Fund 0001	122,189	72,356	100,000	129,849	57,493	79.5%
Total Revenues		\$ 5,555,036	\$ 1,590,861	\$ 1,671,863	\$ 1,701,712	\$ 110,851	7.0%

Communications Dispatching/Admin Fund 0001 — Cost Center 2550 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	99.0	\$ 11,693,357	\$ 1,518,505
Board Approved Adjustments During FY 2011	—	(60,542)	53,358
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	317,825	—
Internal Service Fund Adjustments	—	13,457	—
Other Required Adjustments	—	(5,303)	—
Subtotal (Current Level Budget)	99.0	\$ 11,958,794	\$ 1,571,863
Recommended Changes for FY 2012			



Communications Dispatching/Admin Fund 0001 — Cost Center 2550 Major Changes to the Budget

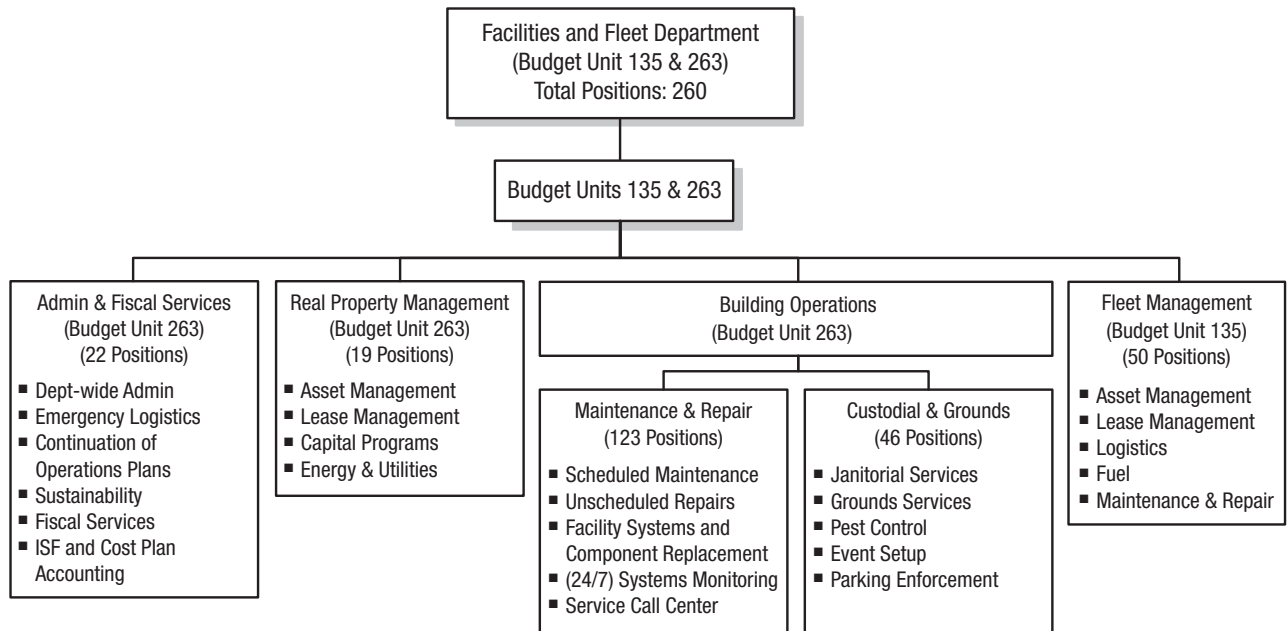
	Positions	Appropriations	Revenues
Internal Service Fund Adjustments			
Reduce Dispatch Services-Internal	—	3,670	—
FY 2012 Data Processing Adjustment	—	3,628	—
One-time Rebate of Voice Rate Retained Earnings	—	(3,134)	—
FY 2012 Voice Rate Adjustment	—	(13,013)	—
One-time Rebate of DP Retained Earnings	—	(83,991)	—
Decision Packages			
1. IT Infrastructure Replacment of Public Safety Radios	—	865,120	—
This funding will begin a phased replacement of aged VHF and UHF public safety radios which will require upgrade to comply with "narrowband" technology per FCC mandate.			
2. Reduce Expense for Maintenance-Equipment	—	(12,602)	—
Reduce allocation in the expenditure accounts for Services and Supplies.			
Subtotal (Recommended Changes)	—	\$ 759,678	\$ —
Total Recommendation	99.0	\$ 12,718,472	\$ 1,571,863

Communications Tech Svcs Div Fund 0001 — Cost Center 19002 Major Changes to the Budget

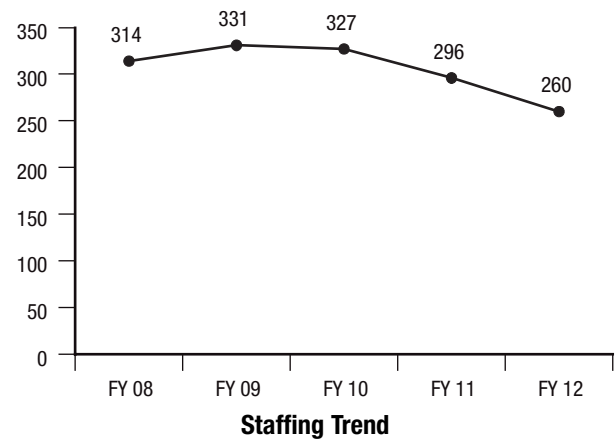
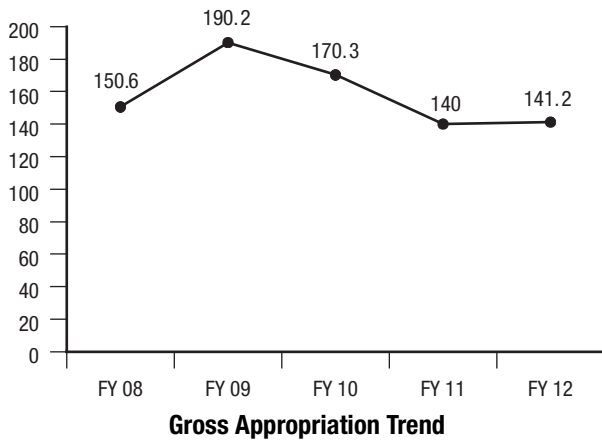
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	13.0	\$ 65,972	\$ 72,356
Board Approved Adjustments During FY 2011	—	782	27,644
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	63,723	—
Internal Service Fund Adjustments	—	(21,888)	—
Other Required Adjustments	—	(782)	—
Subtotal (Current Level Budget)	13.0	\$ 107,807	\$ 100,000
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Eliminate Welfare Fraud Investigation Unit	—	2,282	—
One-time Rebate of Voice Rate Retained Earnings	—	(1,041)	—
FY 2012 Voice Rate Adjustment	—	695	—
Decision Packages			
1.	—	—	29,849
New revenue for providing communications technical maintenance services for two new agreements (Silicon Valley Regional Interoperability Authority-SVRIA and Midpeninsula Regional Open Space District).			
Subtotal (Recommended Changes)	—	\$ 1,936	\$ 29,849
Total Recommendation	13.0	\$ 109,743	\$ 129,849



Facilities and Fleet Department



Section 1: Finance and Government



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 Clinic in Milpitas.

Description of Major Services

The Facilities and Fleet Department (FAF) provides the following services:

- Fleet Management and Fuel
- Property and Contract Management
- Capital Program Planning and Project Management
- Facilities Maintenance and Repair
- Custodial and Grounds
- Utility Account Management and Energy Conservation
- Emergency Operations Logistics Section Planning
- Facility and Fleet Management
- Fiscal Services

Fleet Management and Fuel Services

The County fleet consists of 1,700 vehicles and pieces of motorized equipment, and exists for the sole purpose of efficiently serving the County citizens through public safety services, public facilities and roadways maintenance, and health and social services operations. FAF Fleet Management provides expertise, recapitalization, maintenance, and repair services for the County fleet, and provides fueling services. FAF Fleet Management operates as an Internal Service

Fund, a business model subject to OMB Circular A-87, requiring full cost recovery for services provided. Generally, County departments reimburse FAF Fleet Management for vehicle depreciation, maintenance, repair, and operations based on a monthly rate and the miles driven. FAF Fleet Management also provides maintenance, repair, and fuel on a reimbursable basis to a number of other local agencies including the Valley Transportation Agency, OUTREACH, the California Highway Patrol, and school districts.

Property and Contract Management Services

The County General Fund property and asset portfolio consists of 5 million square feet of County-owned space with a replacement value of approximately \$1.6 billion, and 1.5 million square feet of leased space including 65 leases costing the County \$43 million per year. FAF Property Management provides strategic real property expertise including property acquisition, property disposal, and leasing services for the entire County with the exception of the Parks Department and the Roads and Airports Department. FAF Property Management also coordinates the County Administrative Space Planning Committee, manages cafeteria and vending contracts, the Civic Center Garage contract, the solid waste management contract for all County facilities, and 25 leases for the use of County property generating revenue in the amount of \$2 million annually. Generally,

FAF Property Management recovers costs through overhead charges on leases. Recent accomplishments include the sale of surplus property resulting in revenue to the County, renegotiated leases that save the County nearly \$2 million per year and nearly 50% waste diversion from management of the recycling/composting program.

Capital Program Planning and Project Management Services

FAF Capital Programs provides planning, design, and construction management services for renovation, new construction, replacement capital improvement projects and demolition. Funds for Capital planning and projects are approved each year by the Board of Supervisors during the annual County budget approval process. Capital Programs staff and support are funded entirely of approved projects. Projects completed in the past year include New Security Lighting at the Elmwood Correctional Facility; Emergency Water Supply Tank at Elmwood Correctional Facility; Security Upgrades to East Gate at Elmwood; New Warehouse on Junction Avenue; New Vector Control Building at 1555 Berger Drive; New Security Fencing and Access Gate at County Communications; and Demolition of the Old Hospital Complex at 15th and E. Santa Clara Street, San Jose.

Minor Public Works

In FY 2011, Capital Programs became responsible to coordinate Minor Public Works Contract Management. FAF has addressed the key areas of difficulty including adherence to building/fire codes and the integrity/transparency required by California law when interacting with potential vendors. Capital project managers, architects, and engineers provide the knowledge and expertise required.

Facilities Maintenance and Repair Services

The FAF Building Operations Division maintains 5 million square feet of County-owned property that provides space for government operations in addition to the platform on which the public interacts with County government. FAF Building Operations maintains detention facilities, health clinics, therapy pools, law and justice facilities, the Civic Center complex, office buildings, vehicle maintenance yards, and data/communications centers, all of which require significant upkeep and operational resources. FAF Building Operations does not maintain Parks facilities, Roads and Airport facilities, the Valley Medical Center Campus facilities, and most leased facilities. FAF

Building Operations operates a 24/7 Monitoring and Call Center (MAC Room) to monitor critical building system alarms, security, and receive emergency repair requests. While FAF Building Operations preventive and corrective maintenance costs for the aforementioned facilities are derived from the General Fund, County departments reimburse FAF Building Operations on a time and material basis for extraordinary services, e.g. vandalism repairs, facility alterations/changes, etc. FAF Building Operations also provides non-General Fund County departments maintenance and repair services on a reimbursable basis.

Custodial and Grounds Services

FAF Building Operations also provides custodial services for approximately 1.5 million square feet of mostly administrative office space. Grounds and fire break maintenance are provided at all County facilities with the exception of Valley Medical Center, Roads and Airports facilities, and Park facilities.

Utility Account Management and Energy Conservation Services

Utilities Account Management: FAF budgets nearly \$14 million annually in the General Fund to pay for all County utilities except for the Valley Medical Center campus, VHC Tully, Roads and Airports facilities, Parks facilities, and Internal Service Fund departments. The utilities include electricity, natural gas, propane gas, water, sewer, and solid waste services. Including the departments mentioned above, the overall County utility bill is roughly \$26 million annually. While FAF does not budget for the aforementioned departments, FAF does provide receipt, auditing, and payment for the majority of the County's utility invoices.

Energy Conservation: The County Utility Engineer/Program Manager seeks opportunities to reduce utility costs related to County building operations, supports planning efforts related to renewable energy/power, and coordinates reductions of energy/utility consumption in County facilities in order to meet the Board's Climate Action Goals and Assembly Bill 32 mandates. This past year, FAF facilitated the Power Purchase Agreement, solicited Qualified Energy Conservation Bonds and applied for low-interest loans to finance construction of renewable power generating facilities. In addition, FAF supported utility conservation through various energy conservation projects such as LED lighting. FAF was awarded various



grants from the California Energy Commission and Stanford University related to decreased utility and energy usage.

Emergency Operations Logistics Planning Coordination

FAF provides leadership and planning for the Emergency Operations Logistics Section support during Emergency Operations and Disasters. The Logistics Section includes FAF, Procurement, the Employee Services Agency, County Communications and the Information Services Department. The Logistics Section collaborates with the disaster planning and preparedness activities of Public Health, VMC, the

Sheriff's Office, Medical Examiner Coroner, County Fire, County Communications, and the Office of Emergency Services.

Emergency Operations Warehouse

FAF manages the Emergency Operations Warehouse operations and coordinates receiving, shipping and inventory for short-term and ongoing emergency operations support.

Facility and Fleet Management and Fiscal Services

The management and fiscal team provides leadership, coordination, planning, budgeting, resource allocation, information systems support, and accounting services for the department.

Current and Emerging Issues

Fleet Issues

Fleet Rightsizing

In FY 2011, FAF worked with County departments to reduce fleet and transportation costs to the County. FAF is responsible for monitoring compliance with Board Policy 3.52-Comprehensive Vehicle Policy, and to recommend appropriate vehicle assignments to optimize the overall size of the County Fleet. FAF anticipates further reductions to the fleet over the coming years as departments reduce services in response to budget reductions. This year alone, the County Fleet was reduced by 200 vehicles, from 1900 to 1700.

Fueling Service Changes

FAF has been working with the County Executive's Office to budget sufficient funds within each department's budget to pay for fuel based on past history of fuel usage and the FY 2012 estimated average cost per gallon. Future costs are difficult to forecast as global instability creates market price uncertainty.

Greening the Fleet and Vehicle Operations

In order to meet the Board of Supervisors' Climate Action Goals, FAF will be installing electrical vehicle charging infrastructure at County facilities using grant funds. Electric vehicle chargers will be made available for both County and public use. FAF continues to review

new technologies and promotes sustainable fleet operations by utilizing lead-free wheel weights and re-refined lubricants.

Facilities, Utilities, and Energy Issues

Court Transfer

The final transfer of the remaining leased Court facilities to the Administrative Office of the Courts and the sale of the Los Gatos Courthouse are still pending. The County must continue to pay for all Court leases, maintenance, and utility costs until those actions are completed, and once completed, the County will make ongoing Court Facilities payments to the State. The County will incur future, as yet undetermined, costs related to these actions.

Facility Rightsizing

FAF anticipates an increased demand for on-call and emergency facility repairs during the next fiscal year. Because funding preventative maintenance has been half of the recommended level for the past ten years, the nearly 5,000,000 square feet of facilities maintained by FAF are entering a phase of accelerated deterioration. The plant is on average nearly 40 years old and has an estimated backlog of \$500 million.



In FY 2012, FAF will be working with the County Executive's Office to address any anticipated shortfalls, to analyze solutions to reduce the square footage of County facilities to match the available resources, and to consider ways to reach the Board's climate action goals related to energy and green house gas emission reductions. Solutions may include establishing office size standards, hoteling office space, using technology for virtual meetings, telecommuting, and insisting that all new servers and a portion of existing servers be consolidated within the existing ISD data center which is sized, air-conditioned, and supported with sufficient emergency power to house most of the County's computing needs.

Resources for implementing Facility and Utilities Costs Reduction Strategies

In FY 2011, FAF will continue working with the County Executive to consider and propose cost reductions and utility cost strategies. Strategies like renewable energy expansion, and solid waste diversion, increasing tree counts, lease portfolio greening efforts, and implementing new energy conservation technologies will require both fiscal and staffing resources. Without resources through grant opportunities, FAF will be challenged to pursue cost reduction strategies.

Other Utilities and Energy Issues

FAF has worked with the Finance Agency to evaluate the return on investment projections for various renewable energy projects. The County would recognize

greenhouse gas emission reductions, however, cost savings resultant from these projects are expected to be long-term savings with more than 15 years until break-even is projected. While PG&E and other providers increase the percent of their power that comes from renewable energy sources, customers will be expected to pay the associated costs increases.

Building Operations Re-Organization

In FY 2012, FAF Building Operations will further flatten the organization and will be challenged to fund repairs necessary as a result of the aged infrastructure. Lower levels of service and slower response is anticipated as a result of lower overall staffing levels.

Emergency Preparedness

Pre-Disaster Logistics Contracts

The scope of work to develop the contract is currently underway. FAF expects to issue a Request for Proposal in early FY 2012.

Staffing Resources

The lack of funding for Capital projects may require a reduction in the Capital Program staff. This creates a gap in the County's emergency logistics plans in the event of a disaster as Capital staff has occupied Unit Leader roles during activations of the Emergency Operations Center (EOC).

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-Facilities	Yes	Required	Decreased ability to provide timely accounting, operational and budget reports/information to internal and external divisions.	▼
Corrective Maintenance	Yes	Mandated	Reduce Building Operations' ability to maintain County buildings.	▼
Preventive Maintenance	Yes	Mandated	Results in less preventative maintenance on heating, ventilation, air conditioning and refrigeration.	▼
Landscape/Grounds/Pest Control	Yes	Mandated	Reduced expertise in sustainable landscape practices.	▼

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
Capital Programs - New Construction	Yes	Non-Mandated	Reduction in Capital Staff will mean fewer capital needs of the County will be addressed.	▼
Capital Programs - Renovations/Alterations	Yes	Mandated	Reduction in Capital Staff will mean fewer capital needs of the County will be addressed.	▼
Lifecycle Infrastructure Investment/Backlog Maintenance Program -- LIIP	Yes	Mandated		■
Property Lease Management	Yes	Non-Mandated	Reduced real estate expertise and knowledge and reduced inventory management of warehouse resources.	▼
Safety	Yes	Mandated		■
Environmental Compliance	Yes	Mandated		■
Energy Conservation	Yes	Mandated	No impact to current level of service.	■
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	No impact to current level of service.	■
Parking Patrol	Yes	Non-Mandated	Reduced enforcement and slower response times.	▼
Event Set-Up/Furniture Moving	Yes	Non-Mandated	Reduced ability to support event set-up and janitorial services.	▼
Cafeteria Contract Mgt.	Yes	Non-Mandated		■
Fleet Maintenance/Repair	Yes	Non-Mandated	Increased vehicle downtime and increased costs for routine maintenance.	▼
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

▼ Administration/Support-Facilities

Reduce Administrative and Fiscal Services Support Staff:

Delete 1.0 FTE Accountant III/II position; 2.0 FTE Accountant Assistant positions; and 2.0 FTE Account Clerk II positions.

Service Impact: While the Fund 50 Capital Projects Program has not yet been determined, all indications are that the appropriation will not be sufficient to support the current level of staffing. As a result, Fiscal

staff will be reduced by 25 percent. These recommended staff reductions will put a severe strain on the remaining staff. Deleting these positions will impact FAF's ability to provide timely accounting support to FAF operational units, reports critical to OBA and the Controller, and will increase liability and negatively impact FAF's ability to catch and correct cash flow errors earlier than later. Additionally, end of the year processes wherein Federal and State funding reimbursement opportunities may go unrecognized could result in greater liability to the General Fund.

Lastly, these recommended deletions will impact FAF's responsiveness in accurately reporting pay adjustments required to accurately reflect pay period work for employees over the weekend. The downstream effect is that in some instances, staff will not always be properly paid, and the Controller may realize an increase in workload in order to meet the 24 hour pay correction requirements established in labor contracts.

Positions Deleted: 5.0 FTE
Ongoing Savings: \$469,464

▼ Property Lease Management

Reduce Property Management Staff: Delete 1.0 FTE Associate Management Analyst B position; 1.0 FTE Senior Real Estate Agent; and 2.0 FTE Senior Warehouse Materials Handler positions.

Service Impact: This recommendation deletes an Associate Management Analyst position which will negatively impact FAF's ability to implement and maintain supported functions. Deleting the Senior Real Estate Agent position will result in a loss of real estate expertise and institutional knowledge. It may be necessary to periodically augment remaining staff with professional real estate services.

The Senior Warehouse Material Handler positions provide emergency warehouse operations capability (i.e. receipt, transfer and storage of materials). The workload will be shifted as needed to other FAF staff to meet the minimum requirements necessary for a State and Federal operating license. Deleting these positions will compromise the County's response to a disaster. Planning and deployment resources related to the warehouse will no longer be available. Inventory management for the resources is currently decentralized across multiple agencies and there will not be a standardized system. Finally, site security is at risk as there will not be a regular warehouse presence.

Positions Deleted: 4.0 FTE
Ongoing Savings: \$417,348

▼ Parking Patrol

Reduce Parking Patrol Staff: Delete 1.0 FTE Parking Lot Checker position.

Service Impact: Deleting this position will result in sporadic enforcement and a slow response to urgent needs such as red-zone violations or towing violations, and there is a likelihood that the Sheriff may be called more frequently to respond.

Positions Deleted: 1.0 FTE
Ongoing Savings: \$79,260

▼ Landscape/Grounds/Pest Control

Reduce Landscape/Grounds/Pest Control Staff: Delete 6.0 FTE Gardener positions.

Service Impact: These services are currently being provided at a medium level of service. The Department recommends that the County shift to a lower level of service which would include mowing every two weeks, cleaning/trimming once per month. Deleting these positions will impact the Integrated Pest Management Program and will result in a loss of expertise in sustainable landscape practices that support water conservation and preservation of natural resources. And, these position deletions will also impact the ability of FAF to keep drains cleared to avoid flooding.

Positions Deleted: 6.0 FTE
Ongoing Savings: \$535,790

▼ Event Set-up/Furniture Moving

Delete 1.0 FTE Utility Worker position.

Service Impact: Deleting this position will impact FAF's ability to support event set-up and janitorial services. Given that on average, more than 15% of the janitor workforce is absent each day, the loss of this position to support daily area cleaning and maintenance will be compromised. Additionally, utility workers have provided support to departments to rearrange conference rooms. Departments will now have to be responsible to move and set-up their own furniture as needed.

Positions Deleted: 1.0 FTE
Ongoing Savings: \$78,468

■ Energy Conservation

Reduce Energy related Expenditures: Reduce the budget for Utilities.

Service Impact: This reduction is being recommended on the assumption that energy and water usage will remain similar to this year. There is no flexibility in the budget should the weather turn extreme or the rates suddenly increase unexpectedly. Utility rates are market driven and as such, unforeseen price increases that result from natural disasters or global conflict will place the County at risk. A portion of these savings was the result of one-time opportunities to leverage spot-rate pricing through the California Department of General Services (DGS).

Ongoing Savings: \$312,000

▼ Corrective and Preventative Maintenance

Reduce Services and Supplies Expenditures: Reduce budgets related to maintenance and structural improvements; janitorial supplies; office expenses; contact services; small tools and instruments; and communications and phone.

Service Impact: Preventative maintenance cycles will be extended or missed, energy usage will increase, the likelihood of systems failures will increase, and response time to emergencies and work orders will be longer. In some instances, repairs will be come labor oriented vs. material oriented (i.e. patches vs. full replacement). Where risks are low, repairs will become short term solutions with the most inexpensive material that is likely to perform the function required without jeopardizing staff, property, or certifications. Higher cost materials that may be more aesthetically appropriate will not be selected except where absolutely necessary.

Ongoing Savings: \$2,850,524

Reduce Salary and Benefits Expenditures: Reduce the budget related to shift pay differentials.

Service Impact: Reassigning a portion of certain swing and grave shift personnel to the day shift will eliminate the shift differential paid, but will greatly impact the ability to respond to work orders during late evening and night hours. In addition to impacting the morale and pay of the affected staff, there will be longer response times to after hours unplanned work. The department provides support to many 24/7 buildings, and delays will necessitate departments implementing their own Continuation of Operations Plan (COOP). FAF will still respond to critical emergencies, however, if

a more minor mechanical, plumbing or electrical mishap should occur during the late evening hours or overnight, departments will now be responsible to manage it themselves. FAF day shift personnel will be available to respond the following day.

Ongoing Savings: \$93,000

Reduce Services and Supplies Budget related to Fleet Services: Reduce fleet and fuel expenses by returning vehicles to Fleet Services.

Service Impact: There is little impact to the department due to the numerous position deletions and low vehicle usage. However, reducing vehicles may reduce the availability of vehicles while primary vehicles are being serviced, or are otherwise being utilized.

Ongoing Savings: \$390,171

▼ Facilities Operations

Reduce Facilities Maintenance and Repair Staff: Delete a total of 15.0 FTE.

Summary of Position Changes

Code and Job Classification	FTE
M05 - Building Operations Supervisor	(4.0)
D09 - Office Specialist III	(1.0)
M59 - Electrician	(3.0)
M47 - General Maintenance Mechanic II	(1.0)
M81 - HVAC/R Mechanic	(1.0)
M83 - Locksmith	(1.0)
M68 - Painter	(2.0)
M75 - Plumber	(1.0)
M32 - Tile Setter	(1.0)
Total FTE	(15.0)

Service Impact: The department anticipates that the total square footage on maintained facilities will increase by 230,000 square feet or five (5) percent when compared to FY 2011. At the same time, total resources for facilities maintenance and repair are being recommended to decrease by 24 percent, when adjusted for inflation. Deleting these positions will first and foremost result in a significant loss of knowledge and skills. There will also be increased risks of system failure, slower response times and higher maintenance and repair costs. Additionally, preventative maintenance cycles will be extended or missed and energy usage will likely increase. These position

deletions will also impact the water tightness of existing facilities and lengthen the time of work order completion. Lastly, the deletion of the Office Specialist III position will result in less timely timekeeping, material ordering, and vendor invoice processing.

Positions Deleted: 15.0 FTE
Ongoing Savings: \$1,745,136

Increase Facilities Operations Management Staff: Add 2.0 Work Center Manager positions; 1.0 FTE Senior Electrician; and 1.0 FTE Senior HVAC/R Mechanic position.

Service Impact: The addition of these working manager positions will assist in maintaining some continuity of facility maintenance and repair in the County's most critical facilities such as the jails and those with highly utilized public areas. In addition, these positions will enable the department to maximize depth and flexibility, will contribute to the productivity of remaining front-line staff, ensure accountability, and where possible, will attempt to mitigate preventative maintenance shortfalls.

Positions Added: 4.0 FTE
Ongoing Cost: \$583,968

Emergency Biohealth

Transfer Warehouse Operations from Public Health Department: The Facilities and Fleet Department will increase its budget related to leases/office rents by \$1,068,955 and the budget for related DP expenditures by \$24,230.

Service Impact: The transfer of the Warehouse and related expenditures will not impact the current level of service. During FY 2011, numerous warehouses were consolidated into one main warehouse and the operations were transferred to the Facilities and Fleet Department. Previously, from FY 2009 to FY 2011, the Public Health Department operated five emergency warehouses.

Total Ongoing Cost: \$0
Increased expenditures in BU 263 (\$1,093,185)
Decreased expenditures in BU 410 (\$1,093,185)

Fleet Management - Fund 0070

Reduce Maintenance and Repair Staff: Delete 1.0 FTE Automotive Attendant; 1.0 FTE Fleet Maintenance Supervisor; 1.0 FTE Fleet Operations Manager; 1.0 Fleet Services Assistant Mechanic; and 1.0 FTE Fleet Services Mechanic.

Service Impact: In FY 2012, Fleet anticipates 170 fewer vehicles will be serviced than in FY 2011. This equals about a 7% reduction in vehicles. The deletions of the mechanic and attendant positions are directly related to this vehicle reduction, as it is anticipated that there will be a commensurate reduction in scheduled maintenance. However, the deletion of these positions will increase vehicle downtime due to delays in accomplishing work. Costs to provide routine maintenance and tire repairs will increase as high-skilled, higher-paid staff will now need to support lower level duties, as needed. The deletion of the manager and supervisor positions will impact the department's ability to rightsize, monitor department fleet management, set rates, interface with customers, and provide reports. Additionally, analysis and approval for repairs will be delayed.

Positions Deleted: 5.0 FTE
Ongoing Savings: \$533,892

Capital Programs Management

Reduce Capital Programs Management Staff and Services and Supplies Expenditures: Delete 1.0 Management Analyst position and 4.0 FTE Senior Construction Inspector positions, reduce the budget for Professional and Specialized services and reduce the reimbursement from Fund 50 for these costs.

Service Impact: This recommendation deletes a Management Analyst position that provides management and analysis for Professional Services Agreements. Deleting this position will impact the performance of Project Managers and timely vendor management functions. The deletion of the four Senior Construction Inspector positions may necessitate that Capital Programs will need to contract the sporadic work related to routine site visits and observation of construction work. FAF will also need to work with the

Planning and Building Development Department to request that Building Inspectors visit projects at the appropriate times.

Positions Deleted: 5.0 FTE

Net Ongoing Savings: \$0

A reduction in the amount of \$601,966 will be offset by a reduction in reimbursement from Fund 50 Capital fund

Service Impact: There is no impact to the current level of service. The total loan amount is \$24 million. This recommended appropriation is the second of three payments. In FY 2011, a total of \$8,586,550 was repaid to the Trust Fund (\$8.0 million in principal and \$586,560 in interest). In FY 2013, a final payment of \$11,040,000 million for principal, and \$26,630 for interest, will be required.

Capital Improvement - Fund 0050

Allocate one-time appropriation related to the Downtown Medical Center: Allocate one-time appropriation of \$5.0 million for principal, and \$326,456 for interest, to repay a portion of the loan from the Retiree Health Trust Fund for the purchases of land for the Downtown Medical Center.

Although the payment is made from Capital Fund 0050, this is a General Fund expense. General Fund monies are transferred to Capital Fund 0050 to allow for the payment.

One-time Cost: \$5,326,456

Fiscal Year 2012 Capital Budget

In accordance with Board Policy 4.10 regarding Capital Outlay, Capital Programs initiated the Fiscal Year 2012 Capital Outlay process in August 2010 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 County Budget Director. The Administrative Capital Committee met again in early 2011 to establish funding priorities. These agenda items are currently agenda items for the Finance and Government Operations Committee meeting of May 12, 2011.

County Executive's Recommendation

The County Executive is recommending a one-time General Fund allocation of \$8,600,000 for FY 2012 capital projects.

Similar to FY 2011, the FY 2012 Capital Budget is smaller in size and scope due to very limited funding streams available for Capital projects. More than in recent years, the County's current financial climate restricts flexibility for funding.

FY 2012 Recommended Capital Projects

New General -Funded Projects	Amount
Backlog Maintenance	\$5,000,000
James Ranch Design	\$2,000,000
Demolition of Old San Jose City Hall	\$1,000,000
Energy Projects	\$500,000
FY 2012 Capital Budget Planning	\$100,000
Total	\$8,600,000

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 allocation 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.

As presented at the Finance and Government Operations Committee meeting on April 19, 2011, while there is a list of only \$27 million in unfunded Backlog projects, there is an estimated \$500 million in deferred maintenance on the County's General Fund facilities.



The following list of Backlog projects and cost estimates are preliminary. However, if during FY 2012, equipment or structures fail unexpectedly that are not on this list, unexpected failures will take precedence over certain projects on this list.

FY 2012 Backlog/Deferred Maintenance Projects

Project Description	Budget
Elmwood Support Serv Electrical Receptacles	80,000
Replace Coroner Damaged Concrete Expansion Joints	15,000
Repair Main Jail North Maximum Security Door Locks	100,000
Repair Probation Court 77,89, 79 Ceiling Tile	5,000
Replace Coroner Freezer	250,000
Repave road at entrance of Mariposa & Target Range	200,000
Replace Timpany Water Chlorination System	50,000
Reseal 2310 Charcot Exterior Windows Phase 1	75,000
Park Alameda Roofing: BUR at end of rated life	75,000
Replace Roof - East Valley Mental Health	90,000
Replace Roof - East Valley Mental Health EV1	48,000
Replace Roof - East Valley Mental Health EV2	48,000
Replace Roof - Juvenile Hall Kitchen	125,000
Replace Roof - Holden Ranch Sheriff Gym	145,000
70 W Hedding West Wing Superstructure: Unsealed Fire Separation Penetrations	180,000
Repaint and Repair Sam Della Maggiore Interior	200,000
Replace Children's Shelter Condenser	100,000
Reseal 849 Guadalupe Parking Lot and Exterior Repairs	60,000
Replace Park Alameda Boiler (EC)	380,000
Repave SSA Gilroy Family Center Parking North Lot	35,000
Install CCOB-H 12th fl Drains in Boiler/Mechanical Rm	125,000
Remove tree roots and Repair County Comm Road	60,000
Replace 840 Guadalupe Kitchen Swamp Coolers	200,000
Provide isolation valves at 840 Guadalupe Beta Wing Sprinkler Lines	50,000
Replace James Ranch Exterior Walkway (80')	50,000
JH Prob Off/Sup Crt Cooling Generating Systems: Refrigeration Exhaust Improper	20,000
East Valley Alexian Superstructure: Guard Rail Missing at Roof Hatch	20,000
Main Jail North Superstructure: Fall Restraint Missing	25,000
SSA Gilroy Family Ctr Superstructure: Fall Restraining Missing	20,000
East Valley Clinic Superstructure: Guard Rail Missing at Roof Hatch	10,000
Main Jail South Superstructure: Fall Restraint Missing	25,000
Comm Main Bldg Superstructure: Guard Rail Missing at Roof Hatch	10,000
Comm Main Bldg Superstructure: Unsealed Fire Separation Penetrations	15,000
Comm Main Bldg Superstructure: Fall Restraint Missing	20,000

FY 2012 Backlog/Deferred Maintenance Projects

Project Description	Budget
Evans Lane Superstructure: Guard Rail Missing at Roof Hatch	10,000
70 W Hedding West Wing Superstructure: Fall Restraint Missing	15,000
70 W Hedding East Wing Superstructure: Guard Rail Missing at Roof Hatch	25,000
Repaint Main Jail North Lobby and Repair Floor	75,000
55 Younger Interior Construction: Unprotected Penetrations in Fire Barriers	80,000
JH Probation Superstructure: Aged and Detriorated Exterior Wood Frame Assembly	15,000
Repair Elmwood Computer Room HVAC	100,000
Repaint and Recarpet 840 Guadalupe 2nd Floor	600,000
Repair Main Jail North 8th Floor Control Center	100,000
Renovate Elmwood Barracks 4 and 5 (EC)	800,000
Replace Juvenile Hall Various Door Knobs to Levers	50,000
Reseal CCOB Windows Phase 2 of 4	200,000
Elmwood M8 Electrical Receptacles: Non GFCI Type	19,000
Total	\$5,000,000

James Ranch Design

This recommendation provides one-time funds to design a new 84 bed dormitory at the William F. James Ranch. This dormitory would centralize all youth in one building and provide a modern facility that would meet the program's physical and programmatic needs. It will include a laundry center, expanded food service and recreation areas.

On December 6, 2010, the Probation Department received a letter of Intent to Award Conditional Financing SB81 Local YORFC Program funding in the amount of \$12,950,000, from the Corrections and Standards Authority. The County is required to provide a match in order to receive this funding and the Probation Department is negotiating with the State regarding this match amount.

Total One-time Cost: \$2,000,000

Old San Jose City Hall

This recommendation provides one-time funds to conduct a comprehensive evaluation of the Old San Jose City Hall structure and adjacent parking areas that will provide information regarding how this site can best be utilized by the County.



This building was recently acquired by the County as a result of the Redevelopment Settlement with the City of San Jose.

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

Energy Conservation Projects

The Facilities and Fleet Department has identified energy conservation projects totaling over \$25 million with payback periods of 5 to 12 years, that justify investment.

In 2002, the 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 \$500,000 is recommended to focus on energy conservation projects. Renewable energy projects may also be considered.

Total One-time Cost: \$500,000

FY 2012 Capital Budget Planning

This project establishes a specific project to cover staff time required in planning, developing and submitting 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 Five-Year Capital Planning documents. This project allocates funds for reimbursement of staff time.

Total One-time Cost: \$100,000

Facilities Department — Budget Unit 263 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
2309	FAC Utilities Fund 0001	\$ 12,939,712	\$ 14,160,545	\$ 13,830,282	\$ 13,518,282	\$ (642,263)	-4.5%
2315	Court Facility Payments Fund 0001	4,995,894	3,930,550	4,459,826	4,459,826	529,276	13.5%
26301	Facilities Admin Fund 0001	1,317,173	1,036,445	2,804,428	3,391,047	2,354,602	227.2%
26302	Capital Programs Division	111,149,307	19,056,621	—	27,845,129	8,788,508	46.1%
26303	Property Management Fund 0001	1,795,857	1,384,803	1,735,331	1,337,488	(47,315)	-3.4%
26304	Building Operations-Fund 0001	2,451,390	22,697,894	23,420,565	18,096,576	(4,601,318)	-20.3%
Total Net Expenditures		\$ 134,649,332	\$ 62,266,858	\$ 46,250,432	\$ 68,648,348	\$ 6,381,490	10.2%

Facilities Department — Budget Unit 263 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
2309	FAC Utilities Fund 0001	\$ 12,990,126	\$ 14,160,545	\$ 13,962,833	\$ 13,650,833	\$ (509,712)	-3.6%
2315	Court Facility Payments Fund 0001	4,995,894	3,930,550	4,459,826	4,459,826	529,276	13.5%



Facilities Department — Budget Unit 263 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
26301	Facilities Admin Fund 0001	2,747,189	2,617,077	2,841,928	3,428,547	811,470	31.0%
26302	Capital Programs Division	113,661,365	22,836,138	3,470,648	30,713,811	7,877,673	34.5%
26303	Property Management Fund 0001	43,618,340	47,472,506	46,303,944	45,906,101	(1,566,405)	-3.3%
26304	Building Operations-Fund 0001	9,258,097	26,994,156	27,782,211	22,458,222	(4,535,934)	-16.8%
Total Gross Expenditures		\$ 187,271,011	\$ 118,010,972	\$ 98,821,390	\$ 120,617,340	\$ 2,606,368	2.2%

Facilities Department — Budget Unit 263 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 13,279,222	\$ 26,914,436	\$ 27,793,448	\$ 24,235,998	\$ (2,678,438)	-10.0%
Services And Supplies	64,291,060	72,071,536	71,027,942	68,528,430	(3,543,106)	-4.9%
Other Charges	—	—	—	5,326,456	5,326,456	—
Fixed Assets	62,090,882	10,250,000	—	8,600,000	(1,650,000)	-16.1%
Operating/Equity Transfers	44,512,360	8,775,000	—	13,926,456	5,151,456	58.7%
Subtotal Expenditures	187,271,011	118,010,972	98,821,390	120,617,340	2,606,368	2.2%
Expenditure Transfers	(49,524,192)	(55,744,114)	(52,570,958)	(51,968,992)	3,775,122	-6.8%
Total Net Expenditures	134,649,332	62,266,858	46,250,432	68,648,348	6,381,490	10.2%

Facilities Department — Budget Unit 263 Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
26301	Facilities Admin Fund 0001	110,433	29,000	23,000	23,000	(6,000)	-20.7%
26302	Capital Programs Division	64,147,662	8,775,000	—	13,926,456	5,151,456	58.7%
26303	Property Management Fund 0001	2,798,828	2,552,210	2,340,260	2,340,260	(211,950)	-8.3%
26304	Building Operations-Fund 0001	385,950	—	—	—	—	—
Total Revenues		\$ 67,442,874	\$ 11,356,210	\$ 2,363,260	\$ 16,289,716	\$ 4,933,506	43.4%

FAC Utilities Fund 0001 — Cost Center 2309 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	3.0	\$ 14,160,545	\$ —
Board Approved Adjustments During FY 2011	—	(350,000)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(105,255)	—



FAC Utilities Fund 0001 — Cost Center 2309 Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	1.0	124,992	—
Subtotal (Current Level Budget)	3.0	\$ 13,830,282	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
1. Reduce Services and Supplies	—	(312,000)	—
Reduce purchases related to natural gas in Utilities.			
Subtotal (Recommended Changes)	—	\$ (312,000)	\$ —
Total Recommendation	3.0	\$ 13,518,282	\$ —

Court Facility Payments Fund 0001 — Cost Center 2315 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	—	\$ 3,930,550	\$ —
Board Approved Adjustments During FY 2011	—	529,276	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 4,459,826	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 4,459,826	\$ —

Facilities Admin Fund 0001 — Cost Center 26301 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	22.0	\$ 1,036,445	\$ 29,000
Board Approved Adjustments During FY 2011	—	58,113	(6,000)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	174,295	—
Internal Service Fund Adjustments	—	1,535,593	—
Other Required Adjustments	—	(18)	—
Subtotal (Current Level Budget)	23.0	\$ 2,804,428	\$ 23,000
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Transfer from PH (warehouse)	—	1,068,955	—
One-time Rebate of Voice Rate Retained Earnings	—	(2,006)	—
FY 2012 Voice Rate Adjustment	—	12	—



Facilities Admin Fund 0001 — Cost Center 26301

Major Changes to the Budget

	Positions	Appropriations	Revenues
Transfer of warehouse from PHD to FAF	—	24,230	—
One-time Rebate of DP Retained Earnings	—	(2,961)	—
Decision Packages			
1. Reduce Services and Supplies	—	(11,663)	—
Reduce expenditures related to equipment-other and small tools and instruments in Facilities Administration.			
2. Delete 5.0 FTE Positions	-5.0	(489,948)	—
Delete the following positions from Administration: 2.0 FTE Account Clerk II (D97); 1.0 FTE Accountant Assistant (D96); 1.0 FTE Accountant III/II (B77/B78); and 1.0 FTE Associate Management Analyst B (B1R).			
Subtotal (Recommended Changes)	-5.0	\$ 586,619	\$ —
Total Recommendation	18.0	\$ 3,391,047	\$ 23,000

Capital Programs Division — Cost Center 26302

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	20.0	\$ 8,806,621	\$ —
Board Approved Adjustments During FY 2011	—	342,880	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	79,174	—
Internal Service Fund Adjustments	—	(9,228,675)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	20.0	\$ —	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Transfer General Fund one-time appropriation to Fund 50 for Capital Projects	—	8,600,000	—
Transfer General Fund monies to Capital Fund 0050 for Repayment of Retiree Health Loan for Downtown Medical Center	—	5,326,456	—
One-time Rebate of Voice Rate Retained Earnings	—	(7,908)	—
FY 2012 Voice Rate Adjustment	—	125	—
Decision Packages			
1. Delete Positions and Reduce Services and Supplies Expenses	-5.0	—	—
Delete the following positions from Capital Programs: 1.0 FTE Management Analyst (B1P); 2.0 FTE Senior Construction Inspectors (N31); and 2.0 FTE Senior Construction Inspectors (N31); Reduce expenses related to Professional Services; and Reduce related reimbursement from Fund 50.			
Subtotal (Recommended Changes)	-5.0	\$ 13,918,673	\$ —
Total Recommendation	15.0	\$ 13,918,673	\$ —
General Capital Improvements (Fund Number 0050)			
FY 2011 Approved Budget	—	\$ 10,250,000	\$ 8,775,000
Board Approved Adjustments During FY 2011	—	(10,250,000)	88,703
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	(8,863,703)
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ —



Capital Programs Division — Cost Center 26302

Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Transfer General Fund one-time appropriation to Fund 50 for Capital Projects	—	—	8,600,000
Transfer General Fund monies to Capital Fund 0050 for Repayment of Retiree Health Loan for Downtown Medical Center	—	—	5,326,456
Decision Packages			
2. Repayment of Loan from Retiree Health Fund	—	5,326,456	—
One-time appropriation for principal (\$5.0 million) and interest (\$326,456) to repay loan from the Retiree Health Trust Fund for the purchase of land for the Downtown Medical Center. The total loan amount is \$24.0 million. The appropriation recommended here is the second of three payments. In FY 2011 a total of \$8,586,560 was repaid to the Trust Fund (\$8.0 million principal and \$586,560 interest). In FY 2013 a final payment of \$11,040,000 plus \$26,630 in interest will be required.			
3. Energy Projects	—	500,000	—
Allocate one-time funds in the amount of \$500,000 for Energy projects.			
4. James Ranch Design	—	2,000,000	—
Allocate one-time funds in the amount of \$2,000,000 for the James Ranch design.			
5. Old San Jose City Hall	—	1,000,000	—
Allocate one-time funds in the amount of \$1,000,000 for the Old San Jose City Hall structure and adjacent parking areas.			
6. FY 2012 Capital Planning and 5-Year CIP Process	—	100,000	—
Allocated one-time funds in the amount of \$100,000 for the FY 2012 Capital Planning and 5-Year CIP Process.			
7. FY 2012 Maintenance Backlog	—	5,000,000	—
Allocate one-time funds in the amount of \$5,000,000 for the facility Maintenance Backlog.			
Subtotal (Recommended Changes)	—	\$ 13,926,456	\$ 13,926,456
Total Recommendation	—	\$ 13,926,456	\$ 13,926,456

Property Management Fund 0001 — Cost Center 26303

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	9.0	\$ 1,384,803	\$ 2,552,210
Board Approved Adjustments During FY 2011	—	(837,154)	(211,950)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	41,050	—
Internal Service Fund Adjustments	—	1,237,245	—
Other Required Adjustments	-1.0	(90,613)	—
Subtotal (Current Level Budget)	8.0	\$ 1,735,331	\$ 2,340,260
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Transfer from PH (warehouse)	—	(1,068,955)	—
Transfer of warehouse from PHD to FAF	—	1,068,955	—
One-time Rebate of Voice Rate Retained Earnings	—	(995)	—
FY 2012 Voice Rate Adjustment	—	16	—



Property Management Fund 0001 — Cost Center 26303 Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
1. Delete 4.0 FTE Positions	-4.0	(396,864)	—
Delete the following positions from Property Management: 1.0 FTE Accountant Assistant (D96); 1.0 FTE Senior Real Estate Agent (C72); 1.0 FTE Senior Warehouse Materials Handler (G76); and 1.0 FTE Senior Warehouse Materials Handler (G76).			
Subtotal (Recommended Changes)	-4.0	\$ (397,843)	\$ —
Total Recommendation	4.0	\$ 1,337,488	\$ 2,340,260

Building Operations-Fund 0001 — Cost Center 26304 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	187.0	\$ 22,697,894	\$ —
Board Approved Adjustments During FY 2011	2.0	90,789	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	564,874	—
Internal Service Fund Adjustments	—	71,315	—
Other Required Adjustments	—	(4,307)	—
Subtotal (Current Level Budget)	189.0	\$ 23,420,565	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
One-time Rebate of Voice Rate Retained Earnings	—	(4,140)	—
FY 2012 Voice Rate Adjustment	—	(16,459)	—
FY 2012 Fleet Reduction	—	(370,335)	—
FY 2012 Fuel Reduction	—	(19,836)	—
Decision Packages			
1. Delete 9.0 FTE Positions	-9.0	(1,144,416)	—
Delete the following positions in Work Branches: 1.0 FTE Locksmith (M83); 4.0 FTE Building Operations Supervisor (M05); 1.0 FTE HVAC/R Mechanic (M81); 2.0 FTE Painter positions (M68); and 1.0 FTE General Maintenance Mechanic II (M47).			
2. Delete 4.0 FTE Positions	-4.0	(481,536)	—
Delete the following positions from the Civic Center Work Center: 2.0 FTE Electrician positions (M59), 1.0 FTE Parking Lot Checker (M38) and 1.0 FTE Plumber (M75).			
3. Reduce Services and Supplies	—	(411,248)	—
Reduce expenditures related to safety shoes, safety glasses, maintenance structure improvements, contract services and small tools & instruments in the Civic Center Work Center.			
4. Delete 7.0 FTE Positions	-7.0	(614,258)	—
Delete the following filled positions in Custodial and Grounds: 6.0 FTE Gardener positions (H28) and 1.0 FTE Utility Worker position (H17).			
5. Reduce Services and Supplies	—	(159,630)	—
Reduce expenditures related to clothing, communications & phone, miscellaneous food, office expenses, external printing, education, subscriptions, pc hardware, local meetings, business travel, and employee recognition in Building Operations Management.			
6. Reduce Services and Supplies	—	(1,112,978)	—
Reduce expenditures related to maintenance structure improvements, contract services, and small tools & instruments in Work Branches.			
7. Reduce Services and Supplies	—	(206,725)	—
Reduce expenditures related to maintenance structure improvements, contract services, and small tools & instruments in Building Operations Projects.			
8. Reduce Services and Supplies	—	(398,475)	—
Reduce expenditures related to safety shoes, maintenance structure improvements, contract services, and small tools & instruments in the Berger Work Center.			



Building Operations-Fund 0001 — Cost Center 26304

Major Changes to the Budget

	Positions	Appropriations	Revenues
9. Reduce Services and Supplies	—	(449,405)	—
Reduce expenditures related to maintenance structure improvements, contract services, and small tools & instruments in the Elmwood Work Center.			
10. Reduce Services and Supplies	—	(100,400)	—
Reduce expenditures related to janitorial supplies in Custodial and Grounds.			
11. Reduce Facility Operations Shift Differential	—	(6,002)	—
Reduce premium pay related to the shift differential as a result of moving a portion of evening and night shift staff to days, in the Berger Work Center.			
12. Reduce Facility Operations Shift Differential	—	(20,284)	—
Reduce premium pay related to the shift differential as a result of moving a portion of evening and night shift staff to days, in the Elmwood Work Center.			
13. Reduce Facility Operations Shift Differential	—	(33,357)	—
Reduce premium pay related to the shift differential as a result of moving a portion of evening and night shift staff to days, in the Work Branches.			
14. Reduce Facility Operations Shift Differential	—	(33,357)	—
Reduce premium pay related to shift differential as a result of moving a portion of evening and night shift staff to days, in the Building Operations Projects division.			
15. Delete 1.0 FTE Position	-1.0	(117,444)	—
Delete the following position from the Berger Work Center: 1.0 FTE Tile Setter (M32).			
16. Delete and Add Positions	2.0	355,452	—
Delete 1.0 FTE Office Specialist III position (D09) and Add 1.0 FTE Work Center Manager position (M10); 1.0 FTE Senior Electrician position (M63); and 1.0 FTE Senior HVAC/R Mechanic position (M92) in BOD Management Administration			
17. Add and Delete Positions	—	20,844	—
Add 1.0 FTE Work Center Manager position (M10) and Delete 1.0 FTE Electrician position (M59) in Building Operations.			
Subtotal (Recommended Changes)		-19.0	\$ (5,323,989) \$ —
Total Recommendation		170.0	\$ 18,096,576 \$ —

Fleet Services — Budget Unit 135

Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
2320	Fleet Management Capital Fund 0073	\$ 3,806,848	\$ 94,829	\$ —	\$ —	\$ (94,829)	-100.0%
2321	Fleet Operating Fund 0070	18,719,952	21,973,107	21,165,550	20,628,687	(1,344,420)	-6.1%
Total Net Expenditures		\$ 22,526,800	\$ 22,067,936	\$ 21,165,550	\$ 20,628,687	\$ (1,439,249)	-6.5%

Fleet Services — Budget Unit 135

Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
2320	Fleet Management Capital Fund 0073	\$ 3,806,848	\$ 94,829	\$ —	\$ —	\$ (94,829)	-100.0%
2321	Fleet Operating Fund 0070	18,719,952	21,973,107	21,165,550	20,628,687	(1,344,420)	-6.1%
Total Gross Expenditures		\$ 22,526,800	\$ 22,067,936	\$ 21,165,550	\$ 20,628,687	\$ (1,439,249)	-6.5%



Fleet Services — Budget Unit 135 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 5,324,369	\$ 5,569,472	\$ 5,748,635	\$ 5,213,423	\$ (356,049)	-6.4%
Services And Supplies	9,563,679	12,867,342	11,882,514	11,880,863	(986,479)	-7.7%
Other Charges	9,980	96,721	—	—	(96,721)	-100.0%
Fixed Assets	1,334,379	—	—	—	—	—
Operating/Equity Transfers	6,294,393	3,500,000	3,500,000	3,500,000	—	—
Reserves	—	34,401	34,401	34,401	—	—
Subtotal Expenditures	22,526,800	22,067,936	21,165,550	20,628,687	(1,439,249)	-6.5%
Total Net Expenditures	22,526,800	22,067,936	21,165,550	20,628,687	(1,439,249)	-6.5%

Fleet Services — Budget Unit 135 Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
2320	Fleet Management Capital Fund 0073	\$ 3,123,188	\$ 3,580,000	\$ 3,580,000	\$ 3,580,000	—	—
2321	Fleet Operating Fund 0070	18,382,271	20,877,172	19,188,315	18,470,112	(2,407,060)	-11.5%
	Total Revenues	\$ 21,505,459	\$ 24,457,172	\$ 22,768,315	\$ 22,050,112	(2,407,060)	-9.8%

Fleet Management Capital Fund 0073 — Cost Center 2320 Major Changes to the Budget

	Positions	Appropriations	Revenues
Garage ISF (Fund Number 0073)			
FY 2011 Approved Budget	—	\$ 94,829	\$ 3,580,000
Board Approved Adjustments During FY 2011	—	(94,829)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ 3,580,000
Recommended Changes for FY 2012			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ —	\$ 3,580,000

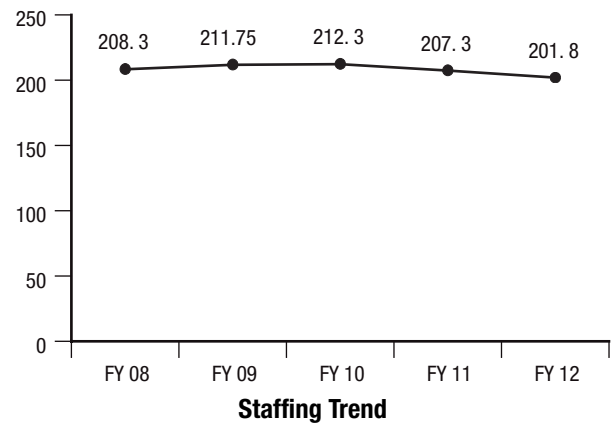
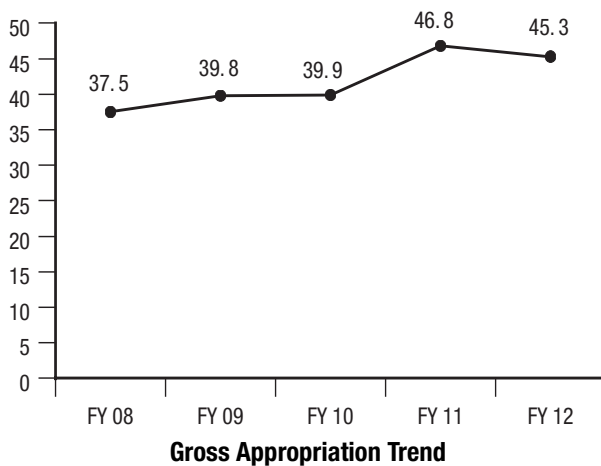
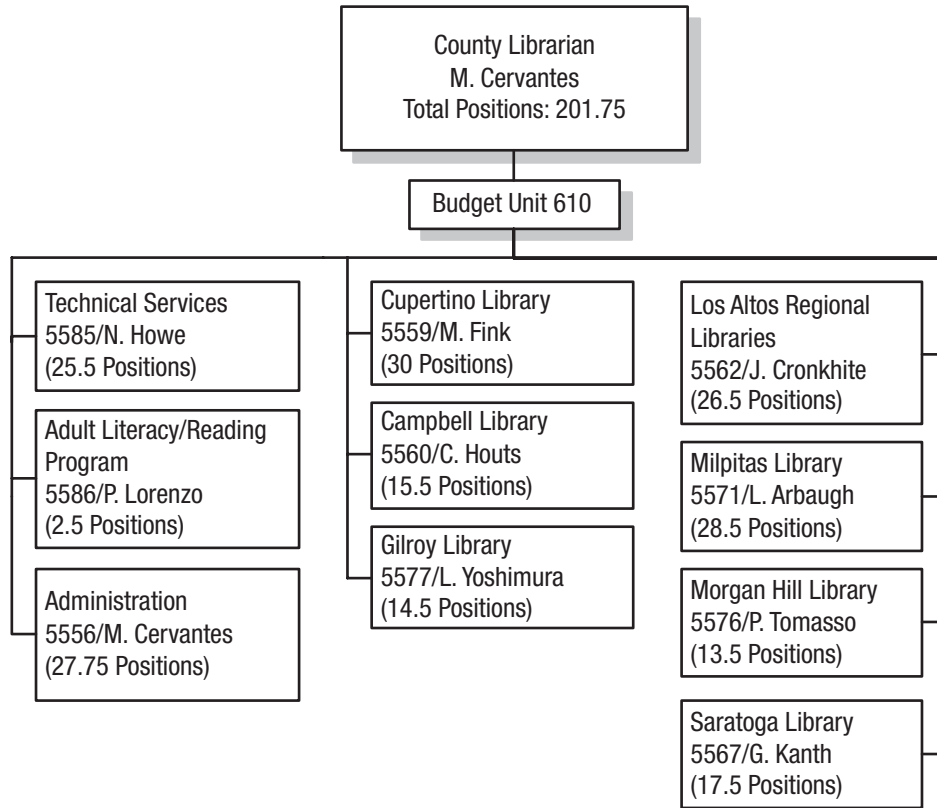


Fleet Operating Fund 0070 — Cost Center 2321
Major Changes to the Budget

	Positions	Appropriations	Revenues
Fleet Operating Fund (Fund Number 0070)			
FY 2011 Approved Budget	55.0	\$ 21,973,107	\$ 20,877,172
Board Approved Adjustments During FY 2011	—	(71,409)	(280,000)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	179,163	—
Internal Service Fund Adjustments	—	(915,311)	(1,408,857)
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	55.0	\$ 21,165,550	\$ 19,188,315
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
FY 2012 Fleet Reductions	—	—	(17,879)
Eliminate Fuel costs related to the elimination of the WFI unit	—	—	(27,307)
Eliminate Fleet costs related to elimination of WFI unit	—	—	(125,839)
FY 2012 Fleet Reduction	—	—	(522,485)
FY 2012 Fuel Reduction	—	—	(24,693)
Adjust Departmental Reimbursement to the Office of the County Executive for Integrated Pest Management Services	—	(275)	—
One-time Rebate of Voice Rate Retained Earnings	—	(2,226)	—
FY 2012 Voice Rate Adjustment	—	850	—
Decision Packages			
1. Delete 5.0 FTE Positions	-5.0	(535,212)	—
Delete the following positions in Fleet Management: 1.0 FTE Automotive Attendant (M24); 1.0 FTE Fleet Maintenance Supervisor (M21); 1.0 FTE Fleet Operations Manager (M2M); 1.0 FTE Fleet Services Assistant Mechanic (M18); and 1.0 FTE Fleet Services Mechanic (M17).			
Subtotal (Recommended Changes)	-5.0	\$ (536,863)	\$ (718,203)
Total Recommendation	50.0	\$ 20,628,687	\$ 18,470,112



County Library



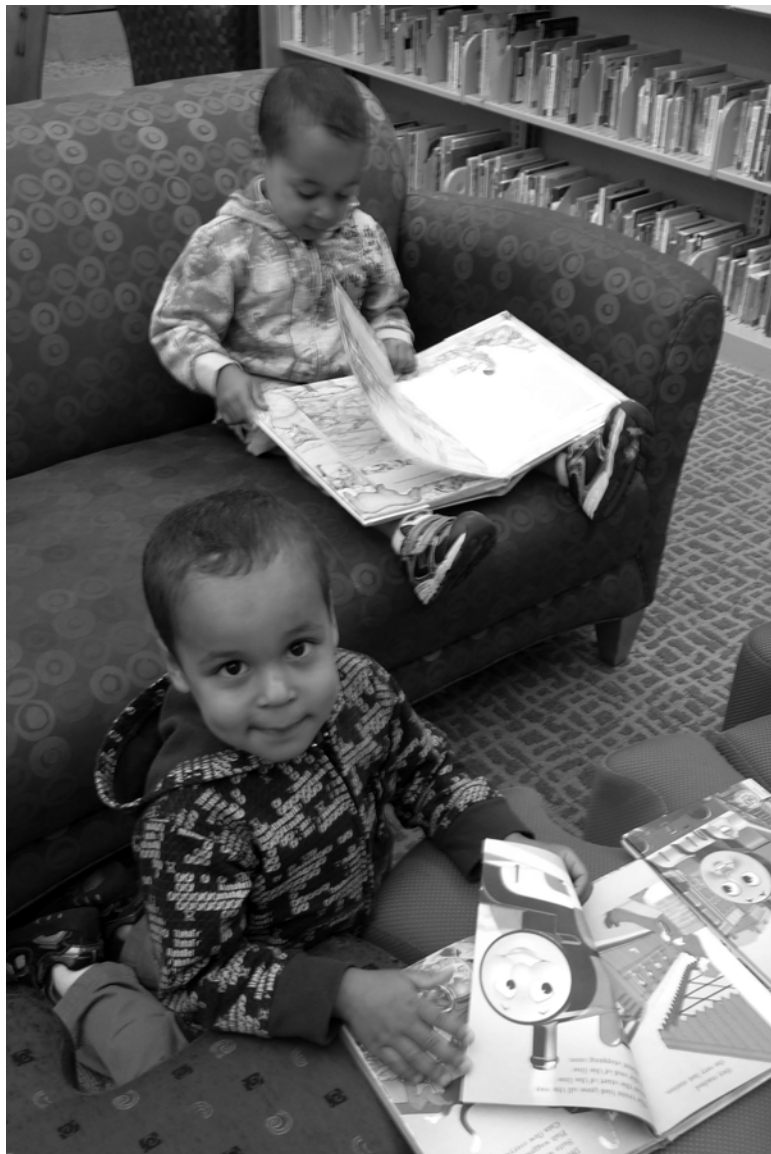
Section 1: Finance and Government



Public Purpose

- **The Santa Clara County Library is an invaluable resource for information, entertainment and ideas.**
- **The Library is convenient, easy-to-use and technologically adept.**
- **The Library system as a whole is greatly valued as are the community libraries; residents actively encourage others to use the Library.**
- **Free, nonjudgmental and convenient access to Library services and resources are a priority.**

Below: Construction of the new Gilroy Library



Description of Major Services

Santa Clara County Library is one of the top 100 libraries in the United States. For eleven years, it has ranked as one of the best in the nation for its size by Hennen's American Public Library Ratings which uses 15 different benchmark measures such as collections, circulation, visits and customer service. Also recognized as one of America's 2010 Star Libraries by Library Journal and with more than 3.8 million visits each year, Santa Clara County Library is one of the most-used public resources in the region.

The Santa Clara County Library district has a population of 426,516 residents of unincorporated County neighborhoods and the cities of Campbell, Cupertino, Gilroy, Los Altos, Los Altos Hills, Milpitas, Monte Sereno, Morgan Hill and Saratoga. In 2010 the Library had 344,204 registered customers that borrowed over 12 million items. Customers include district residents and residents from other jurisdictions; businesses, schools and other community organizations; the Board of Supervisors, staff and city councils of nine cities; seven city-appointed Library commissions; the North County library Authority; seven

Friends of the Library groups and three library foundations/endowments. 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 Board of Supervisors.

The Offices of the Santa Clara County Library, located in Los Gatos, include 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. Since 2003, the Cities of Saratoga, Cupertino, Morgan Hill and Milpitas have constructed new libraries. The City of Gilroy passed a \$37 million library construction bond measure in 2008 and is scheduled to open a new 53,500 square foot library in spring 2012; this will be the first LEED Certified library building in the district. The cities of Campbell and Los Altos are in various stages of planning for new or expanded library facilities. With every new library come increased opportunities to expand collections, services such as homework and literacy centers and programs for all ages.

Santa Clara County Library extends the reach of library services to the homebound and underserved populations with its Bookmobile service, taking books, DVDs, CDs and other materials to locations isolated by geography or other circumstances such as the rural South County, the mountains, nursing homes and migrant camps. In addition, the County Library offers adult and family literacy services through The Reading Program.

Library programs:

- Foster library use through programs, community outreach and other assistance;
- Provide a comprehensive collection of materials;
- Purchase, process, assess, maintain and augment print and non-print collections and services;
- Provide access to library materials through reference and reader advisory service;
- Provide technical support for computers, as well as planning and implementation for technological applications;
- Provide administration and business services for the community libraries, the Joint Powers Authority Board and a workforce of 266 employees.

Current and Emerging Issues

Declining Revenue

The most significant issue confronting the Library's fiscal standing is the decline in growth of property tax proceeds due to the loss of property values in several communities and the annexation of unincorporated parcels to cities outside the Library District. Overall, property tax proceeds are projected to remain nearly flat in FY2012. Property tax is the single most important revenue source to the Library and as recently as 2007 was growing at an 8% annual rate.

Additionally, the proposed State Budget eliminates all funding for public libraries. Since 1988 the State has provided financial support to encourage universal access to libraries for all Californians - that program along with literacy and basic funding per capita may be eliminated.

To offset the projected revenue decline 5.5 FTE vacant positions and the equivalent of 4.8 positions in extra help hours will be eliminated. As with every budget, staff will provide diligent monitoring of operating expenses.

Increasing Demand for Service

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 experiencing high usage with circulation surpassing 12 million in FY2010. New library cards were issued to 38,178 residents last year, bringing the total of resident library cardholders to 203,109 or two out of every four residents. Non-residents account for 153,548 library cards and of these, 33,304 live outside Santa Clara County. 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.

The public is increasingly turning to the Library to borrow e-books. In 2010, there were 12,996 e-book loans, a 378% increase from the previous year, and 24,669 audio e-book loans, a 257% increase over the previous 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
Library Administration	No	Not part of Mandate Study.	Deletion of vacant positions will have no impact on client services.	▣
Campbell Library	No	Not part of Mandate Study.	Deletion of vacant positions will have no impact on client services.	▣
Cupertino Library	No	Not part of Mandate Study.	Deletion of vacant positions will have no impact on client services.	▣
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.	Deletion of vacant positions will have no impact on client services.	▣
Saratoga Library	No	Not part of Mandate Study.	Deletion of vacant positions will have no impact on client services.	▣
Adult Literacy/Reading Program	No	Not part of Mandate Study.		■
Technical Services	No	Not part of Mandate Study.	Deletion of vacant positions will have no impact on client services.	▣

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 28, 2011, including salaries and benefits totalling \$21.6 million, services and supply expenditures totaling \$13.8 million, Fixed Assets totaling \$0.3 million, Building and Technology reserves of \$6 million, and a revenue projection of \$38.2 million. The staffing changes are detailed below.

The most significant issue confronting the Library's fiscal situation is the decline in growth of property tax proceeds due to the loss of property values in the several communities the Library serves. To offset the projected revenue decline, 5.5 FTE positions will be eliminated.

Library Administration

Delete 1.0 FTE Librarian I/II position (unclassified): This position has been vacant for some time. It has only been used for temporary assignments, so there is no ongoing responsibility assigned to this position.

Service impact: The deletion of this position will not impact the current level of service nor existing staff.

Position Reduced: 1.0
Ongoing Savings: \$97,512

Delete 0.5 FTE Warehouse Materials Handler position: This position has been vacant for some time and the workload has since been absorbed by existing staff.

Service impact: The deletion of this position will not impact the current level of service nor existing staff.

Position Reduced: 0.5
Ongoing Savings: \$38,474

Allocate One-time Funding for the Purchase of Fixed Assets:

All of the following fixed asset requests were included in the Three-Year Technology Plan and will be funded from with a transfer from the Technology Reserve:

FY 2012 Fixed Assets

Item	Amount
RFID Hand-held Scanners (7): After the successful conversion to RFID- based security and check-out system, efficiency in searching for items can be accomplished with hand-held scanning devices.	\$45,885
Self Check Machine (1): The volume of public use at the Los Altos Library warrants the addition of one self check machine.	\$12,000
Digital Microfilm Reader (1): The Gilroy Library requires a new digital microfilm reader/scanner for the public access to microfilmed records of materials.	\$11,253
Patron Payment Stations (8): This new equipment will enable the Library to collect payment for printing from public computers. Currently, payment for printing is collected on an honor system.	\$71,376
Automated Materials Handling Equipment: An expansion of the Campbell Library AMHS will allow public access to the book return system from the exterior of the building as is the case with all other libraries.	\$85,539
Total Fixed Assets	\$226,053
Replacement Bookmobile (1): In fiscal year 2011, a 1991 model bookmobile used for the mountain routes was approved for replacement due to its high mileage and condition. Based upon the results of the initial solicitation, a vehicle with necessary fittings and equipment could not be procured within the limit of the approved budget. This item is rebudgeted from last year with an increase of \$45,000.	\$145,000
Total Fixed Assets and Vehicle	\$371,053

Total One-time Cost: \$371,053

Fixed Asset will be funded with a transfer from the Technology Reserve

Cupertino Library

Delete 1.0 FTE Senior Library Clerk position: The workload for this position can be absorbed by existing staff and automated systems for patrons to check out and return their items.

Service impact: The deletion of this position will not impact the current level of service nor existing staff.

Position Reduced: 1.0
Ongoing Savings: \$93,779

▼ Campbell Library

Delete 0.5 FTE Library Clerk I/II position: The workload for this position can be absorbed by existing staff and automated systems for patrons to check out and return their items.

Service impact: The deletion of this position will not impact the current level of service nor existing staff.

Position Reduced: 0.5
Ongoing Savings: \$37,403

▼ Saratoga Library

Delete 0.5 FTE Library Clerk I/II position: The workload for this position can be absorbed by existing staff and automated systems for patrons to check out and return their items.

Service impact: The deletion of this position will not impact the current level of service nor existing staff.

Position Reduced: 0.5
Ongoing Savings: \$37,403

▼ Los Altos Regional Libraries

Delete 1.0 FTE Library Assistant III position: The workload for this position can be absorbed by existing staff. An additional Librarian I/II position from another library location will be reassigned to Los Altos Regional Libraries to offset this reduction.

Service impact: The deletion of this position will not impact the current level of service nor existing staff.

Position Reduced: 1.0
Ongoing Savings: \$101,292

▼ Technical Services

Delete 1.0 FTE Library Technician position: The workload for this position can be absorbed by existing staff as a result of library materials arriving more shelf-ready from vendors than they once did.

Service impact: The deletion of this position will not impact the current level of service nor existing staff.

Position Reduced: 1.0
Ongoing Savings: \$71,004

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

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
5556	Library Admin Fund 0025	\$ 12,514,072	\$ 18,139,276	\$ 14,168,180	\$ 14,406,251	\$ (3,733,025)	-20.6%
5559	Cupertino Library Fund 0025	3,437,057	3,548,219	3,542,401	3,447,805	(100,414)	-2.8%
5560	Campbell Library Fund 0025	1,777,951	2,312,287	1,891,768	1,854,016	(458,271)	-19.8%
5562	Los Altos Library Fund 0025	2,889,467	3,151,033	2,964,749	2,861,549	(289,484)	-9.2%
5567	Saratoga Comm Library Fund 0025	2,325,148	2,137,451	2,147,908	2,113,816	(23,635)	-1.1%
5571	Milpitas Comm Library Fund 0025	3,321,679	3,357,860	3,364,169	3,364,169	6,309	0.2%
5575	Alum Rock Library Fund 0025	265,958	290,000	—	—	(290,000)	-100.0%
5576	Morgan Hill Library Fund 0025	1,706,625	1,794,825	1,807,741	1,807,741	12,916	0.7%
5577	Gilroy Library Fund 0025	1,522,333	1,718,367	1,751,078	1,751,078	32,711	1.9%
5585	Technical Svcs Fund 0025	3,399,200	3,947,597	7,256,284	7,184,644	3,237,047	82.0%
5586	Literacy Program Fund 0025	569,425	401,317	503,550	503,550	102,233	25.5%
9301	County Library Service Area Fund 1700	—	6,000,000	6,000,000	6,000,000	—	—
Total Net Expenditures		\$ 33,728,913	\$ 46,798,232	\$ 45,397,828	\$ 45,294,619	\$ (1,503,613)	-3.2%



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

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
5556	Library Admin Fund 0025	\$ 12,514,072	\$ 18,139,276	\$ 14,168,180	\$ 14,406,251	\$ (3,733,025)	-20.6%
5559	Cupertino Library Fund 0025	3,437,057	3,548,219	3,542,401	3,447,805	(100,414)	-2.8%
5560	Campbell Library Fund 0025	1,777,951	2,312,287	1,891,768	1,854,016	(458,271)	-19.8%
5562	Los Altos Library Fund 0025	2,889,467	3,151,033	2,964,749	2,861,549	(289,484)	-9.2%
5567	Saratoga Comm Library Fund 0025	2,325,148	2,137,451	2,147,908	2,113,816	(23,635)	-1.1%
5571	Milpitas Comm Library Fund 0025	3,321,679	3,357,860	3,364,169	3,364,169	6,309	0.2%
5575	Alum Rock Library Fund 0025	265,958	290,000	—	—	(290,000)	-100.0%
5576	Morgan Hill Library Fund 0025	1,706,625	1,794,825	1,807,741	1,807,741	12,916	0.7%
5577	Gilroy Library Fund 0025	1,522,333	1,718,367	1,751,078	1,751,078	32,711	1.9%
5585	Technical Svcs Fund 0025	3,399,200	3,947,597	7,256,284	7,184,644	3,237,047	82.0%
5586	Literacy Program Fund 0025	569,425	401,317	503,550	503,550	102,233	25.5%
9301	County Library Service Area Fund 1700	—	6,000,000	6,000,000	6,000,000	—	—
Total Gross Expenditures		\$ 33,728,913	\$ 46,798,232	\$ 45,397,828	\$ 45,294,619	\$ (1,503,613)	-3.2%

County Library Headquarters — Budget Unit 610 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 21,018,975	\$ 21,716,252	\$ 22,170,419	\$ 21,698,435	\$ (17,817)	-0.1%
Services And Supplies	12,292,289	12,495,463	13,877,777	13,875,499	1,380,036	11.0%
Fixed Assets	417,649	497,553	—	371,053	(126,500)	-25.4%
Operating/Equity Transfers	—	6,000,000	6,000,000	6,000,000	—	—
Reserves	—	6,088,964	3,349,632	3,349,632	(2,739,332)	-45.0%
Subtotal Expenditures	33,728,913	46,798,232	45,397,828	45,294,619	(1,503,613)	-3.2%
Total Net Expenditures	33,728,913	46,798,232	45,397,828	45,294,619	(1,503,613)	-3.2%

County Library Headquarters — Budget Unit 610 Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
5556	Library Admin Fund 0025	\$ 33,935,337	\$ 38,755,070	\$ 37,968,693	\$ 37,968,693	\$ (786,377)	-2.0%
5559	Cupertino Library Fund 0025	129	—	—	—	—	—
5560	Campbell Library Fund 0025	70	—	—	—	—	—



County Library Headquarters — Budget Unit 610

Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
5562	Los Altos Library Fund 0025	1	—	—	—	—	—
5571	Milpitas Comm Library Fund 0025	293	—	—	—	—	—
5576	Morgan Hill Library Fund 0025	8	—	—	—	—	—
5586	Literacy Program Fund 0025	261,963	354,700	274,700	274,700	(80,000)	-22.6%
Total Revenues \$		34,197,800 \$	39,109,770 \$	38,243,393 \$	38,243,393 \$	(866,377)	-2.2%

Library Admin Fund 0025 — Cost Center 5556

Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2011 Approved Budget	30.3	\$ 18,139,276	\$ 38,755,070
Board Approved Adjustments During FY 2011	—	(3,959,666)	(786,377)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	39,652	—
Internal Service Fund Adjustments	—	17,204	—
Other Required Adjustments	—	(68,286)	—
Subtotal (Current Level Budget)	29.3	\$ 14,168,180	\$ 37,968,693
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Adjust Departmental Reimbursement to the Office of the County Executive for Integrated Pest Management Services	—	(2,155)	—
One-time Rebate of Voice Rate Retained Earnings	—	(123)	—
Decision Packages			
1. Allocate One-time Funding for Fixed Asset and Vehicle Purchases	—	371,053	—
Appropriate one-time funding for the purchase of:			
◆ Automated materials handling equipment, will allow public access to the book return system from the exterior of the building as is the case with all other libraries - \$85,539			
◆ RFID Hand-held scanners, will enhance efficiency in searching for items - \$45,885			
◆ Self Check Machine, to assist with the high volume of public use at the Los Altos Library - \$12,000			
◆ Digital Microfilm Reader, to allow public access to microfilmed records of materials - \$11,253			
◆ Patron Payment Stations, to collect payment for printing from public computers - \$71,376			
◆ Vehicle purchases, to replace a 1991 model bookmobile for Information Systems staff visiting library locations - \$145,000			
2. Delete one 1.0 FTE Position and one 0.5 FTE Position.	-1.5	(130,704)	—
◆ Delete one 1.0 FTE Librarian I/II (unclassified) and one 0.5 FTE Warehouse Materials Handler.			
Subtotal (Recommended Changes)	-1.5	\$ 238,071	\$ —
Total Recommendation	27.8	\$ 14,406,251	\$ 37,968,693



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

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2011 Approved Budget	30.5	\$ 3,548,219	\$ —
Board Approved Adjustments During FY 2011	—	(69,869)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	29,457	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	34,594	—
Subtotal (Current Level Budget)	30.5	\$ 3,542,401	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
1. Delete one 1.0 FTE Position.	-1.0	(94,596)	—
◆ Delete one 1.0 FTE Senior Library Clerk.			
Subtotal (Recommended Changes)	-1.0	\$ (94,596)	\$ —
Total Recommendation	29.5	\$ 3,447,805	\$ —

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

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2011 Approved Budget	16.5	\$ 2,312,287	\$ —
Board Approved Adjustments During FY 2011	—	(471,747)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	10,441	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	40,787	—
Subtotal (Current Level Budget)	16.5	\$ 1,891,768	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
1. Delete one 0.5 FTE Position	-0.5	(37,752)	—
◆ Delete one 0.5 FTE Library Clerk I/II.			
Subtotal (Recommended Changes)	-0.5	\$ (37,752)	\$ —
Total Recommendation	16.0	\$ 1,854,016	\$ —

Los Altos Library Fund 0025 — Cost Center 5562 Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2011 Approved Budget	27.0	\$ 3,151,033	\$ —
Board Approved Adjustments During FY 2011	—	(254,431)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	72,936	—
Internal Service Fund Adjustments	—	—	—



Los Altos Library Fund 0025 — Cost Center 5562 Major Changes to the Budget

	Positions	Appropriations	Revenues
Other Required Adjustments	—	(4,789)	—
Subtotal (Current Level Budget)	27.0	\$ 2,964,749	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
1. Delete one 1.0 FTE Position	-1.0	(103,200)	—
◆ Delete one 1.0 FTE Library Assistant III.			
Subtotal (Recommended Changes)	-1.0	\$ (103,200)	\$ —
Total Recommendation	26.0	\$ 2,861,549	\$ —

Saratoga Comm Library Fund 0025 — Cost Center 5567 Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2011 Approved Budget	18.0	\$ 2,137,451	\$ —
Board Approved Adjustments During FY 2011	—	(57,006)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	20,412	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	47,051	—
Subtotal (Current Level Budget)	18.0	\$ 2,147,908	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
1. Delete one 0.5 FTE Position	-0.5	(34,092)	—
◆ Delete 1 vacant 0.5 FTE Library Clerk I/II.			
Subtotal (Recommended Changes)	-0.5	\$ (34,092)	\$ —
Total Recommendation	17.5	\$ 2,113,816	\$ —

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

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2011 Approved Budget	28.5	\$ 3,357,860	\$ —
Board Approved Adjustments During FY 2011	—	(84,860)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	25,854	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	65,315	—
Subtotal (Current Level Budget)	28.5	\$ 3,364,169	\$ —



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

	Positions	Appropriations	Revenues
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	28.5	\$ 3,364,169	\$ —

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

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2011 Approved Budget	—	\$ 290,000	\$ —
Board Approved Adjustments During FY 2011	—	(290,000)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ —	\$ —

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

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2011 Approved Budget	14.0	\$ 1,794,825	\$ —
Board Approved Adjustments During FY 2011	—	(33,515)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	3,184	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	43,247	—
Subtotal (Current Level Budget)	14.0	\$ 1,807,741	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	14.0	\$ 1,807,741	\$ —



Gilroy Library Fund 0025 — Cost Center 5577

Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2011 Approved Budget	14.5	\$ 1,718,367	\$ —
Board Approved Adjustments During FY 2011	—	5,912	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	16,871	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	9,928	—
Subtotal (Current Level Budget)	14.5	\$ 1,751,078	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	14.5	\$ 1,751,078	\$ —

Technical Svcs Fund 0025 — Cost Center 5585

Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2011 Approved Budget	25.5	\$ 3,947,597	\$ —
Board Approved Adjustments During FY 2011	—	3,130,585	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	230,003	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(51,901)	—
Subtotal (Current Level Budget)	26.5	\$ 7,256,284	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
1. Delete one 1.0 FTE Position	-1.0	(71,640)	—
◆ Delete 1 vacant 1.0 FTE Library Technician.			
Subtotal (Recommended Changes)	-1.0	\$ (71,640)	\$ —
Total Recommendation	25.5	\$ 7,184,644	\$ —

Literacy Program Fund 0025 — Cost Center 5586

Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2011 Approved Budget	2.5	\$ 401,317	\$ 354,700
Board Approved Adjustments During FY 2011	—	100,481	(80,000)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	5,357	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(3,605)	—
Subtotal (Current Level Budget)	2.5	\$ 503,550	\$ 274,700



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

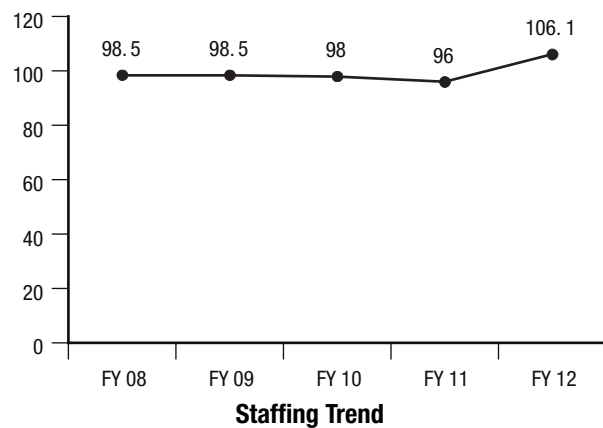
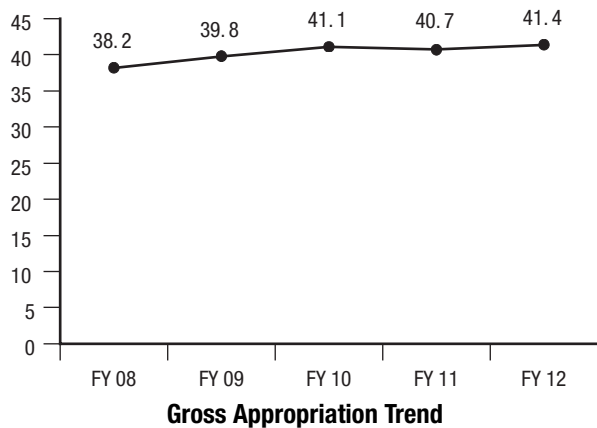
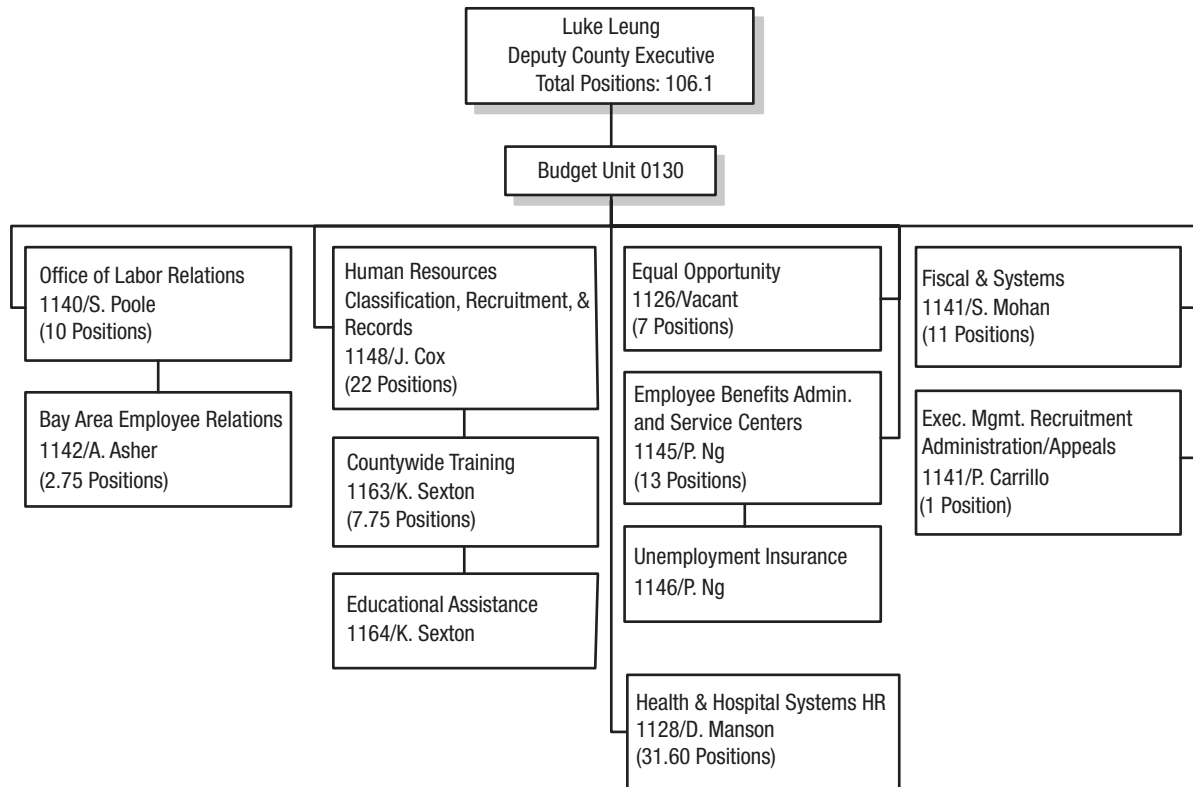
	Positions	Appropriations	Revenues
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	2.5	\$ 503,550	\$ 274,700

County Library Service Area Fund 1700 — Cost Center 9301
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Service Area (Fund Number 1700)			
FY 2011 Approved Budget	—	\$ 6,000,000	\$ —
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 6,000,000	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 6,000,000	\$ —



Human Resources, Labor Relations, and Equal Opportunity & Employee Development



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**



Description of Major Services

Human Resources

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 processing layoffs when filled positions are deleted, pre-employment background checks, and maintenance of the County-wide position classification plan by conducting classification and reallocation studies, and reviewing add/delete requests. In order to help meet the fiscal challenges of the budget deficit, Human Resources has been working with departments to find hiring alternatives that will be consistent with the difficult budget picture. More focus has been placed on conducting recruitments for promotional and transfer opportunities, and requiring the submission of online applications to reduce paper and processing time.

Employee Benefits

The Employee Benefits Division administers and coordinates a full range of benefit programs, from initial hire through retirement for employees, retirees and their families. Programs include health, dental, 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 also responsible for negotiating premium rates and contracts with all benefit plan providers.

Other programs that the division administers are Unemployment Insurance Benefits, the Deferred Compensation Plan, the Supplemental Benefit Plan, and the ECO Pass Program. The Division also coordinates and provides direction, support, and training for employee service centers throughout the County organization, as well as serving as the employee service center to departments and agencies located at 70 West Hedding and at other nearby facilities.

Employee Development and Training

Employee Development provides professional development courses and certificate programs for all employees to increase effective communications, supervision, computer skills, career development, work

effectiveness, and leadership throughout the County. Employee Development also serves as a resource to departments for off-sites and classes tailored to specific needs.

Employee Development administers the education reimbursement programs negotiated in the bargaining unit contracts. The programs pay out over \$1,000,000 each year to employees attending professional events, continuing their education or paying for required professional licenses.

Special Personnel Programs, located within Employee Development, provides services ranging from Vacation Donation to intervention and assistance to survivors of employees. In addition to professional development courses for all employees, performance management courses, and computer courses, Employee Development also provides new employee orientation, new supervisor orientation, accelerated degree programs, and retirement information workshops.

Labor Relations

The Office of Labor Relations is responsible for the collective bargaining process between the County and 24 bargaining units representing approximately 15,000 employees. This includes researching, developing and presenting proposals on wages, hours and terms and conditions of employment pursuant to Government Code 3500 et seq. It is also responsible for representation issues with two additional bargaining units representing approximately 255 Santa Clara County Fire District employees and approximately 17,000 In-Home Supportive Services (IHSS) Independent Providers. During FY 2011 negotiations for 11 bargaining units have commenced while negotiations for another 6 bargaining units will commence later in calendar year 2011.

Labor Relations is also responsible for negotiating, on behalf of the County, departmental and alternate hours agreements. Further, Labor Relations assists Human Resources in implementing the layoff processes to assure the County is in compliance with the provisions of the various Memoranda of Agreement/Understanding.

Labor Relations adjudicates grievance arbitrations and represents the County before the Personnel Board in employee appeals of suspensions, demotions,

probationary releases. Labor Relations assists County Counsel in appeals of permanent dismissals before the Personnel Board and in arbitration.

Labor Relations is responsible for providing dispute resolution between labor organizations and managers and employees and managers.

Labor Relations is responsible for allocating new classifications to bargaining units and designating FLSA status for County positions. Labor Relations is also responsible for overseeing compliance with state and federal labor laws, including the California Family Rights Act, the Family Medical Leave Act, and the Fair Employment in Housing Act, Temporary Family Disability Insurance and Labor Code 233 (Kin Care). The Office also administers the progressive disciplinary process in the County by providing appropriate training and assistance for the County's supervisors and managers. The Office also monitors the implementation of extra help usage as well as performance appraisals.

Bay Area Employee Relations Service

Bay Area Employee Relations Service (BAERS) provides advisory and consultation services to 36 member public agencies under a joint powers agreement (JPA). BAERS is responsible for analyzing and updating classification and compensation data for 64 agencies, 5,700 classes and 325 bargaining units. The division maintains the membership website and develops enhancements. The division provides classification, compensation, benefit and contractual information to member agencies, as well as conducts compensation surveys and classification studies for JPA members and non-members.

Equal Opportunity

Equal Opportunity is responsible for providing County-wide leadership in advancing the goals of equal opportunity, equal access and workplace diversity. This division provides training on the prevention of discrimination and sexual harassment and on how to provide reasonable accommodation and effectively work with diversity. Responsibilities also include



implementing County policies, guidelines and procedures to comply with Federal, State laws and regulations.

Equal Opportunity is also responsible for reviewing (and where feasible) facilitating employee requests for reasonable accommodation, and for the placement of disabled individuals under the County's Special Qualifications Worker (SQW) Program.

Executive Recruitment Services

Executive Recruitment Services conducts and facilitates a myriad of administrative projects and analyses, and collects and presents data on county-wide ESA issues. The unit conducts comprehensive executive recruitments and placements; classification studies and benefit/compensation surveys; facilitates transitional assistance (i.e. temporary housing) to newly appointed Executive Manager, and prepares the annual Executive Management Ordinance.

Current and Emerging Issues

Labor Relations and Employee Benefits

Employee Benefits Department is gearing up for the implementation of the Health Care Reform legislation starting with the enrollment of all dependents of employees under the age of 26 for medical plan coverage. In addition, the Labor Relations Department, assisted by the Employee Benefits Department, will be involved in various sets of labor negotiations. Amongst the changes are benefit program design improvements and premium cost sharing to partially address the County's budget deficit.

System (LMS) first in use at the Social Services Agency, into a county-wide system which will create training records for all employees, an online course registration system, and on-demand training courses. New certificate programs for all employees are being developed.

Implementation of the Learning Management System (LMS)

The Agency's Employee Development Department, in conjunction with the Information Services Department, is leading the expansion of Learning Management

Implementation of the Electronic Personnel File

The Electronic Personnel File will shortly be rolled out to many of the county departments. The Human Resources Department has been working with County departments to reorganize job position control and classification ordering for the purpose of improving efficiency and avoiding duplication.

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	No Change.	■
Equal Opportunity - Non-Discrimination and Confidential Records	Yes	Mandated	No Change.	■
ESA Human Resources Operations	Yes	Mandated	Deleting positions will cause a delay in classification studies and recruitments.	▼

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
Health & Hospital Systems - Human Resources	Yes	Mandated	Transferring Health & Hospital System Human Resources Department to Employee Services Agency.	▣
Intergovernmental Relations	Yes	Non-Mandated	No Change.	■
Administration/Support	Yes	Required	Recognizing additional revenue will mitigate the need for additional service reductions. Deleting positions will require workload reassignment, reduce in-house information systems service, and delays in responding to departments regarding executive management services.	▼
Employee Benefits	Yes	Non-Mandated	Deleting positions will require responsibilities to be redistributed among staff.	▼
Labor Relations	Yes	Mandated	Deleting a position will result in delays on specific employee investigations.	▼
Equal Opportunity - Plan and Programs	Yes	Mandated	Reducing contract with Silicon Valley Independent Living Center will reduce number of clients served.	▼
Employee Development	Yes	Non-Mandated	Deleting positions will require staff to absorb additional workload.	▼
Unemployment Insurance	Yes	Mandated	No Change.	■

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

County Executive's Recommendation:

▼ Administration/Support

Recognize Additional Revenue for the Retiree Drug Subsidy Program: Recognize increased General Fund revenue of \$100,000 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. Based on FY 2011 collections and an increase in the number of retirees and an increase in the cost of prescription drugs, a greater share can be recognized in the General Fund.

Service Impact: These ongoing revenues will be used to balance the FY 2012 budget deficit, mitigating the need for additional service reductions in General Fund programs.

Ongoing Revenue: \$100,000

Delete 1.0 FTE Accountant III: The Accountant is part of a unit of seven accountant professionals responsible for supporting the Department's fiscal operations

Service Impact: The deletion of this position will have an anticipated negative impact on the Department's ability to review contracts, proposals, and actuarial valuations, and communicate critical information to stakeholders. To mitigate this impact, the Department plans to reassign most duties and responsibilities to existing staff, and the Department will consider consolidating the fiscal units for BU 130 and BU 132 into one location to better enable the Department to handle the additional workload and any anticipated absences.

Position Deleted: 1.0
Ongoing Savings: \$127,392

Delete 3.0 FTE Information Systems Manager I: These positions are part of a unit of four Information Systems (IS) positions responsible for providing technical support to the Department's staff.

Service Impact: The deletion of these positions will reduce in-house systems staff that provide customer service to existing staff. To mitigate this impact, the cost of one position will be transferred to the Information Systems Department (ISD) in order for ISD to provide



full-time systems support to Risk Management operations, to support the Agency's operations during an emergency, and to support leaves and absences. The remaining IS position will support ESA operations at the West Hedding location.

Positions Deleted: 3.0

Ongoing Savings: \$480,450

Ongoing Reimbursement for ISD: \$180,702 (See BU132 & 145)

Onetime Cost for ISD: \$36,834 (See BU132 & 145)

Ongoing Net Cost: \$299,748

Delete 1.0 FTE Associate Management Analyst: The Associate Management Analyst is part of a unit of two staff members responsible for the Department's executive management services.

Service Impact: The deletion of this position will leave only one staff member to handle the entire range of executive management services. Delays in executive recruitment are likely, and the Department will need to shift resources from other divisions in order to accommodate increased workload periods during peak time.

Position Deleted: 1.0

Ongoing Savings: \$82,752

Eliminate Funding for Contract in Executive Management Services: A consultant service assists the Board of Supervisors in the area of compensation and benefits of elected officials and board appointees, as well as evaluation of Board appointees. Funding for these services will be eliminated resulting in a savings of \$25,000.

Service Impact: Eliminating the contract will have no impact on the current level of service, as the Department will distribute these responsibilities to existing staff.

Ongoing Savings: \$25,000

Bay Area Employee Relations Service Fund

Reduce 1.0 FTE Executive Director to 0.75 FTE: The Bay Area Employee Relations Services (BAERS) is an intergovernmental group that provides salary and benefit information to its member agencies. BAERS has decided to reduce the executive director's position by 25%, requiring the executive director to become an hourly employee. The savings of \$5,000 represent the County's share of this reduction.

Service Impact: The reduction of work hours for this position will have no impact on current level of service.

General Fund Ongoing Savings: \$5,000

Employee Benefits

Delete 0.5 FTE Office Specialist I and 1.0 FTE Office Specialist III: The Office Specialists in the Employee Benefits Unit are primarily responsible for supporting the Kaiser co-pay reimbursement program, in addition to supporting the Payment In-Lieu program and providing front desk back-up coverage.

Service Impact: As a result of the labor contract negotiations, the Department anticipates the Kaiser co-pay reimbursement program to be eliminated. The deletions will have minimal impact on the current level of service on back-up coverage, however, the Department will distribute back-up coverage among existing staff. The Department requests that these deletions become effective on 9/30/11 in order to allow the normal 90 day grace period for employees and retirees to submit their receipts for reimbursements.

Positions Deleted: 1.5

Ongoing Savings: \$119,937

One-Time Bridge Funding (July 1, 2011-September 30, 2011): \$30,327

Savings in FY 2012: \$89,610

Delete Two 0.5 FTE Human Resources Assistant II Positions: The Human Resources Assistants are part of a unit responsible for supporting the ESA Service Center which serves almost 15,000 employees across 92 departments/budget units. The ESA Service Center processes employee health enrollment, billing for employees on unpaid leave, and other benefit plan transactions. In addition, they support an increasing retiree population that has grown from 4,500 five years ago to over 8,000 today. These functions include processing retiree medical enrollment, follow-up on billing issues, and payments for retiree Medicare Part B reimbursements.

Service Impact: The deletions will have an anticipated negative impact on response and turnaround times of phone calls and requests for assistance. Additionally, the deletions will also result in unnecessary costs to the County if certain coverage changes are not processed in a timely manner when employees separate or go on unpaid leave, and/or impact employees and retirees ability to get insurance coverage if their enrollment is

not processed in a timely manner. The Department will distribute the responsibilities associated with these positions among existing staff that are already working at full capacity and face an increasing backlog of transaction requests.

Position Deleted: 1.0
Ongoing Savings: \$92,424

One-Time Bridge Funding (July 1, 2011-October 31, 2011): \$15,404
Savings in FY 2012: \$77,020

Employee Development

Delete 1.0 FTE Office Specialist III: This position is part of a unit of three administrative support staff in the Employee Development Unit.

Service Impact: The deletion of this position will result in delays to process tuition reimbursements, training room reservation requests and to respond to training course inquiries, including enrollment, cancellations, and confirmations. There will be additional service level reductions in maintaining the training rooms, responding to any issues in the training rooms, and the purchasing of office and training supplies. The Department will distribute the responsibilities associated with this position among existing staff.

Position Deleted: 1.0
Ongoing Savings: \$84,696

Reduce 1.0 FTE Employee Services Coordinator to 0.75 FTE: This position is responsible for coordinating special employee services for County staff and their families, and certain members of the public impacted by critical life incidents. Among these programs are the Vacation Donation, Critical Incident Stress debriefing, and Early Intervention Programs.

Service Impact: The reduction of work hours for this position will have an anticipated negative impact on employee services.

Ongoing Savings: \$35,256

Equal Opportunity

Reduce Funding for Contract with Silicon Valley Independent Living Center (SVILC): Contract funding for SVILC services will be reduced by \$52,000. SVILC currently provides independent living skills, job training and

referrals on benefits, social security housing, technology resources, and other related activities to individuals with disabilities.

Service Impact: The proposal to reduce the contract with SVILC represents a 25% reduction of the total contract amount. This recommendation may result in reducing the number of clients SVILC serves or the program services offered to clients.

Ongoing Savings: \$52,000

ESA - Human Resources Operations

Delete 1.0 FTE Human Resources Analyst and 1.0 FTE Human Resources Assistant II: These positions are part of a unit responsible for staff classification and support to departments on organizational issues.

Service Impact: The deletion of the Human Resources Analyst will have an anticipated negative impact on human resources processes, since more time will be required to conduct classification studies. This is a 25% reduction in the classification staff dedicated to conducting classification studies, including maintenance and updating of existing class specifications. This position also assists in layoffs when necessary. With this deletion, other classification staff may be required to staff the layoff team. The deletion of the Human Resources Assistant will result in less clerical support in the Classification Unit. The Department anticipates that the remaining analysts will assume more clerical support responsibilities which would impact and delay classification study completions.

Positions Deleted: 2.0
Ongoing Savings: \$216,744

Delete 1.0 FTE Human Resources Assistant II: This position provides clerical support to the Recruitment Unit.

Service Impact: The deletion of this position will result in less clerical support in the Recruitment Unit, however, the Department will distribute the



responsibilities associated with this position with existing staff and require more online applications to reduce manual paper processing.

Position Deleted: 1.0
Ongoing Savings: \$88,872

Health & Hospital Systems - Human Resources

Transfer Health & Hospital System Human Resources Department to Employee Services Agency: Consolidate Human Resources currently budgeted in SCVMC with other programs in Employee Services Agency.

Background: Health & Hospital System Human Resources Department (HHS-HR) currently provides the human resources function for the system. The Department has 31.6 positions. The recommendation is to transfer/reallocate the 31.6 positions and funding for services and supplies assigned to HHS-HR from Valley Medical Center's Budget Unit 921 to the Employee Services Agency's Budget Unit 130 effective July 1, 2011.

Santa Clara Valley Health & Hospital System currently has the only decentralized, full service Human Resources function in the County. HHS-HR is responsible for maintenance of the classification plan for HHS classifications, recruitment for HHS-specific positions, the full scope of Service Center responsibilities including the processing of human resources transactions, as well as facilitating reasonable accommodation placements for employees. The Human Resources Manager, SCVHHS, has traditionally reported to HHS-Management.

Summary of Transferred Positions

FTE	Code	Position Description
1.0	A2W	Human Resources Manager-SCHVHHS
1.0	B2Y	Admin Support Officer II (ACE)
3.0	D49	Office Specialist II
16.0	D5D	Human Resources Assistant II
1.0	D67	Supervising Personnel Services Clerk
2.0	H15	Sr Human Resources Analyst
6.0	H16	Human Resources Analyst
0.6	S80	Admin Nurse II
1.0	X19	Admin Assistant (ACE)
31.6		Total Transferred Positions

- Transfer \$3,397,522 in funding for salaries and employee benefits.

- Transfer \$161,053 in funding for services and supplies expenses.

Service Impact: This consolidation with Employee Services Agency will enhance efficiencies, standardize processes, facilitate communication and provide for adequate supervision and coverage. It will also allow for more flexible staffing during times of budget difficulties and high workload and will enhance the Employee Services Agency's accountability for compliance with applicable ordinances, Merit System Rules and other legal requirements.

Positions Added: 31.6
Total Ongoing Costs: \$0

Increased Expenditures in BU 130: \$3,558,575
Decreased Expenditures in BU 921: \$3,558,575

Labor Relations

Delete 1.0 Labor Relations Representative Trainee Position: This position is the only trainee position in the Department responsible for assisting with collective bargaining negotiations.

Service Impact: The deletion of this position will reduce support to county departments on investigations and preparation of disciplinary actions, however, the most serious infractions will be considered high priority. In addition, the deletion will result in delays to routine reports to Board of Supervisors' committees, responses to low impact grievances, delays in meet and confers over permissive subjects of bargaining, and delays in monitoring of extra-help hours. The Department requests that this deletion become effective on 9/30/11 in order for the Labor Relations unit to complete the collective bargaining negotiations with 24 bargaining groups in a timely manner with its full complement of staff available.

Position Deleted: 1.0
Ongoing Savings: \$126,372

One-Time Bridge Funding (July 1 - September 30, 2011): \$31,593
Savings in FY 2012: \$94,799



Human Resources, LR, and EOED — Budget Unit 130

Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1128	Health & Hospital Systems - HR Fund 0001	\$ —	\$ —	\$ —	\$ 3,558,575	\$ 3,558,575	—
1145	Employee Benefit Services Fund 0001	345,051	2,698,244	2,664,545	2,491,812	(206,432)	-7.7%
1163	Employee Dev Fund 0001	982,754	1,137,601	1,101,193	979,927	(157,674)	-13.9%
1140	Office Of Labor Relations Fund 0001	1,416,279	1,309,087	1,090,719	994,563	(314,524)	-24.0%
1148	Human Resources Fund 0001	3,978,174	4,042,721	4,033,441	3,552,188	(490,533)	-12.1%
1141	Agency Admin, Fiscal & Sys Fund 0001	996,618	824,773	984,052	263,820	(560,953)	-68.0%
1164	Educational Asst Prog Fund 0001	1,249,578	1,064,912	1,064,912	1,064,912	—	—
1142	Bay Area Employee Relations Serv Fund 0001	428,282	399,690	398,423	358,744	(40,946)	-10.2%
1126	Equal Opportunity Fund 0001	1,021,270	1,071,505	1,094,953	1,042,050	(29,455)	-2.7%
1127	Life Ins Prog Fund 0280	1,119,290	1,173,106	1,187,245	1,187,245	14,139	1.2%
1129	Delta Dental Ins Prog Fund 0282	20,813,576	22,176,752	21,215,245	21,215,245	(961,507)	-4.3%
Total Net Expenditures		\$ 32,350,873	\$ 35,898,391	\$ 34,834,728	\$ 36,709,081	\$ 810,690	2.3%

Human Resources, LR, and EOED — Budget Unit 130

Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1128	Health & Hospital Systems - HR Fund 0001	\$ —	\$ —	\$ —	\$ 3,558,575	\$ 3,558,575	—
1145	Employee Benefit Services Fund 0001	2,357,848	4,849,864	4,676,187	4,503,454	(346,410)	-7.1%
1163	Employee Dev Fund 0001	1,229,554	1,332,601	1,296,193	1,174,927	(157,674)	-11.8%
1140	Office Of Labor Relations Fund 0001	1,703,647	1,653,737	1,654,259	1,558,103	(95,634)	-5.8%
1148	Human Resources Fund 0001	4,307,197	4,474,953	4,350,534	3,869,281	(605,672)	-13.5%
1141	Agency Admin, Fiscal & Sys Fund 0001	2,613,099	2,418,998	2,478,526	1,758,294	(660,704)	-27.3%
1164	Educational Asst Prog Fund 0001	1,249,578	1,064,912	1,064,912	1,064,912	—	—
1142	Bay Area Employee Relations Serv Fund 0001	428,282	399,690	398,423	358,744	(40,946)	-10.2%
1126	Equal Opportunity Fund 0001	1,153,869	1,202,083	1,228,850	1,175,947	(26,136)	-2.2%
1127	Life Ins Prog Fund 0280	1,119,290	1,173,106	1,187,245	1,187,245	14,139	1.2%
1129	Delta Dental Ins Prog Fund 0282	20,813,576	22,176,752	21,215,245	21,215,245	(961,507)	-4.3%
Total Gross Expenditures		\$ 36,975,941	\$ 40,746,696	\$ 39,550,374	\$ 41,424,727	\$ 678,031	1.7%



Human Resources, LR, and EOED — Budget Unit 130

Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 10,432,741	\$ 10,496,212	\$ 10,747,997	\$ 12,728,612	\$ 2,232,400	21.3%
Services And Supplies	26,509,516	28,120,484	26,671,387	26,565,125	(1,555,359)	-5.5%
Other Charges	13,581	30,000	30,990	30,990	990	3.3%
Fixed Assets	20,103	—	—	—	—	—
Reserves	—	2,100,000	2,100,000	2,100,000	—	—
Subtotal Expenditures	36,975,941	40,746,696	39,550,374	41,424,727	678,031	1.7%
Expenditure Transfers	(4,625,068)	(4,848,305)	(4,715,646)	(4,715,646)	132,659	-2.7%
Total Net Expenditures	32,350,873	35,898,391	34,834,728	36,709,081	810,690	2.3%

Human Resources, LR, and EOED — Budget Unit 130

Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1145	Employee Benefit Services Fund 0001	247,797	246,302	128,732	128,732	(117,570)	-47.7%
1148	Human Resources Fund 0001	1,888	—	—	—	—	—
1141	Agency Admin, Fiscal & Sys Fund 0001	1,623,809	1,532,534	1,501,294	1,601,294	68,760	4.5%
1164	Educational Asst Prog Fund 0001	1,489	—	—	—	—	—
1142	Bay Area Employee Relations Serv Fund 0001	388,754	321,097	358,597	324,261	3,164	1.0%
1127	Life Ins Prog Fund 0280	1,090,491	1,089,473	1,099,711	1,099,711	10,238	0.9%
1129	Delta Dental Ins Prog Fund 0282	20,421,511	21,096,739	21,186,974	21,186,974	90,235	0.4%
	Total Revenues	\$ 23,775,739	\$ 24,286,145	\$ 24,275,308	\$ 24,340,972	\$ 54,827	0.2%

Health & Hospital Systems - HR Fund 0001 — Cost Center 1128

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Transfer HHS-HR Budget from SCVMC to ESA HR	—	13,117	—



Health & Hospital Systems - HR Fund 0001 — Cost Center 1128

Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
1. Transfer Resources from Health and Hospital System Human Resources Department	31.6	3,545,458	—
Transfer in a total of 31.6 FTE from HHS-Human Resources budget:			
◆ 1.0 FTE Human Resources Manager-SCVHHS position			
◆ 1.0 FTE Administrative Support Officer II-ACE position			
◆ 3.0 FTE Office Specialist II positions			
◆ 16.0 FTE Human Resources Assistant II positions			
◆ 1.0 FTE Supervising Personnel Services Clerk position			
◆ 2.0 FTE Sr. Human Resources Analyst positions			
◆ 6.0 FTE Human Resources Analyst positions			
◆ 0.6 FTE Administrative Nurse II position			
◆ 1.0 FTE Administrative Assistant - ACE position			
◆ A total of \$147,936 in funding for services and supplies expenses			
Subtotal (Recommended Changes)	31.6	\$ 3,558,575	\$ —
Total Recommendation	31.6	\$ 3,558,575	\$ —

Employee Benefit Services Fund 0001 — Cost Center 1145

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	15.5	\$ 2,698,244	\$ 246,302
Board Approved Adjustments During FY 2011	—	4,550	(117,570)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	60,981	—
Internal Service Fund Adjustments	—	(99,199)	—
Other Required Adjustments	—	(31)	—
Subtotal (Current Level Budget)	15.5	\$ 2,664,545	\$ 128,732
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
FY 2012 Data Processing Adjustment	—	(519)	—
FY 2012 Printing Adjustment	—	(4,000)	—
One-time Rebate of DP Retained Earnings	—	(1,584)	—
Decision Packages			
1. Delete 2.5 FTE Positions	-2.5	(166,630)	—
Reduce Staff in the Benefits Division:			
◆ Delete 1.5 Office Specialist III. Bridge funding in the amount of \$30,327 is required to allow incumbents to retire on September 30, 2011.			
◆ Delete two 0.5 Human Resources Assistant II positions. Bridge funding in the amount of \$15,404 is required for one position to allow incumbent to retire on October 31, 2011.			
Subtotal (Recommended Changes)	-2.5	\$ (172,733)	\$ —
Total Recommendation	13.0	\$ 2,491,812	\$ 128,732



Employee Dev Fund 0001 — Cost Center 1163 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	9.0	\$ 1,137,601	\$ —
Board Approved Adjustments During FY 2011	—	(62,650)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(32,563)	—
Internal Service Fund Adjustments	—	(3,845)	—
Other Required Adjustments	—	62,650	—
Subtotal (Current Level Budget)	9.0	\$ 1,101,193	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
FY 2012 Data Processing Adjustment	—	(272)	—
One-time Rebate of Voice Rate Retained Earnings	—	(47)	—
One-time Rebate of DP Retained Earnings	—	(995)	—
Decision Packages			
1. Delete 1.0 FTE Position Delete 1.0 Office Specialist III	-1.0	(84,696)	—
2. Reduce 1.0 FTE Position to 0.75 Position Reduce work hours of the Employee Services Coordinator by 25%.	-0.3	(35,256)	—
Subtotal (Recommended Changes)	-1.3	\$ (121,266)	\$ —
Total Recommendation	7.8	\$ 979,927	\$ —

Office Of Labor Relations Fund 0001 — Cost Center 1140 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	11.0	\$ 1,309,087	\$ —
Board Approved Adjustments During FY 2011	—	(2,720)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	4,212	—
Internal Service Fund Adjustments	—	(219,860)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	11.0	\$ 1,090,719	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
FY 2012 Data Processing Adjustment	—	(305)	—
One-time Rebate of Voice Rate Retained Earnings	—	(15)	—
One-time Rebate of DP Retained Earnings	—	(1,057)	—
Decision Packages			
1. Delete 1.0 FTE Position Delete 1.0 Labor Relations Representative Trainee. Bridge funding in the amount of \$31,593 is required to allow incumbent to retire on September 30, 2011.	-1.0	(94,779)	—
Subtotal (Recommended Changes)	-1.0	\$ (96,156)	\$ —
Total Recommendation	10.0	\$ 994,563	\$ —



Human Resources Fund 0001 — Cost Center 1148

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	25.0	\$ 4,042,721	\$ —
Board Approved Adjustments During FY 2011	—	(4,887)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	129,811	—
Internal Service Fund Adjustments	—	(133,909)	—
Other Required Adjustments	—	(295)	—
Subtotal (Current Level Budget)	25.0	\$ 4,033,441	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
FY 2012 Data Processing Adjustment	—	(49,480)	—
One-time Rebate of Voice Rate Retained Earnings	—	(832)	—
FY 2012 Voice Rate Adjustment	—	688	—
One-time Rebate of DP Retained Earnings	—	(126,013)	—
Decision Packages			
1. Delete 3.0 FTE Positions	-3.0	(305,616)	—
Reduce Staff in Human Resources Operations Division:			
◆ Delete 1.0 Human Resources Analyst for Classification Studies			
◆ Delete 1.0 Human Resources Assistant I for Classification Studies			
◆ Delete 1.0 Human Resources Assistant II for Recruitment			
Subtotal (Recommended Changes)	-3.0	\$ (481,253)	\$ —
Total Recommendation	22.0	\$ 3,552,188	\$ —

Agency Admin, Fiscal & Sys Fund 0001 — Cost Center 1141

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	17.0	\$ 824,773	\$ 1,532,534
Board Approved Adjustments During FY 2011	—	11,898	(31,240)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	59,252	—
Internal Service Fund Adjustments	—	88,125	—
Other Required Adjustments	—	4	—
Subtotal (Current Level Budget)	17.0	\$ 984,052	\$ 1,501,294
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
FY 2012 Data Processing Adjustment	—	(206)	—
One-time Rebate of Voice Rate Retained Earnings	—	(1,480)	—
FY 2012 Voice Rate Adjustment	—	(2,245)	—
One-time Rebate of DP Retained Earnings	—	(707)	—
Decision Packages			
1. Delete 1.0 FTE Position	-1.0	(127,392)	—
Delete 1.0 Accountant III.			
2. Delete 3.0 FTE Positions & Transfer Cost of 1.0 FTE Position to ISD	-3.0	(480,450)	—



Agency Admin, Fiscal & Sys Fund 0001 — Cost Center 1141 Major Changes to the Budget

	Positions	Appropriations	Revenues
Delete 3.0 Information Systems Managers I and transfer the cost of one position to the Information Systems Department for a net General Fund savings of \$299,748.			
3. Delete 1.0 FTE Position	-1.0	(82,752)	—
Delete 1.0 Associate Management Analyst A.			
4. Adjust Expenses in Agency Administration for Service Contract	—	(25,000)	—
Eliminate consultant service contract in Executive Management Services.			
5. Retiree Drug Subsidy Program	—	—	100,000
Recognize \$100,000 in additional ongoing General Fund revenue from the Federal Retiree Drug Subsidy Program.			
Subtotal (Recommended Changes)	-5.0	\$ (720,232)	\$ 100,000
Total Recommendation	12.0	\$ 263,820	\$ 1,601,294

Educational Asst Prog Fund 0001 — Cost Center 1164 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	—	\$ 1,064,912	\$ —
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 1,064,912	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 1,064,912	\$ —

Bay Area Employee Relations Serv Fund 0001 — Cost Center 1142 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	3.0	\$ 399,690	\$ 321,097
Board Approved Adjustments During FY 2011	—	—	37,500
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	1,558	—
Internal Service Fund Adjustments	—	(2,825)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	3.0	\$ 398,423	\$ 358,597
Recommended Changes for FY 2012			
Internal Service Fund Adjustments	—	—	—



Bay Area Employee Relations Serv Fund 0001 — Cost Center 1142 Major Changes to the Budget

	Positions	Appropriations	Revenues
FY 2012 Data Processing Adjustment	—	(106)	—
One-time Rebate of DP Retained Earnings	—	(237)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (343)	\$ —
Total Recommendation	2.8	\$ 358,744	\$ 324,261

Equal Opportunity Fund 0001 — Cost Center 1126 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	15.5	\$ 1,071,505	\$ —
Board Approved Adjustments During FY 2011	-8.5	34	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	28,534	—
Internal Service Fund Adjustments	—	(5,086)	—
Other Required Adjustments	—	(34)	—
Subtotal (Current Level Budget)	7.0	\$ 1,094,953	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
FY 2012 Data Processing Adjustment	—	(208)	—
One-time Rebate of Voice Rate Retained Earnings	—	(15)	—
One-time Rebate of DP Retained Earnings	—	(680)	—
Decision Packages			
1. Adjust Expenses in Equal Opportunity Unit for Service Contract	—	(52,000)	—
Reduce contract services with Silicon Valley Independent Living Center			
Subtotal (Recommended Changes)	—	\$ (52,903)	\$ —
Total Recommendation	7.0	\$ 1,042,050	\$ —

Life Ins Prog Fund 0280 — Cost Center 1127 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	3,189	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 3,189	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 3,189	\$ —



Life Ins Prog Fund 0280 — Cost Center 1127
Major Changes to the Budget

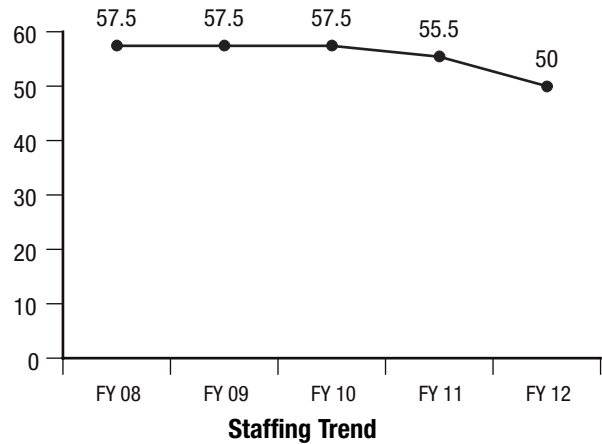
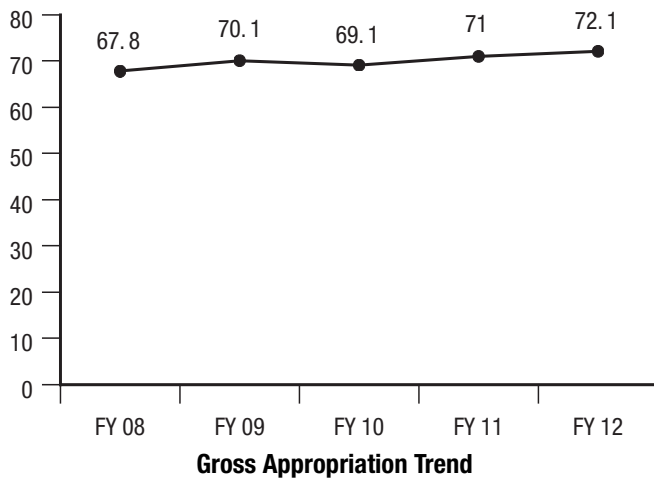
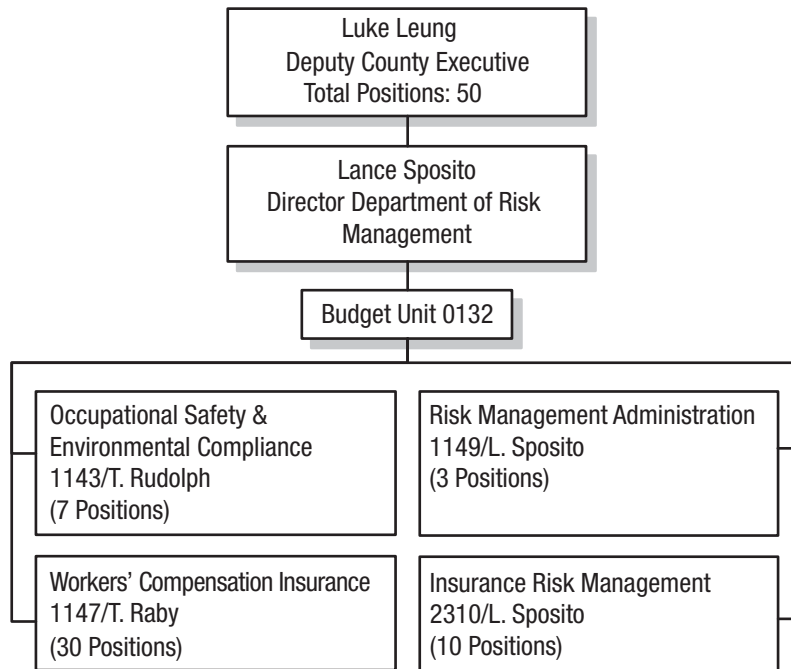
	Positions	Appropriations	Revenues
County Life Insurance Plan ISF (Fund Number 0280)			
FY 2011 Approved Budget	—	\$ 1,173,106	\$ 1,089,473
Board Approved Adjustments During FY 2011	—	19,478	10,238
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(8,528)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 1,184,056	\$ 1,099,711
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 1,184,056	\$ 1,099,711

Delta Dental Ins Prog Fund 0282 — Cost Center 1129
Major Changes to the Budget

	Positions	Appropriations	Revenues
CA Delta Dental Service Plan ISF (Fund Number 0282)			
FY 2011 Approved Budget	—	\$ 22,176,752	\$ 21,096,739
Board Approved Adjustments During FY 2011	—	(948,445)	90,235
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(13,062)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 21,215,245	\$ 21,186,974
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 21,215,245	\$ 21,186,974



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.



Description of Major Services

Risk Management evaluates significant Countywide risks, hazards and exposures; develops and implements risk management methodologies; and provides advice on strategies to mitigate unanticipated financial losses.

Workers' Compensation

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

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 general, auto and medical malpractice liability claims, property claims against the County, and the Valley Medical Center Subrogation Program.
- Risk financing through self-insurance and commercial insurance programs.
- Pursue recovery of County costs through third-party subrogation activities.
- Contract insurance compliance by establishing and maintaining standard insurance requirements for most County contracts.

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.
- Coordinate Union/Management Safety Committee and County Safety Coordinator activities.
- Provide and manage indoor air quality inspections for County facilities.

Current and Emerging Issues

The California Rating Bureau and the California Workers' Compensation Institute revealed that average medical expenditures on California work injury claims continue to climb, with medical treatment, prescription/durable medical equipment (DME), medical management/cost containment and med-legal payments all trending up. The past Workers' Compensation reforms of 2003 and 2004, are seven years old and costs have now risen to pre-reform levels.

The Rating Bureau expects that the pure premium rate, which increased to 27.7% in January 2011, will continue to increase over the next year.

The Risk Management Department will continue to create a pro-active ergonomics program to enable departments to mitigate workplace injuries to employees.

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	Deleting 2.0 positions will impact contracting monitoring and clerical support. Reducing various contracts will increase staff's responsibilities.	▼
Wellness Program	Yes	Non-Mandated	Transferring program to Valley Health Plan will enhance current level of service.	▲
Insurance/Claims	Yes	Mandated	Deleting vacant Insurance Program Manager will result in less guidance and support from the Risk Management Director.	▼
Administration/Support	Yes	Required	Consolidated ISD support will create efficiencies and leverage existing staff resources. Allocating one-time funding for hardware server will replace aging equipment.	◻
Self Insurance and Commercial Insurance	Yes	Mandated		■
Job Placement for Injured Workers	Yes	Mandated		■
Loss Prevention	Yes	Mandated		■
Medical and Disability Program	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
Workers Compensation Training	Yes	Mandated		■
Contract Insurance	Yes	Mandated		■
Occupational Safety and Environmental Compliance	Yes	Mandated		■
Adjusters Training	Yes	Mandated		■
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

Administration and Support

Recognize Consolidated Information Systems Support from the Information Systems Department (ISD): As a result of deleting three Information Systems Managers in Employee Services Agency (ESA), the cost of one position will be transferred to ISD in order for ISD to provide full-time systems support to Risk Management operations.

Service Impact: The consolidated ISD support will create efficiencies and leverage existing staff resources and infrastructure, which is more robust and energy-efficient.

Ongoing Cost: \$180,702

Ongoing Reimbursement for ISD: \$180,702 (See BU130 & 145)

Allocate \$36,834 in One-time Funding for Hardware Server: The funding will allow the Information Systems Department (ISD) to replace aging PC and server hardware equipment as a result of the Employee Services Agency (ESA) recommendation to delete three Information Systems Managers. ISD will absorb most of ESA's server and workstation responsibilities into its existing staff resources and infrastructure, which is more robust and energy-efficient.

One-Time Cost: \$36,834

See BU 130 and 145 for additional budget detail

Workers' Compensation Fund

Delete 1.0 FTE Management Analyst: This position is the

Insurance Claims

Delete 1.0 FTE Insurance Program Manager: This position has been vacant since FY 2010 and is responsible for the management of the County's insurance program, which includes general, auto, medical malpractice, and property insurance programs. Funding for this position exists in the Insurance/Claims Fund 0075. The FY 2012 Insurance Rates reflect the deletion of this position in the Liability Insurance rates, resulting in a savings to the General Fund and the County's Subsidy to VMC of \$125,687 and to the Non-General Fund departments of \$18,781.

Service Impact: Currently, the Risk Management Director is absorbing the duties of this position. Deleting this position will limit the Director's overall support and guidance to other Insurance Division functions such as claims management, contract insurance and loss prevention. In addition, the Director will have less time available to provide individual support and guidance the Risk Management Department's staff. The benefit of this action is a reduced cost for Liability Insurance to operating departments.

Position Deleted: 1.0

General Fund Ongoing Savings: \$125,687

Savings exist in FY 2012 Liability Insurance Rates

only Management Analyst in this division responsible for providing support to the Workers' Compensation manager and staff in the areas of contract monitoring,

preparing Request for Proposals, and injury report production. Deleting this position in the Workers' Compensation Fund 0078 will result in reduced Workers' Compensation rates charged to operating departments. In the Final Budget process, the savings will be budgeted with reduced Workers' Compensation rates.

Service Impact: The deletion of this position will result in delays of up to two weeks instead of the current 3-4 days to produce injury report requests for County departments. In addition, there will be less support to the Workers Compensation staff in the areas of contract monitoring, preparing RFPs, and report production. To mitigate this deletion, remaining staff will assume the high priority functions of this position and will each experience a workload increase of approximately 20%.

Position Deleted: 1.0
General Fund Ongoing Savings: \$115,949

Delete 0.5 FTE Office Specialist: This position is part of a unit of five office specialists in the department responsible for providing clerical support. Deleting this position in the Workers' Compensation Fund 0078 results in reduced Workers' Compensation rates charged to operating departments. In the Final Budget process, the savings will be budgeted with reduced Workers' Compensation rates.

Service Impact: The deletion of this position increases the workload of remaining staff in the areas of handling new workers compensation claims, utilization review requests, mail correspondence, and processing of medical bills. The benefit of this action is a reduced cost for Workers' Compensation to operating departments.

Position Deleted: 1.0
General Fund Ongoing Savings: \$35,196

Reduce \$393,500 Funding for Contract Services and Professional and Specialized Services

Service Impact: Funding appropriations for service contracts are reduced in the Risk Management Department resulting in a matching revenue reduction for Workers' Compensation Fund 0078. The benefit of this action is a reduced cost for Workers' Compensation in operating departments. This action reflects Countywide savings of \$393,500 for the General Fund and VMC.

- Medical Bills Management reduced by \$216,000
- Temporary Adjusting Services reduced by \$55,000
- Outside Adjuster Services reduced by \$22,500
- Private Investigators reduced by \$100,000

General Fund Ongoing Savings: \$393,500

▲ Wellness Program

Transfer Employee Wellness Program to Valley Health Plan (VHP) The Wellness Program will be transferred to the Valley Health Plan consolidating all functions and staff, and capitalizing on available non-General Fund resources. This consolidation plan will do the following:

- Transfer 3.0 Health Education Specialists - (\$375,641)
- Transfer funding for services and supplies - (\$57,511)
- Transfer reimbursement through the Health Rate - \$433,152

Background: On August 24, 2010 the Board of Supervisors approved the request to reposition the Employee Wellness Program under the leadership of VHP as an organizing body. The goal was to support the enhancement of employees' mental and physical health, improve job satisfaction, increase employee retention and reduce medical costs for the County, without compromising service levels.

VHP reviewed current wellness activities from various county departments to provide insight into potential interdepartmental collaboration between County agencies and departments, such as the Public Health Department, Parks and Recreation, Employee Health, Employee Assistance Program, and VHP. The current program provides a solid foundation of basic wellness activities such as the health fair, employee screenings, fitness classes, and other resources. In addition, the County has a wealth of untapped internal resources that could provide wellness opportunities and provide the building blocks necessary to improve the existing wellness foundation.

Service Impact: VHP will leverage funds and use redirected General Fund resources to create a robust and dynamic multi-prong approach involving the concerted effort of key stakeholders, partners, and



employees. A repositioned Employee Wellness Program will capture the Board's vision in transforming the County into a hub of wellness and healthy living.

Positions Deleted: 3.0

Net General Fund Savings: \$0

Ongoing Savings in ESA: \$433,152

Ongoing Cost in VHP: \$433,152

(See additional budget detail in BU 725)

Risk Management Department — Budget Unit 132
Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1149	Risk Mgt Admin Fund 0001	\$ 29	\$ (3,689)	\$ 7,769	\$ (341,937)	\$ (338,248)	9,169.1%
1147	Workers Comp Fund 0078	34,968,352	33,867,246	33,978,753	33,401,438	(465,808)	-1.4%
2310	Insur/Claims Fund 0075	23,991,166	31,022,154	33,712,270	33,566,037	2,543,883	8.2%
1143	OSEC Fund 0001	76	6,086	(306)	(6,205)	(12,291)	-202.0%
1146	Unemployment Ins Fund 0076	4,251,937	3,719,364	3,687,076	3,687,076	(32,288)	-0.9%
1144	Employee Wellness Fund 0001	59,989	112,683	—	—	(112,683)	-100.0%
Total Net Expenditures		\$ 63,271,548	\$ 68,723,844	\$ 71,385,562	\$ 70,306,409	\$ 1,582,565	2.3%

Risk Management Department — Budget Unit 132
Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1149	Risk Mgt Admin Fund 0001	\$ 416,825	\$ 410,592	\$ 437,077	\$ 87,371	\$ (323,221)	-78.7%
1147	Workers Comp Fund 0078	34,968,352	33,867,246	33,978,753	33,401,438	(465,808)	-1.4%
2310	Insur/Claims Fund 0075	23,991,166	31,022,154	33,712,270	33,566,037	2,543,883	8.2%
1143	OSEC Fund 0001	1,272,172	1,313,086	1,350,880	1,344,981	31,895	2.4%
1146	Unemployment Ins Fund 0076	4,251,937	3,719,364	3,687,076	3,687,076	(32,288)	-0.9%
1144	Employee Wellness Fund 0001	615,217	621,011	433,152	—	(621,011)	-100.0%
Total Gross Expenditures		\$ 65,515,668	\$ 70,953,453	\$ 73,599,208	\$ 72,086,903	\$ 1,133,450	1.6%

Risk Management Department — Budget Unit 132
Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 6,598,622	\$ 6,394,336	\$ 6,589,191	\$ 5,356,053	\$ (1,038,283)	-16.2%
Services And Supplies	53,273,171	66,025,115	67,785,062	67,505,895	1,480,780	2.2%
Other Charges	5,584,131	(1,465,998)	(775,045)	(775,045)	690,953	-47.1%
Fixed Assets	5,098	—	—	—	—	—
Operating/Equity Transfers	54,646	—	—	—	—	—
Subtotal Expenditures	65,515,668	70,953,453	73,599,208	72,086,903	1,133,450	1.6%
Expenditure Transfers	(2,244,120)	(2,229,609)	(2,213,646)	(1,780,494)	449,115	-20.1%
Total Net Expenditures	63,271,548	68,723,844	71,385,562	70,306,409	1,582,565	2.3%



Risk Management Department — Budget Unit 132

Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1149	Risk Mgt Admin Fund 0001	\$ —	\$ 58,000	\$ —	\$ —	\$ (58,000)	-100.0%
1147	Workers Comp Fund 0078	37,597,691	32,563,265	32,527,457	32,527,457	(35,808)	-0.1%
2310	Insur/Claims Fund 0075	25,212,033	21,816,960	23,683,368	23,683,368	1,866,408	8.6%
1143	OSEC Fund 0001	162	—	—	—	—	—
1146	Unemployment Ins Fund 0076	6,170,120	3,057,466	1,931,072	1,931,072	(1,126,394)	-36.8%
Total Revenues		\$ 68,980,005	\$ 57,495,691	\$ 58,141,897	\$ 58,141,897	\$ 646,206	1.1%

Risk Mgt Admin Fund 0001 — Cost Center 1149

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	3.0	\$ (3,689)	\$ 58,000
Board Approved Adjustments During FY 2011	—	—	(58,000)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	24,816	—
Internal Service Fund Adjustments	—	(13,358)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	3.0	\$ 7,769	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
FY 2012 Data Processing Adjustment	—	180,702	—
One-time Rebate of Voice Rate Retained Earnings	—	(21)	—
One-time Rebate of DP Retained Earnings	—	(22,576)	—
One-time transfer of IT Support from ESA to ISD	—	36,834	—
Decision Packages			
1. Reduce Rates for Workers' Compensation	—	(544,645)	—
Deletion of a Management Analyst and a half-time Office Specialist III and reduction of various contracts in Workers' Compensation Fund 0078 will result in reduced Workers' Compensation rates charged to operating departments. This action is a placeholder to reflect Countywide savings for the General Fund and VMC. In the Final Budget this action will be replaced with specific reduced Workers' Compensation rates.			
Subtotal (Recommended Changes)	—	\$ (349,706)	\$ —
Total Recommendation	3.0	\$ (341,937)	\$ —

Workers Comp Fund 0078 — Cost Center 1147

Major Changes to the Budget

	Positions	Appropriations	Revenues
Worker's Compensation (Fund Number 0078)			
FY 2011 Approved Budget	31.5	\$ 33,867,246	\$ 32,563,265
Board Approved Adjustments During FY 2011	—	223,097	(35,808)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	40,595	—
Internal Service Fund Adjustments	—	(152,185)	—
Other Required Adjustments	—	—	—



Workers Comp Fund 0078 — Cost Center 1147

Major Changes to the Budget

	Positions	Appropriations	Revenues
Subtotal (Current Level Budget)	31.5	\$ 33,978,753	\$ 32,527,457
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
FY 2012 Data Processing Adjustment	—	(1,742)	—
Adjust Departmental Reimbursement to the Office of the County Executive for Integrated Pest Management Services	—	(176)	—
One-time Rebate of Voice Rate Retained Earnings	—	(1,187)	—
FY 2012 Voice Rate Adjustment	—	7	—
One-time Rebate of DP Retained Earnings	—	(12,333)	—
Decision Packages			
1. Reduce Funding in Service Contracts	—	(393,500)	—
Appropriations for service contracts are reduced in the Risk Management Department resulting in a matching revenue reduction for Workers' Compensation Fund 0078. The benefit of this action is a reduced cost for Workers' Compensation in operating departments. This action is reflect Countywide savings of \$393,500 for the General Fund and VMC.			
<ul style="list-style-type: none"> ◆ Medical Bills Management reduced by \$216,000 ◆ Temporary Adjusting Services reduced by \$55,000 ◆ Outside Adjuster Services reduced by \$22,500 ◆ Private Investigators reduced by \$100,000 			
2. Delete 1.0 FTE Management Analyst and 0.5 FTE Office Specialist III	-1.5	(168,384)	—
Deletion of a Management Analyst and a Office Specialist III in Workers' Compensation Fund 0078 will result in reduced Workers' Compensation rates charged to operating departments. This action reflect Countywide savings of \$151,145 for the General Fund and VMC and savings of \$17,239 for non-General Fund departments.			
Subtotal (Recommended Changes)	-1.5	\$ (577,315)	\$ —
Total Recommendation	30.0	\$ 33,401,438	\$ 32,527,457

Insur/Claims Fund 0075 — Cost Center 2310

Major Changes to the Budget

	Positions	Appropriations	Revenues
Insurance ISF (Fund Number 0075)			
FY 2011 Approved Budget	11.0	\$ 31,022,154	\$ 21,816,960
Board Approved Adjustments During FY 2011	—	2,416,100	(75,000)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	108,314	—
Internal Service Fund Adjustments	—	235,292	1,941,408
Other Required Adjustments	—	(69,590)	—
Subtotal (Current Level Budget)	11.0	\$ 33,712,270	\$ 23,683,368
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
FY 2012 Data Processing Adjustment	—	(269)	—
Adjust Departmental Reimbursement to the Office of the County Executive for Integrated Pest Management Services	—	(54)	—
One-time Rebate of Voice Rate Retained Earnings	—	(380)	—
FY 2012 Voice Rate Adjustment	—	3	—



Insur/Claims Fund 0075 — Cost Center 2310 Major Changes to the Budget

	Positions	Appropriations	Revenues
One-time Rebate of DP Retained Earnings	—	(1,065)	—
Decision Packages			
1. Delete 1.0 FTE Insurance Program Manager	-1.0	(144,468)	—
Deletion of a Insurance Program Manager in Liability Insurance Fund 0075 will result in reduced Liability Insurance rates charged to operating departments. The Department's FY2012 Insurance Rates reflect the deletion of this position in the Liability Insurance rates, resulting in a savings to the General Fund and the County's Subsidy to VMC of \$125,687 and to the Non-General Fund departments of \$18,781.			
Subtotal (Recommended Changes)	-1.0	\$ (146,233)	\$ —
Total Recommendation	10.0	\$ 33,566,037	\$ 23,683,368

OSEC Fund 0001 — Cost Center 1143 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	7.0	\$ 6,086	\$ —
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	9,790	—
Internal Service Fund Adjustments	—	(16,182)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	7.0	\$ (306)	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
FY 2012 Data Processing Adjustment	—	(210)	—
One-time Rebate of Voice Rate Retained Earnings	—	(150)	—
FY 2012 Printing Adjustment	—	(4,900)	—
One-time Rebate of DP Retained Earnings	—	(639)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (5,899)	\$ —
Total Recommendation	7.0	\$ (6,205)	\$ —

Unemployment Ins Fund 0076 — Cost Center 1146 Major Changes to the Budget

	Positions	Appropriations	Revenues
Unemployment Insurance ISF (Fund Number 0076)			
FY 2011 Approved Budget	—	\$ 3,719,364	\$ 3,057,466
Board Approved Adjustments During FY 2011	—	—	(1,126,394)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(32,288)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 3,687,076	\$ 1,931,072



Unemployment Ins Fund 0076 — Cost Center 1146 Major Changes to the Budget

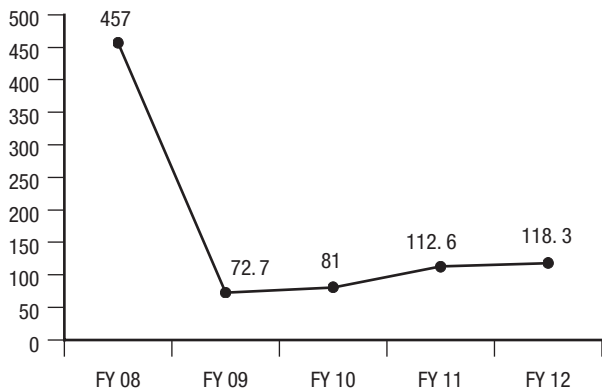
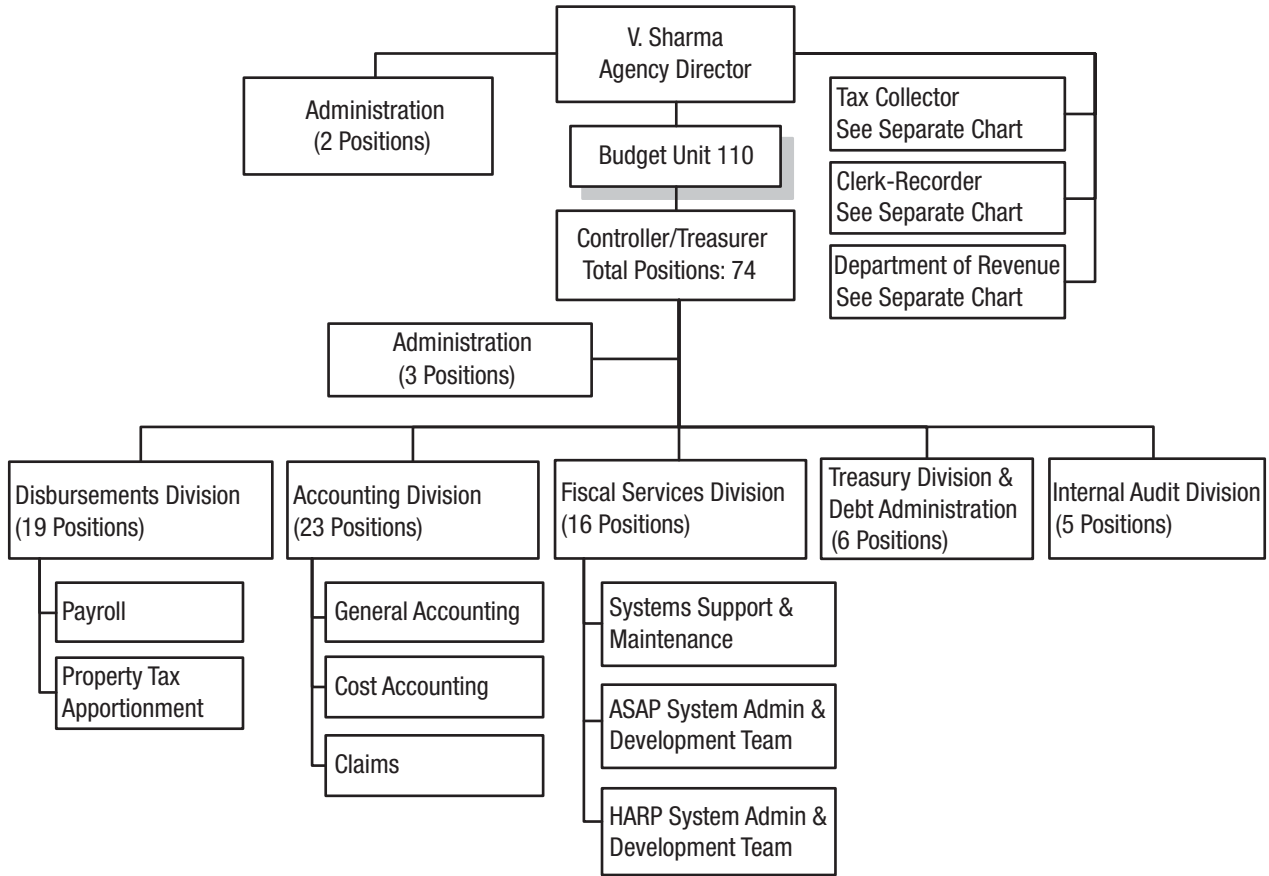
	Positions	Appropriations	Revenues
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 3,687,076	\$ 1,931,072

Employee Wellness Fund 0001 — Cost Center 1144 Major Changes to the Budget

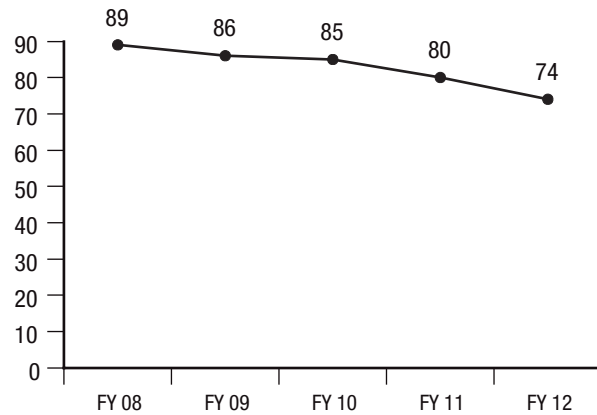
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	3.0	\$ 112,683	\$ —
Board Approved Adjustments During FY 2011	—	75,176	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	11,340	—
Internal Service Fund Adjustments	—	(199,199)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	3.0	\$ —	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
FY 2012 Data Processing Adjustment	—	(102)	—
One-time Rebate of Voice Rate Retained Earnings	—	(48)	—
Transfer of Wellness Program to VHP	—	(6,283)	—
One-time Rebate of DP Retained Earnings	—	(335)	—
Decision Packages			
1. Transfer 3.0 FTE Wellness Program Staff to Valley Health Plan	-3.0	6,768	—
Transferring the Wellness Program to Valley Health Plan will require the following actions:			
◆ Transfer 3.0 FTE Filled Health Education Specialist - (\$375,641)			
◆ Transfer supplies and services - (\$50,743)			
◆ Transfer Out Reimbursement - \$433,152			
Subtotal (Recommended Changes)	-3.0	\$ —	\$ —
Total Recommendation	—	\$ —	\$ —



Controller-Treasurer Department



Gross Appropriation Trend



Staffing Trend

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**



Description of Major Services

The Controller-Treasurer Department has the largest budget among the four departments within the Finance Agency. The Department has Countywide responsibility for accounting, treasury and investment, internal auditing, and accounting systems management. The Department plays a critical role in ensuring the County's financial success and on-going viability.

As the Chief Accounting Officer of the County, the Controller-Treasurer provides all traditional accounting services including payroll, accounts payable, fixed asset control, financial statement preparation, cost plan preparation, SB 90 claim coordination, fee and charge development and monitoring, property tax rate calculations and apportionments, debt structures and issuances, accounting systems administration, development and support for Countywide financial systems (SAP accounting system, Kronos time & attendance system, and PeopleSoft human resource and payroll system), and other financial functions.

Financial Operations

Accounting Operations

Provide accurate, complete and timely financial records; 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, financial reporting, and compliance with state and

federal reporting requirements as well as generally accepted governmental accounting principles. Responsible for oversight of annual single audit and production of the Comprehensive Annual Financial Report (CAFR).

Cost Accounting

Responsible for SB 90 mandated cost reimbursement programs, cost allocation and fees and charges for the County, and maximizing General Fund reimbursement via the Cost Plan.

Disbursements

Process payment of County funds to employees and vendors on time and in accordance with laws, regulations, procedures and contractual provisions.

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 ensuring the safety of principal and maintenance of liquidity.

Debt Management

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

Serve as system administrators and developers for the County's human resource-payroll system (HaRP) and the Kronos time & attendance system. The HaRP Development Team is responsible for business process improvement analysis, problem solving, custom reports including the County's electronic report distribution (ERD) system, user training, system development and customization as well as ongoing system maintenance.

ASAP Development

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

Assist County management and the Board of Supervisors in their roles 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. Internal Audit has been separately budgeted in Cost Center 1115. However, beginning FY 2012, the revenue and expenditure appropriations for Internal Audit will be budgeted in the Controller's main Cost Center 2113 along with all the other divisions. This is reflected in the budget tables in this section.

Current and Emerging Issues

Finance Agency - CLT Project

The Finance Agency plans to form a CLT program for all four departments to generate savings through process improvements, technology integration, process automation, and use of best business practices. Over the next two years, it will select cross-functional teams to identify pain points (areas that need immediate improvements), identify technological solutions for enhancing efficiency, and develop strategies for implementing suggestions to generate savings. Teams will explore the possibilities of agency-wide consolidation of certain functions, such as accounting, administrative support, technology, etc. The CLT teams will also explore opportunities for marketing our expertise to other municipalities and other County departments to enhance revenues. An initial step towards this direction is developing a strategic plan for the Finance Agency. A strategic planning retreat is scheduled in May 2011.

The department plans to cover any CLT costs internally. However, any further reduction targets could jeopardize the ability to carry out this project in a timely manner.

Countywide Review of Accounting Functions

In light of the CLT program, the Controller-Treasurer Department plans to work with the County Executive's Office and OBA to help review the accounting functions countywide. The purpose of this review is to identify redundancies in certain accounting functions and processes and determine the possibility of generating savings through centralization of certain accounting functions for small and medium sized departments. This project will generate savings by eliminating redundant tasks, streamlining accounting processes, and providing clear, unambiguous guidelines to departments. Conceivably, additional resources could be requested, but the aim will be to create savings from process improvements, and efficiencies that will exceed any additional costs.

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
Disbursements	Yes	Mandated	Reduce reviews and analysis in claims and reduce payroll services provided to County employees	▼
General Accounting	Yes	Mandated		■
Cost Accounting	Yes	Mandated	Reduce services provided for SB 90 claims	▼
Property Tax Apportionment	Yes	Mandated		■
Treasury	Yes	Mandated	Transfer cashiering function to Tax Collector's Office	■
Internal Audit	Yes	Mandated		■
Financial System Support	Yes	Mandated	Implementation of SAP Treasury Module	▲
Financial System Support	Yes	Mandated	ITEC funding for two projects: •KRONOS Workforce Scheduler (for VMC) will improve effectiveness and efficiencies over staff scheduling. •KRONOS Self-Service application time keeping will improve efficiencies by automating time-off requests.	▲
Admin/Support	Yes	Required	Reduce administrative support for Finance Agency functions and reduce services and supplies	▼

Impact on Current Level of Service:

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

County Executive's Recommendation

Disbursements

Delete 1.0 FTE Management Analyst: The Disbursements Division, formerly was comprised of the Property Tax Apportionment Unit (6.0 FTEs), Claims Unit (6.0 FTEs), and Payroll Unit (14.0 FTEs). However, the Claims Unit is now managed in the Accounting Division. The tasks performed by this position incorporated review and analysis for all three units. The position recommended for deletion is the only Management Analyst classification in the Division.

Service Impact: The critical review functions performed by this position will be absorbed by the existing staff. This will delay the addition of new vendors in the system from two to seven days resulting in the delay of payment processing to vendors.

The department plans to reallocate work, redirecting vendor master file maintenance functions to staff with higher level skills, thereby allowing other staff to absorb the remaining duties performed by the deleted position.

Additionally, the department expects to reduce the frequencies of Audit-After-the-Fact (AATF) work based on an ongoing risk analyses. The department had planned on using the deleted position for the Finance Agency CLT project to further achieve efficiencies through process improvements.

**Position Deleted: 1.0
Savings: \$128,460**

Delete 1.0 FTE Office Specialist III: The recommended deletion is in the Payroll Unit. Tasks performed by this position include:

- Performing receptionist duties
- Scanning documents for record retention purposes
- Creating databases of payroll transactions
- Creating back-up for the transactions and statistical analysis
- Preparing a variety of correspondence and providing copies of duplicate W2s to employees



- Assisting visitors by referring them to appropriate source of information
- Answering questions about the functions and services of various departments at 70 West Hedding

Service Impact: There are 2 FTE Office Specialist III positions in the Payroll Unit, which consists of 14.0 FTEs total. The task of statistical compilations performed by the deleted position will be absorbed by the remaining Office Specialist III. The important receptionist duties will be absorbed by the executive assistant to the Controller-Treasurer. However, the conversion to scanned documents will be postponed. The responses to requests for information by departments may take longer. Currently, the goal is to respond within one to two days. With the staff reduction, the responses to requests for information may take up to 7 days.

Position Deleted: 1.0
Ongoing Savings: \$80,974

▼ Cost Accounting

Delete 1.0 FTE Senior Accountant: Tasks performed by this position include:

- Accounting for and coordinating the SB 90 claims,
- Identifying new claims for submission to the State,
- Providing departments with claim instructions, parameters, and guidelines,
- Coordinating State audits,
- Advising management of the ongoing State budget impact on the County's SB 90 revenues.

The Cost Accounting Unit is made up of 3 Senior Accountant positions. The deletion of this position will reduce the unit to 2.0 FTEs.

Service Impact: The tasks that will be allocated to existing staff include ensuring departments meet the minimal requirements for filing SB 90 claims; calculating the indirect cost rate; budgeting, receiving and accounting for SB 90 revenues. However, the department will not be able to proactively participate and influence the State on SB 90 mandate issues, which may result in our inability to challenge the State's position for cost recovery and may have an adverse effect on County revenues. The Department will not have sufficient resources to address the additional mandates contained in current legislation. These

include the elimination of the redevelopment agencies, and additional reporting and auditing requirements for the local agencies. The efficiencies expected from the implementation the new Treasury System will allow staff from the General Accounting Unit to absorb some of the tasks of the deleted position.

However, the Cost Accounting Unit will not be able to provide additional support to departments on reconciling expenditures and revenues to accurately charge departments on County's cost plan. Additionally, the review of new, or changes to, departmental fees and charges will be delayed. The implementation of the department's e-payment program may be deferred. The planned CLT team will include this function in its analysis of possible efficiencies department wide, so that existing staff can better absorb the workload of this position.

Position Deleted: 1.0
Ongoing Savings: \$140,808

■ Treasury

Transfer 2.0 FTE and Cashiering Function: The Controller-Treasurer Department negotiated an agreement to transfer its cashiering responsibilities to the Tax Collector's Office. This transfer includes 2.0 FTE Cashiers, \$6,000 for temporary employees, and \$740 in Object 2 appropriations from the Controller-Treasurer Department to the Tax Collector's Office. The cashiers accept property tax payments and deposits from County departments at the public counter located on the 6th floor in the Tax Collector's Office. The Cashier positions are part of the Controller's Treasury Division, which historically has been located adjacent to the Tax Collector's Office on the 6th floor. However, the Treasury Division (with the exception of the two Cashiers) is now located with the Controller on the 2nd floor. Thus the Department is recommending the transfer the Cashier positions to the Tax Office's Office as their primary function is to accept property tax payments. There would be no net impact to the General Fund.

Positions Transferred: 2.0
Total Cost Transfer: \$148,832

Administration and Support

Delete 1.0 FTE Senior Management Analyst: The tasks of this position include:

- Performing complex and diverse analysis relating to organizational structure, policy and systems,
- Advising management on the impact of recommended changes,
- Assisting management in developing and improving management policies and plans,
- Facilitating coordination between various County agencies and Finance Agency,
- Performing budgetary, human resources, training, labor relations, disaster service workers, equal opportunity and general administrative functions within the Finance Agency,
- Serving as KEYBOARD & Agenda Coordinator and overseeing the support of the Combined Giving Campaign (CGC) program for the Finance Agency.

Service Impact: Finance Administration consists of the Finance Agency Director, an Executive Assistant, and the Senior Management Analyst. Upon the deletion of this position, there will be 2.0 FTEs remaining. The administrative tasks of coordinating agency activities, responses, and events will be taken up by the executive assistant of the Finance Agency Director, and the financial analysis and budget-related functions will be absorbed by the accountants in Accounting Division of the Controller's Office. This is possible through the expected efficiencies generated from the implementation of the Treasury module. The department will not provide the same level of support to the Combined Giving Campaign (CGC) program, including elimination of the review of PeopleSoft (PS) entries against the individual CGC forms after the department coordinators enter those amounts in the PS system. The departments will be required to make necessary corrections, if any, when the errors are discovered. The Finance Agency's budget-related functions will be decentralized to the four departments, as the focal point of contact for the Agency will no longer exist.

Position Deleted: 1.0
Ongoing Savings: \$139,668

Reduce Services and Supplies: As part of the FY 2012 deficit solution target, the department is reducing its Object 2 to fund the remaining balance required to meet the assigned reduction target.

Ongoing Savings: \$12,896

Financial System Support

Implement SAP Treasury Module: The department is requesting one-time funding for initial implementation costs of the Treasury Management Module, which has the potential of enhancing future revenues by enabling the Controller-Treasurer to market treasury services to other municipalities. This system will replace Sympro, the legacy system that is over 14 years old and no longer meets with requirements of the existing investment portfolios.

Currently, there are certain types of investments (which have attractive yields) for which the department is precluded from investing since these securities cannot be accounted for in Sympro due to system limitations. Investment transactions are currently manually entered into SAP, and implementation of the module would eliminate double entry of data. Additionally, staff in the Accounting Division and the Treasury Division perform daily reconciliation of each transaction between the custodial bank, Sympro and the General Ledger. Implementing the new Treasury Management Module will provide for automatic interface, eliminating the need for manual entry and reconciliation from one system to another, thus minimizing errors.

The requested funding of \$200,000 will be fully charged to the commingled pool participants over a five-year period (\$40,000 per year). Additional costs towards the implementation will be paid from the Controller's ongoing budget for FY 2012.

Net One-Time Cost: \$160,000

Total Cost: \$200,000

Offsetting revenue: \$40,000

Information Technology Funding for Kronos Scheduler Pilot Implementation at VMC

The County is currently lacking the proper application to administer complex staff work schedules, especially at the various 24-hour facilities such as Valley Medical Center (VMC) and the Sheriff/Department of Correction. Staff scheduling at these facilities involves

serious challenges. Facilities must continuously have a sufficient number of staff with the proper mix of classifications/certifications at the right time, at the right location, while avoiding over-staffing which can result in excess labor costs. The current process involves labor-intensive manual processes.

The objectives of the Kronos Scheduler implementation are as follows:

- Reduce manual effort to build, maintain and monitor complex staff schedules.
- Integrate staff schedules with the existing time & attendance system to provide real-time access to scheduled versus actual staffing levels and enable managers to respond to staffing overages and shortages throughout the workplace.
- Control labor costs by avoiding overtime and premium pay when possible by providing improved access to employee worked and scheduled hours at any given time.
- Minimize compliance risks (mandated staffing levels).
- Minimize administrative costs.
- Apply scheduling policies consistently with automated enforcement.

Service Impact: The use of an advanced scheduling application that is integrated with the County's existing Kronos time & attendance system will allow the County to better control labor costs, minimize compliance risks (mandated staffing levels), and help ensure quality service delivery. There is an opportunity to better manage overtime and premium pay costs by more effectively managing staff schedules. While other departments have expressed interest in this application, the FY 2012 allocation will be used to fund a pilot implementation at VMC. These costs include application licenses, implementation and configuration professional services from Kronos, plus project team training. VMC received a demo of the product and is willing to work with the County Kronos/HARP Team to document standards and metrics, including cost savings and productivity gains. Once the application has been successfully implemented and used for an appropriate

period of time at VMC, the County can determine if it is worthwhile to move forward with additional licensing and implementation for other departments.

One-time Cost: \$352,600

Ongoing Cost: \$32,000

Information Technology Funding for Kronos Employee & Manager Self-Service Time-Keeping Application

Most County employees request time off by submitting a paper form to their manager. This manual process is time consuming and subject to errors. The Kronos self-service application is designed to work in conjunction with the County's existing time & attendance system. It is a separately licensed module that provides employees and managers with the ability to view their time off balances, review hours worked and request time off electronically from within the Kronos application via a web browser. The system edits the request to ensure that sufficient leave hours (vacation, sick leave, etc.) are available. If the manager approves the time off request, the time off entry posts automatically to the employee's time card, which thereby eliminates data entry by a time keeper. If the manager does not approve the request, the employee is notified by e-mail. Time off requests, along with the approved time posted to the timecard, are stored within the Kronos time & attendance system.

Service Impact: This functionality has been piloted in the Controller's Office and the Clerk of the Board. It has eliminated the manual tasks associated with the paper-based time off request process as well as timecard data entry. This allocation will fund the purchase of approximately 5,000 additional licenses for employees and managers. The 5,000 licenses will allow the Kronos project team to deploy this functionality in a variety of departments within the County, and it is the initial threshold point at which the County can gain a significant discount on license costs from Kronos. Should the County choose to deploy the feature to a broader employee population, additional licenses must be purchased. In consultation with Kronos professional services, the County Kronos/HARP Support Team will design and construct workflows, standards, and metrics.

One-time Cost: \$300,000

Ongoing Cost: \$101,000

Controller-Treasurer — Budget Unit 110 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
2113	Controller-Treasurer Fund 0001	\$ (19,673,212)	\$ (27,754,135)	\$ (30,777,322)	\$ (30,714,546)	\$ (2,960,411)	10.7%
1115	Internal Audit Fund 0001	846,096	583,845	—	—	(583,845)	-100.0%
2116	Accounting System & Procurement Proj Fund 0001	3,797,013	5,817,641	4,656,117	4,440,030	(1,377,611)	-23.7%
Total Net Expenditures		\$ (15,030,103)	\$ (21,352,649)	\$ (26,121,205)	\$ (26,274,516)	\$ (4,921,867)	23.1%

Controller-Treasurer — Budget Unit 110 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
2113	Controller-Treasurer Fund 0001	\$ 15,520,625	\$ 11,758,614	\$ 15,131,465	\$ 15,194,241	\$ 3,435,627	29.2%
1115	Internal Audit Fund 0001	846,096	583,845	—	—	(583,845)	-100.0%
2116	Accounting System & Procurement Proj Fund 0001	3,797,013	5,817,641	4,656,117	4,440,030	(1,377,611)	-23.7%
Total Gross Expenditures		\$ 20,163,734	\$ 18,160,100	\$ 19,787,582	\$ 19,634,271	\$ 1,474,171	8.1%

Controller-Treasurer — Budget Unit 110 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 10,191,267	\$ 9,977,563	\$ 10,249,675	\$ 9,611,673	\$ (365,890)	-3.7%
Services And Supplies	6,234,333	8,182,537	9,537,907	10,022,598	1,840,061	22.5%
Other Charges	(14,405)	—	—	—	—	—
Fixed Assets	10,311	—	—	—	—	—
Operating/Equity Transfers	3,742,228	—	—	—	—	—
Subtotal Expenditures	20,163,734	18,160,100	19,787,582	19,634,271	1,474,171	8.1%
Expenditure Transfers	(35,193,837)	(39,512,749)	(45,908,787)	(45,908,787)	(6,396,038)	16.2%
Total Net Expenditures	(15,030,103)	(21,352,649)	(26,121,205)	(26,274,516)	(4,921,867)	23.1%

Controller-Treasurer — Budget Unit 110 Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
2113	Controller-Treasurer Fund 0001	\$ 250,093,391	\$ 296,336,255	\$ 268,477,433	\$ 268,517,433	\$ (27,818,822)	-9.4%
1115	Internal Audit Fund 0001	24,000	12,000	—	—	(12,000)	-100.0%
Total Revenues		\$ 250,117,391	\$ 296,348,255	\$ 268,477,433	\$ 268,517,433	\$ (27,830,822)	-9.4%



Controller-Treasurer Fund 0001 — Cost Center 2113
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	67.0	\$ (27,754,135)	\$ 296,336,255
Board Approved Adjustments During FY 2011	—	2,064,451	(27,858,822)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	4.0	782,512	—
Internal Service Fund Adjustments	—	(5,853,440)	—
Other Required Adjustments	—	(16,710)	—
Subtotal (Current Level Budget)	71.0	\$ (30,777,322)	\$ 268,477,433
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
FY 2012 Data Processing Adjustment	—	(43,969)	—
One-time Rebate of Voice Rate Retained Earnings	—	(1,142)	—
FY 2012 Voice Rate Adjustment	—	(1,448)	—
One-time Rebate of DP Retained Earnings	—	(224,627)	—
Decision Packages			
1. Information Technology Funding for Kronos Self-Service Time-Keeping Application	—	401,000	—
This action will fund the purchase of licensing for the Kronos self-service time-keeping application.			
2. Transfer Cashier Functions to Tax Collector	-2.0	(148,832)	—
The Controller-Treasurer Department is transferring the cashiering function to the Tax Collector's Office			
◆ Transfer 2 FTE Cashiers (D81)			
◆ Transfer Object 1 Temporary Employee expenditures for extra help staff during peak season			
◆ Transfer Object 2 Office Expense			
3. SAP Treasury Module	—	200,000	40,000
Funding for the implementation of SAP Treasury Module			
4. Reduce Object 2	—	(12,896)	—
Reduce Office Expenses			
5. Information Technology Funding for Kronos Scheduler	—	384,600	—
This action will fund the pilot implementation of the Kronos Scheduler module at the Valley Medical Center.			
6. Reduce Disbursements Division Staff	-1.0	(128,460)	—
Delete 1 FTE Management Analyst (B1P)			
7. Reduce Cost Accounting Unit Staff	-1.0	(140,808)	—
Delete 1 FTE Senior Accountant (B76)			
8. Reduce Finance Administration Staff	-1.0	(139,668)	—
Delete 1 FTE Senior Management Analyst (B1N)			
9. Reduce Payroll Unit Staff	-1.0	(80,974)	—
Delete 1 FTE Office Specialist III (D09)			
Subtotal (Recommended Changes)	-6.0	\$ 62,776	\$ 40,000
Total Recommendation	65.0	\$ (30,714,546)	\$ 268,517,433



Internal Audit Fund 0001 — Cost Center 1115 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	4.0	\$ 583,845	\$ 12,000
Board Approved Adjustments During FY 2011	—	6,204	(12,000)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-4.0	(559,780)	—
Internal Service Fund Adjustments	—	(4,883)	—
Other Required Adjustments	—	(25,386)	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ —	\$ —

Accounting System & Procurement Proj Fund 0001 — Cost Center 2116 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	9.0	\$ 5,817,641	\$ —
Board Approved Adjustments During FY 2011	—	(1,160,891)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	49,380	—
Internal Service Fund Adjustments	—	(50,013)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	9.0	\$ 4,656,117	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
FY 2012 Data Processing Adjustment	—	7,273	—
One-time Rebate of Voice Rate Retained Earnings	—	(158)	—
FY 2012 Voice Rate Adjustment	—	(222)	—
One-time Rebate of DP Retained Earnings	—	(222,980)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (216,087)	\$ —
Total Recommendation	9.0	\$ 4,440,030	\$ —

County Debt Service — Budget Unit 810 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
2111	County Debt Service Fund 0001	\$ 26,569,749	\$ 23,774,963	\$ 27,115,872	\$ 27,115,872	\$ 3,340,909	14.1%
2112	POB Debt Service Fund 0079	17,968,288	19,969,640	20,801,692	20,801,692	832,052	4.2%
2117	Co Debt Serv Fund 0045	5,556,213	6,088,410	6,086,200	6,086,200	(2,210)	0.0%
2119	Co Debt Serv Fund 0043	785,737	1,525,370	1,328,208	1,328,208	(197,162)	-12.9%
2115	VMC Hospital Bonds Fund 0483	—	1,000,000	400,000	400,000	(600,000)	-60.0%



County Debt Service — Budget Unit 810 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
2123	MH Courthouse Inv Int Fund 0493	—	2,000,000	1,000,000	1,000,000	(1,000,000)	-50.0%
2125	Multiple Facilities - Projects Fund 0495	1,250,079	—	—	—	—	—
2127	Multiple Facilities - Investment Interest F0497	1,000,000	1,000,000	900,000	900,000	(100,000)	-10.0%
2130	SCCFA Hospital - Project Fund 0485	3,172,366	—	—	—	—	—
2132	SCCFA Hospital - Investment Int Fund 0487	3,000,000	3,000,000	3,500,000	3,500,000	500,000	16.7%
2134	Multiple Fac 2006-Projects Fund 0500	805,726	—	—	—	—	—
2136	Multiple Fac 2006 Inv Int Fund 0502	2,000,000	800,000	500,000	500,000	(300,000)	-37.5%
2138	SCCFA 2006 Hospital Project Fund 0504	1,519,362	—	—	—	—	—
2139	SCCFA 2006 Hospital Cap Int Fund 0505	1,673,047	—	—	—	—	—
2140	SCCFA 2006 Hospital Investment Int Fund 0506	2,000,000	1,800,000	800,000	800,000	(1,000,000)	-55.6%
2144	SCCFA 2007 Hospital - Project Fund 0510	12,568,100	—	—	—	—	—
2145	SCCFA 2007 Hospital - Cap Int Fund 0511	306,205	103,093	—	—	(103,093)	-100.0%
2146	Multiple Facilities 2007 Inv Int Fund 0512	3,627,036	—	—	—	—	—
2149	SCCFA 2007 non-VMC Project Fund 0514	6,266,103	—	—	—	—	—
2150	SCCFA 2007 Inv Int Fund 0515	374,514	—	700,000	700,000	700,000	—
2160	General obligation Bonds Fund 0100	—	31,347,075	34,050,000	34,050,000	2,702,925	8.6%
2161	Teeter Financing Fund 0001	—	2,000,000	1,500,000	1,500,000	(500,000)	-25.0%
Total Net Expenditures		\$ 90,442,523	\$ 94,408,551	\$ 98,681,972	\$ 98,681,972	\$ 4,273,421	4.5%

County Debt Service — Budget Unit 810 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
2111	County Debt Service Fund 0001	\$ 26,569,749	\$ 23,774,963	\$ 27,115,872	\$ 27,115,872	\$ 3,340,909	14.1%
2112	POB Debt Service Fund 0079	17,968,288	19,969,640	20,801,692	20,801,692	832,052	4.2%
2117	Co Debt Serv Fund 0045	5,556,213	6,088,410	6,086,200	6,086,200	(2,210)	0.0%
2119	Co Debt Serv Fund 0043	785,737	1,525,370	1,328,208	1,328,208	(197,162)	-12.9%
2115	VMC Hospital Bonds Fund 0483	—	1,000,000	400,000	400,000	(600,000)	-60.0%
2123	MH Courthouse Inv Int Fund 0493	—	2,000,000	1,000,000	1,000,000	(1,000,000)	-50.0%



County Debt Service — Budget Unit 810

Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
2125	Multiple Facilities - Projects Fund 0495	1,250,079	—	—	—	—	—
2127	Multiple Facilities - Investment Interest F0497	1,000,000	1,000,000	900,000	900,000	(100,000)	-10.0%
2130	SCCFA Hospital - Project Fund 0485	3,172,366	—	—	—	—	—
2132	SCCFA Hospital - Investment Int Fund 0487	3,000,000	3,000,000	3,500,000	3,500,000	500,000	16.7%
2134	Multiple Fac 2006-Projects Fund 0500	805,726	—	—	—	—	—
2136	Multiple Fac 2006 Inv Int Fund 0502	2,000,000	800,000	500,000	500,000	(300,000)	-37.5%
2138	SCCFA 2006 Hospital Project Fund 0504	1,519,362	—	—	—	—	—
2139	SCCFA 2006 Hospital Cap Int Fund 0505	1,673,047	—	—	—	—	—
2140	SCCFA 2006 Hospital Investment Int Fund 0506	2,000,000	1,800,000	800,000	800,000	(1,000,000)	-55.6%
2144	SCCFA 2007 Hospital - Project Fund 0510	12,568,100	—	—	—	—	—
2145	SCCFA 2007 Hospital - Cap Int Fund 0511	306,205	103,093	—	—	(103,093)	-100.0%
2146	Multiple Facilities 2007 Inv Int Fund 0512	3,627,036	—	—	—	—	—
2149	SCCFA 2007 non-VMC Project Fund 0514	6,266,103	—	—	—	—	—
2150	SCCFA 2007 Inv Int Fund 0515	374,514	—	700,000	700,000	700,000	—
2160	General obligation Bonds Fund 0100	—	31,347,075	34,050,000	34,050,000	2,702,925	8.6%
2161	Teeter Financing Fund 0001	—	2,000,000	1,500,000	1,500,000	(500,000)	-25.0%
Total Gross Expenditures		\$ 90,442,523	\$ 94,408,551	\$ 98,681,972	\$ 98,681,972	\$ 4,273,421	4.5%

County Debt Service — Budget Unit 810

Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Services And Supplies	1,156,783	1,443,875	3,523,975	3,523,975	2,080,100	144.1%
Other Charges	50,940,293	82,413,696	86,361,664	86,361,664	3,947,968	4.8%
Operating/Equity Transfers	38,345,447	10,550,980	8,796,333	8,796,333	(1,754,647)	-16.6%
Subtotal Expenditures	90,442,523	94,408,551	98,681,972	98,681,972	4,273,421	4.5%
Total Net Expenditures	90,442,523	94,408,551	98,681,972	98,681,972	4,273,421	4.5%



County Debt Service — Budget Unit 810

Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
2111	County Debt Service Fund 0001	\$ 6,412,414	\$ 4,788,938	\$ 4,765,786	\$ 4,765,786	\$ (23,152)	-0.5%
2112	POB Debt Service Fund 0079	18,107,900	19,969,640	20,801,692	20,801,692	832,052	4.2%
2117	Co Debt Serv Fund 0045	5,555,023	6,088,410	6,086,200	6,086,200	(2,210)	0.0%
2119	Co Debt Serv Fund 0043	1,076,308	1,525,370	1,328,208	1,328,208	(197,162)	-12.9%
2115	VMC Hospital Bonds Fund 0483	590,208	—	—	—	—	—
2123	MH Courthouse Inv Int Fund 0493	32,678	—	—	—	—	—
2125	Multiple Facilities - Projects Fund 0495	410,000	—	—	—	—	—
2127	Multiple Facilities - Investment Interest F0497	125,014	—	—	—	—	—
2130	SCCFA Hospital - Project Fund 0485	4,225,000	—	—	—	—	—
2132	SCCFA Hospital - Investment Int Fund 0487	443,304	—	—	—	—	—
2136	Multiple Fac 2006 Inv Int Fund 0502	119,714	—	—	—	—	—
2138	SCCFA 2006 Hospital Project Fund 0504	3,207,740	—	—	—	—	—
2140	SCCFA 2006 Hospital Investment Int Fund 0506	212,262	—	—	—	—	—
2144	SCCFA 2007 Hospital - Project Fund 0510	3,927,036	—	—	—	—	—
2146	Multiple Facilities 2007 Inv Int Fund 0512	249,581	—	—	—	—	—
2149	SCCFA 2007 non-VMC Project Fund 0514	984,978	—	—	—	—	—
2150	SCCFA 2007 Inv Int Fund 0515	67,095	—	—	—	—	—
2160	General obligation Bonds Fund 0100	—	31,347,075	34,050,000	34,050,000	2,702,925	8.6%
Total Revenues		\$ 45,746,255	\$ 63,719,433	\$ 67,031,886	\$ 67,031,886	3,312,453	5.2%

County Debt Service Fund 0001 — Cost Center 2111

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	—	\$ 23,774,963	\$ 4,788,938
Board Approved Adjustments During FY 2011	—	3,295,556	739,848
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	45,353	(763,000)
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 27,115,872	\$ 4,765,786



County Debt Service Fund 0001 — Cost Center 2111 Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 27,115,872	\$ 4,765,786

POB Debt Service Fund 0079 — Cost Center 2112 Major Changes to the Budget

	Positions	Appropriations	Revenues
Pension Obligation Bond - Debt Service Fund (Fund Number 0079)			
FY 2011 Approved Budget	—	\$ 19,969,640	\$ 19,969,640
Board Approved Adjustments During FY 2011	—	832,052	832,052
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 20,801,692	\$ 20,801,692
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 20,801,692	\$ 20,801,692

Co Debt Serv Fund 0045 — Cost Center 2117 Major Changes to the Budget

	Positions	Appropriations	Revenues
Public Facilities Corp Debt Service (Fund Number 0045)			
FY 2011 Approved Budget	—	\$ 6,088,410	\$ 6,088,410
Board Approved Adjustments During FY 2011	—	(2,210)	(2,210)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 6,086,200	\$ 6,086,200
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 6,086,200	\$ 6,086,200



Co Debt Serv Fund 0043 — Cost Center 2119 Major Changes to the Budget

	Positions	Appropriations	Revenues
Health Facilities Debt Service (Fund Number 0043)			
FY 2011 Approved Budget	—	\$ 1,525,370	\$ 1,525,370
Board Approved Adjustments During FY 2011	—	(197,162)	(242,515)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	45,353
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 1,328,208	\$ 1,328,208
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 1,328,208	\$ 1,328,208

VMC Hospital Bonds Fund 0483 — Cost Center 2115 Major Changes to the Budget

	Positions	Appropriations	Revenues
Hospital Bond Interest Fund (Fund Number 0483)			
FY 2011 Approved Budget	—	\$ 1,000,000	\$ —
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(600,000)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 400,000	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 400,000	\$ —

MH Courthouse Inv Int Fund 0493 — Cost Center 2123 Major Changes to the Budget

	Positions	Appropriations	Revenues
Morgan Hill Courthouse Investment Interest Fund (Fund Number 0493)			
FY 2011 Approved Budget	—	\$ 2,000,000	\$ —
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(1,000,000)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 1,000,000	\$ —



MH Courthouse Inv Int Fund 0493 — Cost Center 2123 Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 1,000,000	\$ —

Multiple Facilities - Investment Interest F0497 — Cost Center 2127 Major Changes to the Budget

	Positions	Appropriations	Revenues
Multiple Facilities - Investment Interest (Fund Number 0497)			
FY 2011 Approved Budget	—	\$ 1,000,000	\$ —
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(100,000)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 900,000	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 900,000	\$ —

SCCFA Hospital - Investment Int Fund 0487 — Cost Center 2132 Major Changes to the Budget

	Positions	Appropriations	Revenues
SCCFA Hospital Investment Interest Fund (Fund Number 0487)			
FY 2011 Approved Budget	—	\$ 3,000,000	\$ —
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	500,000	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 3,500,000	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 3,500,000	\$ —



Multiple Fac 2006 Inv Int Fund 0502 — Cost Center 2136 Major Changes to the Budget

	Positions	Appropriations	Revenues
Multiple Fac 2006 Bonds-Investment Interest (Fund Number 0502)			
FY 2011 Approved Budget	—	\$ 800,000	\$ —
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(300,000)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 500,000	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 500,000	\$ —

SCCFA 2006 Hospital Investment Int Fund 0506 — Cost Center 2140 Major Changes to the Budget

	Positions	Appropriations	Revenues
SCCFA 2006 Hospital Investment Interest Fund (Fund Number 0506)			
FY 2011 Approved Budget	—	\$ 1,800,000	\$ —
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(1,000,000)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 800,000	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 800,000	\$ —

SCCFA 2007 Hospital - Cap Int Fund 0511 — Cost Center 2145 Major Changes to the Budget

	Positions	Appropriations	Revenues
SCCFA 2007 Hospital Capitalized Int Fund (Fund Number 0511)			
FY 2011 Approved Budget	—	\$ 103,093	\$ —
Board Approved Adjustments During FY 2011	—	(103,093)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ —



SCCFA 2007 Hospital - Cap Int Fund 0511 — Cost Center 2145
Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ —	\$ —

SCCFA 2007 Inv Int Fund 0515 — Cost Center 2150
Major Changes to the Budget

	Positions	Appropriations	Revenues
SCCFA 2007 Investment Interest Fund (Fund Number 0515)			
FY 2011 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	700,000	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 700,000	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 700,000	\$ —

General obligation Bonds Fund 0100 — Cost Center 2160
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Obligation Bonds (Fund Number 0100)			
FY 2011 Approved Budget	—	\$ 31,347,075	\$ 31,347,075
Board Approved Adjustments During FY 2011	—	2,702,925	2,702,925
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 34,050,000	\$ 34,050,000
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 34,050,000	\$ 34,050,000

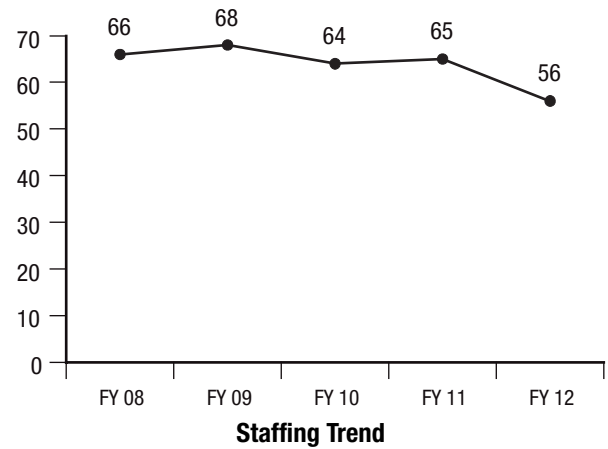
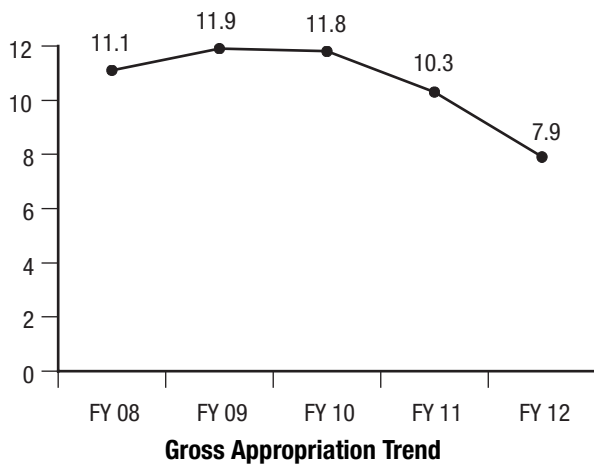
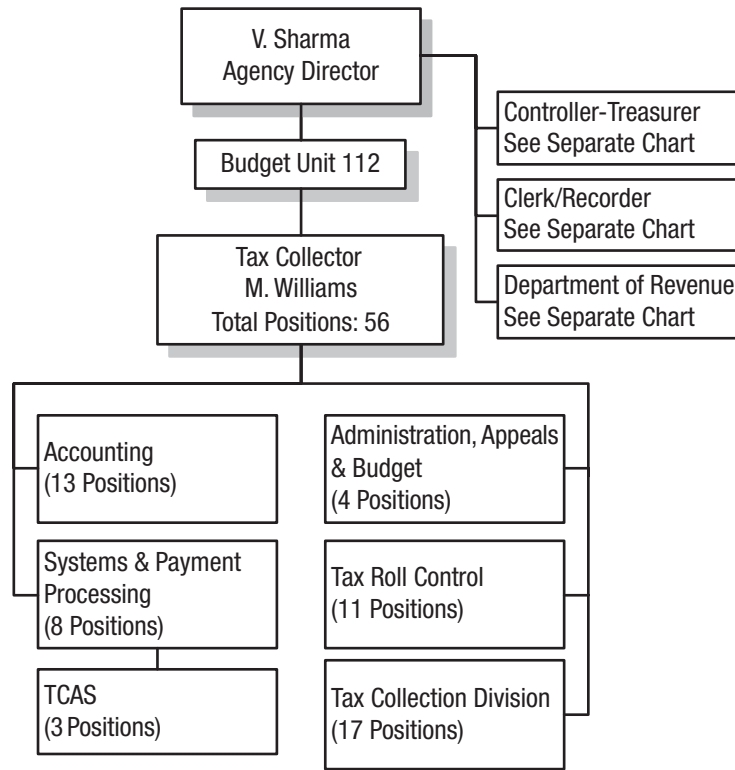


Teeter Financing Fund 0001 — Cost Center 2161
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	—	\$ 2,000,000	\$ —
Board Approved Adjustments During FY 2011	—	(500,000)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 1,500,000	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 1,500,000	\$ —



Tax Collector's Office



Public Purpose

- ➔ Maximize tax revenue to support services to County residents



Description of Major Services

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 2009/2010 tax charge on these four tax rolls was over 4 billion dollars.

In one form or another, all of the Department’s employees partake in the Tax Collection program. The Department includes six divisions: Collections, Accounting, Systems, Tax Collection and Apportionment (TCAS), Tax Roll Control (TRC) and Administration.

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, working a public counter, and answering telephone calls, the Department maintains a website that is operational 24 hours a day - seven days a week to provide continuous uninterrupted information. The web applications access the Department’s database 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 its website.

Accounting/Reconciliation

This service occurs to comply with the tax code and to provide accurate collection statistics. The services 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 over 4

billion dollars. In addition to reconciling tax collections, the program staff refunds duplicate payments, processes returned checks, ensures proper payment application and manages the Extended Payment Plan program.

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 a relatively short time. The Department uses professional mail extraction equipment and utilizes an image-enabled remittance processor to endorse, encode and capture tax payments. This type of processing maximizes interest earnings and ensures that the tax rolls reflect accurate tax information. It 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, enforce checking account levies and seize assets. This enforcement service is designed to ensure payment compliance.

Tax-Defaulted Property Administration (Public Auction)

The Tax Office holds a public auction every two years in order to sell parcels that are tax defaulted five or more years. This program is 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. The Tax Collector's Office prides itself on the fact that they have never sold anyone's home. A variety of skip tracking measures including personal visits to each property involved are taken in order to locate the

property owner prior to a sale which has resulted in locating most property owners, parties of interest and the subsequent payment of the taxes rather than a sale at public auction.

Refund Issuance

The Tax Collector must refund duplicate payments within sixty (60) days to comply with the tax code. 100% of these refunds were issued within the time prescribed by the tax code.

Tax Collection and Apportionment System (TCAS)

The Finance Agency's new Tax Collection and Apportionment System (TCAS) transitioned to production in July 2010. TCAS replaced a set of legacy applications dating back to mid 1960's that was stored on the County mainframe. TCAS automates the calculation, collection and distribution of tax revenue. Included as part of the system are the abilities to: calculate tax rates, calculate tax charges, issues tax bills, correct tax bills, collect payments in various forms, calculate apportionment factors, and provide detail information necessary for the apportionment process.

TCAS is a fully integrated system to receive and provide accurate and timely information between the Controller, Tax Collector, jurisdictions and taxpayers. TCAS processes information from the Assessor, Clerk Of the Board, State Agencies and taxing jurisdictions.

TCAS uses state-of-the-art technology with a three-tier architecture running on a UNIX Solaris Operating system and Oracle relational database. The system is fully web-based using a thin and fast client, eliminating the need for desktop installation and maintenance. Reports are written using SAP Crystal Objects, which is in line with the Finance Agency's direction of using the SAP Business Intelligence suite of applications.

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 currently merges the data to create the tax roll.

Administration

This unit is responsible for the annual preparation of departmental budget, financial statements and revenue estimates. Administration also processes and responds to all penalty appeal correspondence and payment processing; handles purchasing, payroll, accounts

payable and departmental personnel for Tax Office staff. Additionally, this unit maintains training records, Form 700 filings, safety meeting requirements, workers compensation and fixed inventory records. Administration is also the custodian of petty cash and off site records.

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 Internet Bill Presentment and Property Tax E-payment System, the BancTec Remittance Processing System along with managing the legacy mainframe system at ISD. Staff is committed to providing reliable, secure computing environment including 7 days a week, 24-hour access to tax information for the tax-paying public via the Internet.

Current and Emerging Issues

Economic Conditions and Impact on Property Tax Collections and Refunds

The economic downturn and the decline in the real estate market continue to take its toll on the growth of property tax revenues. The current economic situation has resulted in an unprecedented number of negative property value reductions and assessment appeals, causing a serious backlog of unworked property tax refunds. Negative supplemental assessments are at an all time high with the backlog over 23,000 items. The Assessments Appeals Board has added a third Hearing Board and this together with the 12,000 pending appeals will increase the backlogs even more. Additionally, the volume of all other types of roll corrections continues to increase which makes it difficult for other staff members to absorb any substantial portion of this backlog. The Department has maximized the usage of extra help employees, student interns and three unclassified Account Clerks. These unclassified positions expire December 31, 2011. At that time, the negative supplemental backlog is estimated to be over 17,000 and the assessment appeals backlog over 22,000. The Finance Agency has formed a CLT team to review processes with the objective of streamlining if needed, adding efficiencies and reducing costs. This has resulted in successful modification of our existing systems and procedures which should help to significantly reduce our current negative supplemental

backlog. However, without extending the three unclassified positions and providing additional resources to work the continuing flow of value reductions, the backlogs will remain, leaving property owners without their refunds.

Electronic Interface with Assessor and Clerk of the Board

In FY 2012, the Tax Collector's Office is scheduled to work with both the Assessor's Office and Clerk of the Board's Office in the development of an electronic interface between the departments. Currently, assessment appeals and all value adjustments are transmitted to the Tax Office for processing via paper documents. These electronic interfaces are intended to substantially reduce the amount of paper documents that flow between these departments, and will expedite the processing and generation of adjusted tax bills and refunds. Implementation with the reduced resources will be challenging, but the Tax Office looks forward to working together with the Assessor's Office and Clerk of the Board on this project.



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
Tax Collection and Apportionment System	Yes	Non-Mandated	Maintain and support business functions.	▣
Tax Collection and Apportionment System	Yes	Non-Mandated	Deletion of 6 unfunded positions will have no impact on service.	■
Secured Collections	Yes	Mandated	Reduction of staff providing direct support to the public will result in reduced phone hours and longer wait time.	▼
Unsecured Collections	Yes	Mandated	Reduction of supervisor will result in senior staff spending less time spent on collection activities due to the absorption of supervision duties.	▼
Tax Roll Control	Yes	Mandated		■
Accounting	Yes	Mandated	Reduction to staff researching and processing problem payments will result in delay in posting and depositing of payments.	▼
Accounting	Yes	Mandated	Transfer of cashiering function from the Controller's.	■
Payment Processing	Yes	Mandated	Reduction to staff researching and re-mailing of secured and supplemental tax bills will result in elimination of this service.	▼
Administration and Support	Yes	Required	Reduction of staff providing system support will result in delay in the performance of the remaining system staff duties. Reduction of also includes decrease in services and supplies.	▼

Impact on Current Level of Service:

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

County Executive's Recommendation

▼ Secured Collections

Delete 1.0 FTE Office Specialist III: This position is responsible for answering telephones, working the front counter and processing delinquent tax payments. There are currently 7.0 FTEs in the unit.

Service Impact: As a result of the loss of this position, the phone hours to serve the public will be reduced in order for the remaining staff to serve the public at the front counters and process delinquent payments. Currently, the public phone hours are from 9:00a.m. - 4:00p.m. However, with the deletion of the position, the phone hours will be reduced to 10:00a.m. - 3:00p.m, resulting in a longer wait time. It is estimated that the

wait time on the phone will increase from 0-20 minutes to 0-27 minutes during non - peak tax times and from 0-45 minutes to 0-60 minutes during peak times.

Another service impact could be the elimination of answering taxpayer questions via e-mails received from the Department's public website. The elimination of service via e-mail is the result of the deletion of this position, and the deletions of positions in the Unsecured unit, Systems, Accounting and Payment Processing.

The Finance Agency is undertaking an Agency-wide CLT program to review our internal processes and identify opportunities to enhance efficiencies through process improvement, and plans to will include the review of 'email response' as one of the CLT projects to determine how to improve the response time to customers' inquiries. Under consideration will be set-



up of a 'Finance Agency Call Center' that will pool staff from all of the Agency Departments may answer customers' questions with the best use of technology.

Until then, the Department plans to immediately upgrade the automatic email response (the existing pop up response) to include information that will explain the amount of time it takes to respond, refer the customer to the FAQs for more information, provide them direction to access their account details on the website, and provide a telephone number to call. Experience shows that the telephone calls provide staff a more interactive opportunity to serve customers and generally take less time.

At the present time, the task of responding to e-mails is distributed to the entire office, depending on the expertise needed to answer the question. Currently, the Department website informs the public that a response will be provided within 5 business days. However, taxpayers generally call the Department when they don't receive an e-mail response immediately or within a few days. The staff spends time gathering information and composing an e-mail response, but the taxpayer calls to obtain the information over the phone. The aggregate time spent on e-mails for the entire Department is over 8 hours per day.

Position Deleted: 1.0
Total Ongoing Savings: \$70,452

▼ Unsecured Collections

Delete 1.0 FTE Supervising Revenue Collections Officer: This position reports to the Tax Collection Manager and is responsible for supervising the unit, responding to constituent complaints and upset property owners, and reviewing all bankruptcy claims. This unit is comprised of 1.0 FTE Supervising Revenue Collections Officer and 7.0 FTEs Senior Revenue Collection Officers.

Service Impact: The elimination of this position deletes the sole unit supervisor in the Unsecured Collections unit and supervision cannot be absorbed by the unit manager. Currently, Senior Revenue Collection Officers devote 100% of their time to collections. However, without a supervisor, the Senior Revenue Collection Officers will spend 30% less time pursuing collection as they will take on additional responsibilities, as allowed within their job specifications, of providing training and reviewing the work of subordinates. It is estimated that

unsecured delinquent collections of \$1 million annually could be at risk. As these are unsecured taxes, there is no assurance of collection (as is the case for secured taxes).

The deletion of this position also affects bankruptcy claims as there will be no review of this work. Inadequate or incomplete work (such as failing to file a claim or responding to an objection to the bankruptcy proceeding in a timely manner) can result in the discharge of secured and unsecured property taxes and thus loss in tax revenues. Yearly bankruptcy collections range from \$2 million to over \$8 million.

Another service impact from the deletion of this position is the delay in responding to constituent complaints (for unsecured taxes) referred from the Board of Supervisors. Currently, these complaints are addressed by the end of the business day. While the Department will still strive to respond within the same day, a delay will most likely occur. The Department does not know the extent of the delay as this depends on whether the complaints can be delegated to lower level staff or must be addressed by the Tax Collection Manager (who is responsible for responding to the constituent concerns for secured taxes).

Position Deleted: 1.0
Ongoing Savings: \$122,352

▼ Accounting

Delete 1.0 FTE Account Clerk II position: This position is one of 5.0 FTE Account Clerk IIs responsible for problem payment research and processing, and setting up secured payment plans.

Service Impact: As the tasks performed by the deleted position will be absorbed by the remaining staff, the Department anticipates delay in posting and depositing of payments. Currently, five Account Clerks complete trouble mail processing in 6 weeks. This delay may result in non-compliance with the County Cash Handling Policy. Additionally, there will be a significant delay in responding to taxpayers' inquiries regarding the set up of secured payment plans. Currently, payment plans are set up in 1 to 2 weeks. Although the delay will

impact cash collections, it is difficult to estimate the extent of the impact as collections range from \$500 to over \$1 million.

Position Deleted: 1.0
Ongoing Savings: \$81,924

Transfer of Cashiering Function: The Controller-Treasurer Department negotiated an agreement to transfer its cashiering responsibilities to the Tax Collector's Office. This transfer includes 2.0 FTE Cashiers, \$6,000 for temporary employees, and \$740 in Object 2 appropriations from the Controller-Treasurer Department to the Tax Collector's Office. The cashiers accept property tax payments and deposits from County departments at the public counter located on the 6th floor in the Tax Collector's Office. The Cashier positions are part of the Controller's Treasury Division, which historically has been located adjacent to the Tax Collector's Office on the 6th floor. However, the Treasury Division (with the exception of the two Cashiers) is now located with the Controller on the 2nd floor. Thus the Department is recommending the transfer the Cashier positions to the Tax Office's Office as their primary function is to accept property tax payments. There would be no net impact to the General Fund.

Positions Transferred: 2.0
Total Cost Transfer: \$148,832

▼ Payment Processing

Delete 1.0 FTE Account Clerk II: This position is responsible for following up on returned bills which have been issued by the Tax Collector based on the mailing address provided by the Assessor's Office. If the property owner moved and did not notify the Assessor, the bill may be returned to the Tax Collector's Office in the mail. The position originated with the advent of the Assessor's Property Tax Administration Program, and is not mandated.

If a new address is found, the bill is re-mailed and the property owner is notified to file a change of address with the Assessor. The research and re-mailing of the tax bills is a courtesy to the taxpayer, and may accelerate the collection of taxes which could otherwise be paid late, or if not paid within five years, result in a home being included in a public action. The position

also assists with the opening and processing of tax payments. Currently, there are 5.0 FTEs in the unit, 2.0 FTEs of which are Account Clerk IIs.

Service Impact: Without this position, bills returned due to incorrect addresses will not be re-mailed and thus could delay the collection of property taxes. Additionally, there will be fewer staff to assist with the opening and processing of tax payments. The Department does not know the extent of the delay in payment collection bills during the five year period, and the law requires that property owners take responsibility for the annual payment of taxes even if they do not receive a bill.

Position Deleted: 1.0
Ongoing Savings: \$81,924

▼ Administration and Support

Delete 1.0 FTE Information Systems Technician II: This position is solely responsible for the daily maintenance, assistance, and troubleshooting of desktop computers and printers. This position is one of 4 FTEs in the Systems Division.

Service Impact: Because staff needs a computer to issue bills or refunds and process payments, these tasks will be delayed until the computer is fixed. Existing system staff with other assignments and duties will delay their work and assist but they cannot completely absorb the tasks of the deleted position. The Department does not know the level of impact to the collection efforts.

Position Deleted: 1.0
Ongoing Savings: \$110,148

Reduce Services and Supplies: As part of the FY2012 deficit solution target, the Department is reducing its Object 2 to fund the remaining balance required to meet the assigned reduction target. The Department will manage services and supplies costs more closely. Also, with the implementation of the new TCAS system, the Department no longer needs the same level of data processing service to store data on the mainframe.

Ongoing Savings: \$32,602

■ Tax Collection and Apportionment System (TCAS)

Maintain and Support the Tax Collection and Apportionment System: TCAS transitioned into production on July 2010. This system automates the property tax functions of the Controller and Tax Collector and replaced a 40-year-old legacy system. The property tax rolls were successfully migrated from the County mainframe to the TCAS data base and all tax collection and apportionment is now completed using TCAS. Due to the difficulty of recruiting to fill vacant positions (with the required Java programming background) for the ongoing support, maintenance, and development improvements of TCAS, the Department is requesting one-time funds to retain experts familiar with our system in FY2012 in order to maintain and support business functions. The Department will closely monitor the support needed to maintain the system during FY 2012 while continuing to recruit and fill the vacant positions.

Service Impact: The impact of not maintaining and supporting TCAS include the following risks:

- Tax Bill Generation (Mandated) - Not generating property tax bills for \$4 billion in tax revenue on a timely basis or generating incorrect bills.

- Apportionment to schools, special districts and cities (Mandated) - Not making mandated apportionments throughout the year to jurisdictions or inaccurate apportionments resulting in compliance with state law.
- Tax Roll Creation - Not updating TCAS with roll corrections that could have adverse impact to property owners, apportionment and revenues.

Total One-Time Cost: \$899,800

Property Tax Administration Fee: \$500,000
Total Funding Available for FY 2012: \$399,800

Delete 1.0 FTE Executive Assistant I and 5.0 FTE Information Systems Manager Is: These unfunded positions supported the development of TCAS and are no longer needed since the system has transitioned into production. The property tax rolls were successfully migrated from the County mainframe to the TCAS data base and all tax collection and apportionment is now completed using TCAS.

**Positions Deleted: 6.0
Ongoing Savings: \$0**

Tax Collector — Budget Unit 112 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
2212	Tax Collector Fund 0001	\$ 7,631,894	\$ 7,983,572	\$ 6,790,487	\$ 6,428,953	\$ (1,554,619)	-19.5%
2213	Tax Collector-AB 589 Fund 0001	9,155	—	6,480	6,480	6,480	—
2214	Tax Collection & Apportionment Sys Fund 0001	3,808,146	2,333,391	594,976	1,494,776	(838,615)	-35.9%
Total Net Expenditures		\$ 11,449,195	\$ 10,316,963	\$ 7,391,943	\$ 7,930,209	\$ (2,386,754)	-23.1%

Tax Collector — Budget Unit 112 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
2212	Tax Collector Fund 0001	\$ 7,631,894	\$ 7,983,572	\$ 6,790,487	\$ 6,428,953	\$ (1,554,619)	-19.5%
2213	Tax Collector-AB 589 Fund 0001	9,197	—	6,480	6,480	6,480	—
2214	Tax Collection & Apportionment Sys Fund 0001	3,808,146	2,333,391	594,976	1,494,776	(838,615)	-35.9%
Total Gross Expenditures		\$ 11,449,237	\$ 10,316,963	\$ 7,391,943	\$ 7,930,209	\$ (2,386,754)	-23.1%



Tax Collector — Budget Unit 112 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 5,283,579	\$ 5,530,518	\$ 6,146,818	\$ 5,828,110	\$ 297,592	5.4%
Services And Supplies	6,165,657	4,786,445	1,245,125	2,102,099	(2,684,346)	-56.1%
Subtotal Expenditures	11,449,237	10,316,963	7,391,943	7,930,209	(2,386,754)	-23.1%
Expenditure Transfers	(41)	—	—	—	—	—
Total Net Expenditures	11,449,195	10,316,963	7,391,943	7,930,209	(2,386,754)	-23.1%

Tax Collector — Budget Unit 112 Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
2212	Tax Collector Fund 0001	\$ 493,000,064	\$ 463,230,000	\$ 468,225,000	\$ 468,225,000	\$ 4,995,000	1.1%
2214	Tax Collection & Apportionment Sys Fund 0001	500,000	500,000	450,000	950,000	450,000	90.0%
	Total Revenues	\$ 493,500,064	\$ 463,730,000	\$ 468,675,000	\$ 469,175,000	\$ 5,445,000	1.2%

Tax Collector Fund 0001 — Cost Center 2212 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	56.0	\$ 7,983,572	\$ 463,230,000
Board Approved Adjustments During FY 2011	—	(100)	4,995,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	162,859	—
Internal Service Fund Adjustments	—	(1,354,089)	—
Other Required Adjustments	—	(1,755)	—
Subtotal (Current Level Budget)	56.0	\$ 6,790,487	\$ 468,225,000
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
FY 2012 Data Processing Adjustment	—	(570)	—
One-time Rebate of Voice Rate Retained Earnings	—	(2,029)	—
FY 2012 Voice Rate Adjustment	—	(1,946)	—
One-time Rebate of DP Retained Earnings	—	(6,419)	—
Decision Packages			
1. Transfer Cashier Functions From Controller	2.0	148,832	—
2. Reduce Accounting Staff Delete 1 vacant FTE Account Clerk II (D97)	-1.0	(81,924)	—
3. Reduce Object 2 Reduce services and supplies for Data Processing, Auto Services, Miscellaneous Expense, and Office Supplies	—	(32,602)	—
4. Reduce Information Systems Unit Staff Delete 1 filled Information Systems Technician II (G50)	-1.0	(110,148)	—



Tax Collector Fund 0001 — Cost Center 2212 Major Changes to the Budget

	Positions	Appropriations	Revenues
5. Reduce Payment Processing Unit Staff	-1.0	(81,924)	—
Delete 1 filled FTE Account Clerk II (D97)			
6. Reduce Unsecured Collections Unit Staff	-1.0	(122,352)	—
Delete 1 filled FTE Supervising Revenue Collections Officer (V32)			
7. Reduce Tax Information Unit Staff	-1.0	(70,452)	—
Delete 1 filled FTE Office Specialist III (D09)			
Subtotal (Recommended Changes)	-3.0	\$ (361,534)	\$ —
Total Recommendation	53.0	\$ 6,428,953	\$ 468,225,000

Tax Collector-AB 589 Fund 0001 — Cost Center 2213 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	6,480	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 6,480	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 6,480	\$ —

Tax Collection & Apportionment Sys Fund 0001 — Cost Center 2214 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	9.0	\$ 2,333,391	\$ 500,000
Board Approved Adjustments During FY 2011	—	(2,205,970)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	453,441	—
Internal Service Fund Adjustments	—	(32,421)	(50,000)
Other Required Adjustments	—	46,535	—
Subtotal (Current Level Budget)	9.0	\$ 594,976	\$ 450,000
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
1. Delete TCAS funded positions	-6.0	—	—

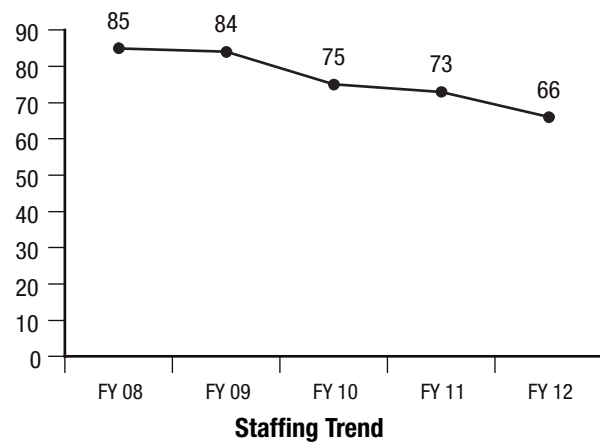
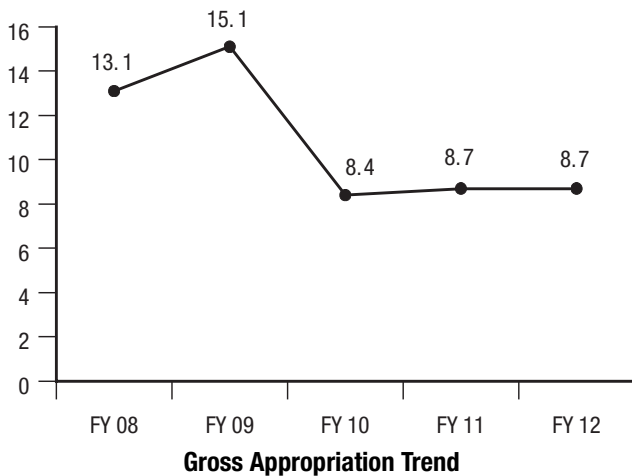
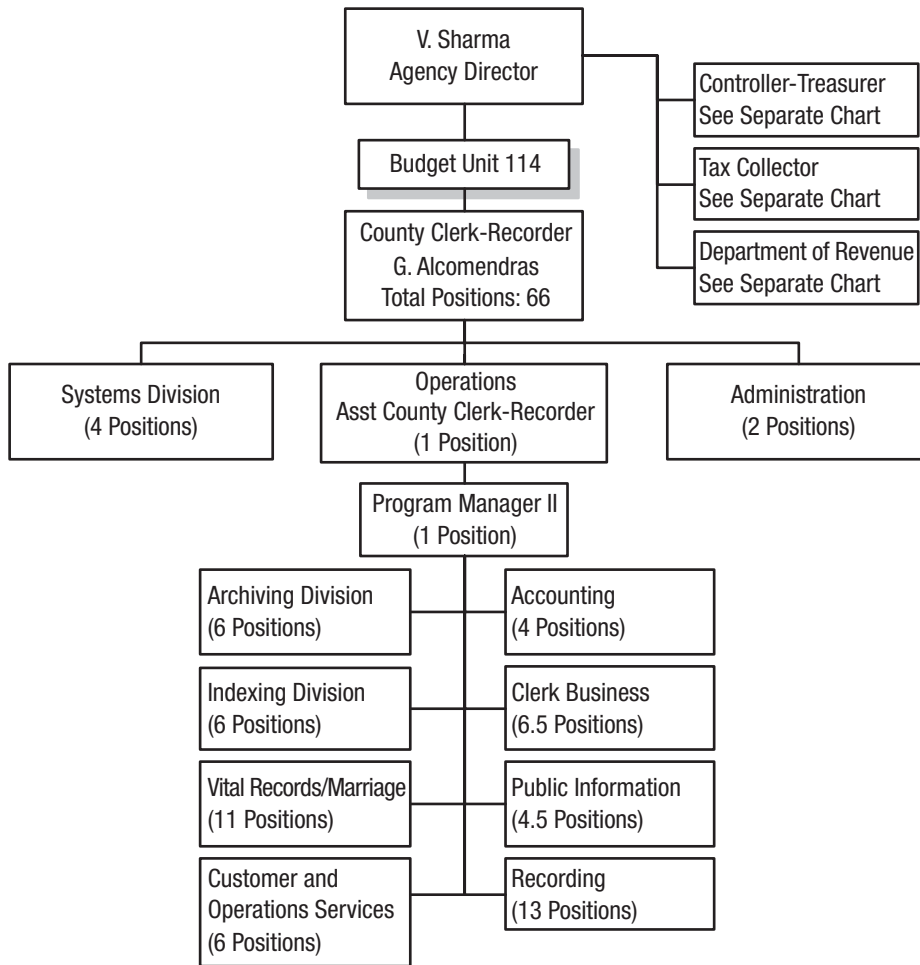


Tax Collection & Apportionment Sys Fund 0001 — Cost Center 2214
Major Changes to the Budget

	Positions	Appropriations	Revenues
Delete 1 vacant FTE Executive Assistant I and 5 vacant FTEs Information Systems Manager I as these positions are no longer needed.			
2. One-Time TCAS Project Funding	—	899,800	500,000
This action consists of \$899,800 in one-time funds offset by \$500,000 of Property tax Administration Fee revenue.			
Subtotal (Recommended Changes)	-6.0	\$ 899,800	\$ 500,000
Total Recommendation	3.0	\$ 1,494,776	\$ 950,000



County Clerk-Recorder's Office



Public Purpose

- Accessible Records for the Public
- Records Integrity
- Compliance with State Law



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 research and viewing by the public on dedicated computer monitors. Examples of types of records that are commonly recorded are mortgages, deeds, liens, abstracts of judgment and notices. Departmental staff is available to assist with the research process. Search methods available include computer searches and book/microfilm searches.

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.

Current and Emerging Issues

Electronic Recording

The Santa Clara County Clerk-Recorder's Office has a key role in the statewide effort to build a multi-county electronic recording platform. The platform allows the title industry and lenders to submit documents for recordation to multiple California counties. By collaborating with other counties, Santa Clara has played a major role in building a more efficient system for our constituents and developed more cost effective information technology. The platform for title industry and lender submission, which is compliant with the State Attorney General's Office regulations, was replicated to create a second platform for government-to-government recording. As a result, four major state agencies all agreed to use a common standard for electronic recording, saving both the state and counties the costs associated with developing multiple interfaces.

Increase Volume of Workload

As the market begins to recover from the recession, there will be an increase in the volume of workload, which will eventually require additional personnel. The Department may not be able to maintain the same level of service with the reduced level of staffing. The services we provide will not be sustainable in the long term.

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 Clerk-Recorder's original record books. The Recorder's complete and official record archive spans the years between 1848 and the present. These official record books are housed in the West Wing at 70 West Hedding Street. As mandated by state law, the microfilmed records are stored in a secure offsite facility. The department currently pays a contracted vendor for secure storage of microfilm, microfiche and systems back-up tapes. Service providers for the type of storage are limited and doing business with outside vendors has been problematic. On more than one occasion the contracted vendor has been purchased by another company during the contract period. Usually notice of the sale is not provided to the Clerk-Recorder's Office in advance. These types of transitions necessitate verification of inventory and updates to existing contracts and SAP records. On occasion, a vendor has relocated this critical County property to another facility without advance notice to the Clerk-Recorder's Office.

Storage and safekeeping of the original record books have been problematic as well. Official record books stored in the West Wing Annex were damaged in the flood of 1995. The collection was moved to the warehouse at Berger Drive for a number of years. Since the facility was shared with other County departments,

consistent security was difficult 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 formed a committee to complete an 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 the purchase or construction of a secure facility, which will house the Clerk-Recorder's Office's entire records collection and provide effective storage of the mandated Clerk-Recorder's records. The project and facility should 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.

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
Marriage Ceremonies	No	Non-Mandated		■
Passport Administration	No	Non-Mandated		■
Marriage Licenses	No	Mandated		■
Vital Records	No	Mandated		■
Document Recording	No	Mandated	New ongoing revenues for conformed copies.	■
Document Indexing	No	Mandated	Reduction of staff will result in less indexing verification and delay mailing of documents to customers.	▼
Document Archiving	No	Mandated		■
Recorded Document Copies	No	Mandated		■
Clerk Business	No	Mandated		■
Administration and Support	No	Required	Reduction of staff responsible for receptionist duties will result in longer waits in person and by phone.	▼
Administration and Support	No	Required	Reduction of staff responsible for transporting archived records will result in work being absorbed by another division, causing delay in the scanning of recorded documents and validation of the scanned images.	▼
Administration and Support	No	Required	Reduction of Systems Division staff will have minimal impact due to more automation of desktops, servers, and applications.	▼

Impact on Current Level of Service:

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

County Executive's Recommendation

▼ Document Indexing

Delete 1.0 FTE Supervising Indexer and 2.0 FTE Recordable Documents Indexers: The Supervising Indexer oversees the indexing of recorded documents, the mailing of documents back to the customers and answers

inquiries from the public regarding researching and locating recorded documents.



The Recordable Documents Indexer enters pertinent information from recorded documents, assists the public by telephone in researching and locating recorded documents, and mails recorded documents back to the customers.

The Indexing Division verifies the accuracy of indexed entries with original documents by re-indexing documents for system comparison. The deletion of the 3.0 FTEs will reduce the Indexing Division staff to 6.0 FTEs. The department will combine the Indexing and the Recording Divisions as a result of the loss of the Supervising Indexer position.

Service Impact: These reductions will increase the likelihood of the index being inaccurate because there will be less staff performing verification of recorded documents. The public will not be able to locate their documents if the General Index is inaccurate. The inaccuracies expose the County to complaints from the public (including title and real estate companies) if chains of titles are not established properly because the index is incorrect. Furthermore, staff shortages delay the mailing of documents back to the customers and increases customer inquiries. Currently, documents are mailed back to the customers within 8 weeks. With the reduction, it may take 10 to 12 weeks for the documents to be mailed.

Positions Deleted: 3.0
Ongoing Savings: \$256,920

▼ Administration and Support

Delete 1.0 FTE Office Specialist III: This position was assigned receptionist duties, which include answering telephones, directing calls and questions to the appropriate division, and processing incoming mail for distribution to the department staff. There are currently 3.5 FTEs in the Operations Services Division and this is the sole position responsible for receptionist duties.

Service Impact: The tasks of the deleted positions have been absorbed by the current staff. This will have a negative impact on customer service as waiting times on the phone (currently 10 minutes) and in person (currently 6 minutes) will be at least twice as long.

Position Deleted: 1.0
Ongoing Savings: \$80,340

Delete 1.0 FTE Messenger Driver: The position is responsible for transporting archival and other records to and from the Clerk-Recorder's Office. There are currently 3.5 FTEs in the Operations Services Division.

Service Impact: The tasks of the deleted position have been absorbed by the Archiving Division. The Archiving Division prepares the recorded documents for scanning and verifies the scanned images with the original document. The additional workload may delay the scanning of recorded documents which are currently done the same day as recordation. Additionally, the validation of the scanned images may also be delayed.

Position Deleted: 1.0
Ongoing Savings: \$65,652

Delete 1.0 FTE Information Systems Analyst II and 1.0 FTE Information Systems Technician II (Non-General Fund):

The Information Systems Analyst II is responsible for technical support at a first level response, processing of government electronic recording and report writing and analysis. This position is funded by the Clerk-Recorder's Social Security Number Truncation Fund (0121). The Information Systems Technician II is responsible for various nightly operator tasks, technical support at a first level response, and offsite backup tape coordination. This position is funded by the Vital Records Improvement Fund (0024). There are currently 6.0 FTEs in the Systems Division. There is no impact to the General Fund as a result of these recommended deletions.

Service Impact: The functions of the Information Systems Analyst II and the Information Systems Technician II have been eliminated as a result of more automated management desktops, servers, and applications. The deletions of these two positions will have minimal impact as staff reductions have resulted in fewer help desk calls. The Department will deploy self-service tools for simple first level support tasks (e.g. password resets). The remaining Systems Division Staff will absorb the remaining workload. The implementation of a new government-to-government electronic recording portal (CeRTNA) will automate the government electronic recording process. The Department is migrating from tape backup to disk-based backup with multi-site redundancy.

Positions Deleted: 2.0
Ongoing Savings: \$246,384

Non-General Fund Appropriations for FY 2012: The following projects are funded through the Social Security Number Truncation Fund (0121) or the Clerk-Recorder's Modernization Fund (0026).

Non-General Fund Appropriations for FY 2012

Fund	Description of Expense	Amount
0121	Automated Social Security Number Truncation	\$695,000
0026	Virtualization Infrastructure - Phase II	\$80,000
0026	Reconfigure Archiving Division Area	\$50,000
Total Non-General Fund Appropriations		\$825,000

Document Recording

New Revenue-Conformed Copy Fee: Per County Ordinance Section A15-53, the Clerk-Recorder may establish a fee schedule for products and services provided by the Office of the Clerk-Recorder. The fee schedule shall be established by resolution of the Board of Supervisors. Currently, there is no fee charged to the

customer for a conformed copy. This had been a courtesy service provided by all the counties in the State. However, there is a cost to the Clerk-Recorder's Office to provide this service, and recently other County Recorders also began charging a fee for conformed copies ranging from \$1.00 to \$10.00 for each copy.

Based on a cost analysis, the department is proposing to charge \$5.00 for each conformed copy requested by the customer. The Recording Division records approximately 400,000 documents and makes approximately 20,000 conformed copies per year (5% of the total number of recorded documents). Charging \$5 per conformed copy would generate \$100,000 in new revenues.

Ongoing Revenue: \$100,000

County Recorder — Budget Unit 114 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
5650	Recorder's Vital Records Security Fund 0365	\$ —	\$ 22,000	\$ 15,000	\$ 15,000	\$ (7,000)	-31.8%
5652	Recorder Electronic Record Fund 0120	678,108	467,562	416,846	416,846	(50,716)	-10.8%
5653	SSN Truncation AB1168-2007 Fund 0121	195,153	208,562	354,922	912,846	704,284	337.7%
5655	County Recorder Fund 0001	4,811,885	5,043,721	5,125,771	4,719,090	(324,631)	-6.4%
5656	County Clerk Fund 0001	1,169,222	889,144	935,215	935,215	46,071	5.2%
5657	County Recorder Fund 0024	131,721	136,056	139,308	30,000	(106,056)	-78.0%
5658	County Recorder Fund 0026	1,996,055	1,558,124	1,358,972	1,482,457	(75,667)	-4.9%
5659	County Recorder Fund 0027	348,042	349,452	224,244	224,244	(125,208)	-35.8%
Total Net Expenditures		\$ 9,330,186	\$ 8,674,621	\$ 8,570,278	\$ 8,735,698	\$ 61,077	0.7%



County Recorder — Budget Unit 114 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
5650	Recorder's Vital Records Security Fund 0365	\$ —	\$ 22,000	\$ 15,000	\$ 15,000	\$ (7,000)	-31.8%
5652	Recorder Electronic Record Fund 0120	678,108	467,562	416,846	416,846	(50,716)	-10.8%
5653	SSN Truncation AB1168-2007 Fund 0121	195,153	208,562	354,922	912,846	704,284	337.7%
5655	County Recorder Fund 0001	4,811,885	5,043,721	5,125,771	4,719,090	(324,631)	-6.4%
5656	County Clerk Fund 0001	1,169,222	889,144	935,215	935,215	46,071	5.2%
5657	County Recorder Fund 0024	131,721	136,056	139,308	30,000	(106,056)	-78.0%
5658	County Recorder Fund 0026	1,996,055	1,558,124	1,358,972	1,482,457	(75,667)	-4.9%
5659	County Recorder Fund 0027	348,042	349,452	224,244	224,244	(125,208)	-35.8%
Total Gross Expenditures		\$ 9,330,186	\$ 8,674,621	\$ 8,570,278	\$ 8,735,698	\$ 61,077	0.7%

County Recorder — Budget Unit 114 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 6,771,807	\$ 6,741,923	\$ 7,001,075	\$ 6,351,779	\$ (390,144)	-5.8%
Services And Supplies	1,848,790	1,900,698	1,569,203	2,383,919	483,221	25.4%
Fixed Assets	118,226	32,000	—	—	(32,000)	-100.0%
Operating/Equity Transfers	591,363	—	—	—	—	—
Subtotal Expenditures	9,330,186	8,674,621	8,570,278	8,735,698	61,077	0.7%
Total Net Expenditures	9,330,186	8,674,621	8,570,278	8,735,698	61,077	0.7%

County Recorder — Budget Unit 114 Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
5652	Recorder Electronic Record Fund 0120	422,229	404,000	422,000	422,000	18,000	4.5%
5653	SSN Truncation AB1168-2007 Fund 0121	424,900	404,000	423,500	423,500	19,500	4.8%
5655	County Recorder Fund 0001	20,606,438	23,378,000	23,655,000	23,755,000	377,000	1.6%
5656	County Clerk Fund 0001	1,482,712	1,451,700	1,393,390	1,393,390	(58,310)	-4.0%
5657	County Recorder Fund 0024	140,059	135,000	130,000	130,000	(5,000)	-3.7%
5658	County Recorder Fund 0026	2,025,838	1,965,000	2,230,000	2,230,000	265,000	13.5%
5659	County Recorder Fund 0027	1,007,695	402,000	421,000	421,000	19,000	4.7%
Total Revenues		\$ 26,109,871	\$ 28,139,700	\$ 28,674,890	\$ 28,774,890	\$ 635,190	2.3%



Recorder's Vital Records Security Fund 0365 — Cost Center 5650 Major Changes to the Budget

	Positions	Appropriations	Revenues
Recorder's Vital Records Fund (Fund Number 0385)			
FY 2011 Approved Budget	—	\$ 22,000	\$ —
Board Approved Adjustments During FY 2011	—	(7,000)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 15,000	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 15,000	\$ —

Recorder Electronic Record Fund 0120 — Cost Center 5652 Major Changes to the Budget

	Positions	Appropriations	Revenues
Clerk-Recorder's E-Recording Fund (Fund Number 0120)			
FY 2011 Approved Budget	1.0	\$ 467,562	\$ 404,000
Board Approved Adjustments During FY 2011	—	(55,000)	18,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	4,284	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	1.0	\$ 416,846	\$ 422,000
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	1.0	\$ 416,846	\$ 422,000

SSN Truncation AB1168-2007 Fund 0121 — Cost Center 5653 Major Changes to the Budget

	Positions	Appropriations	Revenues
Clerk-Recorder's SSN Truncation Fund (Fund Number 0121)			
FY 2011 Approved Budget	1.0	\$ 208,562	\$ 404,000
Board Approved Adjustments During FY 2011	—	5,000	19,500
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	96,952	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	44,408	—
Subtotal (Current Level Budget)	2.0	\$ 354,922	\$ 423,500
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			



SSN Truncation AB1168-2007 Fund 0121 — Cost Center 5653 Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
1. Reduce Systems Division Staff	-1.0	(137,076)	—
Delete 1 FTE Information Systems Analyst II (G 28)			
2. Increase Object 2-Social Security Number Truncation Project	—	695,000	—
This action provides one-time expenditure authority for services and supplies, all funded by the Clerk-Recorder's Social Security Number Truncation Fund:			
◆ Maintenance-Computer Equipment:\$22,000			
◆ PC Software:\$197,000			
◆ Training Programs:\$10,000			
◆ Professional and Specialized Services:\$231,000			
◆ PC Hardware:\$235,000			
Subtotal (Recommended Changes)	-1.0	\$ 557,924	\$ —
Total Recommendation	1.0	\$ 912,846	\$ 423,500

County Recorder Fund 0001 — Cost Center 5655 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	52.0	\$ 5,043,721	\$ 23,378,000
Board Approved Adjustments During FY 2011	—	(30)	277,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	156,106	—
Internal Service Fund Adjustments	—	(74,056)	—
Other Required Adjustments	—	30	—
Subtotal (Current Level Budget)	52.0	\$ 5,125,771	\$ 23,655,000
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
One-time Rebate of Voice Rate Retained Earnings	—	(3,083)	—
FY 2012 Voice Rate Adjustment	—	(686)	—
Decision Packages			
1. New Revenue for Conformed Copy Fee	—	—	100,000
The department is proposing a \$5 charge for each conformed copy requested by the taxpayer to recover its cost to provide this service.			
2. Reduce Operation Services Division Staff	-2.0	(145,992)	—
Delete 1 FTE Office Specialist III (D09) and 1 FTE Messenger Driver (E28)			
3. Reduce Indexing Division Staff	-3.0	(256,920)	—
Delete 1 FTE Supervising Indexer (D59) and 2 FTEs Recordable Documents Indexer (D58)			
Subtotal (Recommended Changes)	-5.0	\$ (406,681)	\$ 100,000
Total Recommendation	47.0	\$ 4,719,090	\$ 23,755,000



County Clerk Fund 0001 — Cost Center 5656 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	10.0	\$ 889,144	\$ 1,451,700
Board Approved Adjustments During FY 2011	—	(2,040)	(58,310)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	44,868	—
Internal Service Fund Adjustments	—	3,243	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	10.0	\$ 935,215	\$ 1,393,390
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
One-time Rebate of Voice Rate Retained Earnings	—	(138)	—
FY 2012 Voice Rate Adjustment	—	138	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	10.0	\$ 935,215	\$ 1,393,390

County Recorder Fund 0024 — Cost Center 5657 Major Changes to the Budget

	Positions	Appropriations	Revenues
Vital Records Improvement Fund (Fund Number 0024)			
FY 2011 Approved Budget	1.0	\$ 136,056	\$ 135,000
Board Approved Adjustments During FY 2011	—	—	(5,000)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	3,252	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	1.0	\$ 139,308	\$ 130,000
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
1. Reduce Systems Division Staff	-1.0	(109,308)	—
Delete 1 filled FTE Information Systems Technician II (G50)			
Subtotal (Recommended Changes)	-1.0	\$ (109,308)	\$ —
Total Recommendation	—	\$ 30,000	\$ 130,000

County Recorder Fund 0026 — Cost Center 5658 Major Changes to the Budget

	Positions	Appropriations	Revenues
Recorders Modernization Fund (Fund Number 0026)			
FY 2011 Approved Budget	5.0	\$ 1,558,124	\$ 1,965,000
Board Approved Adjustments During FY 2011	—	(221,762)	265,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	34,490	—
Internal Service Fund Adjustments	—	1,358	—



County Recorder Fund 0026 — Cost Center 5658

Major Changes to the Budget

	Positions	Appropriations	Revenues
Other Required Adjustments	—	(13,238)	—
Subtotal (Current Level Budget)	5.0	\$ 1,358,972	\$ 2,230,000
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
FY 2012 Data Processing Adjustment	—	(2,300)	—
One-time Rebate of DP Retained Earnings	—	(4,215)	—
Decision Packages			
1. Increase Object 2 - Virtualization Infrastructure Phase II (Completion Phase)	—	80,000	—
This action provides one-time expenditure authority for services and supplies, all funded by the Clerk-Recorder's Modernization Fund:			
◆ Maintenance-Computer Equipment:\$4,000			
◆ PC Software:\$14,000			
◆ PC Hardware:\$62,000			
2. Increase Object 2 - Reconfigure Archiving Division	—	50,000	—
This action provides one-time expenditure authority for services and supplies, all funded by the Clerk-Recorder's Modernization Fund.			
Subtotal (Recommended Changes)	—	\$ 123,485	\$ —
Total Recommendation	5.0	\$ 1,482,457	\$ 2,230,000

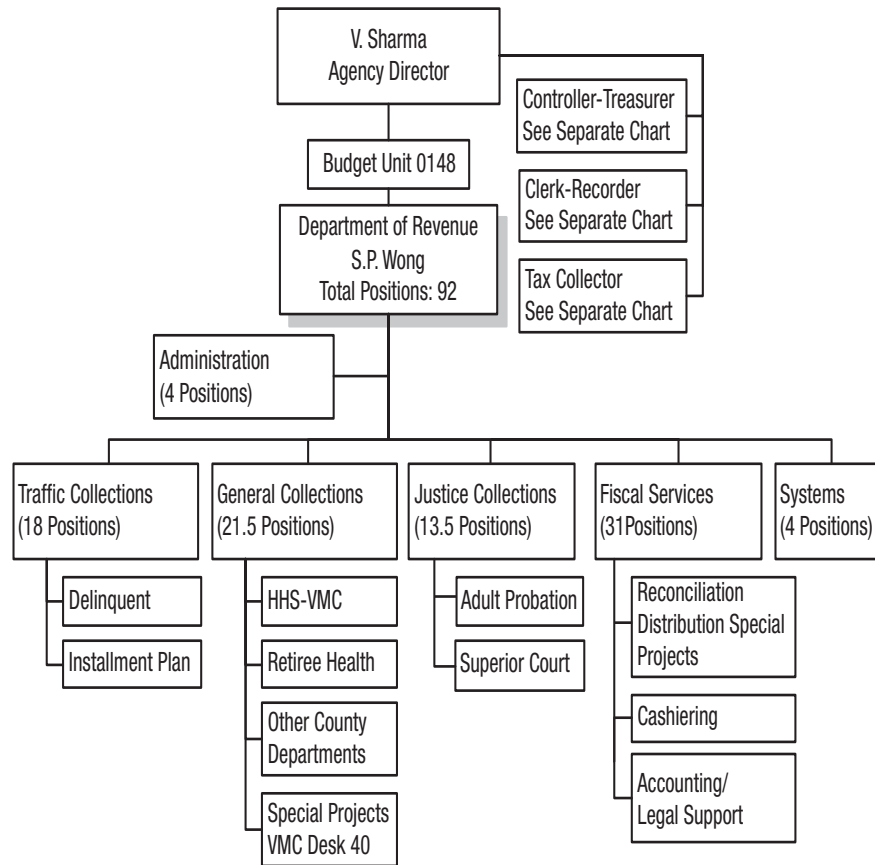
County Recorder Fund 0027 — Cost Center 5659

Major Changes to the Budget

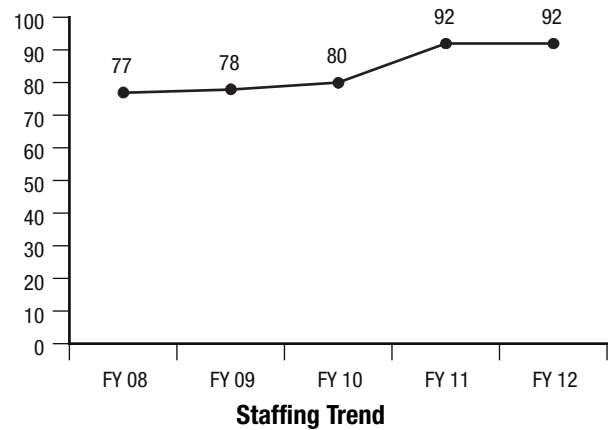
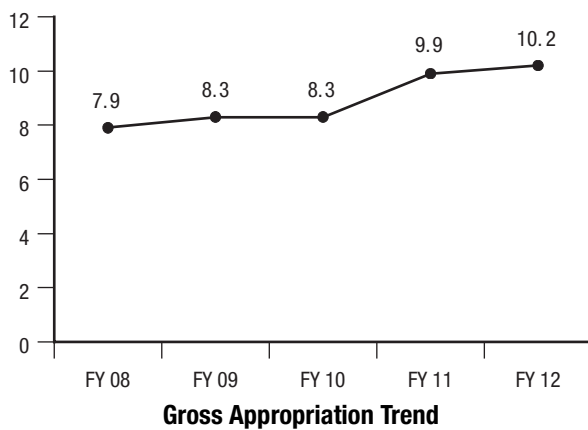
	Positions	Appropriations	Revenues
Recorders Document Storage Fund (Fund Number 0027)			
FY 2011 Approved Budget	3.0	\$ 349,452	\$ 402,000
Board Approved Adjustments During FY 2011	—	—	19,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(80,800)	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(44,408)	—
Subtotal (Current Level Budget)	2.0	\$ 224,244	\$ 421,000
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	2.0	\$ 224,244	\$ 421,000



Department of Revenue



Section 1: Finance and Government



Public Purpose

- ➔ Maximize revenue collection to support services for County residents



Description of Major Services

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.

It is the mission of the Department of Revenue (DOR) to maximize revenue collection to support services for County residents, and to do so at the least possible cost, while providing quality service that is professional, respectful and courteous.

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. The department's largest clients are VMC, the Probation Department and the County Superior Court.

Department of Revenue Clients

Animal Control	Information Services Dept
Assessor's Office	Juvenile Probation Housing
Cities of Santa Clara County	Planning/Zoning
Clerk-Recorder's Office	Probation Department
Communications Department	Public Defender's Office
Controller-Treas Department	Public Guardian
County Library	Registrar of Voters
Department of Corrections	Roads and Airports
District Attorney's Office	Sheriff's Office
Employee Services Agency	State of California
Family Court Services	Superior Court
Health and Hospital Systems	Weights and Measures

Controller-Treasurer policy requires that delinquent debt accounts in departments across the County organization be referred to DOR unless exempted by the Controller-Treasurer, i.e., Tax Collector, the Social Services Agency, and Child Support Services.

In accordance with SB 940, effective January 2004, all counties must provide a collection program for delinquent court-ordered debt. Under the auspices of SB 940, DOR qualifies as a Comprehensive Collection Program (CCP) and is the designated program for Santa Clara County. Penal Code Section 1463.007 allows recovery of costs for SB 940 programs, to be offset against collected fines, penalties and fees. Forty percent of DOR resources are devoted to this mandated function.

In FY 2010, DOR total collections reached \$81.9 million; of this amount, \$12.2 million was applied to DOR revenue accounts and the remaining was pass-through revenue to other departments and government entities (see table above). The ratio of total revenue collected to total expense (\$7.1 million) was 9 to 1 (i.e., the ratio for FY 2010 was 8.7 to 1).

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. Credit card and e-check payments are accepted via an online service.

Collection Services

DOR services include billing and collection pursuit and explanation of charges, court orders, civil judgments, legal obligations, and possible legal and other penalties for non-payment. In addition, DOR negotiates payment arrangements; determines ability to pay; establishes

payment plans; verifies Medi-Cal eligibility; conducts skip tracing (research and determination of a debtor's whereabouts, employment, earnings, property, liabilities, assets and ability to pay); and researches probates and liens. Collections activities also include small-claims actions and lawsuits, wage attachments, tax interception, recordation of Reimbursement Agreements and return of delinquent accounts to the Court for issuance of bench warrants, Orders to Show Cause or referral to civil collection processes. Specialized collections areas include third party payment, Workers Compensation, compromise requests, bankruptcy, and victim restitution.

Fiscal Services

DOR Fiscal Services receives and posts payments and conducts accounting, reconciliation and distribution of collected revenue to appropriate funds and entities. Other functions of this division include the management of payments to victims of crime, review of court minute orders, coordination of support services for legal actions, bankruptcy research, supervision of incoming revenues from certain taxes and fees, and preparation of the DOR Cost Allocation Plan and other required reports. Fiscal Services also administers the contracted County parking violation collection service, the 2nd level Parking Appeals Board, and the County - San Jose State University Student Internship Agreement.

Systems Division

This division maintains the department's data and communication systems; oversees automated payment interfaces; maintains constant review of legislative changes regarding fines, fees and new mandates/programs in order to implement and comply with related systems requirements; issues large volume monthly billing statements and delinquent notices; oversees security and HIPAA requirements; and coordinates Countywide departmental requests for Relief of Accountability in accordance with State statute.

Current and Emerging Issues

Traffic Collections

DOR is the designated agency for the collection of delinquent court ordered debt in Santa Clara County, and in 2005, the collection of traffic fines was added to the department's justice collection service. All delinquent court ordered debt collection programs are fully cost recovered from collected revenue.

Last fiscal year, the traffic program was expanded to include the collection of civil assessments for Failure to Appear (FTA) cases, in addition to Failure to Pay (FTP). Also, a new service for Traffic was introduced, allowing payment plans (this had not been a Court option in the past). Implementation has been slower than anticipated due to systems delays, and it is expected that the full expansion will be in place by the start of FY 2012.

To reduce costs, the Court has outsourced the most recalcitrant portion of traffic accounts to a private vendor and re-mixed the type of accounts collected by DOR. The Court and County agreed to proceed with outsourcing plans as long as existing DOR traffic staffing levels were sustained by the overall program growth. Per statute, the constitution of a county's court ordered debt program requires joint County-Court agreement.

The Court projected that the planned program changes would result in a significant increase in traffic accounts to be collected by DOR, even with an out sourced component in the program model. A group of unclassified codes (12) were created and designated for a larger DOR traffic program, to be filled incrementally as the referral volume grows and reaches capacity. The codes would be converted to classified after a period of observation and based on demonstrated permanent need.

In the first months of the new (still incomplete) program model, account volumes have been lower than projected, however, it is too early to tell what a stabilized program will yield. Existing traffic program staff have revised collection protocols to accommodate the new re-mixed model and are maintaining the changeover accounts. Both the County and the Court will be closely monitoring the traffic program, with the expectation to fill some or all of the banked unclassified positions as the program grows.

DOR Late Day Services

In October 2010, a one-year pilot ended whereby DOR public service hours were extended until 7:00 p.m. each week on Tuesdays. The department has exercised its option to re-open its two side agreements with Local SEIU (standing unchanged since 1983 and 1986) so that they may be updated and to address the need for evening hour services to the public.

Public access to DOR in the early evening, as well as during the day, will result in better customer service to debtors who find it difficult to visit or call DOR during the day and will also open evening hours for collectors to make telephone contact with debtors. It is well known that direct and personal contact is an essential component of successful collections. Efforts such as this improve customer service, enhance revenues, and may provide a number of other personal and operational benefits to the department and other staff. It is also important to make changes which will help to maintain DOR's competitive edge with the private sector services, as outsourcing has been a recent topic of interest related to cost-benefit considerations.

Health Care Reform and Hospital Collections

DOR collects delinquent debt for the County hospital. With last year's landmark passage of national health care reform, we may see changes in debt patterns and obligations, as well as in the means by which medical debt may be collected from both patients and insurance.

The FY 2011 Harvey Rose management audit of DOR made a number of recommendations to improve the department's efficiency and effectiveness in hospital collections. Among these were an increase in staff to remedy excessive caseloads, the creation of processes to move unresponsive accounts more quickly to 2nd tier collections, and the discontinuation of non-collector activities such as research and assessment for public assistance eligibility. As part of the FY 2011 rebalancing (Phase I), new positions were created with cost offsets plus projected increased revenue. The department is developing new protocols for quicker account processing. We are also working with VMC to shift the research and eligibility activities back to the hospital and make other improvements recommended by the audit.

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 Collections	No	Non-Mandated	Reductions to staff providing supervision and staff supporting collection will delay creation of accounts, processing and posting payments, filing of documents in client files.	▼
Justice Collections (APD-Muni)	No	Non-Mandated	Addition of a Revenue Collection Officer will result in increase in ongoing revenue from collections.	■
Justice Collections (APD-Muni)	No	Non-Mandated	Reductions to staff providing supervision and staff supporting collections will delay creation of accounts, processing and posting payments, filing of documents in client files.	▼
Justice Collections (Traffic)	No	Mandated	Reductions to staff providing supervision and staff supporting collections will delay creation of accounts, processing and posting payments, filing of documents in client files.	▼
Justice Collections (APD-Muni)	No	Mandated	Addition of a Revenue Collection Officer will result in increase in ongoing revenue from collections.	■
Justice Collections (APD-Muni)	No	Mandated	Reductions to staff providing supervision and staff supporting collections will delay creation of accounts, processing and posting payments, filing of documents in client files.	▼
Administration/Support	No	Required	Reductions to staff providing supervision and staff supporting collections will delay creation of accounts, processing and posting payments, filing of documents in client files.	▼
Administration/Support	No	Required	New ongoing revenue from acceptance of credit cards for over-the-counter payments affect all program/functions.	▲

Impact on Current Level of Service:

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

County Executive's Recommendation

▼ Administration and Support

Delete 1.0 FTE Supervising Account Clerk I: The supervisor position recommended for deletion supervises the Legal/Input Unit. This is one of four supervisors (1.0 FTE Accountant III, 2.0 FTEs Supervising Account Clerk I, and 1.0 FTE Supervising Account Clerk II/I) in the Collection Support Division. This division currently consists of four units: Fiscal Services (3.0 FTEs), Accounting (8.0 FTEs), Cashiering (10.0 FTEs), and Legal/Input (9.0 FTEs).

Service Impact: As a result of the deletion of the supervisor position, the department will reorganize the Collection Support Division into three units. As part of the reorganization, the Department will alternately staff the remaining Supervising Account Clerk I to a Supervising Account Clerk II/I in the Cashiering Unit. The supervisor to staff ratio will increase from one to eight to one to 10.5. Less oversight and monitoring may result in undetected errors and delay in meeting timelines. There is potential for increased in complaints from the public and business partners.

Position Deleted: 1.0
Ongoing Savings: \$99,204



Delete 1.0 FTE Account Clerk II: The position recommended for deletion is in the Accounting Unit of the Collection Support Division. This Accounting Unit initiates and posts financial adjustments, payments, and refunds, reinstates purged accounts, consolidates charges, conducts daily balancing, audits court account transfers and interfaces with victims of crime regarding their restitution payments.

Service Impact: The department will reorganize the Collection Support Division (as discussed above in the deletion of the Supervising Account Clerk I), and the work performed by the deleted position will be absorbed by remaining Account Clerk IIs. Impacts to services include: more time required to process adjustments to debtors' accounts resulting in more irate debtors, less time spent on locating victims of crime who received warrants for restitution collected but were returned due to a bad address, a backlog of the filing of documents into the clients' files (currently done within a week but could now be delayed up to 2 months), longer time taken to respond to questions from debtors about their court orders (e.g., discrepancy of charges, request to adjust debt that has been satisfied by community service, etc.) due to the longer time taken to file court orders, delays in making deposits when there are unexpected staff absences (currently daily deposits range between \$35,000 to \$140,000).

There will be less verification and auditing of information received through system interfaces which include:

- Auditing of the court transfers for processing exceptions and specific errors. This is a high priority as these errors must be returned to the Court for immediate correction. Failure to process exceptions timely could result in an account dropping off the system, affect the amount owed, court actions for or against the defendant, terms of payment, etc. Currently, this task is completed within 14 days. Although high priority will be given to this task, the recommended staff reduction could result in this task taking up to 35 days.
- Comparing court orders to actual account balances and correcting any matched discrepancies (e.g. incorrect fine/penalties, fees due to typing errors). The consequences of missing these errors include overstated or understated balance in accounts. The

department will do its best to perform this task in a timely manner, however, it is likely there will be delays.

Position Deleted: 1.0
Ongoing Savings: \$81,924

Delete 2.0 FTE Account Clerk Is: The positions recommended for deletion are in the Legal/Input Unit of the Collection Support Division. The deleted positions are responsible for manually entering accounts in the collection system. These are accounts referred by General Fund departments (e.g. Planning, Probation, Sheriff, etc.) and Superior Court.

Service Impact: Decreasing the staff responsible for input by 50% will cause a significant delay in the data entry and creation of accounts for victim restitution, Sheriff weekend work, family court services, etc. Currently, new accounts are entered within 15 days. The department expects this task to be completed in 30 days as a result of this staff reduction. Delays will be experienced sending out bills, also delaying the collection of revenues. While numerous alternate options were evaluated so that input staff would not be deleted, it was determined other options would create a greater negative impact on revenue collection. The department will use the Account Clerk IIs for the input function when there are significant backlogs.

In the last several years, there have been significant progress in the automation of the transfer of accounts to DOR; however this solution is not feasible or practical for certain types of accounts such as victim restitution due to law enforcement, court, or probation processes. As resources become available, the department is planning to work to improve its processes and automation where possible.

Positions Deleted: 2.0
Ongoing Savings: \$133,680

Increase ongoing revenue by \$32,000 from acceptance of credit card for over-the-counter payments: Currently, for over-the-counter payments, DOR pays a portion (\$16,000) of the credit card fee charged by the vendor while the remaining portion of the credit card fee (\$16,000) is taken from the General Fund departments (e.g. Probation, HHS, Public Defender, and Sheriff) by reducing the revenues collected and transferred to those departments. However, under the convenience fee model offered by the County's new vendor, FIS Pay Direct-Government Solutions, the

payor will be responsible for the credit card fee charged by the vendor, and the revenue realized by the department will not be reduced by the credit card processing fee.

Currently, DOR does not accept credit card payments for victim restitution accounts paid over-the-counter since the victim must receive 100% of the collection, and the department was not able to absorb the credit card fee. However, with the implementation of the convenience fee model, where the debtor pays for the credit card fee, the department will be able to accept credit card and debit card payments over-the-counter for all restitution accounts, thereby offering the debtor an additional payment option.

Ongoing Revenue: \$32,000

Justice collections

Delete 1.0 FTE Senior Revenue Collection Officer and Add 1.0 FTE Revenue Collection Officer: The recommended deletion and addition will occur in October 2011 because the Senior Revenue Collection Officer (SRCO) position slated for deletion must provide training to the staff during the transition period. The Municipal Court Accounts and Adult Probation Department Collection Units were merged into one unit, the Justice Collection Unit. Currently, there is a SRCO assigned to each of unit and merging the two units will require only one senior position.

Service Impact: The remaining SRCO will absorb the work of the deleted position. SRCOs handle complex, highly sensitive and/or high dollar cases (while still carrying a small case load of “regular” accounts) and thus have a lower case load than an RCO. Since there will only be one SRCO remaining, the “regular” accounts carried by the senior and the excess caseloads carried by current RCOs will be redistributed to the new RCO.

Position Deleted: 1.0
Position Added: 1.0
Ongoing Savings: \$6,021

Increase ongoing revenue from collections: The addition of the Revenue Collection Officer will result in more collection activity, as discussed above. It is estimated that the addition of this position will increase ongoing revenues to DOR and General Fund departments by a minimum of \$126,000. This estimate is conservative, and is based on the average collection of current Revenue Collection Officers.

Ongoing Revenue: \$126,000

Department Of Revenue — Budget Unit 148 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
2148	Revenue Fund 0001	\$ 8,375,641	\$ 9,939,460	\$ 10,597,107	\$ 10,229,983	\$ 290,523	2.9%
Total Net Expenditures		\$ 8,375,641	\$ 9,939,460	\$ 10,597,107	\$ 10,229,983	\$ 290,523	2.9%

Department Of Revenue — Budget Unit 148 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
2148	Revenue Fund 0001	\$ 8,375,641	\$ 9,939,460	\$ 10,597,107	\$ 10,229,983	\$ 290,523	2.9%
Total Gross Expenditures		\$ 8,375,641	\$ 9,939,460	\$ 10,597,107	\$ 10,229,983	\$ 290,523	2.9%



Department Of Revenue — Budget Unit 148 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 7,121,679	\$ 8,324,072	\$ 8,967,465	\$ 8,646,636	\$ 322,564	3.9%
Services And Supplies	1,253,962	1,615,388	1,629,642	1,583,347	(32,041)	-2.0%
Subtotal Expenditures	8,375,641	9,939,460	10,597,107	10,229,983	290,523	2.9%
Total Net Expenditures	8,375,641	9,939,460	10,597,107	10,229,983	290,523	2.9%

Department Of Revenue — Budget Unit 148 Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
2148	Revenue Fund 0001	\$ 12,153,505	\$ 13,648,057	\$ 14,003,351	\$ 14,161,351	\$ 513,294	3.8%
	Total Revenues	\$ 12,153,505	\$ 13,648,057	\$ 14,003,351	\$ 14,161,351	\$ 513,294	3.8%

Revenue Fund 0001 — Cost Center 2148 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	92.0	\$ 9,939,460	\$ 13,648,057
Board Approved Adjustments During FY 2011	4.0	244,949	355,294
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	449,215	—
Internal Service Fund Adjustments	—	144,279	—
Other Required Adjustments	—	(180,796)	—
Subtotal (Current Level Budget)	96.0	\$ 10,597,107	\$ 14,003,351
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
FY 2012 Data Processing Adjustment	—	5,260	—
One-time Rebate of Voice Rate Retained Earnings	—	(1,955)	—
FY 2012 Voice Rate Adjustment	—	(3,249)	—
One-time Rebate of DP Retained Earnings	—	(46,351)	—
Decision Packages			
1. Revenue Increase - Credit Card Transactions	—	—	32,000
Revenue increase attributed to customer paying for vendor-imposed credit card fee for over the counter transaction.			
2. Create Justice System Unit	—	(6,021)	126,000



Revenue Fund 0001 — Cost Center 2148
Major Changes to the Budget

	Positions	Appropriations	Revenues
Proposed changes to create the Justice System Unit include:			
◆ Delete 1 filled FTE Senior Revenue Collection Officer in October 2011			
◆ Add 1 FTE Revenue Collection Officer in October 2011			
◆ Increase revenue as a result of adding the Revenue Collection Officer			
3. Reduce Collection Support Division Staff	-4.0	(314,808)	—
Delete 1.0 FTE Supervising Account Clerk I (D95), convert Supervising Account Clerk I (D95) to Supervising Account Clerk II (D94), delete 1.0 FTE Account Clerk II (D97), and delete 2.0 FTEs Account Clerk I (D98)			
Subtotal (Recommended Changes)	-4.0	\$ (367,124)	\$ 158,000
Total Recommendation	92.0	\$ 10,229,983	\$ 14,161,351





Section 2: Public Safety and Justice

Section 2: Public Safety and Justice



Public Safety and Justice

Mission

The mission of Public Safety and Justice services of Santa Clara County is to maintain a community environment where people feel safe, fairly treated by the law, and secure from crime.



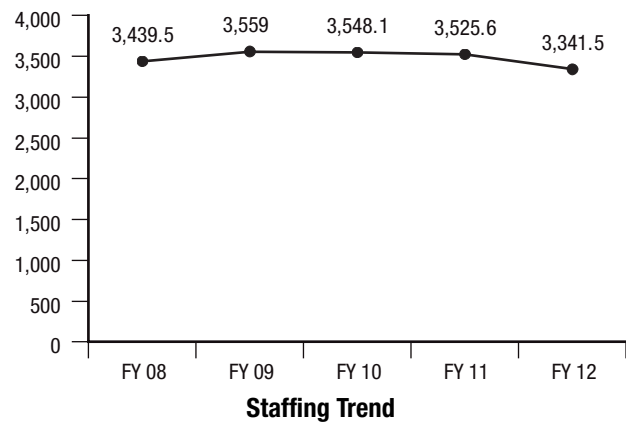
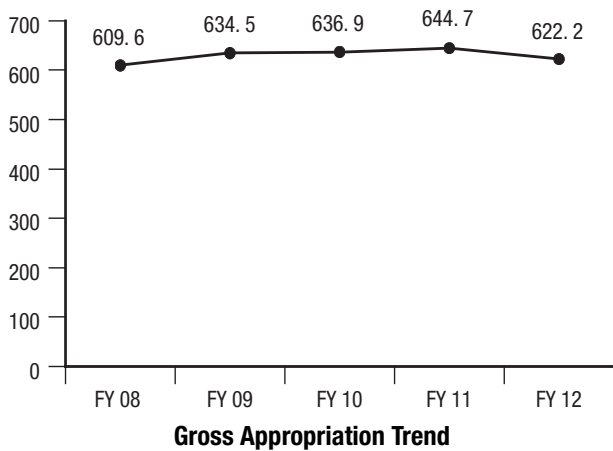
Departments

- Office of the District Attorney
- Office of the Public Defender
- Office of Pretrial Services
- Criminal Justice System-Wide Costs
- Office of the Sheriff
- Department of Correction
- Probation Department
- Office of the Medical Examiner-Coroner

Public Safety and Justice

Office of the District Attorney Budget Unit 202	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 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
202	District Attorney Department	\$ 86,577,538	\$ 86,592,865	\$ 88,565,662	\$ 89,017,287	\$ 2,424,422	2.8%
204	Public Defender	43,776,663	46,120,847	44,622,025	44,164,300	(1,956,547)	-4.2%
210	Office Of Pretrial Services	5,549,924	5,702,859	5,728,293	5,120,955	(581,904)	-10.2%
217	Criminal Justice Support	46,493,490	46,925,453	46,446,196	46,317,696	(607,757)	-1.3%
230	Sheriff's Department	114,174,231	120,786,563	122,582,551	117,934,948	(2,851,615)	-2.4%
235	Sheriff's Doc Contract	114,091,910	110,443,250	115,643,402	106,254,519	(4,188,731)	-3.8%
240	Department Of Correction	78,457,730	75,017,510	76,127,100	72,151,826	(2,865,684)	-3.8%
246	Probation Department	126,133,581	127,170,680	132,033,992	123,451,775	(3,718,905)	-2.9%
293	Med Exam-Coroner Fund 0001	3,438,588	3,621,322	3,693,448	3,549,028	(72,294)	-2.0%
Total Net Expenditures		\$ 618,693,655	\$ 622,381,350	\$ 635,442,669	\$ 607,962,334	\$ (14,419,015)	-2.3%

Gross Expenditures By Department

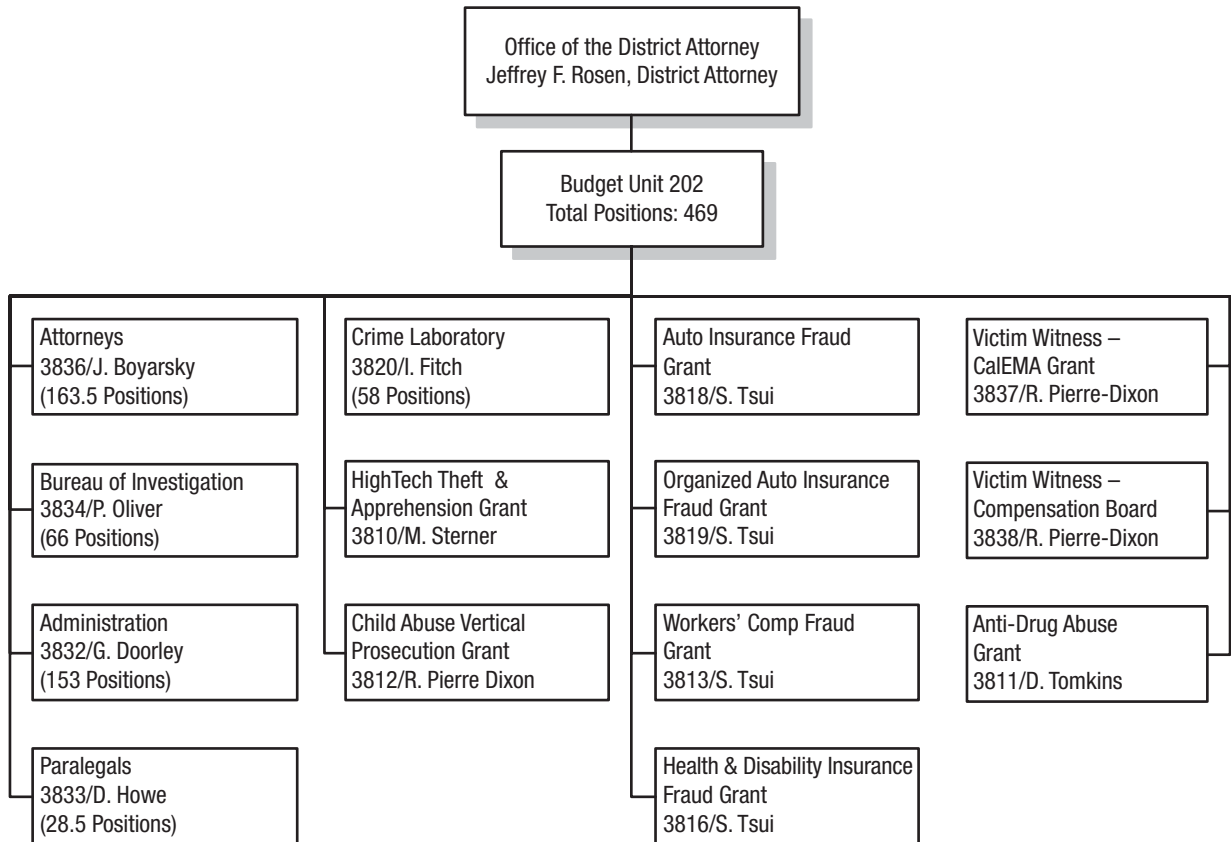
BU	Department Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
202	District Attorney Department	\$ 101,339,322	\$ 100,505,454	\$ 102,057,184	\$ 94,483,463	\$ (6,021,991)	-6.0%
204	Public Defender	44,228,753	46,459,304	44,960,482	44,502,757	(1,956,547)	-4.2%
210	Office Of Pretrial Services	5,549,924	5,702,859	5,728,293	5,120,955	(581,904)	-10.2%
217	Criminal Justice Support	46,493,490	46,925,453	46,446,196	46,317,696	(607,757)	-1.3%
230	Sheriff's Department	118,345,875	128,327,416	130,054,557	125,786,874	(2,540,542)	-2.0%
235	Sheriff's Doc Contract	114,091,910	110,443,250	115,643,402	106,254,519	(4,188,731)	-3.8%
240	Department Of Correction	78,650,236	75,175,009	76,300,223	72,324,949	(2,850,060)	-3.8%
246	Probation Department	127,085,385	127,546,866	132,439,430	123,857,213	(3,689,653)	-2.9%
293	Med Exam-Coroner Fund 0001	3,438,588	3,621,322	3,693,448	3,549,028	(72,294)	-2.0%
Total Gross Expenditures		\$ 639,223,483	\$ 644,706,934	\$ 657,323,215	\$ 622,197,454	\$ (22,509,479)	-3.5%

Revenues By Department

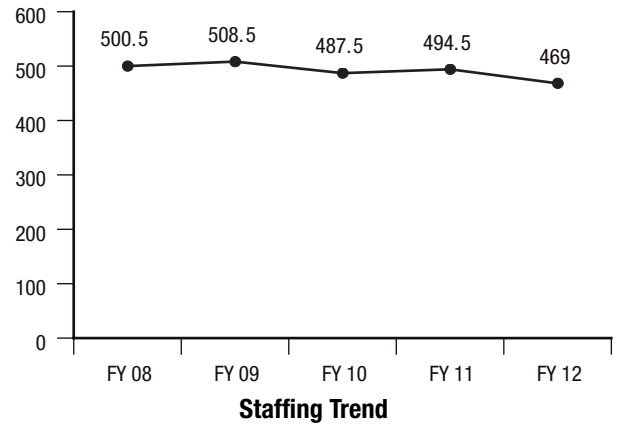
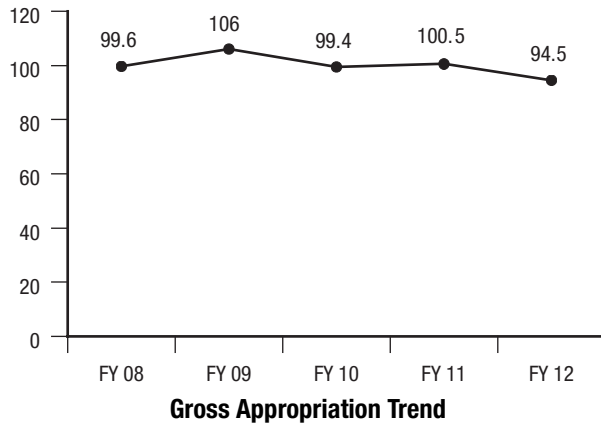
BU	Department Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
202	District Attorney Department	\$ 16,392,762	\$ 19,235,854	\$ 15,268,599	\$ 18,076,825	\$ (1,159,029)	-6.0%
204	Public Defender	472,580	715,373	561,680	561,680	(153,693)	-21.5%
210	Office Of Pretrial Services	540,984	613,268	571,988	571,988	(41,280)	-6.7%
217	Criminal Justice Support	150,123,581	156,537,343	168,282,000	168,282,000	11,744,657	7.5%
230	Sheriff's Department	51,090,556	56,995,221	57,119,903	57,269,961	274,740	0.5%
235	Sheriff's Doc Contract	—	—	—	—	—	—
240	Department Of Correction	22,123,341	18,617,495	16,326,769	16,426,769	(2,190,726)	-11.8%
246	Probation Department	29,126,072	35,280,980	33,645,139	33,471,635	(1,809,345)	-5.1%
293	Med Exam-Coroner Fund 0001	314,073	301,367	301,367	301,367	—	—
Total Revenues		\$ 270,183,949	\$ 288,296,901	\$ 292,077,445	\$ 294,962,225	\$ 6,665,324	2.3%



Office of the District Attorney

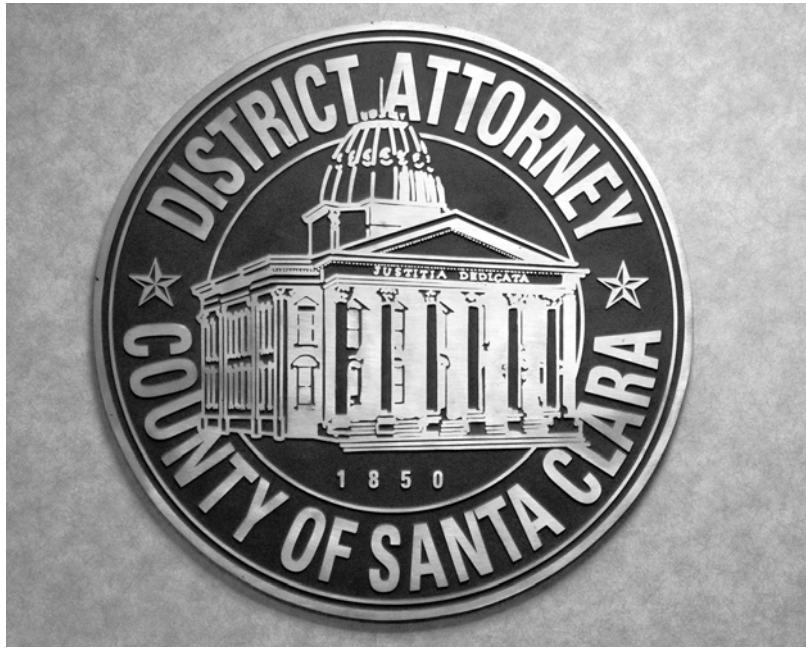


Section 2: Public Safety and Justice



Public Purpose

- ➔ **Constitutional Rule of Law Upheld**
- ➔ **Public Safety**



Description of Major Services

Criminal Prosecution

The District Attorney discharges his obligation to ensure public safety by thorough investigation, and prompt, professional prosecution leading to just verdicts and fair sentences. The legal services provided by the District Attorney contribute to 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.

Bureau of Investigation

The Bureau of Investigation is the peace officer unit of the District Attorney's Office. Bureau staff have the same powers as police officers. The District Attorney Bureau of Investigation has statutory or customary original investigative jurisdiction in several subject matters, such as child stealing, conflict of interest, police misconduct, and many white-collar crimes. Investigators also ensure cases are prepared for prosecution after charges have been filed as investigation and the gathering of evidence relating to criminal offenses is a responsibility that is inseparable from the District Attorney's prosecutorial function. The Bureau also participates in the FBI's regional Joint Terrorism Task Force and several other regional task forces with local, state and federal law enforcement agencies.

Burglary, Assault, and Theft (BAT) Team

The BAT Team prosecutes felony cases in the San Jose facility of the Superior Court. The unit is responsible for the prosecution of felony crimes that occur in the central portion of the county, including the cities of San Jose, Santa Clara, Campbell, Milpitas, and Los Gatos. The team currently focuses on two major areas of prosecution:

- Prosecution of property crimes, such as burglary and auto thefts
- Prosecution of violent crimes, such as assault with a deadly weapon, felony driving under the influence, and robbery

Career Criminal Unit

The Career Criminal Unit prosecutes felonies committed by serious repeat offenders. Unit attorneys handle the majority of the Three Strikes cases filed in Santa Clara County. Each of these cases is reviewed by a group of senior attorneys to determine whether the District Attorney should exercise his discretion to seek a reduction from the life sentence penalties. In cases where this is done, the reasons are stated on the record in open court. Cases that are not reduced are assigned to unit attorneys who specialize in Three Strikes prosecutions and handle the cases from start to finish. In addition to Three Strikes cases, unit attorneys prosecute serious and complex cases that benefit from having the same deputy district attorney handle the case from beginning to end.

Sexual Assault Team

The Sexual Assault Team handles the Statutory Rape Vertical Prosecution Grant funded by the State of California, and the Child Abuse Vertical Prosecution Grant funded by the State of California, as well as prosecuting felony violations of the sex registration laws, and prosecutions of sexual assaults on adult and child victims. Each year, the sexual assault team handles over five hundred felony sexual assault cases and over one hundred fifty felony violations of the sex registration laws. Many of the cases prosecuted by the Sexual Assault Team carry potential life sentences mandated by the "One Strike" laws that apply to aggravated circumstances such as multiple victims, kidnapping and burglary.

Conviction Integrity Unit

Conviction integrity is central to the District Attorney's mission. The unit is responsible for evaluating and implementing policies and protocols that assure convictions achieve the highest levels of ethics and accuracy. In addition to implementing reforms, this unit is responsible for office training and error prevention. Finally, the unit cooperates with post-conviction investigations by outside counsel, and when appropriate, the evaluation and investigation of past convictions where reasonable concerns have been raised of actual innocence.

Cold Case Unit

The Cold Case Unit takes a fresh look at serious cases that were previously unsolved. In many instances this entails use of new technologies, such as DNA analysis, that were not available at the time the crime was committed. In addition to technological advances, often the re-analysis of existing evidence by a different seasoned investigator and prosecutor can identify leads not identified initially. Regardless of the age of a case it is a central focus of the Office to bring the perpetrators of crime to justice and to provide comfort and closure to victims.

Consumer Protection Unit

The Consumer Protection Unit is responsible for processing all inquires received from consumers who are complaining about businesses. The unit has two divisions: the Mediation Unit and the Enforcement Unit. The Mediation Unit assists individual consumers with informal resolution of their disputes with business entities. The Enforcement Unit prosecutes criminal and civil cases in the name of the People of the State of California against those engaging in unlawful or fraudulent business practices.

Elder Fraud Unit

The Elder Fraud Unit has a team consisting of attorneys, investigators and a paralegal dedicated solely to the investigation and prosecution of financial crimes against the elderly.

There are various kinds of crimes constituting elder fraud, and various kinds of perpetrators of elder fraud. Most cases involve a perpetrator who is known to the elder victim such as a child, grandchild, friend or caregiver. Typical crimes include forged checks, unauthorized use of the elder's credit cards and good credit, embezzlement (e.g. using the elder's money to

pay expenses of the perpetrator without the elder's knowledge and/or consent), and theft by false pretenses (e.g. obtaining an elder's signature on legal documents without the elder truly understanding the consequences of the subject transaction.)

Environmental Protection Unit

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.

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.

Family Violence Division

The Family Violence Division reviews, files, and prosecutes crimes of domestic violence; physical abuse, endangerment, and neglect of children, elders, and dependent adults; and child abduction crimes.

The Family Violence Division utilizes a pool of prosecutors who possess specialized skills to handle family violence cases. Significant research over the last decade has shown that different types of violence in the home are interrelated and have serious consequences for the safety of all family members, as well as for the community. For children, the danger of living in a violent home is not limited to the possibility that intimate partner violence will spill over into child abuse. To the contrary, children who observe intimate partner violence or are physically abused tend to have higher levels of behavioral problems as children, and as they become adults, are associated with higher levels of crime and substance abuse problems.

In addition to aggressively pursuing offender accountability, the Family Violence Division actively pursues an agenda that acknowledges the cycle of violence begins anew when children live in violent homes. The Family Violence Division promotes policies and procedures designed to help these children and

parents overcome the effects of violence. In this way, the Family Violence Division helps prevent children from becoming violent adults and or adult victims.

Gang Unit

A gang is defined as a formal or informal ongoing organization, association, or group that has as one of its primary activities the committing of criminal acts.

The Santa Clara County District Attorney's Office adult Gang Prosecution Unit prosecutes gang related felony offenses, including homicides. Cases are vertically prosecuted; that is, they are handled from start to finish by the same attorney who specializes in gang prosecutions. Gang Unit attorneys also prosecute violations of gang abatement court orders. The objective of the Gang Unit is:

- To maintain public order and safety.
- To respond to the ever increasing crime caused by street gangs that threatens and terrorizes peaceful citizens.
- To stop this mounting criminal activity.
- To provide for increased penalties for those found guilty of criminal gang involvement and eliminate the patterns, profits, and property helping criminal street gang activity, including street gang recruitment.

Public Integrity Unit

The Public Integrity Unit supervises the investigation of cases involving corruption of public officials and employees in their official capacities or in the performance of their duties and initiates criminal charges when appropriate, generally by grand jury indictment. Crimes include theft, embezzlement or misappropriation of public funds; and removal, alteration, destruction or falsification of public records. The unit also enforces the provisions of the Political Reform Act, relating to campaign filings and practices, and the Elections Code. The unit reviews issues relating to the open public meeting law (Brown Act).

Hate Crimes Team

The term "hate crime" describes various crimes of violence against a person, threats of violence against a person, or damage to property because of race, color, religion, ancestry, national origin, disability, gender or sexual orientation, or because there is a perception the person has one or more of those characteristics.

High-Technology Crimes Unit

The High-Technology Crime Unit addresses the unique law enforcement problems in Silicon Valley. Criminal activity related to high technology generally occurs in these principal forms:

- Theft and sale of electronic items (computers, computer components and the like)
- Theft of trade secrets,
- Hacking and other illicit intrusions into computer systems, and
- Identity Theft.

Homicide Team

The Homicide Team consists of attorneys who handle the majority of murder cases that occur in Santa Clara County. Many of the cases handled by the Homicide Team are murders with allegations of special circumstances, which can result in imposition of the death penalty. Murders that involve domestic violence, criminal street gangs, child or elderly victims are handled by teams in other divisions of the office that specialize in those types of crime.

Insurance Fraud Unit

The business of insurance involves many transactions, which have potential for abuse and fraud. There are a number of law enforcement agencies charged with the responsibility for investigating and prosecuting fraudulent activity. The Santa Clara County Office of the District Attorney has attorneys, investigators, and paralegals whose sole responsibility is to prosecute and investigate insurance fraud cases.

Crime Laboratory

The District Attorney's Crime Laboratory is a nationally accredited forensic laboratory servicing all criminal justice agencies in Santa Clara County. Our examiners evaluate and analyze evidence, interpret results, provide expert testimony related to the full spectrum of physical evidence recovered from crime scenes, and offer technical assistance and training to all user agencies. Service is provided in the major analytical disciplines of controlled substance analysis, firearms/tool marks, forensic biology (DNA), forensic toxicology, latent print processing, questioned documents, trace evidence and

computer crimes. The lab employs criminalists, technicians and support staff, and analyzes thousands of evidence items each year.

The Crime Laboratory is accredited by the American Society of Crime Laboratory Directors Laboratory Accreditation Board. The accreditation is in the disciplines of DNA, firearms/toolmarks, trace evidence, questioned documents, controlled substances, and toxicology.

Major Fraud Unit

The Major Fraud Unit is responsible for prosecuting cases involving serious and complex fraud, also known as White Collar Crime, where the loss exceeds \$100,000. The unit emphasizes theft cases that are accomplished by lying or the breach of a trusted or fiduciary relationship with the victim as opposed to the taking of property covertly, or by force or fear. Major fraud theft involves obtaining property through false pretenses, trickery, fraud, or embezzlement. The unit also prosecutes investment and tax fraud cases regardless of the dollar loss. The unit has expanded its outreach to include the Internet, which has become a major source for significant fraud.

Narcotics Team

The narcotics unit consists of a number of specialized units.

- The Anti-Drug Abuse Unit consists of attorneys who work with the County Narcotics Task Force and with a specialized unit within the San Jose Police Department.
- The Asset Forfeiture Unit handles all cases dealing with seized drug proceeds. This can include cars, money, jewelry and homes.
- The Drug Treatment Court Team works in collaboration with the Courts, the Offices of the Public and Alternate Defender, Probation, the Department of Mental Health, the Department of Public Health, the Department of Alcohol and Drug Services, and the Department of Corrections in order to staff specialized courts to work towards effective drug treatment for addicts prosecuted in the county.
- The General Narcotics Felony Team consists of attorneys who handle court calendars with general court appearances and trials. These cases range from possession of narcotics to sales of narcotics.



- The Major Narcotic Vendor Prosecution Unit handles high-level narcotics sales, possession for sale and manufacturing cases.

Public Assistance Fraud Unit

The Public Assistance Fraud Unit vertically prosecutes criminal cases involving theft of public assistance money. These cases include fraud associated with Temporary Assistance to Needy Families, Food Stamps, Housing Assistance Fraud, and Medical Fraud. Typical cases involve people who fail to report income received from employment. Cases also include situations where a welfare recipient falsely reports that the parent of their child is absent from the home when in fact the parent resides in the home and is contributing financially to the household.

Budget deficit solutions for FY 2012 include the recommendation to eliminate this unit in the District Attorney's Office.

Real Estate Fraud Unit

The Real Estate Fraud Unit investigates and prosecutes crimes involving real estate documents and transactions. The unit consists of attorneys, investigators and paralegals. With the dramatic rise in the costs of real estate in Santa Clara County, there has been a significant rise of real estate fraud crimes. The mission of the Real Estate Fraud Unit is to deter, investigate, and prosecute real estate fraud cases

involving certain recorded real estate documents. The unit emphasizes those situations where an individual's home is in danger of, or is in foreclosure. The mission includes crimes which have the capacity to involve a recorded real estate document(s), e.g., an unrecorded second trust deed fraud resulting in a foreclosure notice.

Victim-Witness Assistant Program

Services provided to victims of crime include:

- Crisis counseling
- Emergency assistance
- Resource & referral to other agencies
- Follow-up counseling
- Assistance with return of property taken as evidence
- Court assistance, accompaniment and support
- Victim compensation applications
- Information/orientation to criminal justice system.

If eligible, compensation is available for medical and dental losses due to crime, psychological counseling for the victim and immediate family members for emotional trauma due to crime, assistance with relocation for domestic violence victims and sexual assault victims, and home security assistance if the victim is in danger of harm from the offender.

Current and Emerging Issues

Pilot Program to Infract Some Vehicle Code Offenses

The Office of the District Attorney is addressing the case review and charging process for violations of Vehicle Code sections 12500 (Driving Without a License) and 14601 (Driving on a Suspended License). The elected District Attorney has the statutory discretion to charge these offenses as either misdemeanors or infractions. Historically, both have been directly filed as misdemeanors by law enforcement agencies in Superior Court without case review by prosecutors. In discussions with law enforcement agencies and community groups, the District Attorney has changed the process to allow all Driving Without a License charges to be directly filed as infractions in Traffic Court, not Superior Court. The Office has also initiated

a pilot program to review some of the Driving on a Suspended License charges and the possibility of downgrading many to infractions at arraignment. These actions serve the interests of justice and may bring significant cost savings to the criminal justice system.

Timely Decisions on Whether to Seek the Death Penalty

The timeliness of critical charging decisions made by the District Attorney's Office can have significant impact on the efficiency and costliness of the County's criminal justice system. In the past, decisions to pursue the death penalty often took eighteen months or longer from the date charges were filed. During this extended decision period, the Public Defender's Office or the Independent Defender's Office must assign additional

attorneys and paralegals, and hire costly experts in preparation for a potential death penalty prosecution. The District Attorney is committed to not needlessly tying up resources throughout the system. Therefore, the District Attorney's aim is to decide whether to seek the death penalty within six months of filing charges.

Local Safety and Protection Account Due to Expire June 2011

The Local Safety and Protection Account (LSPA) supports a number of local public safety programs and is funded with a portion of the Vehicle License Fee (VLF) increase that went into effect in 2009. That VLF increase is set to sunset at the end of June 2011. Its continuation is part of the Governor's budget proposal and the proposed Constitutional Amendment. There is also a pending Assembly Bill (AB 66 - Chesboro) now in the Assembly Revenue and Taxation Committee to extend the VLF funding; the County has registered support of the measure.

LSPA funds the following programs within the Department: High-Technology Apprehension and Prosecution Program (Bay Area REACT Task Force), Vertical Prosecution Block Grant, Community Oriented Policing Grant (COPS).

Loss of the FY 2011 budgeted revenue of \$2,840,799 would have the following impacts on the Department:

- **High Technology Theft Apprehension and Prosecution Program:** Fiscal Year 2011 budgeted revenue of \$2,105,425 supports six District Attorney's Office positions, three Sheriff's Office positions, and fifteen positions in other Bay Area police agencies.
- **Vertical Prosecution Block Grants:** FY 2011 budgeted revenue of \$378,203 for Child Abuse Vertical Prosecution supports three positions in the Department.
- **Supplemental Law Enforcement Services Fund (SLESF), commonly known as COPS:** FY 2011 budgeted revenue of \$357,171 supports three positions in the Department.

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		■
Crime Lab Administration and Support	Yes	Required	Increased fees to user agencies to cover increased costs.	▲
Information Technology	Yes	Non-Mandated		■
Restitution Services	No	Mandated		■
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		■

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
Consumer Mediation	Yes	Non-Mandated		■
Consumer Protection	Yes	Mandated	Utilize Consumer Protection and Unfair Competition Fund to cover costs of consumer protection activities	■
DNA Collection Compliance	Yes	Mandated	Utilize DNA ID Funds to cover Crime Lab costs to collect and store DNA evidence.	■
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		■
Public Integrity	Yes	Mandated		■
High Tech Crimes	Yes	Mandated		■
Insurance Fraud	No	Mandated		■
Juvenile Wards	Yes	Mandated		■
Life Sentence Hearings	Yes	Mandated		■
Major Cases	Yes	Mandated		■
Major Fraud	Yes	Mandated		■
Misdemeanors	Yes	Mandated		■
Motions, Writs and Appeals	Yes	Mandated		■
Narcotics	Yes	Mandated		■
North County Prosecution	Yes	Mandated		■
Preliminary Hearings	Yes	Mandated		■
Probation Violation Calendar	Yes	Mandated		■
Public Assistance Fraud	Yes	Mandated	Eliminate the program from the DA's Office	□
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 Forensic Biology	Yes	Non-Mandated		■
Crime Lab-Latent Prints and Trace	Yes	Non-Mandated		■
Crime Lab-Evidence and Property	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
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

Public Assistance Fraud Investigation

The District Attorney's Office currently provides services to the Social Services Agency for fraud investigation in both public assistance and In-Home Supportive Services (IHSS).

The mandate to investigate such fraud is placed upon SSA, not the District Attorney's Office. SSA is mandated to possess a Special Investigative Unit (SIU). In most California counties, this unit is constituted within social services departments. It is also not necessary to have investigators with full police powers perform the duties, as is the case when using District Attorney Criminal Investigators. Most counties utilize a more specialized and often less costly, peace officer status.

Eliminate Public Assistance Fraud Investigation

Service Impact: This action will eliminate 18.5 positions in the District Attorney's Office, including one Lieutenant, 17 Criminal Investigators, and one-half of an Attorney. In addition, there are reductions in the District Attorney's fleet, lease costs, and related supply costs. SSA will need to reconstitute a smaller Special Investigative Unit within its agency to conduct these services. The proposal will result in savings in SSA (see discussion under Social Services Agency), but because the DA will lose reimbursement of both direct and

indirect costs, and only the resources related to direct costs can be eliminated, this proposal results in an increased cost in the budget for the DA.

Deleted Positions: 18.5

Net Cost: \$309,158

Ongoing Reduced Expense: \$3,367,842

Ongoing Reduced Reimbursement from SSA: \$3,677,000

Ongoing Net Savings in SSA: \$1,525,133

See BU 504 for additional budget detail

Eliminate In-Home Supportive Services Fraud Investigation

Service Impact: This action will eliminate 2.0 Criminal Investigators and 1.0 Justice Systems Clerk II. The proposal will result in savings in SSA (see discussion under Social Services Agency), but because the DA will lose reimbursement of both direct and indirect costs, and only the resources related to direct costs can be eliminated, this proposal results in an increased cost in the budget for the DA.

Deleted Positions: 3.0

Net Cost: \$31,388

Ongoing Reduced Expense: \$423,932

Ongoing Reduced Reimbursement from SSA: \$455,320

Ongoing Net Savings in SSA: \$68,298

See BU 505 for additional budget detail



Consumer Protection

Transfer Monies from the Consumer Protection and Unfair Competition Fund (Restricted Fund 0264) to Cover Costs of Consumer Protection Activities

The District Attorney's Office receives penalty assessments pursuant to Business & Professions Code § 17536 for actions taken with regard to enforcement of consumer protection laws. Assessments received from such actions are deposited into the Consumer Protection and Unfair Competition Fund (Restricted Fund 0264). This fund is administered by District Attorney fiscal staff, and it is legislatively required to be used exclusively by the District Attorney for the enforcement of consumer protection laws.

Service Impact: Settlement in-flows into the Fund are sporadic, which makes ongoing revenue difficult to forecast. The Department will transfer \$2,458,226 from Fund 0264 to the General Fund on a one-time basis to cover a portion of the costs of four paralegals and eleven attorneys. The Department projects a fund balance of nearly \$1M at the start of FY 2012 and anticipates significant settlements to cases currently being adjudicated to pay out during the next six months.

One-time Savings: \$2,458,226

DNA Collection Compliance

Transfer Monies from the DNA Identification Fund (Restricted Fund 0230) to Cover Crime Lab DNA Costs

The District Attorney's Office administers the DNA Identification Fund (Restricted Fund 0230). Monies are received into this fund from penalties levied upon criminal conviction pursuant to Government Code § 76104.6, which implements the DNA Fingerprint, Unsolved Crime and Innocence Protection Act. These monies are authorized to reimburse local Crime Laboratories for the "processing, analysis, tracking, and storage of DNA crime scene samples from cases in which DNA evidence would be useful in identifying or prosecuting suspects, including the procurement of equipment and software for the processing, analysis, tracking, and storage of DNA crime scene samples from unsolved cases." The collection and use of DNA evidence has become commonplace throughout the criminal justice system.

Service Impact: The District Attorney's Office will transfer \$200,000 from Fund 0230 on a one-time basis to offset applicable expenditures in the Crime Laboratory. The Department projects a fund balance of over \$100,000 at the start of FY 2012 and anticipates obtaining additional receipts during the first quarter of the fiscal year.

One-time Savings: \$200,000

Crime Lab Administration and Support

Increase Crime Laboratory Fees

Increase Fees: The District Attorney Crime Laboratory charges user agencies for the cost of operations. The department will increase these charges by \$150,000 for FY 2012.

Service Impact: This additional revenue will offset the additional operating costs associated with supplying and equipping the Crime Laboratory. This revenue increase reflects the need to pass on unavoidable cost increases related to operating the lab for the benefit of the cities in Santa Clara County and the wider region.

Ongoing Revenue: \$150,000

District Attorney Department — Budget Unit 202

Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
3810	HiTech React Grant Fund 0001	\$ 2,023,274	\$ 2,205,425	\$ 2,205,425	\$ 2,204,780	\$ (645)	0.0%
3811	Anti-Drug Abuse Enforcement Prog Fund 0001	763,160	410,181	410,181	410,181	—	—
3813	DA - Workers' Comp Fraud Grant Fund 0001	2,157,911	2,153,365	2,153,365	2,153,365	—	—
3812	Child Abuser Vertical Prosecution Fund 0001	378,203	378,203	378,203	378,203	—	—
3816	Dis & Health Ins Grant Fund 0001	190,181	190,000	190,000	190,000	—	—
3818	DA-Auto Insur Grant Fund 0001	852,957	852,957	750,000	750,000	(102,957)	-12.1%
3819	DA - Urban Grant Fund 0001	890,874	1,084,353	954,106	954,106	(130,247)	-12.0%
3820	Laboratory Of Criminalistics Fund 0001	8,820,897	8,579,267	8,917,175	9,065,477	486,210	5.7%
3832	Administrative Svcs Fund 0001	17,635,786	17,889,625	17,722,355	18,060,500	170,875	1.0%
3833	Paralegal Services Fund 0001	2,791,048	2,430,080	2,706,054	2,706,054	275,974	11.4%
3834	Legal Spt Svcs Fund 0001	9,236,623	9,487,640	10,300,211	10,270,189	782,549	8.2%
3835	Welfare Fraud Investigations Fund 0001	(827,571)	—	—	—	—	—
3836	Attorneys Fund 0001	39,881,932	39,093,494	40,040,312	40,036,157	942,663	2.4%
3837	VW-CalEMA	694,878	707,163	707,163	707,163	—	—
3838	Victim Witness-BOC	1,087,385	1,131,113	1,131,113	1,131,113	—	—
Total Net Expenditures		\$ 86,577,538	\$ 86,592,865	\$ 88,565,662	\$ 89,017,287	\$ 2,424,422	2.8%

District Attorney Department — Budget Unit 202

Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
3810	HiTech React Grant Fund 0001	\$ 2,023,274	\$ 2,205,425	\$ 2,205,425	\$ 2,204,780	\$ (645)	0.0%
3811	Anti-Drug Abuse Enforcement Prog Fund 0001	763,160	410,181	410,181	410,181	—	—
3813	DA - Workers' Comp Fraud Grant Fund 0001	2,157,911	2,153,365	2,153,365	2,153,365	—	—
3812	Child Abuser Vertical Prosecution Fund 0001	378,203	378,203	378,203	378,203	—	—
3816	Dis & Health Ins Grant Fund 0001	190,181	190,000	190,000	190,000	—	—
3818	DA-Auto Insur Grant Fund 0001	852,957	852,957	750,000	750,000	(102,957)	-12.1%
3819	DA - Urban Grant Fund 0001	890,874	1,084,353	954,106	954,106	(130,247)	-12.0%
3820	Laboratory Of Criminalistics Fund 0001	9,306,594	9,125,877	9,343,392	9,491,694	365,817	4.0%
3831	IHSS Fraud Investigation Fund 0001	—	—	455,320	—	—	—
3832	Administrative Svcs Fund 0001	19,336,495	18,717,282	18,743,785	18,624,395	(92,887)	-0.5%
3833	Paralegal Services Fund 0001	3,267,914	3,017,975	3,241,644	3,241,644	223,669	7.4%
3834	Legal Spt Svcs Fund 0001	14,544,586	15,728,642	15,940,486	12,607,414	(3,121,228)	-19.8%



District Attorney Department — Budget Unit 202 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
3835	Welfare Fraud Investigations Fund 0001	4,073,459	4,098,630	3,677,000	—	(4,098,630)	-100.0%
3836	Attorneys Fund 0001	41,771,450	40,704,289	41,776,002	41,639,406	935,117	2.3%
3837	VW-CalEMA	694,878	707,163	707,163	707,163	—	—
3838	Victim Witness-BOC	1,087,385	1,131,113	1,131,113	1,131,113	—	—
Total Gross Expenditures		\$ 101,339,322	\$ 100,505,454	\$ 102,057,184	\$ 94,483,463	\$ (6,021,991)	-6.0%

District Attorney Department — Budget Unit 202 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 80,634,691	\$ 81,433,346	\$ 83,484,740	\$ 79,932,260	\$ (1,501,086)	-1.8%
Services And Supplies	20,652,759	19,072,108	18,572,444	14,551,203	(4,520,905)	-23.7%
Fixed Assets	51,872	—	—	—	—	—
Subtotal Expenditures	101,339,322	100,505,454	102,057,184	94,483,463	(6,021,991)	-6.0%
Expenditure Transfers	(14,761,784)	(13,912,589)	(13,491,522)	(5,466,176)	8,446,413	-60.7%
Total Net Expenditures	86,577,538	86,592,865	88,565,662	89,017,287	2,424,422	2.8%

District Attorney Department — Budget Unit 202 Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
3810	HiTech React Grant Fund 0001	\$ 2,023,770	\$ 2,205,425	\$ 2,205,425	\$ 2,205,425	\$ —	—
3811	Anti-Drug Abuse Enforcement Prog Fund 0001	763,160	410,181	410,181	410,181	—	—
3813	DA - Workers' Comp Fraud Grant Fund 0001	2,153,365	2,153,365	2,153,365	2,153,365	—	—
3812	Child Abuser Vertical Prosecution Fund 0001	378,203	378,203	378,203	378,203	—	—
3816	Dis & Health Ins Grant Fund 0001	188,308	190,000	190,000	190,000	—	—
3818	DA-Auto Insur Grant Fund 0001	852,978	852,957	750,000	750,000	(102,957)	-12.1%
3819	DA - Urban Grant Fund 0001	890,874	1,084,353	954,106	954,106	(130,247)	-12.0%
3820	Laboratory Of Criminalistics Fund 0001	3,863,550	4,637,568	3,953,742	4,303,742	(333,826)	-7.2%
3832	Administrative Svcs Fund 0001	2,143,937	4,427,153	1,702,692	2,291,350	(2,135,803)	-48.2%
3833	Paralegal Services Fund 0001	308,239	241,204	65,000	217,365	(23,839)	-9.9%



District Attorney Department — Budget Unit 202

Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
3834	Legal Spt Svcs Fund 0001	135,538	109,563	109,563	109,563	—	—
3836	Attorneys Fund 0001	909,295	707,606	558,046	2,275,249	1,567,643	221.5%
3837	VW-CalEMA	694,876	707,163	707,163	707,163	—	—
3838	Victim Witness-BOC	1,086,670	1,131,113	1,131,113	1,131,113	—	—
Total Revenues		\$ 16,392,762	\$ 19,235,854	\$ 15,268,599	\$ 18,076,825	\$ (1,159,029)	-6.0%

HiTech React Grant Fund 0001 — Cost Center 3810

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	—	\$ 2,205,425	\$ 2,205,425
Board Approved Adjustments During FY 2011	—	(19,794)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	19,794	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 2,205,425	\$ 2,205,425
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
One-time Rebate of Voice Rate Retained Earnings	—	(649)	—
FY 2012 Voice Rate Adjustment	—	4	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (645)	\$ —
Total Recommendation	—	\$ 2,204,780	\$ 2,205,425

Anti-Drug Abuse Enforcement Prog Fund 0001 — Cost Center 3811

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	—	\$ 410,181	\$ 410,181
Board Approved Adjustments During FY 2011	—	(6,161)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	6,161	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 410,181	\$ 410,181
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 410,181	\$ 410,181



DA - Workers' Comp Fraud Grant Fund 0001 — Cost Center 3813 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	—	\$ 2,153,365	\$ 2,153,365
Board Approved Adjustments During FY 2011	—	(104,445)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	104,445	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 2,153,365	\$ 2,153,365
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 2,153,365	\$ 2,153,365

Child Abuser Vertical Prosecution Fund 0001 — Cost Center 3812 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	—	\$ 378,203	\$ 378,203
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 378,203	\$ 378,203
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 378,203	\$ 378,203

Dis & Health Ins Grant Fund 0001 — Cost Center 3816 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	—	\$ 190,000	\$ 190,000
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 190,000	\$ 190,000



Dis & Health Ins Grant Fund 0001 — Cost Center 3816
Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 190,000	\$ 190,000

DA-Auto Insur Grant Fund 0001 — Cost Center 3818
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	—	\$ 852,957	\$ 852,957
Board Approved Adjustments During FY 2011	—	(5,849)	(102,957)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(97,108)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 750,000	\$ 750,000
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 750,000	\$ 750,000

DA - Urban Grant Fund 0001 — Cost Center 3819
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	—	\$ 1,084,353	\$ 1,084,353
Board Approved Adjustments During FY 2011	—	(102,399)	(130,247)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(27,848)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 954,106	\$ 954,106
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 954,106	\$ 954,106



Laboratory Of Criminalistics Fund 0001 — Cost Center 3820 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	58.0	\$ 8,579,267	\$ 4,637,568
Board Approved Adjustments During FY 2011	—	(73,370)	(152,486)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	352,154	—
Internal Service Fund Adjustments	—	59,124	(531,340)
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	58.0	\$ 8,917,175	\$ 3,953,742
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Transfer Monies from DNA Identification Fund to Reimburse Crime Lab Costs on a One-Time Basis	—	—	200,000
FY 2012 Data Processing Adjustment	—	(144)	—
One-time Rebate of Voice Rate Retained Earnings	—	(1,782)	—
FY 2012 Voice Rate Adjustment	—	842	—
One-time Rebate of DP Retained Earnings	—	(614)	—
Decision Packages			
1. Increase Crime Laboratory Fees	—	150,000	150,000
This action increases the charges to user agencies for unavoidable cost increases related to operating the Crime Laboratory. This revenue will offset additional operating costs associated with supplying and equipping the Crime Laboratory.			
Subtotal (Recommended Changes)	—	\$ 148,302	\$ 350,000
Total Recommendation	58.0	\$ 9,065,477	\$ 4,303,742

IHSS Fraud Investigation Fund 0001 — Cost Center 3831 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2011	—	10,448	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(10,448)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Eliminate IHSS Fraud Investigation	—	455,320	—
Eliminate IHSS Fraud Investigation	—	(444,872)	—
Decision Packages			
1. Eliminate IHSS Fraud Investigation	—	(10,448)	—
This action eliminates investigation of In-Home Supportive Services (IHSS) fraud from the District Attorney's Office.			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ —	\$ —



Administrative Svcs Fund 0001 — Cost Center 3832

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	157.0	\$ 17,889,625	\$ 4,427,153
Board Approved Adjustments During FY 2011	-2.0	(362,700)	(223,492)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	260,229	—
Internal Service Fund Adjustments	—	(182,447)	(2,500,969)
Other Required Adjustments	—	117,648	—
Subtotal (Current Level Budget)	154.0	\$ 17,722,355	\$ 1,702,692
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Transfer Monies from the Consumer Protection and Unfair Competition Fund to Reimburse the Costs of the Consumer Fraud Unit on a One-Time Basis	—	—	588,658
Eliminate Welfare Fraud Investigation Unit	—	12,663	—
Eliminate IHSS Fraud Investigation	—	444,872	—
FY 2012 Data Processing Adjustment	—	(144)	—
One-time Rebate of Voice Rate Retained Earnings	—	(10,579)	—
FY 2012 Voice Rate Adjustment	—	(14,568)	—
One-time Rebate of DP Retained Earnings	—	(11,287)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 420,957	\$ 588,658
Total Recommendation	153.0	\$ 18,060,500	\$ 2,291,350

Paralegal Services Fund 0001 — Cost Center 3833

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	27.5	\$ 2,430,080	\$ 241,204
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	223,669	—
Internal Service Fund Adjustments	—	52,305	(176,204)
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	28.5	\$ 2,706,054	\$ 65,000
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Transfer Monies from the Consumer Protection and Unfair Competition Fund to Reimburse the Costs of the Consumer Fraud Unit on a One-Time Basis	—	—	152,365
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ 152,365
Total Recommendation	28.5	\$ 2,706,054	\$ 217,365



Legal Spt Svcs Fund 0001 — Cost Center 3834 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	88.0	\$ 9,487,640	\$ 109,563
Board Approved Adjustments During FY 2011	-2.0	(306,032)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	459,000	—
Internal Service Fund Adjustments	—	558,853	—
Other Required Adjustments	—	100,750	—
Subtotal (Current Level Budget)	86.0	\$ 10,300,211	\$ 109,563
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Eliminate Welfare Fraud Investigation Unit	—	3,303,050	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 3,303,050	\$ —
Total Recommendation	66.0	\$ 10,270,189	\$ 109,563

Welfare Fraud Investigations Fund 0001 — Cost Center 3835 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2011	—	(37,169)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	37,169	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Eliminate Welfare Fraud Investigation Unit	—	3,677,000	—
Eliminate Welfare Fraud Investigation Unit	—	(3,450,436)	—
Eliminate Fuel costs related to the elimination of the WFI unit	—	(27,307)	—
Eliminate Fleet costs related to elimination of WFI unit	—	(125,839)	—
Decision Packages			
1. Eliminate Welfare Fraud Investigation Unit	—	(73,418)	—
This action will eliminate the investigation of Welfare Fraud from the District Attorney's Office.			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ —	\$ —



Attorneys Fund 0001 — Cost Center 3836 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	164.0	\$ 39,093,494	\$ 707,606
Board Approved Adjustments During FY 2011	—	74,069	(14,680)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	1,207,932	—
Internal Service Fund Adjustments	—	(167,418)	(134,880)
Other Required Adjustments	—	(167,765)	—
Subtotal (Current Level Budget)	164.0	\$ 40,040,312	\$ 558,046
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Transfer Monies from the Consumer Protection and Unfair Competition Fund to Reimburse the Costs of the Consumer Fraud Unit on a One-Time Basis	—	—	1,717,203
Eliminate Welfare Fraud Investigation Unit	—	132,441	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 132,441	\$ 1,717,203
Total Recommendation	163.5	\$ 40,036,157	\$ 2,275,249

VW-CaIEMA — Cost Center 3837 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	—	\$ 707,163	\$ 707,163
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 707,163	\$ 707,163
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 707,163	\$ 707,163

Victim Witness-BOC — Cost Center 3838 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	—	\$ 1,131,113	\$ 1,131,113
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—

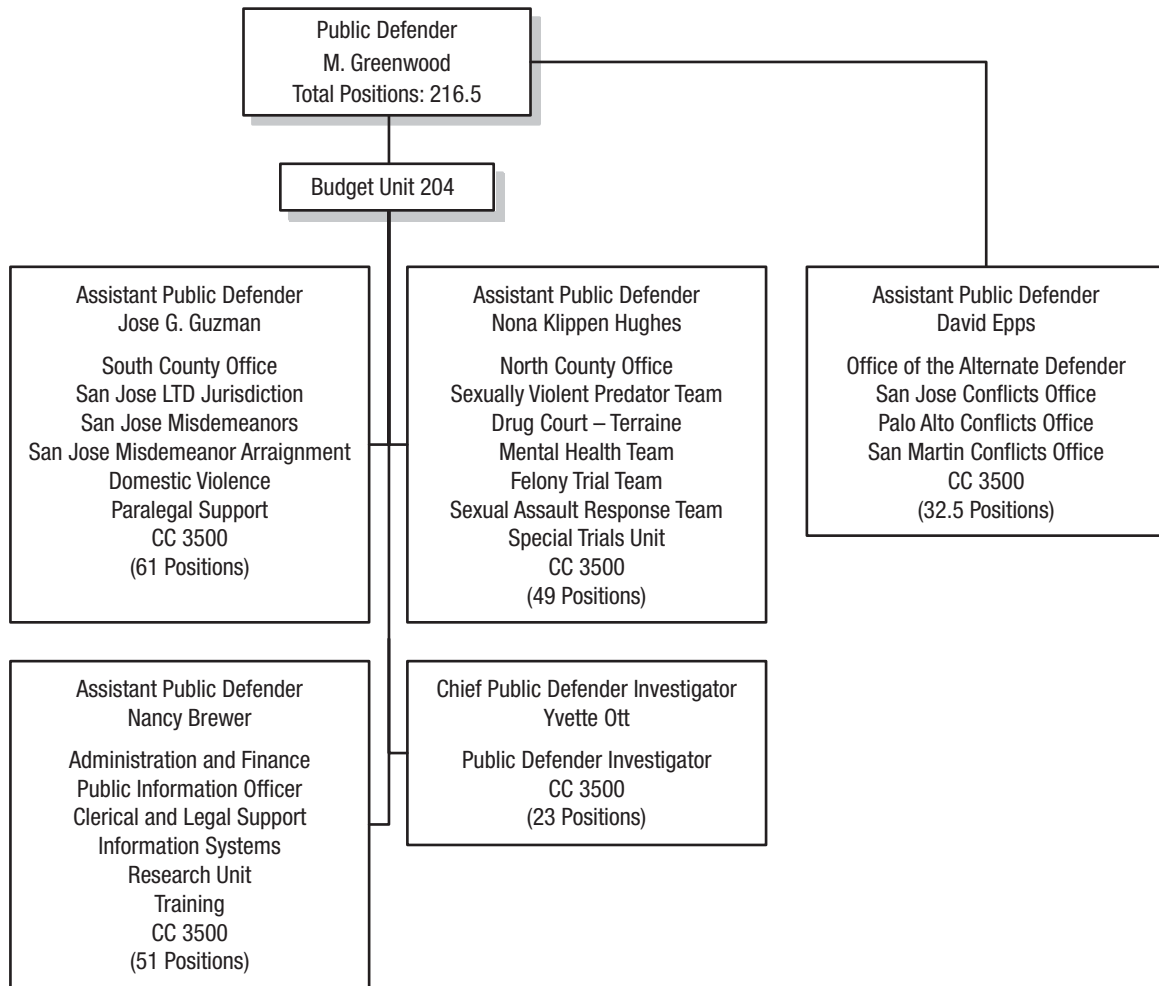


Victim Witness-BOC — Cost Center 3838
Major Changes to the Budget

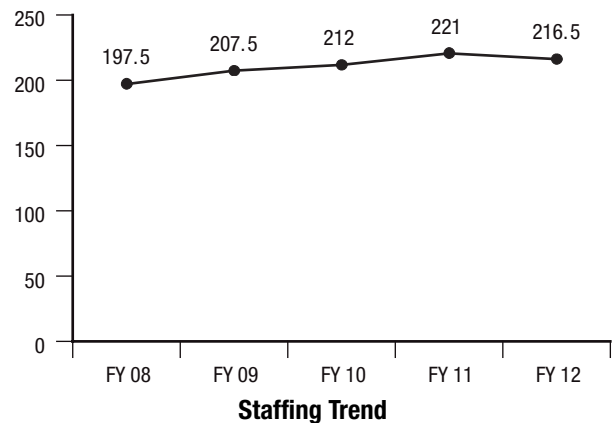
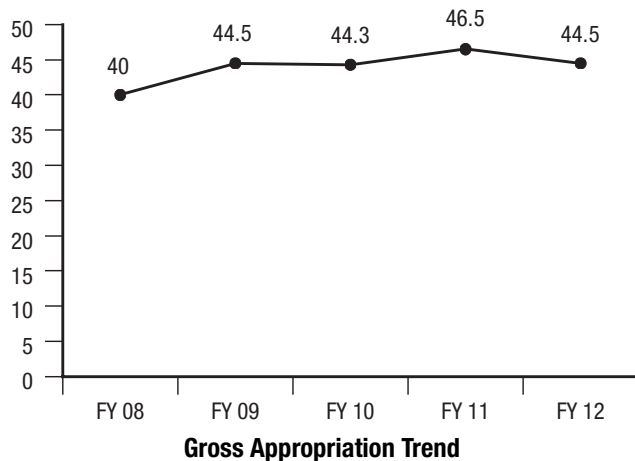
	Positions	Appropriations	Revenues
Subtotal (Current Level Budget)	—	\$ 1,131,113	\$ 1,131,113
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 1,131,113	\$ 1,131,113



Office of the Public Defender

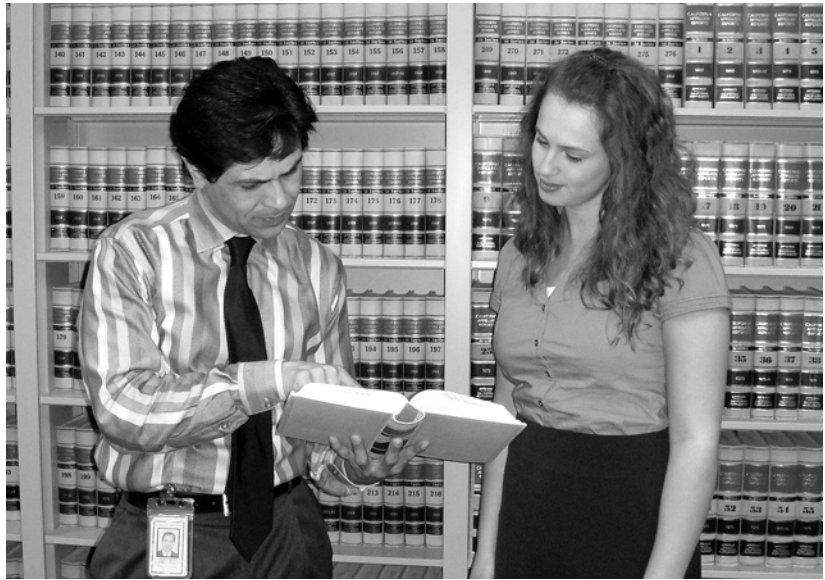


Section 2: Public Safety and Justice



Public Purpose

Constitutional and Statutory Rights of Indigent Clients Protected



Description of Major Services

Primary Responsibility

The Office of the Public Defender (PDO) provides legal representation to indigent clients who are charged with the commission of a criminal offense alleged to have been committed in Santa Clara 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 Lanterman–Petris–Short (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.

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. The United States Supreme Court case of *Gideon v. Wainwright* (1963) 372 U.S. 335 established that an indigent criminal defendant who is facing a penalty of incarceration is entitled to that representation at public expense. Therefore, a criminal defendant is entitled to counsel at all critical stages of the proceedings against him or her. In all instances the Office of the Public Defender 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 its 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’ rights 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

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 Office of the Public Defender must strive to lessen the impact of sentencing on the clients where possible, by exploring available alternatives to incarceration and presenting such alternatives to the Court. 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 Office of the Public Defender is involved in many collaborative projects that reflect commitment to improve County services for the indigent and mentally ill, as well as the justice system. These projects include the Santa Clara County Superior Court's Criminal Courts Systems Committee, CJIC Steering Committee, Juvenile Justice System Collaborative efforts, La Raza Roundtable Collaborative 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 Office of the Public Defender 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 Office of the Public Defender represents 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)

In 1997, the Board of Supervisors established the Alternate Defender Office as a separate arm of the Office of the Public Defender. The Alternate Defender Office is distinct and separate from the Public Defender Office and performs the duties of the Public Defender when there is a conflict in a felony or juvenile case. An "ethical wall" separates the two offices pursuant to the mandate of *People v. Christian* (1996) 41 Cal.App.4th 986. The physical offices are separate, as are the case management systems, files, telephones and emails. The ADO provides high quality defense services to indigent defendants and minors who 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 an 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 Division of



Juvenile Justice. 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 Justice Systems Collaborative and chairs the Prevention and Programs work group, which focuses on solutions to prevent youth from entering the juvenile justice system. The Office is also working on issues related to disproportionate minority confinement in the juvenile system. The Public Defender is currently sponsoring the School Engagement Improvement Project with the Board of Supervisors and Department of Mental Health, which will include a pilot project to address truancy and chronic absenteeism in high risk middle schools. 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.

Record Reduction & Expungement Services

Through an inter-departmental 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.

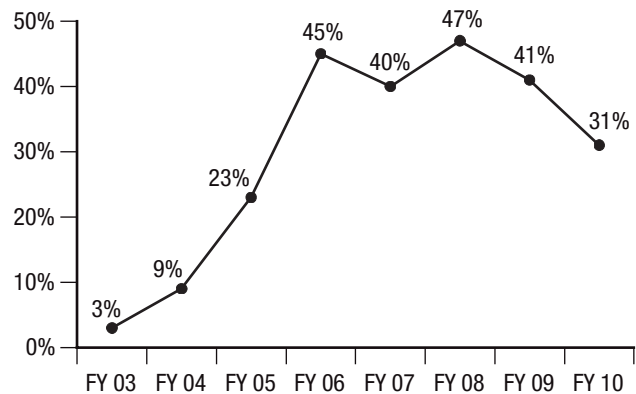
Sexually Violent Predator (SVP) Cases

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.

Caseload Increase

Since 2002, the caseload of the office has increased nearly 24%. There has been a 31% increase in new cases opened per attorney between FY 2002 and FY 2010. The following chart reflects a peak increase of 47% in FY 2008 in new cases opened per attorney over the time

period FY 2002 to FY 2010. Of note, the PDO/ADO represents clients in excess of 80% of the cases filed in the Santa Clara County criminal justice system.



Indigent defense workloads are driven by two dynamics: caseload and court coverage demands. The Public Defender is obligated by law to provide service to the client in two ways: by preparing the case to a constitutionally adequate standard at minimum (caseload), and by effectively advocating for the client in court (court coverage demands). The Office monitors both attorney caseloads and workloads regularly to insure that constitutional standards are met. This is vital for the clients, and also protects the County from potential liability. The Public Defender communicates candidly and regularly with the Board of Supervisors and the County Executive on these issues.

Creative Solutions

The Public Defender has creatively dealt with many staff reductions and increased caseloads by a number of means:

- fellowships and collaboration with Bay Area law schools
- the creation of a partnership with civil law firms in the Volunteer Attorney Program
- with the court's cooperation, the reassignment of staff from misdemeanors to other teams by having a Public Defender "dark day" in misdemeanor departments
- the development of a Misdemeanor Clinic with Santa Clara University Law School.

However, staff is stretched extremely thin. If an attorney is out sick, in trial or out of the office, there is often a scramble to provide necessary court coverage.

Providing coverage for an assignment means that other work is not accomplished, which causes additional delays in the justice system. If an attorney is out on a leave of absence, the Office must hire extra-help staff to backfill the position in order to provide necessary courtroom coverage.

Recognizing these challenges throughout the justice system, the Superior Court, County Executive, District Attorney, Public Defender, DOC, Pretrial Services, County ISD and Probation meet regularly to try to

identify efficiencies and improvements in the justice system. Though this is a search for ways to cut costs, a major benefit of these regular discussions is the recognition by every partner that what happens in one area of the justice system impacts all departments. A continuing effort is being made to coordinate and streamline the system to respect the resources of all of the partners involved while fulfilling the mandates of each partner.

Current and Emerging Issues

Public Safety Realignment

AB 109 defines and outlines the shift of low-level offenders from the state prison system to county jurisdiction. The new legislation only becomes effective once the state allocates funding for a community corrections grant program. AB 109 shifts responsibility for those inmates convicted of non-serious, non-violent, non-sex offenses to local jurisdictions by requiring them to serve their sentence in local jails rather than state prisons, pursuant to the newly added Penal Code §1170(h). All inmates serving local sentences will now come under the post-release supervision of local agencies.

Beginning as early as July 1, 2011, AB 109 shifts responsibility of parolees to the local courts. Such a shift entitles parolees to attorney representation which will place new demands on the Public Defender Office. It also requires that counties house parole violators in local jail facilities if their sentence is for 30 days or less. The Public Defender has been collaborating with the task force assembled by the Probation Department to plan for the Public Safety Realignment and anticipates that this shift in the way low-level offenders are handled by County may have serious impacts on the service provided by this office.

Court and Justice System Changes: Pilot Programs

As all members of the criminal justice system are working to try to create a more effective and efficient system, there is a desire by the court and other justice system partners to establish "pilot programs" before making major changes. It is necessary for the Public Defender to participate in these pilot programs.

However, all of their staff is fully engaged. They do not have the staff needed to participate in additional pilot programs that the court may establish.

Misdemeanor Arraignments

Under state and federal law, a criminal defendant is entitled to counsel at all critical stages of the proceedings against him, including arraignment. Case law establishes that the presence of counsel at the arraignment is highly desirable. Historically, the Public Defender has not been present at misdemeanor arraignment hearings. Given the increased complexity of these cases and possible negative outcomes for defendants, in 2010 the Board of Supervisors approved a hybrid solution where Deputy Public Defenders staff the two in-custody calendars in San Jose; Department 42 is the largest in-custody arraignment calendar in the County and the Domestic Violence Court misdemeanor arraignment calendar. In 2011, the Public Defender began appearing at all in-custody misdemeanor arraignment calendars. However, due to staffing limitations, the Public Defender is still absent from out of custody misdemeanor arraignment calendars throughout the county.

ADO Investigation

Due to the complex nature of a number of cases, and the high volume of homicide cases being handled by the Alternate Defender Office, investigator workloads in that office have reached capacity.

Case Management System

Another emerging issue is the need for an updated case management system. PDO's system, *Scales*, is becoming obsolete and will soon lack support as the vendor, Ciber, is moving to Web-based systems. The system interfaces with CJIC, the County's criminal justice information system which is currently undergoing analysis as to what changes need to be made to keep up with

technology. While plans for a mandated statewide case management system have been put on hold, the Scales system still needs to be replaced. County ISD is working with the Public Defender to create a Request for Proposal (RFP) for a Scales replacement system. The RFP is tentatively scheduled to be released in the fall of 2012.

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	Decreasing auto services will have no impact.	■
PDO Investigation	Yes	Mandated	Deleting 1.0 FTE Supervising Investigator may cause delays in completing investigations.	▼
Information Technology	Yes	Non-Mandated		■
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 Sexually Violent Predators	Less than 5%	Mandated		■
PRDO Sexual Assault Response Team Video Project			Deleting 2.0 FTE and adding 1.0 FTE Attorney will maintain current efforts to represent SART video cases.	■
PDO Research	Yes	Mandated	Eliminating funding for temporary Research Clerks will have no impact.	■
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 Administration and Support	Yes	Mandated	Eliminating the ADO Library will have no impact.	■

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
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

Administration and Support

Reduce Auto Services: The Office conducted a thorough review of auto usage and determined it can return four vehicles to the Fleet Department.

Service Impact: Decreasing auto services will not have an impact to the current level of service.

Ongoing Savings: \$15,632

Investigation Unit

Delete 1.0 FTE Supervising Public Defender Investigator: The Supervising Public Defender Investigator is responsible for providing case assignment, tracking, and data management.

Service Impact: The deletion of this position eliminates the sole promotional track for investigators and could cause delays in completion of investigation required by the federal and state constitutions for the final adjudication of pending cases. The reduction of investigation services must be monitored to insure justice system parity. For FY 2012, the investigator to attorney ratio in the PDO will be 1:4.1 (previous 1:4) and in the District Attorney's Office it will be 1:2.3 (previous 1:1.9).

Position Deleted: 1.0
Ongoing Savings: \$165,142

Research Unit

Eliminate Funding for Temporary Research Clerks: The Office has historically funded three California State Bar Certified law students to research and write pretrial motions in felony cases and are permitted to argue the motions in court. Their services are extremely helpful to the felony trial teams in the Office, as this is the work that would otherwise be done by attorney staff. Having these positions as Student Professional Assistants has allowed law students who cannot afford to volunteer their services to obtain much needed experience.

Service Impact: The elimination of paid research clerks will diminish the Office's ability to attract and maintain a diverse workforce since many low income law students cannot afford to work without compensation. However, this will not have an impact on the current level of service.

Ongoing Savings: \$56,502

Sexual Assault Response Team Video Project

Delete 2.0 FTE Attorney I Unclassified and Add 1.0 FTE Public Defender I: In 2009, the Board of Supervisors directed the Public Defender to undertake the Sexual Assault Response Team (SART) Video Project. At its inception, it was estimated that there would be 400 - 500 cases to investigate, and that the investigation phase of the project would take approximately two years. The initial investigation necessarily included review of the case files, medical records, receipt of the videotape and, in many instances, retention of a medical expert to determine whether the videotapes

contained exculpatory evidence. The Board approved three Attorney positions and a halftime clerical position to work on this first stage, one Attorney and a clerical position were deleted at the end of March 2011.

The next stage in the legal process now requires the filing of petitions for writs of habeas corpus where appropriate. Determinations have been made after review, and after consultation with expert witnesses, to file some petitions. Each of these petitions takes two to three months to prepare. The Public Defender has determined that one attorney position can manage this stage of the legal process. Once a petition for a writ of habeas corpus is filed, the court determines whether or not to issue an Order to Show Cause (OSC). The prosecution responds to this OSC and then the court holds an evidentiary hearing. It is anticipated that evidentiary hearings in these cases may result in extensive litigation, potentially lasting weeks or even months in each case.

To date, the court has issued OSC for the two habeas corpus petitions filed by the Public Defender. The Public Defender estimates that all petitions should be filed by October of 2011, but cannot at this point estimate when the evidentiary hearings will conclude.

Service Impact: The Public Defender will continue to provide representation for the remaining SART video project cases and proceed with subsequent legal proceedings.

Net Position Deleted: 1.0
Ongoing Savings: \$147,300

ADO Administration and Support

Reduce \$4,000 Funding for Library Resources

Service Impact: This proposal eliminates the ADO Library's budget, however, ADO lawyers will continue to have access to online legal resources. Additionally, lawyers will have access to specialized resources at the County Law Library and the Public Defender Office.

Ongoing Savings: \$4,000

Public Defender — Budget Unit 204

Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
3500	Public Defender Fund 0001	\$ 37,010,039	\$ 39,254,715	\$ 37,518,062	\$ 37,065,360	\$ (2,189,355)	-5.6%
3501	Alternate Public Defender Fund 0001	6,766,624	6,866,132	7,103,963	7,098,940	232,808	3.4%
Total Net Expenditures		\$ 43,776,663	\$ 46,120,847	\$ 44,622,025	\$ 44,164,300	\$ (1,956,547)	-4.2%

Public Defender — Budget Unit 204

Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
3500	Public Defender Fund 0001	\$ 37,462,129	\$ 39,593,172	\$ 37,856,519	\$ 37,403,817	\$ (2,189,355)	-5.5%
3501	Alternate Public Defender Fund 0001	6,766,624	6,866,132	7,103,963	7,098,940	232,808	3.4%
Total Gross Expenditures		\$ 44,228,753	\$ 46,459,304	\$ 44,960,482	\$ 44,502,757	\$ (1,956,547)	-4.2%



Public Defender — Budget Unit 204 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 39,268,846	\$ 41,121,289	\$ 40,795,058	\$ 40,426,114	\$ (695,175)	-1.7%
Services And Supplies	4,959,907	5,338,015	4,165,424	4,076,643	(1,261,372)	-23.6%
Subtotal Expenditures	44,228,753	46,459,304	44,960,482	44,502,757	(1,956,547)	-4.2%
Expenditure Transfers	(452,090)	(338,457)	(338,457)	(338,457)	—	—
Total Net Expenditures	43,776,663	46,120,847	44,622,025	44,164,300	(1,956,547)	-4.2%

Public Defender — Budget Unit 204 Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
3500	Public Defender Fund 0001	\$ 472,580	\$ 715,373	\$ 561,680	\$ 561,680	\$ (153,693)	-21.5%
3501	Alternate Public Defender Fund 0001	0	—	—	—	—	—
	Total Revenues	\$ 472,580	\$ 715,373	\$ 561,680	\$ 561,680	\$ (153,693)	-21.5%

Public Defender Fund 0001 — Cost Center 3500 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	189.0	\$ 39,254,715	\$ 715,373
Board Approved Adjustments During FY 2011	-2.5	(366,556)	(153,693)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.5	(599,905)	—
Internal Service Fund Adjustments	—	(1,138,248)	—
Other Required Adjustments	-3.0	368,056	—
Subtotal (Current Level Budget)	186.0	\$ 37,518,062	\$ 561,680
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
FY 2012 Data Processing Adjustment	—	(609)	—
One-time Rebate of Voice Rate Retained Earnings	—	(3,951)	—
FY 2012 Voice Rate Adjustment	—	(45,538)	—
FY 2012 Fleet Reduction	—	(15,632)	—
One-time Rebate of DP Retained Earnings	—	(18,028)	—



Public Defender Fund 0001 — Cost Center 3500
Major Changes to the Budget

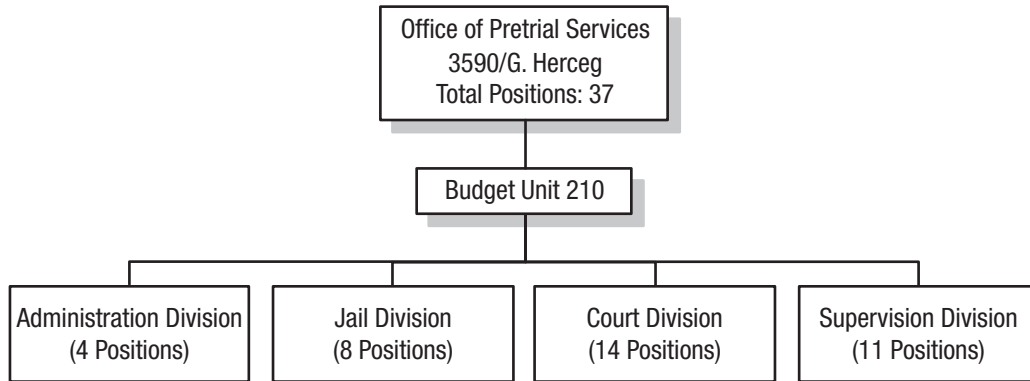
	Positions	Appropriations	Revenues
Decision Packages			
1. Reduce Staffing and Adjust Resources	-2.0	(368,944)	—
◆ Delete vacant 1.0 FTE Supervising Public Defender Investigator			
◆ Delete vacant 1.0 FTE and filled 1.0 FTE Attorney I - Unclassified			
◆ Add 1.0 FTE Attorney I/II/III/IV			
◆ Delete 3.0 Temporary Employee - Research Clerks			
Subtotal (Recommended Changes)	-2.0	\$ (452,702)	\$ —
Total Recommendation	184.0	\$ 37,065,360	\$ 561,680

Alternate Public Defender Fund 0001 — Cost Center 3501
Major Changes to the Budget

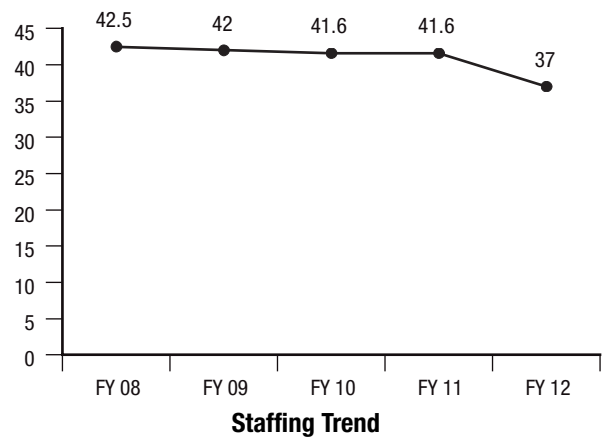
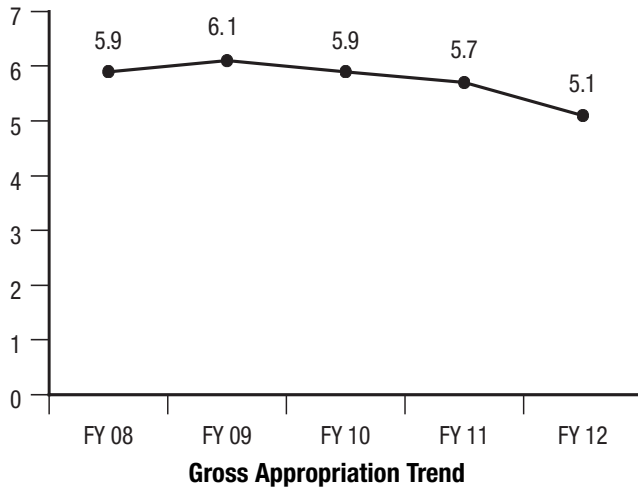
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	32.0	\$ 6,866,132	\$ —
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	0.5	249,842	—
Internal Service Fund Adjustments	—	(12,011)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	32.5	\$ 7,103,963	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
One-time Rebate of Voice Rate Retained Earnings	—	(1,031)	—
FY 2012 Voice Rate Adjustment	—	8	—
Decision Packages			
1. Reduce Funding in Services and Supplies	—	(4,000)	—
Reduce funding for Library Books.			
Subtotal (Recommended Changes)	—	\$ (5,023)	\$ —
Total Recommendation	32.5	\$ 7,098,940	\$ —



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**



Description of Major Services

Pretrial Services assists the criminal courts in the release and detention decision process by providing investigative reports and recommendations to judicial officers. In addition, Pretrial Services monitors and supervises pretrial defendants who have been released on court-ordered conditions which address compliance, court appearance, and public safety. A varied group of Pretrial Services customers includes the Courts, the Department of Correction, other law and justice agencies, criminal defendants, and their families. Pretrial Services is a small organization with a wide scope of responsibilities, including providing 24-hour, 7-day-a-week service.

Pretrial Services has three divisions:

Jail Unit

The Jail Unit interviews felony arrestees to determine eligibility for own recognizance release consideration. This unit also performs tasks which facilitate determination by the court of whether there is probable cause for arrest and detention. In addition, this unit facilitates bail setting and probable cause determinations for appropriate misdemeanor cases.

Court Unit

The Court Unit provides information and recommendations regarding pretrial defendants to all court arraignment calendars, and the after-arraignment

calendar. This unit also receives requests from the Court for additional formal reports after the case has proceeded beyond the arraignment process, for those cases where further information is required to make an informed decision on release.

Supervision Unit

The Supervision Unit monitors release conditions for all individuals released on Supervised Own Recognizance Release Program (SORP) to ensure that they comply with release conditions. This involves directing the client to various services available in the community, such as drug or psychological counseling, and scheduling and monitoring client drug testing, a service also provided by the department. This unit keeps the Court informed about the compliance of clients, including making recommendations to admonish the client in Court or revoke the client's SORP release.

In addition to pretrial service activities, the department is also responsible for facilitating the duty judge function. This entails coordinating the schedules of the judges who are on-call during non-court hours to respond to emergency judicial requests such as emergency protective restraining orders, search warrant issuances, and juvenile probable cause determinations.

For the past several years, the department has also had an MOU with the Court to provide additional services beyond what has traditionally been delivered. This includes providing investigations in cases involving

restraining orders in Family Court, and additional information provided for domestic violence that is not provided in other criminal cases.

Current and Emerging Issues

Since 2002, Pretrial Services has had a MOU with Superior Court in which the department provides criminal background record checks to Family Court, which assists the Court in their decision making. This MOU is approved annually and revenue from this agreement fully supports four FTE positions within the department. This is a non-mandated function for the department and if the Court determines they must either reduce or eliminate funding, it will be necessary

for the department to delete up to four FTE's; two Pretrial Service Officer I/II's and two Justice System Clerks I/II. All of these positions are currently filled.

In April 2011, the Office was informed that the Court would continue supporting this program for FY 2012 in the amount of \$418,968, however, this is subject to the State finalizing their budget.

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	Reducing contract services will have no impact.	■
Court Contract	No	Non-Mandated	No impact.	■
Court Unit	Yes	Mandated	Deleting a position will create a slight increase in caseload size.	■
Supervision Unit	Yes	Mandated	Deleting a position will create a slight increase in caseload size causing clients to have less access to their pretrial officers.	▼
Jail Unit	Yes	Mandated	Deleting two positions will delay the processing of new bookings causing clients to wait longer.	▼

Impact on Current Level of Service:

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

County Executive's Recommendation

Administration and Support

Reduce Expenditure Allocation for Contracts: Pretrial Services currently contracts with Kettle River Consulting to help maintain and make improvements to its Pretrial Online Production System (POPS). This system is the main data collection and case management system for the office, and is now fully functional and operational. In addition, Pretrial Services contracts with Phamatech Corporation to provide drug

testing supplies and analysis for County clients. Currently, Pretrial Services is restructuring its drug testing policy to make it more efficient and cost effective. Current fiscal year projections reveal that expenses will be below the budgeted amount.

Service Impact: The deletion of the Kettle River Contract by \$53,800 will have no service impact since the level of knowledge of the system by staff has increased, reducing the need for consulting services.



Many of the initial problems with the system have long been resolved. Staff makes minor system improvements and modifications. In addition, the reduction of Phamatech Contract by \$40,000, leaving \$108,587 annually for this contract, will have no service impact since the office projects less of a need for testing supplies and analysis for FY 2012.

Ongoing Savings: \$93,800

Court Unit

Delete 1.0 FTE Pretrial Service Officer I/II: The Court Unit consists of eleven Pretrial Service Officers responsible for preparing reports for pretrial defendants to all court arraignment calendars and the after-arraignment calendar.

Service Impact: The deletion of this position will create a minor delay in preparing reports for the Court and slightly increase the supervision caseload of existing staff. To address this impact, Pretrial Services will re-assign one Court officer who currently fills in for other officers when they are ill or on vacation. Additionally, the unit supervisor will cover for officers who are ill or on vacation.

**Positions Deleted: 1.0
Ongoing Savings: \$111,384**

Jail Unit

Delete 1.0 FTE Pretrial Service Officer I/II and 0.6 FTE Pretrial Service Officer: The Pretrial Service Officers are part of a unit of nine staff members responsible for supporting the department's 24/7 operation.

Service Impact: The 0.6 FTE position is a 24 hour per week position that has been vacant since FY 2010. Currently this position is being filled through the use of extra help. The 1.0 FTE position provides 64 hours of

**Office Of Pretrial Services — Budget Unit 210
Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
3590	Office Of Pretrial Svcs Fund 0001	\$ 5,549,924	\$ 5,702,859	\$ 5,728,293	\$ 5,120,955	(\$ 581,904)	-10.2%
Total Net Expenditures		\$ 5,549,924	\$ 5,702,859	\$ 5,728,293	\$ 5,120,955	(\$ 581,904)	-10.2%

staffing per week to the Jail Unit. To accommodate the loss of these positions, Pretrial Services is analyzing workload data and identifying ways to restructure the jail schedule. The Jail Unit will continue to be staffed 24/7, however, the least busy shift will be only staffed by one staff instead of two. The deletion of these positions will result in a delay in the processing of new bookings when only one staff is present during a shift.

**Position Deleted: 1.6
Ongoing Savings: \$178,200**

Supervision Unit

Delete 1.0 FTE Pretrial Service Officer I/II: The Supervision Unit consists of seven Pretrial Service Officers responsible for monitoring individuals released on Supervised own Recognizance (SORP).

Service Impact: The deletion of this position will distribute the caseload of this supervisor, who currently averages 70 clients, to other officers. This distribution will cause a slight increase in the average caseload size. Ongoing analysis of the success rates of clients will be needed to insure effective supervision of client and public safety.

**Position Deleted: 1.0
Ongoing Savings: \$111,384**

Reduce Funding for Extra Help: Temporary help workers assigned primarily to the Jail Unit to cover for full time staff when they are off due to holidays, illness and vacation will be reduced. There will be no impact on the current level of service.

Ongoing Savings: \$10,000



Office Of Pretrial Services — Budget Unit 210 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
3590	Office Of Pretrial Svcs Fund 0001	\$ 5,549,924	\$ 5,702,859	\$ 5,728,293	\$ 5,120,955	\$ (581,904)	-10.2%
Total Gross Expenditures		\$ 5,549,924	\$ 5,702,859	\$ 5,728,293	\$ 5,120,955	\$ (581,904)	-10.2%

Office Of Pretrial Services — Budget Unit 210 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 4,669,815	\$ 4,774,277	\$ 4,792,993	\$ 4,382,025	\$ (392,252)	-8.2%
Services And Supplies	880,110	928,582	935,300	738,930	(189,652)	-20.4%
Subtotal Expenditures	5,549,924	5,702,859	5,728,293	5,120,955	(581,904)	-10.2%
Total Net Expenditures	5,549,924	5,702,859	5,728,293	5,120,955	(581,904)	-10.2%

Office Of Pretrial Services — Budget Unit 210 Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
3590	Office Of Pretrial Svcs Fund 0001	\$ 540,984	\$ 613,268	\$ 571,988	\$ 571,988	\$ (41,280)	-6.7%
Total Revenues		\$ 540,984	\$ 613,268	\$ 571,988	\$ 571,988	\$ (41,280)	-6.7%

Office Of Pretrial Svcs Fund 0001 — Cost Center 3590 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	41.6	\$ 5,702,859	\$ 613,268
Board Approved Adjustments During FY 2011	-1.0	(122,435)	(41,280)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	129,716	—
Internal Service Fund Adjustments	—	6,718	—
Other Required Adjustments	—	11,435	—
Subtotal (Current Level Budget)	40.6	\$ 5,728,293	\$ 571,988
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
FY 2012 Data Processing Adjustment	—	(37,220)	—
One-time Rebate of Voice Rate Retained Earnings	—	(1,671)	—
FY 2012 Voice Rate Adjustment	—	127	—
One-time Rebate of DP Retained Earnings	—	(63,806)	—
Decision Packages			



Office Of Pretrial Svcs Fund 0001 — Cost Center 3590
Major Changes to the Budget

	Positions	Appropriations	Revenues
1. Eliminate Professional Services	—	(53,800)	—
This action eliminates funding to contract with Kettle River Consulting to help maintain and make improvements to the Pretrial Online Production System (POPS).			
2. Reduce Contract Services	—	(40,000)	—
This action reduces funding to contract with Phamatech Corporation to provide drug testing supplies and analysis to clients.			
3. Delete 3.60 FTE Positions	-3.6	(410,968)	—
<ul style="list-style-type: none"> ◆ Delete 0.6 FTE Pretrial Service Officer I/II in the Jail Unit. ◆ Delete 3.0 FTE Pretrial Service Officer I/II in the Jail Unit, the Court Unit and the Supervision Unit. ◆ Reduce extra help assistance by \$10,000. 			
Subtotal (Recommended Changes)	-3.6	\$ (607,338)	\$ —
Total Recommendation	37.0	\$ 5,120,955	\$ 571,988



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

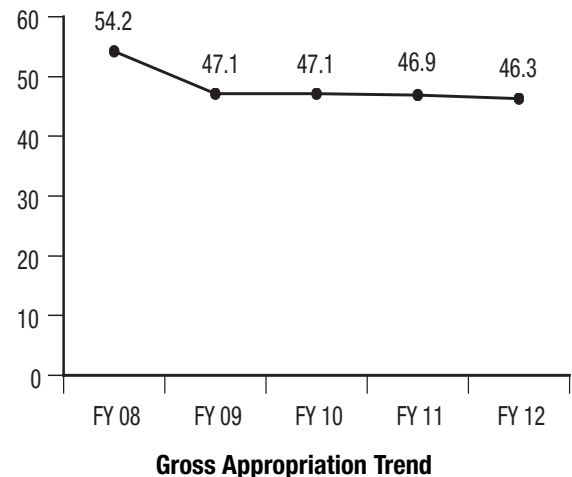
The Trial Court Funding Act of 1997 required Santa Clara County to meet a \$40,324,363 maintenance of effort (MOE) requirement in support of trial court operations. The original MOE requirement consisted of two components:

- 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, requiring the County to remit an additional \$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 was mitigated, over time, by a reduction in the County's MOE. By FY 2010 this revenue sweep was fully mitigated and no further reductions to the MOE are anticipated.

The total FY 2012 MOE requirement is \$39,650,742.



Other Court Related Costs

Under the provisions of the Trial Court Funding Act and subsequent legislation, counties are fiscally responsible for court facilities until those facilities are transferred to the State. After a facility is transferred to the State the county remains responsible for a court facility payment (CFP) as a maintenance of effort contribution to the State, while future increased costs are the responsibility of the State. The CFP is budgeted in the Facilities and Fleet Department budget.

Lease and insurance costs for Court facilities that have not yet been transferred to the State are budgeted here at \$4.4 million for FY 2012.

An additional \$1.8 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).

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. This program was funded at \$285,000 in FY 2011.



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 2012, the Administration is estimating that collections will total \$151.8 million, a 10% increase over anticipated FY 2011 collections of \$137.9 million.

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 2012, 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	No	Non-Mandated	Reduce resources has no impact on services.	■
Trial Court Operations MOE	Yes	Mandated	No change.	■
Court Facilities	Yes	Mandated		■
County Obligation for Local Court Services (e.g., Civil Grand Jury, local judicial benefits)	Yes	Mandated	No change.	■
California Identification System	Yes		No change.	■

Impact on Current Level of Service:

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

County Executive's Recommendation

Unmet Civil Legal Needs

Reduce \$28,500 in Funding for Program Services: This proposal is to reduce a 10% funding from \$285,000 to \$256,500 for Unmet Civil Legal Services Program.

The budget for Unmet Civil Legal Needs was proposed for elimination in the FY 2010 budget and restored by the Board of Supervisors during the FY 2010 and FY 2011 budget processes with one-time funding. Funding in the FY 2012 base budget remains at the \$285,000. However, on March 1, 2011, the Board approved the allocation of \$285,000 for the current fiscal year Unmet Civil Legal Needs program and for FY 2012 budget, in responding to the current County's deficit, the providers

collectively volunteered a 10% reduction or \$28,500 of the total program allocation. The service providers have requested that the Board re-visit the funding amount should the economy improve.

Total Ongoing Savings: \$28,500

Contract Services

Reduce \$100,000 in Funding: The funding for contract services is a long standing appropriation that has supported consultant resources for a variety of projects and analyses. However, this funding has not been used in FY 2011 and no specific need has been identified for FY 2012. A reduction of \$100,000 will eliminate

resources that have been used in prior years for Board-related studies such as the systemwide drug testing analysis. Further needs of this nature will be addressed through specific funding requests.

Total Ongoing Savings: \$100,000

**Criminal Justice Support — Budget Unit 217
Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
3217	Courts & Conflicts Spt Fund 0001	\$ 46,493,490	\$ 46,925,453	\$ 46,446,196	\$ 46,317,696	\$ (607,757)	-1.3%
Total Net Expenditures		\$ 46,493,490	\$ 46,925,453	\$ 46,446,196	\$ 46,317,696	\$ (607,757)	-1.3%

**Criminal Justice Support — Budget Unit 217
Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
3217	Courts & Conflicts Spt Fund 0001	\$ 46,493,490	\$ 46,925,453	\$ 46,446,196	\$ 46,317,696	\$ (607,757)	-1.3%
Total Gross Expenditures		\$ 46,493,490	\$ 46,925,453	\$ 46,446,196	\$ 46,317,696	\$ (607,757)	-1.3%

**Criminal Justice Support — Budget Unit 217
Expenditures by Object**

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Services And Supplies	46,493,490	46,925,453	46,446,196	46,317,696	(607,757)	-1.3%
Subtotal Expenditures	46,493,490	46,925,453	46,446,196	46,317,696	(607,757)	-1.3%
Total Net Expenditures	46,493,490	46,925,453	46,446,196	46,317,696	(607,757)	-1.3%

**Criminal Justice Support — Budget Unit 217
Revenues by Cost Center**

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
3217	Courts & Conflicts Spt Fund 0001	\$ 150,123,581	\$ 156,537,343	\$ 168,282,000	\$ 168,282,000	\$ 11,744,657	7.5%
Total Revenues		\$ 150,123,581	\$ 156,537,343	\$ 168,282,000	\$ 168,282,000	\$ 11,744,657	7.5%

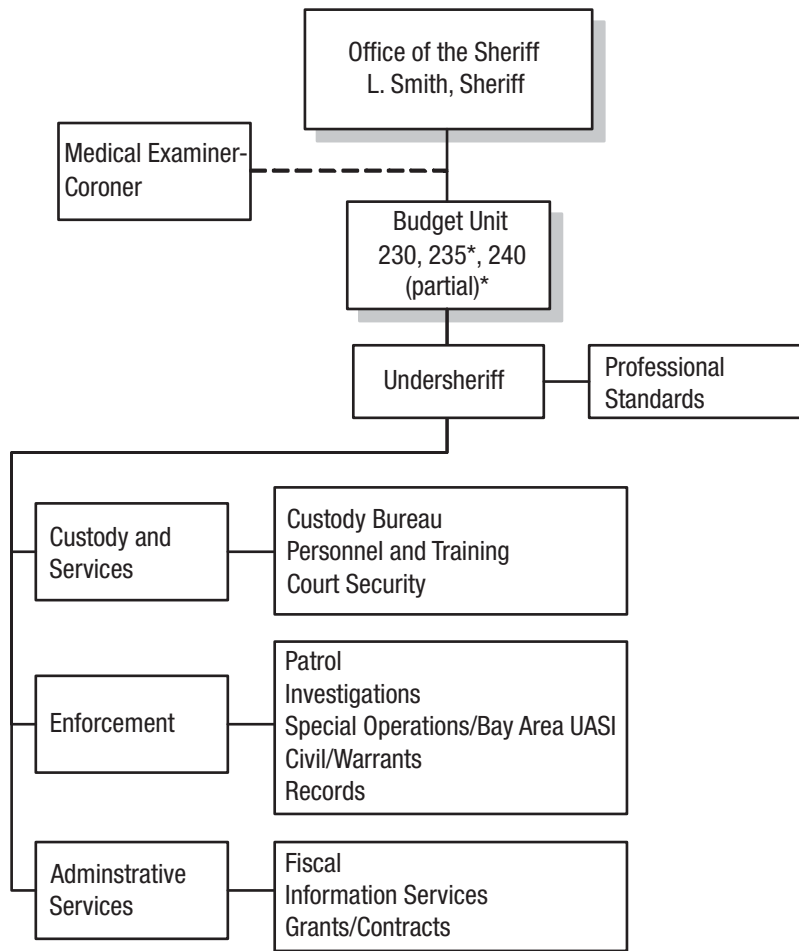


Courts & Conflicts Spt Fund 0001 — Cost Center 3217
Major Changes to the Budget

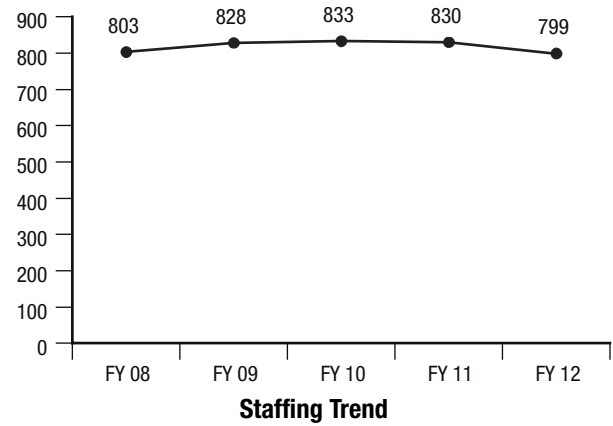
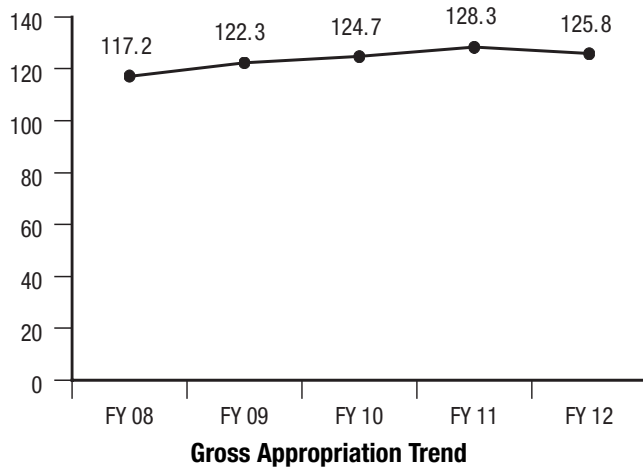
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	—	\$ 46,925,453	\$ 156,537,343
Board Approved Adjustments During FY 2011	—	35,385	11,744,657
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(514,642)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 46,446,196	\$ 168,282,000
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
1. Reduce Services and Supplies Funding	—	(128,500)	—
◆ reduce \$28,500 in funding for the Unmet Civil Legal Needs Program			
◆ reduce \$100,000 in funding for Board-related studies			
Subtotal (Recommended Changes)	—	\$ (128,500)	\$ —
Total Recommendation	—	\$ 46,317,696	\$ 168,282,000



Office of the Sheriff



Section 2: Public Safety and Justice



In addition to the 830 positions above, the Sheriff has assigned an additional 889 jail detention services personnel to work at the Department of Correction.



Public Purpose

➔ Public Safety



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:

- County Parks and Recreation Department
- Superior Court system
- Social Services Agency
- Stanford University
- Santa Clara County Fair Association
- Santa Clara Valley Transportation Authority (VTA)
- Department of Child Support Services
- County Counsel

On July 1, 2010, the Board of Supervisors approved an administrative restructuring of the Department of Correction (DOC), wherein the Sheriff's Office and the DOC work in conjunction and cooperation regarding the daily jail functions. The Sheriff is the appointing authority for the badge positions, Custody Support Assistants, and non-badge administrative staff, such as fiscal and information technology. The Chief of Correction is the appointing authority for specified non-badge operational staff in Food Services, Administrative Booking, Inmate Laundry, and Warehouse.

The Sheriff's Office has been 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 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 is also managed by this division. The Records Services 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 (seizures of property) 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 an 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 Rural Crimes Unit and the Field Training Office.

Court Services

This division provides security services to eleven facilities and ninety-six departments through a contract with the Superior Court of Santa Clara County. The division is responsible for the operation of eleven 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, the Sexual Assault Felony Enforcement (SAFE), and the Rapid Enforcement Allied Computer Team (REACT).

Transit Patrol

The Santa Clara Valley Transportation Authority (VTA) contracts with the Sheriff's Office for general law enforcement services. Patrol deputies currently handle more than 1,100 dispatched 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, 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.

Current and Emerging Issues

Incorporation

The Sheriff's Office provides law enforcement in the unincorporated areas of the County. When cities annex unincorporated parcels, the result is a reduction in patrol areas for which the Sheriff's Office is responsible. Because these changes are small and incremental in nature, the department is unable to reduce patrol staffing to the remaining unincorporated areas. The Sheriff's Office has contracts with numerous public agencies for law enforcement services, and will continue to pursue new opportunities for contracts.

Vehicle License Fee for Public Safety Programs

The Local Safety and Protection Account (LSPA) supports a number of local public safety programs and is funded with a portion of the Vehicle License Fee (VLF) surcharge that went into effect in 2009. This 0.15 percent VLF surcharge is set to expire on June 20, 2011. Its continuation is part of the Governor's budget proposal and the proposed Constitutional Amendment. There is also a pending Assembly Bill (AB 66 - Chesboro) in the Assembly Revenue and Taxation Committee to extend the VLF funding; the County has registered support of the measure.

There are several key law enforcement activities that are currently being funded. These services include the eradication of methamphetamine labs and apprehension of methamphetamine traffickers, sexual assault investigations, the apprehension of high tech theft offenders, and community-oriented policing programs.

Loss of the FY 2011 budgeted revenue of approximately \$849,000 would impact the department as follows:

- High Technology Theft Apprehension and Prosecution Program: The FY 2011 revenue is budgeted in the Office of the District Attorney and the Office of the Sheriff receives an allocation of approximately \$270,000 annually which supports three positions.
- Community Oriented Policing (COPS): The FY 2011 revenue is budgeted in the Controller's Department. The Office of the Sheriff receives an allocation of approximately \$110,000 and the Department of Correction receives an allocation of approximately \$469,000.

Regional Disaster Services

The Sheriff is the Law Enforcement Mutual Aid Coordinator for the County of Santa Clara, as designated by the State Office of Emergency Services. Through homeland security grants, the Sheriff's Office is active in the planning and implementation of regional disaster services. The department also has a management position assigned to, and fully reimbursed by, the Bay Area Urban Area Security Initiative (BAUASI).

Recruitment and Retention

Recruitment and retention of high-caliber law enforcement professionals is a challenge, both in the County and regionally. Currently, the number of Deputy vacancies is approximately sixty, and vacancies are an ongoing challenge for the department. With an aging workforce, the department is anticipating many retirements in the next few years. The Office of the Sheriff continues to develop new and innovative methods to recruit top applicants.

Expansion of Regional Services

Since the opening of the Santa Clara County Justice Training Center in 2005, the department has been working to expand the number of training classes, as well as increase enrollment from outside agencies in the Academy. The Sheriff's Office also maintains an outside Firing Range that is used by the Sheriff's Office and other law enforcement agencies for training and mandated firearms qualifications. The Sheriff's Office is developing the Range into a regional training center, and plans to include a Situational Training Facility which will be utilized by the Sheriff's Office as well as other law enforcement agencies. The purpose of the facility is to provide real world training for law enforcement officers.

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
Personnel and Training	Yes	Mandated	Less overall supervision and increased delays related to training, recruitment and background checks.	▼
Custody Bureau	Yes	Mandated	Achieve efficiencies in inmate transportation.	▲
Investigations	Yes	Mandated	Investigations will take longer and follow-up/responses will be delayed and less timely.	▼
Civil/Warrants	Yes	Mandated	Less staff available to handle eviction duties.	▼
Patrol	Yes	Mandated	Decreased service level related to response to calls, law enforcement coverage, and follow-up.	▼
Special Operations/Bay Area UASI	Yes	Mandated	Eliminates dedicated Joint Terrorism Task Force representative and assigned full-time Mutual Aid Coordinator.	▼
Records	Yes	Mandated	Increased backlogs in sealings, purges, and indexing.	▼
Court Security	Less than 5%	Mandated	Achieve efficiencies in court movement functions.	◻
VMC Security	Yes	Mandated	More integrated model; sworn and non-sworn personnel to provide security.	▲
Internal Affairs	Yes	Mandated		■
Administrative Services	Yes	Mandated	Achieve efficiencies in Information Services and Fiscal divisions.	◻
Transit Patrol	No	Non-Mandated		■
Parks Patrol	Yes	Mandated		■
Coroner Operations	Yes	Mandated		■
Reserves/Community Services	Yes	Non-Mandated		■
Air Support Unit	No	Non-Mandated		■
Stanford University Department of Public Safety	No	Non-Mandated		■

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

County Executive's Recommendation

▼ Personnel and Training

Reduce Supervision Staff in the Training Unit: Delete 1.0 FTE Sheriff's Sergeant position.

Service Impact: This recommendation would delete the position responsible for supervision of the Training Unit within the Personnel and Training Division. This position currently oversees six employees, and the recent administrative restructuring of the Department of Correction and consolidation of services has doubled

this position's responsibility. This recommendation would necessitate that the Academy Sergeant take over the supervision responsibilities for this Unit.

The Sheriff's Office is mandated by the State to meet certain minimum training requirements for peace officers working for the Sheriff's Office. The State Peace Officer Standards and Training (POST) Board requires training for enforcement peace officers for a minimum of 24 hours every two years. Mandated training for 563 peace officers requires 13,512 training hours for enforcement deputies. The Standards and Training for

Corrections (STC) Board requires 24 hours of mandated training every year for the custody staff of 730 officers, which translates to 17,520 hours of mandated training for custody personnel.

Positions Deleted: 1.0 FTE
Ongoing Savings: \$140,496

Reduce Staff in the Cadet Academy: Delete 1.0 FTE Sheriff's Deputy position.

Service Impact: This recommendation would delete one of the two existing Recruit Training Officers within the Personnel and Training Division. The Sheriff's Office operates a Police Cadet Academy in Morgan Hill at the County's Harold Holden Justice Training Center (JTC). The JTC, in affiliation with the California Commission on Peace Officer Standards and Training (POST) and Gavilan Community College holds an intensive format Regular Basic Course (RBC) Academy. The coursework prepares each student by providing hands-on experience, including weapons training, role-play scenarios, patrol procedures, emergency vehicle operations (EVOC), and arrest and control techniques. Each academy class requires two recruit training officers to provide the hands-on component of the coursework. This recommendation leaves one Sheriff's Deputy and the Academy Sergeant to provide operational oversight and hands-on training to the recruits, as another proposal deletes the Sheriff's Sergeant in this Unit.

Positions Deleted: 1.0 FTE
Ongoing Savings: \$146,520

Reduce Staff in Recruiting and Backgrounds: Delete 1.0 FTE Sheriff's Deputy position.

Service Impact: This recommendation would delete the recruiting deputy position in the Personnel Unit within the Personnel and Training division. This position is responsible for recruiting and screening civilian and sworn employees and for coordinating background investigations for new employees. The position is currently vacant and the unit is experiencing delays in recruitment and background checks. Currently, the duties are being absorbed by the recruiting Sergeant who is simultaneously supervising the background evaluations of Correctional Staff which

are being conducted at this time. This recommendation will continue the current slower process for hiring and background checks.

Positions Deleted: 1.0 FTE
Ongoing Savings: \$124,164

Reduce Overtime Expenditures: Reduce the overtime budget in the Office of the Sheriff related to increased correctional personnel and training support in the Department of Correction.

Service Impact: The restructuring of administrative functions and resources in the Sheriff's Office and Department of Correction, approved by the Board of Supervisors in the FY 2011 budget, combined several administrative units in order to eliminate redundant services and reduce costs. One of those combined units is the Personnel and Training Unit.

Since these units were combined on July 1, 2010, it has become evident that there are personnel and training related service gaps relative to functions in the Department of Correction. This recommendation adds a Sheriff's Correctional Lieutenant to the Department of Correction (BU 235/240). This is a position that was previously eliminated as part of the original restructure. In addition to having overall responsibility for the correctional staff segment of personnel services, this position will absorb functions previously assigned to the Health Injury Prevention Coordinator, thereby reducing overtime currently costs expended in various investigation activities related to claims.

Ongoing Savings: \$40,000

▼ Civil/Warrants

Reduce Staff in Civil/Warrant Division: Delete 2.0 FTE Sheriff's Deputy positions.

Service Impact: This recommendation would delete two positions that are responsible for serving misdemeanor and felony criminal warrants. Due to the difficult financial environment, the Civil/Warrant Division has experienced an increase in evictions, restraining orders, bankruptcies, levies, wage garnishments, and seizures of personal and real property. In preparation for this recommendation, scheduling in this division, has been re-organized to even out the staffing throughout the week. This

adjustment is intended to free up warrant teams from eviction duties to complete mandated due diligence on warrant service.

Positions Deleted: 2.0
Ongoing Savings: \$293,040

▼ Records

Reduce Supervision and Support Staff in the Records Division: Delete 1.0 FTE Law Enforcement Records Supervisor position and 3.0 FTE Law Enforcement Records Technician positions.

Service Impact: This recommendation deletes four positions in the Records Division. The Law Enforcement Records Supervisor position is a second swing shift supervisor. This position and the three Law Enforcement Records Technician positions are currently vacant. This is due to a high turnover rate and the high rate of applicants failing the background process. Because these positions are currently vacant, there will be minor adverse impact from their deletions. However, the elimination of these positions will increase backlogs in certain areas, such as deceased processing, marijuana purge, sealings, identity problems, indexing, procedure updates and warrant purges.

Positions Deleted: 4.0 FTE
Ongoing Savings: \$393,732

▼ Special Operations

Reduce Staff in Special Operations - Joint Terrorism Task Force: Delete 1.0 FTE Sheriff's Sergeant position.

Service Impact: This recommendation deletes the Sheriff's Sergeant position assigned to the Joint Terrorism Task Force (JTTF). This is an FBI task force for addressing terrorism affecting various regions of the State. Eliminating this position means that the department will no longer have a dedicated law enforcement representative working within the FBI on local terrorism-related threats and investigations. Some functions of this position, such as conducting threat assessments, will be absorbed by the Criminal Vice Intelligence Unit, but other functions will be discontinued.

Positions Deleted: 1.0 FTE
Ongoing Savings: \$166,512

Reduce Staff in Special Operations - Mutual Aid: Delete 1.0 FTE Sheriff's Deputy position.

Service Impact: This recommendation deletes a Sheriff's Deputy position assigned as the Mutual Aid Coordinator. As a component of the Standardized Emergency Management System (SEMS), the Mutual Aid System is based on four organizational levels: local agencies, counties, regions, and state.

The Sheriff is the Operational Area Law Enforcement Coordinator. By eliminating this position, there would no longer be a full-time employee assigned to handle Mutual Aid Coordinator duties. The Sheriff is mandated to provide this coordination, and the department would continue the duties of this position with existing staff. However, the requests for mutual aid would have to be handled on a priority basis as the department would not have staff for resource tracking or to conduct quarterly mutual aid.

Positions Deleted: 1.0 FTE
Ongoing Savings: \$147,324

Reduce Staff in Special Operations - Criminal Intelligence and Vice: Delete 1.0 FTE Sheriff's Deputy position.

Service Impact: This recommendation deletes a Sheriff's Deputy position assigned to the Criminal Intelligence and Vice Unit (CIVU). CIVU provides the law enforcement personnel with knowledge and information to make informed judgments, and take the necessary action to effectively counter and control criminal activities. These criminal activities include prostitution, unlawful gambling, extortion, narcotics trafficking, loan sharking, bribery, threats to public officials, ritual or occult crimes, special/sensitive investigations, terrorism and/or militia groups, vice, pornography, and infiltration of legitimate business for illegitimate purposes. Eliminating this position would leave this Unit staffed with only one full-time employee, a Sheriff's Sergeant.

Positions Deleted: 1.0 FTE
Ongoing Savings: \$146,520

Increase Revenue related to the Regional Auto Theft Task Force (RATTF): Increase ongoing revenue related to administrative overhead in the amount of \$104,516.

Service Impact: For many years, the Sheriff's Office has been the headquarters for RATTF, a multi-jurisdictional auto theft task force. The Sheriff's Office provides office space within the headquarters building, along with fiscal and administrative support to the task force. At the recent RATTF board meeting, the board agreed to provide ongoing reimbursement to the Sheriff's Office for administrative costs.

Ongoing Revenue: \$104,516

Investigations

Reduce Staff in Detective Division- Juveniles and Missing Persons: Delete 1.0 FTE Sheriff's Deputy position.

Service Impact: This recommendation would delete a detective position that interviews victims, witnesses, and suspects for child abuse and missing persons crimes. This position writes and executes search and arrest warrants, and conducts follow-up investigations for physical child abuse, missing persons and juvenile suspect crimes. Currently, there is one detective Deputy and one detective Sergeant assigned to those cases. In 2010, the unit investigated 618 juvenile and missing persons cases. The unit also receives 15 to 20 Santa Clara County Child Protective Services referrals per week. Each referral has to be reviewed and investigated to determine if any crimes have been committed or investigative follow-up is needed.

The elimination of this position means that there is one detective Sergeant position remaining to handle the entire caseload. Investigations will take longer to complete, and response to victims, witnesses, and police agencies will not be as timely.

**Positions Deleted: 1.0 FTE
Ongoing Savings: \$146,520**

Reduce Staff in Detective Division- Sexual Assault: Delete 1.0 FTE Sheriff's Deputy position.

Service Impact: This recommendation would delete a detective position that interviews adult and juvenile victims and suspects, writes and executes search and arrest warrants, and screens and investigates any sexual assault complaints which are generated from the County of Santa Clara Social Services Agency. Currently, there are three detective Deputies and one detective

Sergeant assigned to this unit. In 2010, this unit investigated 189 sexual assault and child molestation cases.

The elimination of this position leaves a total of three positions to perform all of the sexual assault investigations. The investigations will take longer to complete, and response to victims, witnesses, and police agencies will not be as timely.

**Positions Deleted: 1.0 FTE
Ongoing Savings: \$146,520**

Reduce Staff in Detective Division- Night Detectives: Delete 2.0 FTE Sheriff's Deputy positions.

Service Impact: The Night Shift detectives provide an immediate resource to patrol units by responding to incidents in progress or immediately after their occurrence that may require follow-up by the Investigations Division. Investigative tasks include handling major crimes, domestic violence, assaults, and elder abuse. These positions provide: 1) Risk investigations and assistance for ongoing missing persons cases; 2) Assistance with interviews of suspects, witnesses and victims; and 3) Training for the patrol divisions with assistance in the collection of crime scene evidence and processing.

Eliminating these positions means that the patrol divisions will no longer have assistance after business hours with on-scene evidence collection and investigative training. Investigators will no longer get assistance with witness/suspect follow-up, which will possibly lead into more overtime spent to accomplish these tasks. There is a higher probability for a crime against a person to be solved if there is immediate investigative follow-up and evidence collection. Detectives and the Crime Scene Investigation (CSI) team may need to be called out after hours, incurring overtime costs.

**Positions Deleted: 2.0 FTE
Ongoing Savings: 293,040**

Increase One-time Revenue related to Grant: Increase one-time revenue in the amount of \$79,505 related to a grant for investigation of internet crimes against children.

Service Impact: The San Jose Police Department received a grant from the State Office of Emergency Services to be the lead agency in a task force that provides training and equipment to assist in the investigation, arrest and prosecution of individuals who use the Internet to exploit children. The task force conducts both proactive and reactive investigations into computer/technology crimes perpetrated against children. This one-time grant revenue will fund 0.5 FTE of an existing sexual assault crime investigator in the Office of the Sheriff.

One-time Revenue: \$79,505

▣ Court Security

Reduce Staff in Court Security - Court Movement: Delete 1.0 FTE Sheriff's Deputy position.

Service Impact: The Court Security division provides law enforcement services to all of the Court facilities through a contract between the Court and the County. The contract reimburses all expenses within that division, but there is a small General Fund cost for certain functions, such as the Court Movement Deputy. This Deputy position provides transportation of inmates between Court facilities, and also within individual courthouses to assist with inmate movement.

On January 25, 2011, the Board approved an action that re-organized and consolidated the inmate transportation and court movement functions. This newly consolidated unit will absorb these previous court movement deputy functions.

Positions Deleted: 1.0 FTE
Ongoing Savings: \$134,856

▼ Patrol

Reduce Staff in Patrol - West Valley Division: Delete 2.0 FTE Sheriff's Deputy positions.

Service Impact: The Sheriff's Office West Valley Division serves its contract cities of Cupertino, Saratoga and Los Altos Hills, as well as the vast portion of unincorporated County comprising the Santa Cruz Mountain and pockets of Los Altos (San Antonio Hills), Palo Alto,

Mountain View (Moffett housing) and Los Gatos. The two Deputy positions being recommended for deletion are assigned to the unincorporated County area.

In 2009, the deputies that patrolled western unincorporated County responded to 1,842 priority calls for service (911 calls, burglar alarms, crimes in progress, crime reports). In 2010, the Sheriff's Office responded to 1,877 calls. As the population increases in the unincorporated Santa Cruz Mountain area, so does the demand for law enforcement services.

Eliminating these two positions means that there would be no law enforcement coverage for the western portion of unincorporated Santa Clara County during the days on weekends and during the nights Tuesday through Saturday, from 10 pm to 7 am. Additionally, it will take longer for deputies to respond to priority calls, such as 911 calls, burglaries, domestic violence and other crimes in progress, because the deputies would have to respond from East San Jose or Central San Jose. In 2010, deputies took an average of 14 minutes to respond to priority calls due to the remote nature of the vast Santa Cruz Mountains. This response time would increase significantly (between 30 and 45 minutes) if a deputy had to respond from Central or East San Jose.

Positions Deleted: 2.0 FTE
Ongoing Savings: \$293,040

Reduce Staff in Headquarters Patrol - Rural Crimes: Delete 2.0 FTE Sheriff's Deputy positions.

Service Impact: This recommendation deletes two Sheriff's Deputy positions assigned to Rural Crimes. The deputies are responsible for providing expertise in investigating rural crimes, creating relationships with commercial farmers and smaller, outlying communities, and providing faster response times to distant mountain regions and farms.

Eliminating these two positions means that South County commercial farmers may experience some extended response times depending on the level of beat activity, and San Antonio Valley and outlying ranches will experience extended response times, since it takes at least 45 minutes to respond from the valley floor.

These calls for service will be handled by patrol deputies, and calls to outlying farms will be prioritized along with other calls.

Positions Deleted: 2.0 FTE
Ongoing Savings: \$293,040

Reduce Staff in West Valley Patrol- County Patrol Activity Network Analysis (COPANA): Delete 1.0 FTE Sheriff's Deputy position and reduce related revenue.

Service Impact: This Sheriff's Deputy position performs County Patrol Activity Network Analysis (COPANA) and provides state and federal mandated statistical data to the contract cities of Cupertino, Saratoga and Los Altos Hills, as well as for the County. The office-based COPANA Deputy creates weekly, monthly and annual reports compiled from a number of data sources. This analysis requires a great deal of technical acuity and understanding of law enforcement patrol functions to create accurate reports. The reports have many uses, with one of the most important being the billing of law enforcement activities to the contract cities.

This COPANA Deputy conducts the required annual gas mask fit testing and acts as the West Valley Division's Emergency Response Team (Safety Officer) member. Many times the COPANA Deputy is the only armed peace officer at the West Valley Division substation, which acts as a police station open to the public during business hours. This position also takes approximately 30 incident reports each year.

Eliminating this position shifts the responsibility to an existing civilian position. The service level may decrease because the civilian would not have the peace officer patrol experience to easily understand the components of the report. Approximately 83% of the cost of the COPANA Deputy position is paid for by the contract cities and therefore this recommendation also reduces the related ongoing revenue.

Positions Deleted: 1.0 FTE
Ongoing Net Savings: \$22,957
Ongoing Savings: \$146,520
Ongoing Revenue Reduction: \$123,563

Reduce Support Staff in Headquarters Patrol: Delete 1.0 FTE Law Enforcement Clerk position; 1.0 FTE Law Enforcement Records Technician position; and 1.0 FTE Law Enforcement Records Specialist position.

Service Impact: This recommendation deletes three support positions within the Headquarters Patrol Division.

The Law Enforcement Clerk position handles towed vehicle releases and other administrative functions, which will be absorbed by existing staff. Members of the public who come to the Records Division window will still receive timely releases because Records is open 24 hours per day, seven days per week.

The Law Enforcement Records Technician position works in South County and provides Live Scan applicant fingerprint services and other support duties. There are currently two support positions at the South County Substation, and the duties will be absorbed by the remaining position.

The Law Enforcement Records Specialist position supervises Public Service Program workers, assists with facility set-ups, and stocks supply rooms, among other specialist support functions. The remaining Law Enforcement Records Sheriff's Technician position will need absorb some of these duties.

Positions Deleted: 3.0 FTE
Ongoing Savings: \$267,768

▲ Custody Bureau

Reduce Staff in Inmate Transportation: Delete 1.0 FTE Sheriff's Correctional Deputy/Officer.

Service Impact: This recommendation deletes one Sheriff's Correctional Deputy/Officer in the Transportation Unit. On January 25, 2011, the Board approved an action that re-organized and consolidated inmate transportation and court movement functions. Eliminating this position may impact the department's ability to adequately staff the inmate transports that require two or more staff members or single inmate transports to non-routine locations. These transports include maximum-security and ultra-protective custody inmate movement, special medical appointments, time-sensitive mental health facility transports, and large inmate transports that contain multiple inmate classifications which requires separation and segregation during the transportation process.

Positions Deleted: 1.0 FTE
Ongoing Savings: \$137,076

Alter the 12-Plan Work Schedule and Increase IT Expenses: Eliminate squad briefings and related overtime expenditures, and establish web-based communication video feeds.

Service Impact: There are Sheriff's Correctional Deputy/Officer positions, Sheriff Correctional Sergeant positions, and Sheriff's Sergeant positions that are currently assigned to the 12-Plan. This recommendation would eliminate overtime and benefits related to the current 12-plan schedule, and create substantial savings by eliminating the budget that is used to pay 12-plan schedules and squad briefings. This recommendation would move all associated staff from the current 84 hours pay period to a modified 12-hour workday that total 80 hours per pay period.

This recommendation would also eliminate Squad Briefings for Sheriff's Correctional Deputy/Officer positions. Currently, before each shift, Sheriff's Correctional Deputy/Officers meet for a briefing for 15 minutes before they proceed to their work stations (called posts). For each pay period, this equals 1.75 hours worked, paid for with 12-Plan Overtime budget. Because this recommendation would eliminate these squad briefings, this related overtime budget and associated benefits would be reduced. Many county correctional facilities in California have eliminated squad briefings. In addition, San Francisco County has eliminated squad briefings in all but one facility, and San Diego County provides an unpaid briefing during the lunch break.

The operational impact would be significant, and this recommendation requires changes in the current process. Instead of reporting to the briefing room at the start of the shift, the Sheriff's Correctional Deputy/Officers would report directly to their posts, which are scheduled months in advance. Supervisors would check staff in and out at the designated entry and exit points of their areas of responsibility. All critical and routine information will still be shared between incoming and off-going staff during the shift exchange. Any new critical or general information can be shared by the supervisors making their required rounds of their

areas of responsibility. Information will also be shared by means of information technology, such as video feeds or web-based communication programs.

Net Ongoing Savings: \$348,679

Ongoing Savings: \$448,679

Ongoing Costs: \$100,000

Administrative Services

Reduce Staff in Information Services: Delete 1.0 FTE Information Services Manager I position.

Service Impact: This recommendation deletes one Information Services Manager I position in the Sheriff's Information Services Division. Eliminating this position will delay modernization of critical Sheriff's Office systems such as the Incident and Activity Reporting System, the Personnel and Training System and the integration of the jail and enforcement systems such as the Jail Information System.

Positions Deleted: 1.0 FTE
Ongoing Savings: \$135,036

Increase Revenue Related to Range Fees: Increase Range use fees collected from Law Enforcement Agencies.

Service Impact: The Sheriff's Office operates a firing range in South San Jose. The Santa Clara County Sheriff's Office Regional Firearms Training Facility includes five ranges, a live fire house, a 300-yard sniper pad.

The Facility allows law enforcement agencies to contract with the Sheriff's Office to use the facility. Range fees have not been increased since 2006. The Sheriff's Office conducted a comparison of fees with the Alameda County Sheriff's Range. The Alameda range is the only comparable range in Northern California, and it was found that our Sheriff's Office fees are 25% lower.

This recommendation increases revenue related to range fees, and will require Board approval of a new fee schedule. The Sheriff's Office will bring this item to the Board for approval in the near future.

Ongoing Revenue: \$5,000

Consolidate the Vehicle Storage Fee with the Vehicle Impound Fee: Combine the two fees and increase the fee revenue.

Service Impact: The Sheriff's office currently charges two different fees for stored and impounded vehicles at \$95 and \$189 respectively. Impounded vehicles are those towed because the driver was unlicensed, and the vehicle is held for 30 days per statute. Stored vehicles are those towed for all other reasons, such as a driver arrested for driving under the influence. There is no 30-day hold on these vehicles.

Most law enforcement agencies use only one category of tow for both circumstances and are charging only one vehicle release fee. Vehicle Code section 22850.5 allows this fee configuration. On average, the Sheriff's Office releases 75 stored vehicles per month, and 900 per year. At the current fee of \$95, this amounts to \$85,500 annually for stored vehicles. If the rate is increased to match the impound fee of \$189, like that of other law enforcement agencies, this would amount to an additional \$84,600 in revenue per year.

This fee was last reviewed in 2006 and will require Board approval of a new fee schedule. The Sheriff's Office will bring this to the Board for approval in the near future.

Ongoing Revenue: \$84,600

Reduce Services and Supplies Budget related to Bottled Water: Eliminate expense for 5-gallon high capacity bottled water delivery service.

Service Impact: The department uses a delivery service for 5-gallon bottles of water. This expense has not been eliminated in past years because of the need to keep water on site for emergency use and for mandated skills training sessions. There is a water tower capital project at Elmwood that is nearing completion and it is intended for use as an emergency water supply.

Ongoing Savings: \$13,000

Reduce Services and Supplies Budget related to Information Technology Licensing Fees: Reduce expenditures related to Law Enforcement Records Management System (LRMS) licensing.

Service Impact: The Sheriff's Office pays licensing fees for LRMS. This system was once used to enter crime reports from different agencies, but now is only used by Stanford University Department of Public Safety. The Sheriff's Office has discussed this with Stanford and plans to migrate them to their report writing system effective July 1, 2011. This recommendation will impact

the Information Services Division because the division will need to convert the current and historical data to the Sheriff's Office database.

Ongoing Savings: \$100,000

Reduce Contract Fingerprint Examination Services: Eliminate contract services for Latent Fingerprint Examination.

Service Impact: The Sheriff's Office has a position that is responsible for latent fingerprint examinations. In order to obtain required verification of the fingerprint identification for criminal cases, the Sheriff's Office uses contract services for latent fingerprint verifications. The Sheriff's Office plans to fill a vacant Latent Fingerprint Examiner position, and use that as a backup instead of the contract fingerprint examiners.

Ongoing Savings: \$50,488

Reduce Services and Supplies Budget in the Information Services Division: Reduce expenses in the areas of contract services, business travel, and PC hardware.

Service Impact: This recommendation will eliminate all travel by the IS Division and reduce the hiring of important outside resources to assist in solving technical problems. And, future expansion of PC hardware will be diminished.

Ongoing Savings: \$50,000

Reduce Services and Supplies Budget related to Contract Services: Reduce expenses for professional service agreements.

Service Impact: As part of the Sheriff's Office overall budget strategy, the department reviewed contracts and service agreements to determine if services could be reduced or eliminated. The reductions do not include contracts that directly impact custody bureau services. The department will work with individual contractors to reduce or terminate services.

Ongoing Savings: \$803,517

Reduce Services and Supplies Budget related to Books: Reduce expenses related to the Haines Directory.

Service Impact: Each year, the Sheriff's Office has purchased a set of books called the Haines Directory. This Directory cross-references street addresses with

names of residents and phone numbers. After a review of the actual usage of these books, it was determined that their use could be eliminated. The department will use County Communications or other in-house services for this information.

Ongoing Savings: \$7,000

Reduce Services and Supplies Budget related to Fleet Services: Reduce fleet expenses by returning 11 vehicles to Fleet Services.

Service Impact: The vehicles are being returned from various divisions within the Sheriff's Office. There is little impact to the Warrants and Reserves divisions due to position deletions and low vehicle usage. Reducing vehicles in the Court division will eliminate all flexibility for transporting staff and inmates between each of the many Court locations. Reducing vehicles in the Headquarters Patrol division will severely impact any flexibility the division has to replace patrol vehicles in need of repair or service. And reducing Custody division vehicles will reduce the availability of vehicles while primary transport vehicles are being serviced, assigned for out-of-County movement, or assigned to the facilities for unexpected medical transports.

Ongoing Savings: \$119,378

▲ SCVMC (Valley Medical Center) Security

Transition of the SCVMC Security Function to the Sheriff's Office: The Sheriff's Office will take over the daily security operations for the Santa Clara Valley Medical Center campus.

This recommendation adds two management positions in the Sheriff's Office: 1.0 FTE Sheriff's Lieutenant position and 1.0 FTE Sheriff's Sergeant position at a cost of \$359,376. SCVMC will provide reimbursement to the Sheriff's Office, including overhead, of \$379,920, resulting in a net savings of \$20,544 in the budget for the Sheriff's Office.

The County Executive's recommendations for the SCVMC budget include the deletion of two management positions with a savings \$271,092. A new appropriation of \$379,920 necessary to pay the Sheriff's Office for this service results in an overall increased cost of \$108,828 in the SCVMC budget.

Background: On March 21, 2011, the Health and Hospital Committee (HHC) approved a transmittal regarding the transition of the SCVMC security function to the Sheriff's Office. The HHC Committee directed that this action be handled in the FY 2012 Recommended Budget process, for implementation on July 1, 2011.

Ongoing Net Cost: \$88,284

Positions Added: 2.0 FTE (in BU230-Sheriff's Office)
Ongoing Net Savings in Sheriff's Office: \$20,544

Positions Deleted: 2.0 FTE (in BU921-SCVMC)
Ongoing Net Cost in SCVMC: \$108,828

▲ ITEC Project

Mobile Data Computer Replacement: Allocate a one-time appropriation to fund the installation of mobile data terminals in patrol vehicles.

Service Impact: This ITEC project is being implemented in a phased approach. Phase I would install mobile data terminals, to include mounting racks, cabling, and accessories in 35 patrol vehicles.

These mobile data terminals will allow the department to provide real-time access to the California Law Enforcement Telecommunication System (CLETS) for vehicle, driver's licenses and outstanding warrant searches from the field to reduce radio traffic and increase the effectiveness of deputies working in the field. They will allow deputies the ability to write reports in the field using the Incident Work application and track hours using the Activity Work application. And, they will provide access to the California Department of Justice (DOJ) and other regional databases such as Cal Gang, Cal Photo and RMS in real time.

One-time Cost: \$500,000



Sheriff's Department — Budget Unit 230 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
23001	Administration Fund 0001	\$ 4,047,430	\$ 4,835,043	\$ 5,670,984	\$ 4,820,714	\$ (14,329)	-0.3%
23002	Administrative Svcs Fund 0001	19,338,859	18,520,323	19,155,839	18,913,587	393,264	2.1%
23003	Field Enforcement Bureau Fund 0001	44,281,531	46,952,966	46,408,480	44,534,924	(2,418,042)	-5.1%
23004	Services Bureau Fund 0001	45,380,246	49,773,187	50,625,851	48,944,326	(828,861)	-1.7%
23005	Internal Affairs Fund 0001	1,126,166	705,044	721,397	721,397	16,353	2.3%
Total Net Expenditures		\$ 114,174,231	\$ 120,786,563	\$ 122,582,551	\$ 117,934,948	\$ (2,851,615)	-2.4%

Sheriff's Department — Budget Unit 230 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
23001	Administration Fund 0001	\$ 4,232,903	\$ 4,835,043	\$ 5,670,984	\$ 4,820,714	\$ (14,329)	-0.3%
23002	Administrative Svcs Fund 0001	19,585,433	21,655,499	22,413,787	22,171,535	516,036	2.4%
23003	Field Enforcement Bureau Fund 0001	47,374,275	50,144,199	49,599,713	48,106,077	(2,038,122)	-4.1%
23004	Services Bureau Fund 0001	46,027,098	50,619,631	51,280,676	49,599,151	(1,020,480)	-2.0%
23005	Internal Affairs Fund 0001	1,126,166	1,073,044	1,089,397	1,089,397	16,353	1.5%
Total Gross Expenditures		\$ 118,345,875	\$ 128,327,416	\$ 130,054,557	\$ 125,786,874	\$ (2,540,542)	-2.0%

Sheriff's Department — Budget Unit 230 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 103,747,130	\$ 113,675,287	\$ 115,649,172	\$ 111,961,209	\$ (1,714,078)	-1.5%
Services And Supplies	14,466,581	14,606,742	14,371,881	13,792,161	(814,581)	-5.6%
Fixed Assets	132,163	45,387	—	—	(45,387)	-100.0%
Reserves	—	—	33,504	33,504	33,504	—
Subtotal Expenditures	118,345,875	128,327,416	130,054,557	125,786,874	(2,540,542)	-2.0%
Expenditure Transfers	(4,171,644)	(7,540,853)	(7,472,006)	(7,851,926)	(311,073)	4.1%
Total Net Expenditures	114,174,231	120,786,563	122,582,551	117,934,948	(2,851,615)	-2.4%



Sheriff's Department — Budget Unit 230

Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
23001	Administration Fund 0001	\$ 509,621	\$ 565,750	\$ 529,552	\$ 529,552	\$ (36,198)	-6.4%
23002	Administrative Svcs Fund 0001	1,617,706	2,323,791	2,143,476	2,233,076	(90,715)	-3.9%
23003	Field Enforcement Bureau Fund 0001	19,961,158	19,434,741	19,299,573	19,360,031	(74,710)	-0.4%
23004	Services Bureau Fund 0001	29,002,071	34,670,939	35,147,302	35,147,302	476,363	1.4%
Total Revenues		\$ 51,090,556	\$ 56,995,221	\$ 57,119,903	\$ 57,269,961	\$ 274,740	0.5%

Administration Fund 0001 — Cost Center 23001

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	18.0	\$ 4,835,043	\$ 565,750
Board Approved Adjustments During FY 2011	—	810,946	(36,198)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	68,770	—
Internal Service Fund Adjustments	—	(93,182)	—
Other Required Adjustments	—	49,407	—
Subtotal (Current Level Budget)	18.0	\$ 5,670,984	\$ 529,552
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
One-time Rebate of Voice Rate Retained Earnings	—	(1,916)	—
FY 2012 Voice Rate Adjustment	—	163	—
Decision Packages			
1. Reduce Services and Supplies	—	(13,000)	—
Eliminate expense for 5-gallon high capacity bottled water.			
2. Reduce Services and Supplies	—	(25,000)	—
Reduce professional and specialized services related to Law Enforcement Records Management System licensing.			
3. Reduce Services and Supplies	—	(803,517)	—
Reduce expenses for Contract Services.			
4. Reduce Services and Supplies	—	(7,000)	—
Reduce expenses related to the Haines Directory in books and periodicals.			
Subtotal (Recommended Changes)	—	\$ (850,270)	\$ —
Total Recommendation	18.0	\$ 4,820,714	\$ 529,552

Administrative Svcs Fund 0001 — Cost Center 23002

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	216.0	\$ 18,520,323	\$ 2,323,791
Board Approved Adjustments During FY 2011	-1.0	(129,571)	(180,315)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	537,675	—



Administrative Svcs Fund 0001 — Cost Center 23002

Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	107,182	—
Other Required Adjustments	—	120,230	—
Subtotal (Current Level Budget)	214.0	\$ 19,155,839	\$ 2,143,476
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
FY 2012 Data Processing Adjustment	—	(175)	—
One-time Rebate of DP Retained Earnings	—	(13,657)	—
Decision Packages			
1. Add ongoing technology funding related to elimination of 12-Plan Overtime	—	100,000	—
Add ongoing funding for the information technology that will be needed in the absence of squad briefings because of the elimination of 12-Plan Overtime.			
2. Reduce Supervision and Support Staff in Records	-4.0	(393,732)	—
Delete 1.0 FTE Law Enforcement Records Supervisor (D41) and 3.0 FTE Law Enforcement Records Technician (D42) positions in the Records Division.			
3. Reduce Staff in Personnel & Training, Recruiting & Backgrounds	-1.0	(124,164)	—
Delete 1.0 FTE Sheriff's Deputy (U64).			
4. Increase Ongoing Revenue	—	—	5,000
Increase ongoing revenue by \$5,000, related to increased range fees. This proposal requires Board approval and the department will bring this before the Board in the near future.			
5. Consolidate Fees	—	—	84,600
Consolidate fees for storage and impound of vehicles by increasing the storage fee to match the impound fee, thereby generating ongoing revenue of \$84,600. This proposal requires Board approval and the department will bring this before the Board in the near future.			
6. Reduce Services and Supplies	—	(75,000)	—
Reduce maintenance equipment related to Law Enforcement Records Management System licensing.			
7. Reduce Services and Supplies	—	(50,488)	—
Eliminate contract for Latent Fingerprint Examination services.			
8. Reduce Services and Supplies	—	(50,000)	—
Reduce expenses in professional and specialized services, business travel and PC hardware in the Information Services Division.			
9. Reduce Staff in Information Services	-1.0	(135,036)	—
Delete 1.0 FTE Information Services Manager I (G14) in Information Services.			
10. Allocate One-time Appropriation for ITEC Project	—	500,000	—
Allocate one-time appropriation of \$500,000 for Phase I of the Mobile Data Computer Replacement ITEC Project.			
Subtotal (Recommended Changes)	-6.0	\$ (242,252)	\$ 89,600
Total Recommendation	208.0	\$ 18,913,587	\$ 2,233,076

Field Enforcement Bureau Fund 0001 — Cost Center 23003

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	274.0	\$ 46,952,966	\$ 19,434,741
Board Approved Adjustments During FY 2011	-4.0	(895,901)	(135,168)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	189,796	—
Internal Service Fund Adjustments	—	(627,638)	—
Other Required Adjustments	1.0	789,257	—



Field Enforcement Bureau Fund 0001 — Cost Center 23003

Major Changes to the Budget

	Positions	Appropriations	Revenues
Subtotal (Current Level Budget)	272.0	\$ 46,408,480	\$ 19,299,573
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Reduce Dispatch Services-Internal	—	(1,884)	—
One-time Rebate of Voice Rate Retained Earnings	—	(1,101)	—
FY 2012 Voice Rate Adjustment	—	(17,492)	—
FY 2012 Fleet Reduction	—	(99,567)	—
Decision Packages			
1. Reduce Staff in Detectives, Juvenile and Missing Persons Crimes	-1.0	(146,520)	—
Delete 1.0 FTE Sheriff's Deputy (U64).			
2. Reduce Night Detective Staff	-2.0	(293,040)	—
Delete 2.0 FTE Sheriff's Deputy positions (U64).			
3. Reduce Staff in Headquarters - Rural Crimes	-2.0	(293,040)	—
Delete 2.0 FTE Sheriff's Deputy positions (U64).			
4. Reduce Staff in Cadet Academy - Recruit Training Officer	-1.0	(146,520)	—
Delete 1.0 FTE Sheriff's Deputy (U64).			
5. Reduce Staff in Patrol - West Valley Division	-1.0	(146,520)	(123,563)
Delete 1.0 FTE Sheriff's Deputy (U64) and reduce the related revenue associated with this Contract Cities position			
6. Increase One-time Revenue	—	—	79,505
Increase one-time revenue by \$79,505, related to grant for investigation of Internet Crimes Against Children.			
7. Increase Ongoing Revenue	—	—	104,516
Increase ongoing revenue by \$104,516, related to administrative overhead for the Regional Auto Theft Task Force (RATTF).			
8. Transfer the SCVMC Security Function to the Sheriff's Office	2.0	(20,544)	—
Add 1.0 FTE Sheriff's Lieutenant position and add 1.0 FTE Sheriff's Sergeant position for SCVMC security. Reimbursement from SCVMC is provided to offset the cost of the new positions and existing overhead.			
9. Reduce Staff in Detectives - Sexual Assaults	-1.0	(146,520)	—
Delete 1.0 FTE Sheriff's Deputy (U64).			
10. Reduce Staff in Patrol - West Valley Division	-2.0	(293,040)	—
Delete 2.0 FTE Sheriff's Deputy positions (U64).			
11. Reduce Support Staff in Headquarters	-3.0	(267,768)	—
Delete 1.0 FTE Law Enforcement Records Technician/Law Enforcement Clerk (D42/D43), 1.0 FTE Law Enforcement Clerk (D43), and 1.0 FTE Law Enforcement Records Specialist (D63) in the Headquarters Patrol Division.			
Subtotal (Recommended Changes)	-11.0	\$ (1,873,556)	\$ 60,458
Total Recommendation	261.0	\$ 44,534,924	\$ 19,360,031

Services Bureau Fund 0001 — Cost Center 23004

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	316.0	\$ 49,773,187	\$ 34,670,939
Board Approved Adjustments During FY 2011	-2.0	24,819	476,363
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	528,258	—
Internal Service Fund Adjustments	—	(280,632)	—
Other Required Adjustments	2.0	580,219	—



Services Bureau Fund 0001 — Cost Center 23004

Major Changes to the Budget

	Positions	Appropriations	Revenues
Subtotal (Current Level Budget)	314.0	\$ 50,625,851	\$ 35,147,302
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
One-time Rebate of Voice Rate Retained Earnings	—	(854)	—
FY 2012 Voice Rate Adjustment	—	579	—
FY 2012 Fleet Reduction	—	(19,811)	—
Decision Packages			
1. Reduce Overtime Costs	—	(40,000)	—
Reduce overtime expenditures related to various claims investigation activities.			
2. Eliminate 12-Plan Overtime	—	(448,679)	—
Eliminate budget and associated benefits for 12-Plan Overtime.			
3. Reduce Staff in Special Operations, Joint Terrorism Task Force	-1.0	(166,512)	—
Delete 1.0 FTE Sheriff's Sergeant (U61).			
4. Reduce Staff in Court Security - Movement	-1.0	(134,856)	—
Delete 1.0 FTE Sheriff's Deputy (U64).			
5. Reduce Staff in Special Operations - Vice and Intelligence	-1.0	(153,456)	—
Delete 1.0 FTE Sheriff's Deputy (U64).			
6. Reduce Supervision Staff in the Training Unit	-1.0	(140,496)	—
Delete 1.0 FTE Sheriff's Sergeant (U61).			
7. Reduce Staff in the Inmate Transportation Unit	-1.0	(137,076)	—
Delete 1.0 FTE Sheriff Correctional Deputy/Officer position.			
8. Reduce Staff in Civil/Warrants Division	-2.0	(293,040)	—
Delete 2.0 FTE Sheriff's Deputy positions (U64).			
9. Reduce Staff in Special Operations - Mutual Aid	-1.0	(147,324)	—
Delete 1.0 FTE Sheriff's Deputy (U64).			
Subtotal (Recommended Changes)	-8.0	\$ (1,681,525)	\$ —
Total Recommendation	306.0	\$ 48,944,326	\$ 35,147,302

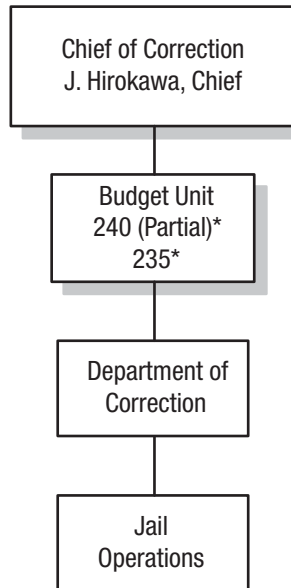
Internal Affairs Fund 0001 — Cost Center 23005

Major Changes to the Budget

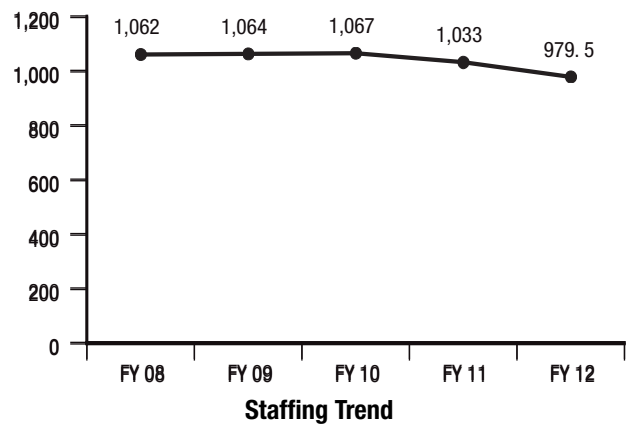
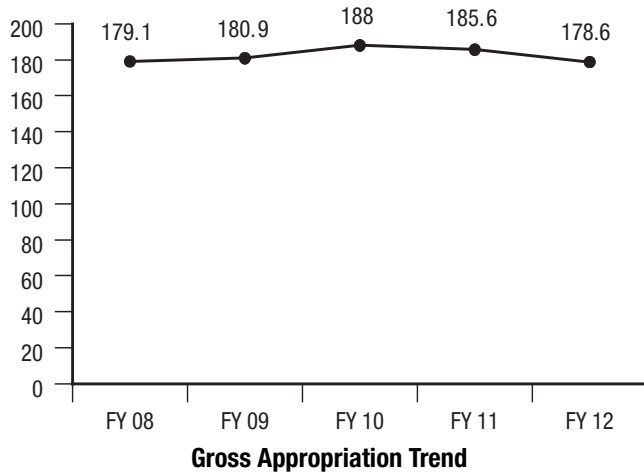
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	6.0	\$ 705,044	\$ —
Board Approved Adjustments During FY 2011	—	107	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	26,411	—
Internal Service Fund Adjustments	—	(10,058)	—
Other Required Adjustments	—	(107)	—
Subtotal (Current Level Budget)	6.0	\$ 721,397	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	6.0	\$ 721,397	\$ —



Department of Correction



Section 2: Public Safety and Justice



Of the above 1,033 positions, the Sheriff has authorized the assignment of 889 jail detention services personnel to work at the Department of Correction.



Public Purpose

- **Public Safety**
- **Compliance with Mandates**
- **Provide Programs to Enhance Inmate Reintegration into the Community**



Description of Major Services

The Department of Correction (DOC), in conjunction, collaboration, and cooperation with the Sheriff's Office operates the County jails with correctional staff, as well as with contract staff and County staff providing ancillary services, institutional care, custody, treatment and rehabilitation to pre-sentenced and sentenced inmates. The DOC serves and protects citizens of the County by detaining, treating and rehabilitating inmates in a safe and secure environment, while providing humane care. The County maximizes opportunities for offenders to participate in programs designed to reduce criminal behavior and enhance reintegration into the community.

Custody

To properly house inmates in safe and secure facilities and in the least restrictive environment, the following services include:

Administrative Booking: The Administrative Booking unit maintains individual inmate records, which would include intake information, personal property receipts, commitment papers, court orders, reports of disciplinary actions, medical orders and non-medical information regarding disabilities and other limitations.

Intake Booking: All Intake Booking is done at the Main Jail and initiates the County custody process for most inmates. Approximately, 65,000 arrestees per year are accepted and processed at the County jail facilities

Release: Inmates who are scheduled to be released are done so in a timely manner.

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.

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. The management of inmate labor augments the work force in the jail and assists the inmates in preparing themselves to integrate into the community with some work experience and skills.

Alternative Sentencing: The Inmate Screening Unit located at the Elmwood Complex screens the inmates for the Public Service Program.

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.

Provide Nutritious Food: The Food Service Division provides satisfying, nutritious and cost-effective meals in accordance with state mandates. The Food Service Division provides about 13,000 meals daily, including special diets.

Provide Visitation for Inmates: Facilities provide the opportunity for each inmate to have visits; the Elmwood Complex provides the opportunity for two half-hour visits each week and the Main Jail Complex provides opportunity for two one-hour visits each week.

Provide Clean Laundry: The DOC washes approximately three million pounds of inmate laundry each year; and handles approximately 250,000 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.

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.

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.

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, mental health services and counseling.

Inmate Programs

Educational and treatment programs are designed to provide positive and productive opportunities for inmates, and to facilitate successful reintegration into the community. Services include:

Comprehensive Substance Abuse Recovery Programs:

Several intensive substance abuse recovery programs are available for inmates who are court-ordered into a program or who voluntarily seek assistance. Staff works 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:

Milpitas Adult Education 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.

Vocational, Job Readiness and Exit Planning Classes:

The County 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.

Life Skills Classes: A variety of classes that are focused on individual topics related to criminal behavior and substance abuse are provided to inmates.

Current and Emerging Issues

State Realignment

The Governor's realignment proposal would transfer a number of services currently provided by the State to the local government. The most significant of the realignment proposals for the Department of Correction is offenders without any current or prior serious or violent or sex convictions, would become the responsibility of the local jails. This shift of inmates would increase the jail population, as well as impact the jail's ability to accept voluntary revenue-generating inmates from other jurisdictions.

Protective Custody Population

Protective custody is a classification that may be assigned to inmates who are affiliated with a gang, have committed certain violent crimes, whose case has a high degree of notoriety, or who, for some reasons, have been determined to be at risk of victimization. Over the past several years, there has been a dramatic increase in inmates requiring protective custody, primarily due to affiliation with gangs. It is a challenge to provide the physical segregation required for these inmates.

Physical and Mental Health of Inmates

In this decade the percentage of inmates 55 years of age or older has increased from 2% to almost 4%, and from an Average Daily Population (ADP) of 88 to 180. Additionally, individual inmates are experiencing multiple health issues with significant pathology and disabilities. There is a strain on the availability of infirmary beds which must be triaged every shift to accommodate the sickest inmates. A continuation of this trend will necessitate opening the medical housing unit at Elmwood or the admission of inmates to VMC as a much higher cost of service. The security staffing for the Elmwood medical housing unit would be about a \$2 million per year. There has also been a dramatic increase in the number of inmates displaying mental health disorders. Over the past five years this population has increased 112%, and there are now in excess of 900 inmates receiving psychotropic medications each day.

Aging Jail Facilities

Both Main Jail South and Elmwood have very old facilities that are in need of renovation or replacement. The ongoing maintenance cost for these facilities is increasing annually.

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
Elmwood Complex	Yes	Mandated	Reduced inmate visiting schedule; reduction in programs; and reduced ability to address facility emergencies.	▼
Main Jail Complex	Yes	Mandated	Reduced ability to respond to facility emergencies; reduced visiting schedule at MJS; and delays in the processing of inmate property releases.	▼
Programs	Yes	Required	Change in variety of available programs as a result of decreased staff and security.	◻
Food Services	Yes	Mandated	No impact to current level of service.	◻
Custody Health	Yes	Mandated	No impact to current level of service.	■
Administrative Booking	Yes	Mandated	Increased efficiency in service delivery.	▲
PC 4025 IWF Programs	Yes	Mandated		■
Administrative Services	Yes	Required	Increased efficiencies in some areas and diminished expansion in others.	◻

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
Weekend Work Program	Yes	Mandated	No impact to current level of service.	■
Academy	Yes	Non-Mandated	No Impact to current level of service.	■
Food Service Officer's Dining Room	Yes	Non-Mandated	Possible difficulties during lockdowns/staff shortages.	▼
Facility Maintenance	Yes	Mandated	Reduction in supplies used to clean jails.	▼
Internal Affairs	Yes	Mandated	Increased efficiencies in service delivery.	▲
Inmate Visits	Yes	Non-Mandated		■
Laundry	Yes	Mandated		■

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

County Executive's Recommendation

▼ Elmwood Complex

Eliminate Elmwood Visiting Post: Delete 5.0 FTE Sheriff Correctional Deputy/Officer positions (equivalent to one post¹).

Service Impact: In 2001, the Board provided funding to enhance the Elmwood visiting program and added one Correctional Officer post and one clerical support position. Elmwood was able to provide the ability for all visitors to pre-schedule their visit online, by phone or in person. This eliminated the long lines and wait times or needless trips to the facility by the public. The additional staffing allowed for the expansion of the visiting hours to six days a week.

This recommendation deletes the Elmwood Visiting post, but not the clerical position. Elmwood will return to the old schedule of visiting hours. For the Minimum Camp, these are 0800-1100 and 1300-1600 on Saturday and Sunday only. For medium security, the visiting hours would be 1900-2200 six days a week (all days except Wednesday). Eliminating the post will also necessitate the re-assignment of officers from the Minimum Camp to the Visiting Room during the remaining visiting hours.

Positions Deleted: 5.0 FTE
Ongoing Savings: \$633,012

Eliminate 2 Posts at Elmwood M-8 Housing Unit: Delete 10.0 FTE Sheriff Correctional Deputy/Officer positions (equivalent to two posts).

Service Impact: This recommendation deletes 10.0 FTE Sheriff Correctional Deputy/Officer positions responsible for the M-8 housing unit. This unit provides the majority of the educational programming for medium security inmates. The reduction in staffing will cause the elimination of all educational programs in M-8 due to insufficient staffing to provide security to the teachers that must enter the inmate housing units. While a few of the programs may be relocated elsewhere on the facility, the majority of the classes will be cut. Current classes provided in M-8 are Bridge, Choices, Lifeline, New Life, Pride, Strive, Un Dia a la Vez and Un Paso a la Vez. These will be discontinued or relocated depending on space availability. Elmwood will still continue to provide inmate educational programs in other areas such as RCP Phase I, MyStori, Hope/Esperanza, Pact, Artemis, and Roadmap to Recovery, to name a few.

The housing capacity for this housing unit has 8 dorms with a capacity of 68 inmates per unit for a total of 544 inmates. As with staffing in all areas, staffing reductions reduce the staff's ability to address emergencies

1. A post ranges from 4.0 - 5.0 FTE positions.

(suicides, assaults, riots, natural disasters/earthquakes) and unforeseen staffing needs (hospital transports, inmate transfers to the Main Jail).

Positions Deleted: 10.0 FTE
Ongoing Savings: \$1,212,120

Reduce Staff at Elmwood Minimum Camp - Regimented Corrections Program (RCP): Delete 1.0 FTE Sheriff Correctional Deputy/Officer position.

Service Impact: The Regimented Corrections Program (RCP) is a regimented comprehensive program for inmates. The inmates are housed in separate housing units and are required to maintain their appearance and housing unit in a quasi-military manner. When the program was originally introduced, staffing levels covered each twelve-hour shift for 24-hour coverage. Due to previous budget reduction targets, night shift programs officers have been deleted and supervision has been provided by custody staff to monitor the program at night.

This recommendation would necessitate the move of RCP to the Women's W-2 unit, where adequate housing is available and two officers are assigned. The impact of eliminating this position is a reduction in the number of officers available to respond to critical incidents.

Positions Deleted: 1.0 FTE
Ongoing Savings: \$131,544

Reduce Correctional Staff at Elmwood East Gate: Delete 2.0 FTE Sheriff Correctional Deputy/Officer positions.

Service Impact: This recommendation would close the vehicle gate to the Elmwood Complex during the night shift and on weekends and remove staff from this post in the evening hours and on weekends when traffic is minimal. This gate provides the sole vehicle access to the facility. Most normal deliveries can be re-scheduled for the day shift. An officer assigned to supervise the kitchen inmate workers would need to respond to the gate for those deliveries that are not able to be rescheduled and to emergency vehicles, as ambulances and fire department paramedics make regular entry onto the facility for emergency medical services. Keeping this gate closed in the evening hours and on weekends may cause delays in providing these services.

Minimum Security inmates work in the kitchen, which is near the East Gate. While there are cameras that monitor this gate in Elmwood Control, and staff at this post can electronically open and close the gate, staff from other areas on the facility would be required to respond to this area for security in order to prevent escapes. The East Gate is part of the Elmwood perimeter security. Other portions of the perimeter security fence are alarmed but this gate is not because it is constantly staffed and movement of the gate while opening and closing would activate false alarms.

Positions Deleted: 2.0 FTE
Ongoing Savings: \$252,456

Eliminate Elmwood Minimum Camp Post: Delete 4.0 FTE Sheriff Correctional Deputy/Officer positions (equivalent to one post).

Service Impact: Currently, the Minimum Security Camp population averages 450 inmates. In previous years, the Minimum Camp inmate population was approximately 900 inmates. With the elimination of these positions, there will be a reduction in the number of staff available to respond to emergencies, such as riots, fires, escapes, suicides or natural disasters. There will be an increase in the staff-to-inmate ratio. With reduced staffing, important security-related services would possibly be delayed, impacting facility security. In addition, the department is anticipating an increase in the inmate population due to the State allowing sentenced inmates to stay in County facilities for up to 36 months instead of going to prison.

The duties of remaining staff will be increased to include inmate feeding, pill call, clothing exchange, supervision of commissary distribution, security counts of the inmate population, staff to assemble courts, and staff to assist inmates with general questions, request forms and grievances. And staff may be required to handle an increased amount of disturbances in the housing units due to less supervision.

Positions Deleted: 4.0 FTE
Ongoing Savings: \$504,912

Reduce Clerical Support at Elmwood - Administration: Delete 1.0 FTE Office Specialist III position.

Service Impact: Deleting this position will result in a reduction in the number of available staff to answer Elmwood Administration phones, complete data entry

and filing, and assist with the high volume of paperwork. The remaining clerical support staff will have to absorb the workload. And, staffing is limited to such an extent that if any staff absences occur, such as sickness or vacation, the remaining staff will be severely short-handed.

Positions Deleted: 1.0 FTE
Ongoing Savings: \$82,740

Reduce Custody Support at Elmwood: Delete 4.0 FTE Custody Support Assistant positions.

Service Impact: There are currently 21 Custody Support Assistant positions assigned to Elmwood. This recommendation would delete four positions that support the mail room, property room, lost and found, processing inmate money, and various utility positions. The department recently completed an extensive evaluation of the workload of each of these positions and determined that by consolidating assignments and deleting some utility positions, these four positions can be deleted with minor, if any, impact.

Positions Deleted: 4.0 FTE
Ongoing Savings: \$327,252

Reduce Custody Support Supervision at Elmwood: Delete 1.0 FTE Supervising Custody Support Assistant position.

Service Impact: Currently, there are two Supervising Custody Support Assistant positions at Elmwood. One Supervisor oversees five Custody Support Assistants (CSA) and other supervisor oversees 21 CSAs.

Deleting this position will increase the span of control for the remaining Supervising CSA and increase the challenge of supervising employees.

Positions Deleted: 1.0 FTE
Ongoing Savings: \$105,132

Reduce Expenditures for Feminine Hygiene Products: Reduce the budget for sanitary napkins in the Correctional Center for Women.

Service Impact: In FY 2010, the department purchased 1,600 cases of sanitary napkins at a cost of \$40,640. Based on the female population at that time, the rate of use was 72.5 sanitary napkins per female inmate, per month. Sanitary napkins are used by female inmates for

purposes other than intended (hair rollers, mattress padding, etc.). This recommendation reduces this expense and necessitates that the department introduce tighter controls on distribution.

Ongoing Savings: \$2,000

Reduce Services and Supplies Budget related to Bottled Water: Eliminate expense for 5-gallon high capacity bottled water delivery service.

Service Impact: The department uses a delivery service for 5-gallon bottles of water. This expense has not been eliminated in past years because of the need to keep water on site for emergency use and for mandated skills training sessions. There is a water tower capital project at Elmwood that is nearing completion and it is intended for use as an emergency water supply. It is the completion of this approved capital project that will allow the department to eliminate this bottled water delivery service.

Ongoing Savings: \$13,000

Main Jail

Reduce Correctional Staff at Main Jail - Night Shift Intake: Delete 2.0 FTE Sheriff Correctional Deputy/Officer positions.

Service Impact: This recommendation would delete two officer positions on the night shift in the Intake Booking Area. This will reduce the number of officers available to respond in emergencies, provide staff relief, and adequately respond to peak business times. This could result in the delay of patrol staff returning to the field because arresting officers are required to accompany their arrestees during the booking process. During peak receiving hours, the booking officer is pulled to assist in receiving new arrestees. Staff will be required to operate the intake area on weekdays with one less officer for four hours, and on weekend days with one less officer.

Positions Deleted: 2.0 FTE
Ongoing Savings: \$253,512

Reduce Correctional Staff at Main Jail - South Visiting Desk: Delete 2.0 Sheriff Correctional Deputy/Officer positions.



Service Impact: The primary responsibility of the Main Jail South (MJS) Information Desk Officer are the safety and security of the public entrance into the MJS administration and fiscal areas. In addition, the Information Desk Officer is responsible for managing the inmate visiting process for MJS. Currently, this position is staffed 7 days a week during business hours.

This recommendation would necessitate that visiting at Main Jail South would be limited to weekends only. On the weekends, the visiting function would have to be absorbed by remaining custody staff, which means operations would have to be modified in other areas of the jail. The location for visiting sign-ups would move from MJS to Main Jail North (MJN) and increase the volume of sign-ups there. Finally, official visits and access by maintenance personnel to MJS would need to be re-directed to MJN and cause delays in accessing MJS.

Positions Deleted: 2.0 FTE
Ongoing Savings: \$274,152

Reduce Custody Support at the Main Jail: Delete 3.0 FTE Custody Support positions.

Service Impact: Custody Support Assistants (CSA) are responsible for completing Title 15 mandated inmate services and other duties essential to the efficient operations of the Main Jail. Deleting these three positions will require the current functions to be redistributed to the remaining CSA's and in some instances, the officers will need to complete the functions. It is anticipated that weekly operational schedules will have to be revised, which will cause scheduling conflicts with other inmate services and activities (i.e. medical, outside agency contact, mail distribution and programs). Also, this reduction will cause delays in the processing of inmate property releases, public visiting and cleaning activities.

Positions Deleted: 3.0 FTE
Ongoing Savings: \$231,348

Increase Correctional Support in Personnel and Training: Add 1.0 FTE Sheriff's Correctional Lieutenant and reduce the overtime budget in the Department of Correction.

Service Impact: The restructuring of administrative functions and resources in the Department of Correction and Sheriff's Office, approved by the Board of Supervisors in the FY 2011 budget, combined several units in order to eliminate redundant services and reduce costs. One of these units was the Personnel and Training Unit.

Since these units were combined on July 1, 2010, it has become evident that there are personnel and training related service gaps relative to functions in the Department of Correction. This recommendation adds a Correctional Lieutenant position that was previously eliminated as part of the original restructure. In addition to having overall responsibility for the correctional staff segment of personnel services, this position will absorb functions previously assigned to the Health Injury Prevention Coordinator. The cost of this new position will be offset by a reduction in overtime currently being spent in various investigation activities related to claims.

Positions Added: 1.0 FTE
Ongoing Net Cost: \$12,936
Ongoing Cost: \$192,936
Ongoing Savings: \$180,000

Alter the 12-Plan Work Schedule: Eliminate squad briefings and related overtime expenditures, and establish web-based communication video feeds.

Service Impact: There are Sheriff's Correctional Deputy/Officer positions, Sheriff Correctional Sergeant positions, and Sheriff's Sergeant positions that are currently assigned to the 12-Plan. This recommendation would eliminate overtime and benefits related to the current 12-plan schedule, and create substantial savings by eliminating the budget that is used to pay 12-plan schedules and squad briefings. This recommendation would move all associated staff from the current 84 hour pay period to a modified 12-hour workday that totals 80 hours per pay period.

This recommendation would also eliminate Squad Briefings for Sheriff's Correctional Deputy/Officer positions. Currently, before each shift, Sheriff's Correctional Deputy/Officers meet for a briefing for 15 minutes before they proceed to their work stations (called posts). For each pay period, this equals 1.75 hours worked, paid for with 12-Plan Overtime budget. Because this recommendation would eliminate these

squad briefings, this related overtime budget and associated benefits would be reduced. Many county correctional facilities in California have eliminated squad briefings. In addition, San Francisco County has eliminated squad briefings in all but one facility, and San Diego County provides an unpaid briefing during the lunch break.

The operational impact would be significant, and this recommendation requires changes in the current process. Instead of reporting to the briefing room at the start of the shift, the Sheriff's Correctional Deputy/Officers would report directly to their posts, which are scheduled months in advance. Supervisors would check staff in and out at the designated entry and exit points of their areas of responsibility. All critical and routine information will still be shared between incoming and off-going staff during the shift exchange. Any new critical or general information can be shared by the supervisors making their required rounds of their areas of responsibility. Information will also be shared by means of information technology, such as video feeds or web-based communication programs.

Ongoing Savings: \$5,860,683

Reduce Expenditures related to Training: Reduce funding for Workshops and Seminars.

Service Impact: The reduction of these funds will impact the department's ability to send staff to valuable work related educational training outside of the County. Training and seminars of this nature generally educate staff in current industry trends, risk management, best practices and/or problems facing the law enforcement and corrections industry. Since some of the training is reimbursed by POST (State Peace Officer Standards and Training), the department is not deleting all of the training expenses.

Ongoing Savings: \$44,000

▣ Programs

Reduce Correctional Staff in Programs: Delete 2.0 FTE Sheriff Correctional Deputy/Officer positions in Inmate Programs.

Service Impact: On January 25, 2011, the Board approved a budget reduction action which closed the leased Brokaw Road facility and terminated the Day

Reporting Program (DRP). The Correctional Deputy/Officers were re-assigned from DRP to Elmwood back into the overall security staffing and supervision of some programs. Deleting these positions will remove any staffing flexibility for programs supervision, and reduce the number of custody staff available for supervision.

Positions Deleted: 2.0 FTE
Ongoing Savings: \$253,512

Reduce Rehabilitation Staff in Programs: Delete 1.0 FTE Rehabilitation Officer II position at Elmwood.

Service Impact: This recommendation deletes one Rehabilitation Officer assigned to Programs in the Elmwood M-8 housing unit. With the recommended deletion of two posts, and the fact that Programs will no longer be provided in the M-8 housing unit, this Rehabilitation Officer position can be deleted. With this deletion, there will be six Rehabilitation Officers assigned to Programs and two assigned to the Inmate Screening Unit. Some of the duties will need to be absorbed by remaining staff.

Positions Deleted: 1.0 FTE
Ongoing Savings: \$130,584

▣ Food Services

Reduce Staff and Alter Custody Food Services Schedule: Delete 1.0 FTE Cook II position; 1.0 FTE Cook I position; 1.0 FTE Dietetic Assistant position; and 3.0 FTE Correctional Food Services Worker positions.

Service Impact: On March 29, 2011, the Board approved an action that changed the schedule in Food Services and deleted six positions. Although the effective date of the deletions was April 18, 2011, there is an ongoing FY 2012 savings that the department is utilizing here.

Since October 5, 1998 SEIU Local 521 employees in the Food Services Division of the Department of Correction have worked a weekly schedule of 10 hours per day, four days per week (4/10 schedule). Prior to that time, employees worked 8 hours per day, 5 days per week (5/8



schedule). After many years of operating this way, management staff identified operational inefficiencies with the 4/10 schedule, allowing for these reductions.

Positions Deleted: 6.0 FTE
Ongoing Savings: \$454,140

Reduce Expenditures related to Kitchen Supplies: Replace inmate box lunches with bagged lunches.

Service Impact: Currently, inmates at all lockdown locations receive lunches packaged in individual cardboard boxes. This is done to ensure that each inmate receives a complete meal, as well as ease of service. Changing lunch service to a modified bulk style using brown paper bags instead of boxes will reduce costs as the bags are less expensive than the boxes.

It is anticipated that packing lunches in paper bags requires 4 to 4.5 hours daily versus the 2.5 hours daily currently needed to package lunches in boxes. Once the system is fully in place and with practice, the department fully expects a decrease in the packing time.

Ongoing Savings: \$65,200

▲ Administrative Booking

Re-organize Staff: Delete 1.0 FTE Law Enforcement Records Technician position and Add 0.5 FTE Office Specialist I position.

Service Impact: There are some functions in the Administrative Booking area that are more generic clerical duties. After reviewing the unit's activities, it was determined that a Law Enforcement Technician position can be deleted, and a half-time Office Specialist I position can be added for efficiency and cost savings.

The duties of the Office Specialist I will include locating booking records, filing, performing computer searches, and "Pre-booking" process for ordered commits.

Net Position Change: 0.5 FTE Deleted
Positions Deleted: 1.0 FTE
Positions Added: 0.5 FTE

Net Ongoing Savings: \$43,524
Ongoing Savings: \$74,922
Ongoing Cost: \$31,398

■ Administrative Services

Re-organize Staff: Delete 1.0 FTE Administrative Services Manager-Corrections position; 1.0 FTE Executive Assistant I position and Add 1.0 FTE Accountant III/II/I position.

Service Impact: This recommendation deletes an Executive Management position and the Executive Assistant position that was assigned to that position, and adds an Accountant position. As part of the administrative restructuring of the Department of Correction, administration has continued to review services that could be consolidated or reduced. These positions were kept vacant while a review of redundant services was conducted. It was determined that services could be provided more effectively with a different classification of employee, specifically an Accountant position.

Net Position Change: 1.0 FTE Deleted
Positions Deleted: 2.0 FTE
Positions Added: 1.0 FTE

Net Ongoing Savings: \$166,522
Ongoing Savings: \$273,802
Ongoing Cost: \$107,280

Reduce Fiscal Staff: Delete 1.0 FTE Account Clerk II position.

Service Impact: In December 2010, the departments completed the consolidation of the Department of Correction and the Sheriff's Office Fiscal units. With this consolidation of like services, it was determined that two positions could be deleted. One Account Clerk II position was deleted by the Board on December 14, 2010, and this recommendation deletes the second Account Clerk II position. The efficiencies gained by combining the two Fiscal Units allows accounting services to be streamlined.

Positions Deleted: 1.0 FTE
Ongoing Savings: \$71,172

Reduce Salaries and Benefits Budget related to Information Services: Reduce Overtime costs.

Service Impact: Due to the administrative restructuring of the Department of Correction (DOC) and the Sheriff's Office, the two Information Services Units were

consolidated. With this consolidation, the department is able to realize savings by reducing the DOC budget for overtime and holiday overtime.

Ongoing Savings: \$10,000

Reduce Services and Supplies Budget related to Information Services: Reduce PC Hardware expenses.

Service Impact: This recommendation will slightly diminish the future expansion of PC hardware.

Ongoing Savings: \$579

Reduce Services and Supplies Budget related to Contract Services: Reduce expenses for professional service agreements.

Service Impact: As part of the overall budget strategy, the department reviewed contracts and service agreements to determine if services could be reduced or eliminated. The reductions do not include contracts that directly impact custody bureau services. The department will work with individual contractors to reduce or terminate services.

Ongoing Savings: \$281,759

Reduce Services and Supplies Budget related to Fleet Services: Reduce fleet expenses by returning 1 vehicle to Fleet Services.

Service Impact: There is no impact to the Food Services Division. This vehicle was used several times daily primarily for distributing officer snacks. Since officer snacks were eliminated in February 2011, daily use of this cargo van is no longer required.

Ongoing Savings: \$3,960

▲ Internal Affairs

Increase Correctional Staff: Add 1.0 FTE Sheriff's Correctional Sergeant.

Service Impact: Since the administrative restructuring of the Department of Correction and the Sheriff's Office on July 1, 2010, many administrative units were combined in order to eliminate redundant services and save costs. One of these combined units was Internal Affairs.

Since the restructuring, service gaps have been identified in the Internal Affairs area. There was a backlog of custody investigations, and some cases extended out beyond the required one-year time limit for the investigation to be completed. This recommendation will add a position that is needed to work on the backlog and provide a badly needed resource for Internal Affairs investigations. This position will work on custody-related investigations and report to the existing Sheriff's Lieutenant.

Positions Added: 1.0 FTE
Ongoing Cost: \$166,572

■ Academy

Reduce Expenses: Reduce ongoing funding for the Correctional Academy.

Service Impact: Given the number of Correctional Deputy/Officer positions recommended for deletion, the department is projecting that a Correctional Academy will not be needed in FY 2012.

Ongoing Savings: \$1,156,320

■ Weekend Work Program

Add New Revenue: Increase revenue related to administrative overhead charges.

Service Impact: The Weekend Work Program (WWP) provides an alternative to incarceration for low level offenders. Participants serve their sentences performing eight hours of community service on the weekends or weekdays. Community service can be done at various locations as requested by governmental or private entities. WWP participants are driven on jail buses to the work sites and supervised by correctional staff.

Participants pay a fee for attending and working in the program. This recommendation would charge an administrative overhead fee to the governmental and private entities who request WWP workers. The flat fee would be charged each time WWP workers were transported to the work location, and would be based on actual costs. A more comprehensive fee analysis will need to be conducted, but the preliminary estimate is \$100,000 annually.

Ongoing Revenue: \$100,000

▼ Food Service Officer's Dining Room

Reduce Expenditures related to Containers: Eliminate the use of styrofoam clamshell containers.

Service Impact: This recommendation eliminates the cost for these containers. Currently, meals are served for both the day and night shift in staff dining rooms at Elmwood and Main Jail facilities. Correctional Deputy/Officers are allowed to package meals in clamshell to-go containers during times when they are unable to sit down and eat in the Staff Dining Room (SDR).

This recommendation eliminates the budget for the styrofoam clamshell containers which means that staff would discontinue taking meals from the SDR back to their work stations. This could cause difficulties during lockdowns or staff shortages, because staff may not be able to eat quickly enough or go to the SDR during these periods. In addition to reducing the budget, this recommendation helps the department meet the County's green initiative.

Ongoing Savings: \$8,000

Reduce Expenditures related to Beverages: Eliminate juice and soda machines.

Service Impact: Meals are provided to custody staff through a Memorandum of Understanding between the County of Santa Clara and the Santa Clara County Correctional Peace Officers' Association. Beverages are also provided during mealtimes. This recommendation

eliminates the current juice and soda which are served now, and replaces them with iced tea and cost-effective flavored drinks.

Ongoing Savings: \$21,000

▼ Facility Maintenance

Reduce Expenditures related to Cleaning: Reduce budget related to mop heads.

Service Impact: This recommendation would reduce the number of mop heads used for cleaning. Currently, the jail uses 100 mop heads per week at each facility. Focused training and ongoing oversight may be required in order to ensure upgraded mop head cleaning and sanitation methods are implemented so that mop heads can be safely used for longer periods.

Ongoing Savings: \$12,500

■ Custody Health

Reduce Expenditures related to Inmate Medical Care: Reduce the budget for pharmaceutical expenses.

Service Impact: As of December 2009, the Federal 340B Drug Pricing Program provides access to reduced priced prescription drugs. Due to the success of this program, inmate pharmaceutical purchases have decreased. There is no impact to the current level of service. Inmates will continue to receive their prescribed medication at a reduced cost.

Ongoing Savings: \$500,000

Sheriff's Doc Contract — Budget Unit 235 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
3106	Academy Fund 0001	\$ 151,421	\$ —	\$ —	\$ —	\$ —	—
3107	Professional Compliance Audit Unit Fund 0001	237,047	(4,826)	(4,826)	(4,826)	—	—
3124	Training And Staff Dev Fund 0001	194,047	14,883	15,947	14,968	85	0.6%
3133	Inmate Screening Unit Fund 0001	178,567	205,606	209,798	209,798	4,192	2.0%
23503	Main Jail Complex Fund 0001	52,874,892	51,839,196	54,260,278	50,839,283	(999,913)	-1.9%
3136	Elmwood Men's Facility Fund 0001	52,159,243	52,267,867	54,797,895	49,207,572	(3,060,295)	-5.9%



Sheriff's Doc Contract — Budget Unit 235 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
3135	Classification Fund 0001	5,113,717	3,748,621	3,880,641	3,688,258	(60,363)	-1.6%
3146	Inmate Progs-Psp Fund 0001	1,967,191	1,966,790	2,070,057	1,719,282	(247,508)	-12.6%
23509	Central Services Fund 0001	668,385	0	0	0	—	—
3112	Internal Affairs Fund 0001	547,401	405,113	413,612	580,184	175,071	43.2%
Total Net Expenditures		\$ 114,091,910	\$ 110,443,250	\$ 115,643,402	\$ 106,254,519	\$ (4,188,731)	-3.8%

Sheriff's Doc Contract — Budget Unit 235 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
3106	Academy Fund 0001	\$ 151,421	\$ —	\$ —	\$ —	\$ —	—
3107	Professional Compliance Audit Unit Fund 0001	237,047	(4,826)	(4,826)	(4,826)	—	—
3124	Training And Staff Dev Fund 0001	194,047	14,883	15,947	14,968	85	0.6%
3133	Inmate Screening Unit Fund 0001	178,567	205,606	209,798	209,798	4,192	2.0%
23503	Main Jail Complex Fund 0001	52,874,892	51,839,196	54,260,278	50,839,283	(999,913)	-1.9%
3136	Elmwood Men's Facility Fund 0001	52,159,243	52,267,867	54,797,895	49,207,572	(3,060,295)	-5.9%
3135	Classification Fund 0001	5,113,717	3,748,621	3,880,641	3,688,258	(60,363)	-1.6%
3146	Inmate Progs-Psp Fund 0001	1,967,191	1,966,790	2,070,057	1,719,282	(247,508)	-12.6%
23509	Central Services Fund 0001	668,385	0	0	0	—	—
3112	Internal Affairs Fund 0001	547,401	405,113	413,612	580,184	175,071	43.2%
Total Gross Expenditures		\$ 114,091,910	\$ 110,443,250	\$ 115,643,402	\$ 106,254,519	\$ (4,188,731)	-3.8%

Sheriff's Doc Contract — Budget Unit 235 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 114,091,910	\$ 110,443,250	\$ 115,643,402	\$ 106,254,519	\$ (4,188,731)	-3.8%
Subtotal Expenditures	114,091,910	110,443,250	115,643,402	106,254,519	(4,188,731)	-3.8%
Total Net Expenditures	114,091,910	110,443,250	115,643,402	106,254,519	(4,188,731)	-3.8%



Professional Compliance Audit Unit Fund 0001 — Cost Center 3107 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	—	\$ (4,826)	\$ —
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ (4,826)	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ (4,826)	\$ —

Training And Staff Dev Fund 0001 — Cost Center 3124 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	—	\$ 14,883	\$ —
Board Approved Adjustments During FY 2011	—	1,064	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	1,064	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(1,064)	—
Subtotal (Current Level Budget)	—	\$ 15,947	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
1. Alter the 12-Plan Work Schedule	—	(979)	—
Eliminate the overtime budget and associated benefits for 12-Plan work schedule.			
Subtotal (Recommended Changes)	—	\$ (979)	\$ —
Total Recommendation	—	\$ 14,968	\$ —

Inmate Screening Unit Fund 0001 — Cost Center 3133 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	1.0	\$ 205,606	\$ —
Board Approved Adjustments During FY 2011	—	4	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	3,630	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	558	—
Subtotal (Current Level Budget)	1.0	\$ 209,798	\$ —



Inmate Screening Unit Fund 0001 — Cost Center 3133 Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	1.0	\$ 209,798	\$ —

Main Jail Complex Fund 0001 — Cost Center 23503 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	335.0	\$ 51,839,196	\$ —
Board Approved Adjustments During FY 2011	-2.0	507,986	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	1,995,647	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(82,551)	—
Subtotal (Current Level Budget)	333.0	\$ 54,260,278	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
1. Reduce Overtime Costs	—	(90,000)	—
Reduce overtime expenditures related to various claims investigation activities.			
2. Alter the 12-Plan Work Schedule	—	(2,803,331)	—
Eliminate the overtime budget and associated benefits for the 12-Plan work schedule.			
3. Reduce Staff at the Main Jail South Visiting Desk	-2.0	(274,152)	—
Delete 2.0 FTE Sheriff Correctional Deputy/Officer positions from the Main Jail South Visiting Desk.			
4. Reduce Staff in Night Shift Intake at the Main Jail	-2.0	(253,512)	—
Delete 2.0 FTE Sheriff Correctional Deputy/Officer positions from the night shift in Intake Booking at the Main Jail.			
Subtotal (Recommended Changes)	-4.0	\$ (3,420,995)	\$ —
Total Recommendation	329.0	\$ 50,839,283	\$ —

Elmwood Men's Facility Fund 0001 — Cost Center 3136 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	338.0	\$ 52,267,867	\$ —
Board Approved Adjustments During FY 2011	—	788,205	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	2,337,714	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(595,891)	—
Subtotal (Current Level Budget)	338.0	\$ 54,797,895	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			



Elmwood Men's Facility Fund 0001 — Cost Center 3136 Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
1. Reduce Overtime Costs	—	(90,000)	—
Reduce overtime expenditures related to various claims investigation activities.			
2. Alter the 12-Plan Work Schedule	—	(2,766,279)	—
Eliminated overtime budget and associated benefits for 12-Plan work schedule.			
3. Reduce Staff at the Elmwood East Gate	-2.0	(252,456)	—
Delete 2.0 FTE Sheriff Correctional Deputy/Officer positions.			
4. Reduce Staff in Elmwood Minimum Camp	-4.0	(504,912)	—
Delete 4.0 FTE Sheriff Correctional Deputy/Officer positions.			
5. Downsize the Elmwood Regimented Corrections Program (RCP)	-1.0	(131,544)	—
Delete 1.0 FTE Sheriff Correctional Deputy/Officer position thereby downsizing the RCP and moving it to Elmwood's W-2 Unit.			
6. Eliminate 2 Posts at Elmwood M-8 Housing Unit	-10.0	(1,212,120)	—
Delete 10.0 FTE Sheriff Correctional Deputy/Officer positions thereby eliminating 2 posts at the Elmwood M-8 Housing Module.			
7. Eliminate Elmwood Visiting Post	-5.0	(633,012)	—
Delete 5.0 FTE Sheriff Correctional Deputy/Officer positions and thereby eliminate the Elmwood Visiting Post.			
Subtotal (Recommended Changes)	-22.0	\$ (5,590,323)	\$ —
Total Recommendation	316.0	\$ 49,207,572	\$ —

Classification Fund 0001 — Cost Center 3135 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	23.0	\$ 3,748,621	\$ —
Board Approved Adjustments During FY 2011	—	56,444	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	119,087	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(43,511)	—
Subtotal (Current Level Budget)	23.0	\$ 3,880,641	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
1. Alter the 12-Plan Work Schedule	—	(192,383)	—
Eliminate overtime budget and associated benefits for the 12-Plan work schedule.			
Subtotal (Recommended Changes)	—	\$ (192,383)	\$ —
Total Recommendation	23.0	\$ 3,688,258	\$ —

Inmate Progs-Psp Fund 0001 — Cost Center 3146 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	12.0	\$ 1,966,790	\$ —
Board Approved Adjustments During FY 2011	—	27,024	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	96,519	—



Inmate Progs-Psp Fund 0001 — Cost Center 3146 Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(20,276)	—
Subtotal (Current Level Budget)	12.0	\$ 2,070,057	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
1. Alter the 12-Plan Work Schedule	—	(97,263)	—
Eliminate overtime budget and associated benefits for 12-Plan work schedule.			
2. Reduce Staff in Inmate Programs	-2.0	(253,512)	—
Delete 2.0 FTE Sheriff Correctional Deputy/Officer positions.			
Subtotal (Recommended Changes)	-2.0	\$ (350,775)	\$ —
Total Recommendation	10.0	\$ 1,719,282	\$ —

Central Services Fund 0001 — Cost Center 23509 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	—	\$ 0	\$ —
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(1,125)	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	1,125	—
Subtotal (Current Level Budget)	—	\$ 0	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 0	\$ —

Internal Affairs Fund 0001 — Cost Center 3112 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	2.0	\$ 405,113	\$ —
Board Approved Adjustments During FY 2011	—	123	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	7,374	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	1,002	—
Subtotal (Current Level Budget)	2.0	\$ 413,612	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			



Internal Affairs Fund 0001 — Cost Center 3112

Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
1. Add Staff to Internal Affairs	1.0	166,572	—
Add 1.0 FTE Sheriff's Correctional Sergeant position.			
Subtotal (Recommended Changes)	1.0	\$ 166,572	\$ —
Total Recommendation	3.0	\$ 580,184	\$ —

Department Of Correction — Budget Unit 240

Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
3400	Administration Fund 0001	\$ 5,175,855	\$ 4,669,237	\$ 4,419,363	\$ 3,847,786	\$ (821,451)	-17.6%
3406	Academy Fund 0001	762,357	18,000	1,156,320	0	(18,000)	-100.0%
24002	Administrative Services Bureau Fund 0001	3,876,812	4,176,671	3,993,614	4,126,647	(50,024)	-1.2%
24003	Main Jail Complex Fund 0001	23,787,037	24,267,615	24,168,625	23,850,055	(417,560)	-1.7%
3436	Elmwood Men's Facility Fund 0001	22,418,966	20,509,173	21,283,035	19,977,804	(531,369)	-2.6%
3432	Admin Booking Fund 0001	3,389,019	3,745,363	3,958,257	3,911,757	166,394	4.4%
3435	Classification Fund 0001	1,047,044	1,213,578	674,960	672,068	(541,510)	-44.6%
24008	Inmate Program Fund 0001	2,603,468	2,734,594	2,364,470	2,232,510	(502,084)	-18.4%
24009	Central Services Fund 0001	14,948,811	13,438,539	13,847,764	13,276,909	(161,630)	-1.2%
3412	Internal Affairs Fund 0001	448,360	244,740	260,692	256,290	11,550	4.7%
Total Net Expenditures		\$ 78,457,730	\$ 75,017,510	\$ 76,127,100	\$ 72,151,826	\$ (2,865,684)	-3.8%

Department Of Correction — Budget Unit 240

Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
3400	Administration Fund 0001	\$ 5,207,910	\$ 4,669,237	\$ 4,419,363	\$ 3,847,786	\$ (821,451)	-17.6%
3406	Academy Fund 0001	762,357	18,000	1,156,320	0	(18,000)	-100.0%
24002	Administrative Services Bureau Fund 0001	3,876,812	4,176,671	3,993,614	4,126,647	(50,024)	-1.2%
24003	Main Jail Complex Fund 0001	23,787,037	24,267,615	24,168,625	23,850,055	(417,560)	-1.7%
3436	Elmwood Men's Facility Fund 0001	22,418,966	20,509,173	21,283,035	19,977,804	(531,369)	-2.6%
3432	Admin Booking Fund 0001	3,389,019	3,745,363	3,958,257	3,911,757	166,394	4.4%
3435	Classification Fund 0001	1,047,044	1,213,578	674,960	672,068	(541,510)	-44.6%
24008	Inmate Program Fund 0001	2,603,468	2,734,594	2,364,470	2,232,510	(502,084)	-18.4%
24009	Central Services Fund 0001	15,109,262	13,596,038	14,020,887	13,450,032	(146,006)	-1.1%
3412	Internal Affairs Fund 0001	448,360	244,740	260,692	256,290	11,550	4.7%
Total Gross Expenditures		\$ 78,650,236	\$ 75,175,009	\$ 76,300,223	\$ 72,324,949	\$ (2,850,060)	-3.8%



Department Of Correction — Budget Unit 240 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 30,845,302	\$ 28,460,846	\$ 29,164,491	\$ 26,522,037	\$ (1,938,809)	-6.8%
Services And Supplies	47,512,714	46,714,163	47,135,732	45,802,912	(911,251)	-2.0%
Fixed Assets	292,220	—	—	—	—	—
Subtotal Expenditures	78,650,236	75,175,009	76,300,223	72,324,949	(2,850,060)	-3.8%
Expenditure Transfers	(192,506)	(157,499)	(173,123)	(173,123)	(15,624)	9.9%
Total Net Expenditures	78,457,730	75,017,510	76,127,100	72,151,826	(2,865,684)	-3.8%

Department Of Correction — Budget Unit 240 Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
3400	Administration Fund 0001	\$ 2,761,468	\$ 4,316,574	\$ 3,350,245	\$ 3,350,245	\$ (966,329)	-22.4%
24002	Administrative Services Bureau Fund 0001	2,987,726	503,429	407,908	407,908	(95,521)	-19.0%
24003	Main Jail Complex Fund 0001	10,634,969	8,709,298	8,728,857	8,728,857	19,559	0.2%
3436	Elmwood Men's Facility Fund 0001	3,482,202	3,034,479	2,007,065	2,007,065	(1,027,414)	-33.9%
3432	Admin Booking Fund 0001	72,932	72,931	66,568	66,568	(6,363)	-8.7%
3435	Classification Fund 0001	97,196	97,195	138,468	138,468	41,273	42.5%
24008	Inmate Program Fund 0001	1,725,945	1,698,564	1,458,487	1,558,487	(140,077)	-8.2%
24009	Central Services Fund 0001	358,690	185,025	169,171	169,171	(15,854)	-8.6%
3412	Internal Affairs Fund 0001	2,213	—	—	—	—	—
	Total Revenues	\$ 22,123,341	\$ 18,617,495	\$ 16,326,769	\$ 16,426,769	\$ (2,190,726)	-11.8%

Administration Fund 0001 — Cost Center 3400 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	8.0	\$ 4,669,237	\$ 4,316,574
Board Approved Adjustments During FY 2011	—	167,098	(966,329)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(169,955)	—
Internal Service Fund Adjustments	—	(27,244)	—
Other Required Adjustments	—	(219,773)	—
Subtotal (Current Level Budget)	8.0	\$ 4,419,363	\$ 3,350,245
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
One-time Rebate of Voice Rate Retained Earnings	—	(1,499)	—
FY 2012 Voice Rate Adjustment	—	(637)	—
Decision Packages			
1. Reduce Services and Supplies	—	(13,000)	—



Administration Fund 0001 — Cost Center 3400 Major Changes to the Budget

	Positions	Appropriations	Revenues
Eliminate the expense for 5-gallon high capacity bottled water.			
2. Reduce Services and Supplies	—	(4,000)	—
Reduce expenses related to training in workshops and seminars.			
3. Reduce Services and Supplies	—	(281,759)	—
Reduce expenses for Contract Services.			
4. Restructure Fiscal and Administrative Services	-2.0	(270,682)	—
Delete 1.0 FTE Administrative Services Manager - Correction (U30) and 1.0 FTE Executive Assistant I (C29) and Add 1.0 FTE Accountant III/II/I (B77/B78/B79) in Fiscal and Administrative Services.			
Subtotal (Recommended Changes)	-2.0	\$ (571,577)	\$ —
Total Recommendation	6.0	\$ 3,847,786	\$ 3,350,245

Academy Fund 0001 — Cost Center 3406 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	50.0	\$ 18,000	\$ —
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	1,138,320	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	50.0	\$ 1,156,320	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
1. Reduce Academy Expenses	—	(1,156,320)	—
Reduce funding for a Correctional Deputy/Officer Academy, for FY 2012.			
Subtotal (Recommended Changes)	—	\$ (1,156,320)	\$ —
Total Recommendation	50.0	\$ 0	\$ —

Administrative Services Bureau Fund 0001 — Cost Center 24002 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	30.0	\$ 4,176,671	\$ 503,429
Board Approved Adjustments During FY 2011	—	(288,641)	(95,521)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(164,757)	—
Internal Service Fund Adjustments	—	(7,548)	—
Other Required Adjustments	—	277,889	—
Subtotal (Current Level Budget)	30.0	\$ 3,993,614	\$ 407,908
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
FY 2012 Data Processing Adjustment	—	(144)	—
One-time Rebate of Voice Rate Retained Earnings	—	(676)	—



Administrative Services Bureau Fund 0001 — Cost Center 24002

Major Changes to the Budget

	Positions	Appropriations	Revenues
FY 2012 Voice Rate Adjustment	—	(631)	—
One-time Rebate of DP Retained Earnings	—	(21,560)	—
Decision Packages			
1. Add Staff - Personnel and Training	1.0	192,936	—
Add 1.0 FTE Sheriff's Correctional Lieutenant.			
2. Reduce Staff in Fiscal	-1.0	(71,172)	—
Delete 1.0 FTE Account Clerk II (D97) in Fiscal.			
3. Reduce Salaries and Benefits Expenditures	—	(10,000)	—
Reduce overtime expenditure by \$10,000, in Information Services.			
4. Reduce Services and Supplies	—	(50,000)	—
Reduce expenses for PC Hardware in the Information Services Division.			
5. Reduce Services and Supplies	—	(13,000)	—
Reduce expenses related to training in workshops and seminars.			
Subtotal (Recommended Changes)	—	\$ 25,753	\$ —
Total Recommendation	31.0	\$ 4,126,647	\$ 407,908

Main Jail Complex Fund 0001 — Cost Center 24003

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	45.0	\$ 24,267,615	\$ 8,709,298
Board Approved Adjustments During FY 2011	—	(15,561)	(28,306)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	108,421	—
Internal Service Fund Adjustments	—	(184,143)	47,865
Other Required Adjustments	—	(7,707)	—
Subtotal (Current Level Budget)	45.0	\$ 24,168,625	\$ 8,728,857
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Reduce Reimbursement Related to Staffing Changes in the Main Jail.	—	(2,436)	—
Reduce Reimbursement for Extra Help Coverage.	—	(70,000)	—
Adjust Reimbursement for Data Processing and Voice Communications Changes	—	(6,158)	—
One-time Rebate of Voice Rate Retained Earnings	—	(11,570)	—
Cost Reimbursement to Purchase 40 Infirmary Beds for the Main Jail.	—	26,220	—
FY 2012 Voice Rate Adjustment	—	1,980	—
Decision Packages			
1. Alter the 12-Plan Work Schedule	—	(19,925)	—
Eliminate the overtime budget and associated benefits for the 12-Plan work schedule.			
2. Reduce Services and Supplies	—	(5,333)	—
Reduce expenses related to training in workshops and seminars.			
3. Reduce Custody Support positions at Main Jail	-3.0	(231,348)	—
Delete 3.0 FTE Custody Support Assistant (G74) positions at the Main Jail.			
Subtotal (Recommended Changes)	-3.0	\$ (318,570)	\$ —
Total Recommendation	42.0	\$ 23,850,055	\$ 8,728,857



Elmwood Men's Facility Fund 0001 — Cost Center 3436

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	38.0	\$ 20,509,173	\$ 3,034,479
Board Approved Adjustments During FY 2011	—	(37,300)	(1,027,414)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	138,756	—
Internal Service Fund Adjustments	—	681,644	—
Other Required Adjustments	—	(9,238)	—
Subtotal (Current Level Budget)	38.0	\$ 21,283,035	\$ 2,007,065
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Reduce Reimbursement for 1.0 FTE Vacant Clinical Nurse Positions being Deleted.	—	(155,316)	—
Reduce Reimbursement for 1.0 FTE Vacant Medical Unit Clerk Position being Deleted.	—	(71,892)	—
Adjust Reimbursement for Data Processing and Voice Communications Changes	—	(4,772)	—
Reduce Pharmaceutical Reimbursement from Department of Correction.	—	(500,000)	—
One-time Rebate of Voice Rate Retained Earnings	—	(7,685)	—
FY 2012 Voice Rate Adjustment	—	76	—
Decision Packages			
1. Eliminate 12-Plan Overtime	—	(39,851)	—
Eliminate budget and associated benefits for 12-Plan Overtime.			
2. Reduce Services and Supplies	—	(10,667)	—
Reduce expenses related to training in workshops and seminars.			
3. Reduce Clerical Support in Elmwood Administration	-1.0	(82,740)	—
Delete 1.0 FTE Office Specialist III (D09) in Elmwood Administration.			
4. Delete Custody Support Positions at Elmwood	-4.0	(327,252)	—
Delete 4.0 FTE Custody Support Assistant positions (G74) at Elmwood.			
5. Reduce Supervising Custody Support Position at Elmwood	-1.0	(105,132)	—
Delete 1.0 FTE Supervising Custody Support Assistant (G70) position at Elmwood.			
Subtotal (Recommended Changes)	-6.0	\$ (1,305,231)	\$ —
Total Recommendation	32.0	\$ 19,977,804	\$ 2,007,065

Admin Booking Fund 0001 — Cost Center 3432

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	38.0	\$ 3,745,363	\$ 72,931
Board Approved Adjustments During FY 2011	—	6,033	(6,363)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	212,466	—
Internal Service Fund Adjustments	—	428	—
Other Required Adjustments	—	(6,033)	—
Subtotal (Current Level Budget)	38.0	\$ 3,958,257	\$ 66,568
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			



Admin Booking Fund 0001 — Cost Center 3432 Major Changes to the Budget

	Positions	Appropriations	Revenues
One-time Rebate of Voice Rate Retained Earnings	—	(2,636)	—
FY 2012 Voice Rate Adjustment	—	660	—
Decision Packages			
1. Reduce Services and Supplies	—	(1,000)	—
Reduce expenses related to training in workshops and seminars.			
2. Add and Delete action in Administrative Booking	-0.5	(43,524)	—
Delete 1.0 FTE Law Enforcement Clerk (D43) and Add .50 FTE Office Specialist I (D51) in Administrative Booking.			
Subtotal (Recommended Changes)	-0.5	\$ (46,500)	\$ —
Total Recommendation	37.5	\$ 3,911,757	\$ 66,568

Classification Fund 0001 — Cost Center 3435 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	10.0	\$ 1,213,578	\$ 97,195
Board Approved Adjustments During FY 2011	-4.0	(331,944)	41,273
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(418,011)	—
Internal Service Fund Adjustments	—	10,713	—
Other Required Adjustments	—	200,624	—
Subtotal (Current Level Budget)	5.0	\$ 674,960	\$ 138,468
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
One-time Rebate of Voice Rate Retained Earnings	—	(295)	—
FY 2012 Voice Rate Adjustment	—	(97)	—
Decision Packages			
1. Reduce Services and Supplies	—	(2,500)	—
Reduce expenses related to training in workshops and seminars.			
Subtotal (Recommended Changes)	—	\$ (2,892)	\$ —
Total Recommendation	5.0	\$ 672,068	\$ 138,468

Inmate Program Fund 0001 — Cost Center 24008 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	18.0	\$ 2,734,594	\$ 1,698,564
Board Approved Adjustments During FY 2011	-2.0	(155,090)	(240,077)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(53,152)	—
Internal Service Fund Adjustments	—	(253,007)	—
Other Required Adjustments	—	91,125	—
Subtotal (Current Level Budget)	16.0	\$ 2,364,470	\$ 1,458,487
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			



Inmate Program Fund 0001 — Cost Center 24008 Major Changes to the Budget

	Positions	Appropriations	Revenues
One-time Rebate of Voice Rate Retained Earnings	—	(358)	—
FY 2012 Voice Rate Adjustment	—	(18)	—
Decision Packages			
1. Delete Rehabilitation Officer in Programs	-1.0	(130,584)	—
Delete 1.0 FTE Rehabilitation Officer II/I (X91/X92) position in Programs.			
2. Increase Ongoing Revenue	—	—	100,000
Increase ongoing revenue by \$100,000 related to administrative overhead charges to government and private entities that use the Weekend Work Program.			
3. Reduce Services and Supplies	—	(1,000)	—
Reduce expenses related to training in workshops and seminars.			
Subtotal (Recommended Changes)	-1.0	\$ (131,960)	\$ 100,000
Total Recommendation	15.0	\$ 2,232,510	\$ 1,558,487

Central Services Fund 0001 — Cost Center 24009 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	84.0	\$ 13,438,539	\$ 185,025
Board Approved Adjustments During FY 2011	-1.0	(111,285)	(15,854)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	602,315	—
Internal Service Fund Adjustments	—	(12,049)	—
Other Required Adjustments	—	(69,756)	—
Subtotal (Current Level Budget)	84.0	\$ 13,847,764	\$ 169,171
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
One-time Rebate of Voice Rate Retained Earnings	—	(1,478)	—
FY 2012 Voice Rate Adjustment	—	(77)	—
FY 2012 Fleet Reduction	—	(3,960)	—
Decision Packages			
1. Delete 6.0 FTE in Food Services	-6.0	(454,140)	—
Delete the following positions in Food Services: 1.0 FTE Cook II (H59); 1.0 FTE Cook I (H60); 1.0 FTE Dietetic Assistant (H64); and 3.0 FTE Food Service Workers - Correction (H68).			
2. Reduce Services and Supplies	—	(2,500)	—
Reduce expenses related to training in workshops and seminars.			
3. Reduce Services and Supplies	—	(8,000)	—
Reduce expenses related to styrofoam clamshell containers in household - kitchen supplies.			
4. Reduce Services and Supplies	—	(21,000)	—
Reduce food - staples expenses by eliminating juice and soda in the officer dining room.			
5. Reduce Services and Supplies	—	(65,200)	—
Reduce expenses in household - kitchen supplies by replacing inmate boxed lunches with bagged lunches.			
6. Reduce Services and Supplies	—	(12,500)	—



Central Services Fund 0001 — Cost Center 24009
Major Changes to the Budget

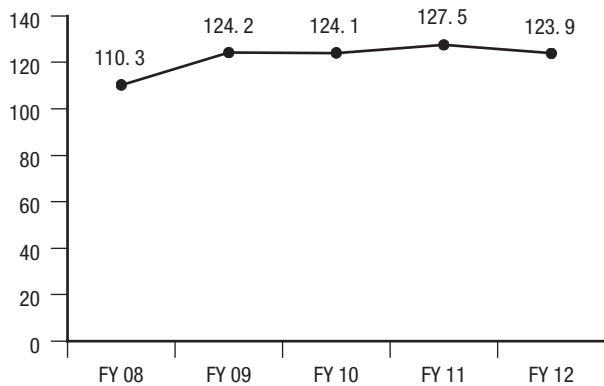
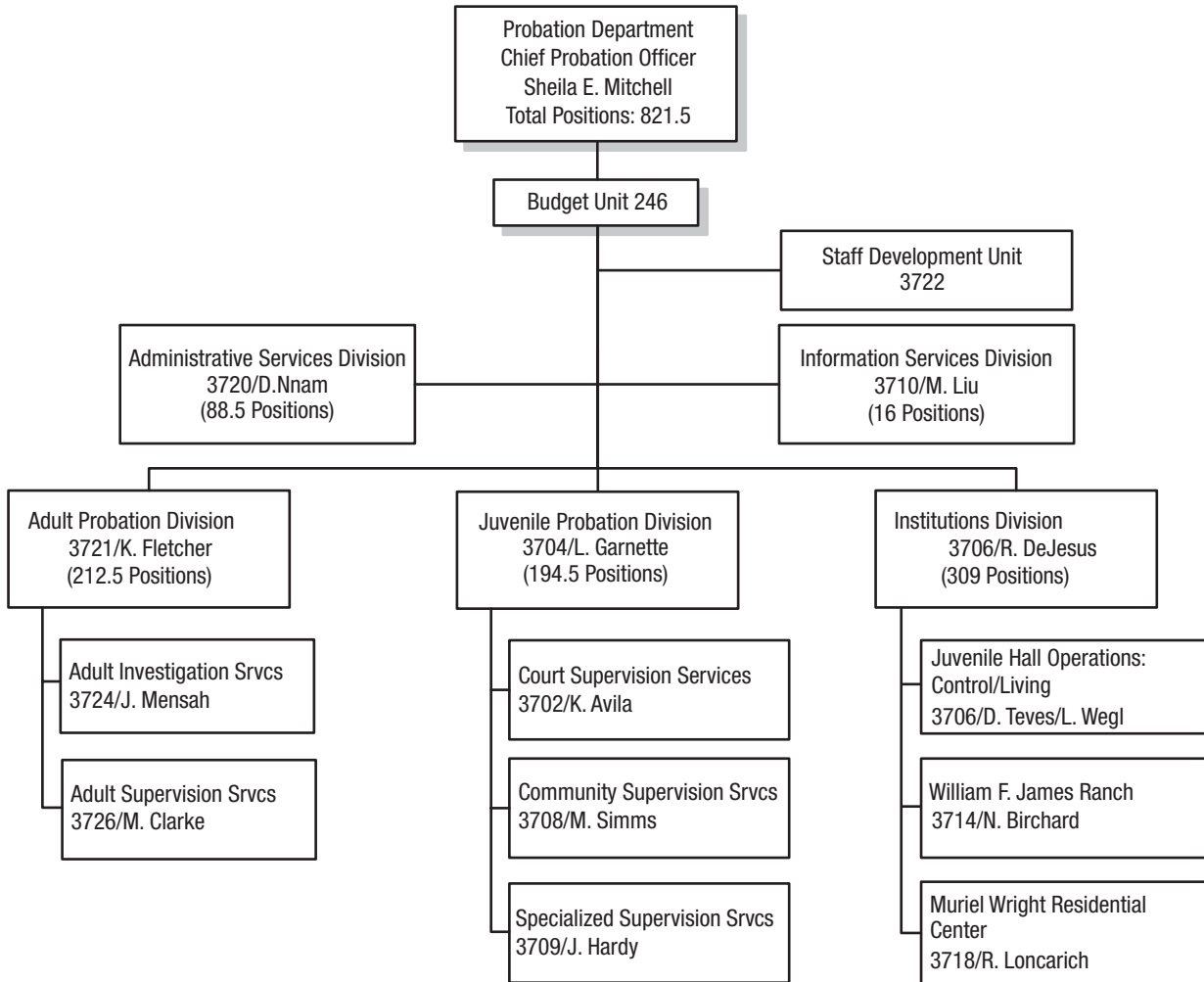
	Positions	Appropriations	Revenues
Reduce expenses in janitorial supplies by reducing the number of mop heads used for cleaning.			
7. Reduce Services and Supplies	—	(2,000)	—
Reduce expenses in janitorial supplies by reducing the budget for sanitary napkins at the Correctional Center for Women.			
Subtotal (Recommended Changes)	-6.0	\$ (570,855)	\$ —
Total Recommendation	78.0	\$ 13,276,909	\$ 169,171

Internal Affairs Fund 0001 — Cost Center 3412
Major Changes to the Budget

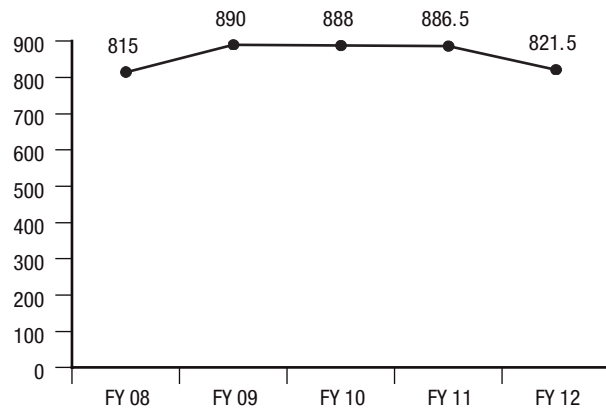
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	1.0	\$ 244,740	\$ —
Board Approved Adjustments During FY 2011	—	180	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	3,648	—
Internal Service Fund Adjustments	—	12,304	—
Other Required Adjustments	—	(180)	—
Subtotal (Current Level Budget)	1.0	\$ 260,692	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
One-time Rebate of Voice Rate Retained Earnings	—	(232)	—
FY 2012 Voice Rate Adjustment	—	(170)	—
Decision Packages			
1. Reduce Services and Supplies	—	(4,000)	—
Reduce expenses related to training in workshops and seminars.			
Subtotal (Recommended Changes)	—	\$ (4,402)	\$ —
Total Recommendation	1.0	\$ 256,290	\$ —



Probation Department



Gross Appropriation Trend



Staffing Trend



Public Purpose

- Protection of the Community
- Reduction of Crime
- Prevention of Repeat Offenders



Performance-based Budget Information

Service Area: Public Safety and Justice

Desired Results

1. Increase the number of clients who successfully complete probation.
2. Increase the number of clients who complete payment of restitution to victims of crimes
3. Increase the number of clients who complete their community service work
4. Increase the number of clients who are enrolled in school, training, or employed
5. Decrease the number of clients who are repeat offenders

Background: There are numerous desired results that have a significant impact upon accomplishing the Probation Department mission and public purpose. Some desired results must be achieved first, in order to accomplish higher level goals. The above desired results represent a balance of higher level and lower level results that are achievable and measurable. Other desired results for the department include: "Holding Offenders Accountable," "Quality Support to the Courts," "Lowest Level Effective Sanctions," "Restoration of Losses to Victims and the Community," "Increase Competency Development," and "Safe Custodial Care."

Performance Indicators	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 (YTD)
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Context Measures

1. Unemployment Rate for Adults	4.4%	5.1%	8.6%	11.6%	10.9%
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Background: This context measure was chosen as it is one of the general indicators that impacts adult probation activity, although the effect has an undetermined time lag. An increase in unemployment is seen as usually preceding an increase in criminal activity and thus a corresponding increase in demand for probation services. Unemployment rates for the current calendar year are released each year in December. Source: California Labor MarketInfo, California Department of Employment Development.

2. Juvenile Population in Santa Clara County	467,288	475,288	484,177	490,326	495,229
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Background: One factor influencing the rate of juvenile crime is the number juveniles in the general population. It is anticipated that a rise in the county's juvenile population will correlated directly to an increase in referrals to juvenile probation. The data are projections derived from the California Department of Finance projections.



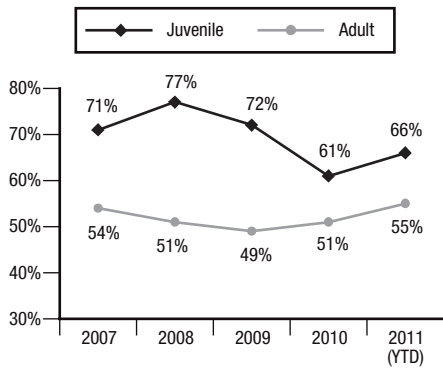
Performance-based Budget Information

Service Area: Public Safety and Justice					
	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 (YTD)
Workload Measures					
1. Number of New Probation Supervision Cases (Avg./Month) (Adult)	657	497	470	501	486
2. Number of New Probation Supervision Cases (Avg./Month) (Juvenile)	262	284	314	309	204
3. Number of Active Probation Supervision Cases (Avg./Month) (Adult)	12,025	11,263	10,548	10,129	9,738
4. Number of Active Probation Supervision Cases (Avg./Month) (Juvenile)	2,549	2,383	2,323	2,287	2,134
Note: YTD = 7/1/10 to 12/31/10					
	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 (YTD)
Outcome Measures					
1a. Rate of Successful Completion of Probation (Adult)	54%	51%	49%	51%	55%
1b. Rate of Successful Completion of Probation (Juvenile)	71%	77%	72%	61%	66%
Background: This outcome measure was chosen as an indicator of the success of the department's most basic function: Supervising clients who have been ordered by the court onto probation instead of jail/custody. Successful probation is when a client satisfactorily completes the terms and conditions of his/her probation order and a recommendation to terminate probation has been approved by the court, or the term of probation expires without action. 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.					
2a. Rate of Payment of Restitution to Victims (Adult)	56%	53%	51%	55%	55%
2b. Rate of Payment of Restitution to Victims (Juvenile)	64%	58%	60%	49%	43%
Background: One of the department's desired results is to restore losses to victims and the community. This indicator measures the rate at which clients complete their restitution payments to victims of crime, when ordered by the court.					
3a. Rate of Completion of Community Service Work (Adult)	56%	57%	56%	54%	61%
3b. Rate of Completion of Community Service Work (Juvenile)	82%	81%	80%	74%	75%
Background: One of the department's desired results is to restore losses to victims and the community. This indicator measures the rate at which clients complete their court-ordered community service work.					
4a. Rate of Successful Enrollment in School, Training, or Employment (Adult)	44%	43%	44%	42%	44%
4b. Rate of Successful Enrollment in School, Training, or Employment (Juvenile)	83%	81%	76%	74%	76%
Background: One of the critical conditions of probation, and one of the department's desired results, is to improve educational/vocational success for its clients. This measure is a tangible way for the department to track if clients are successfully enrolled in an education or training program, or employed, by the end of their probation term.					
5. Recidivism - Rate of Clients with New Convictions (Adult)	49%	51%	51%	49%	45%
6. Rate of Clients with New Sustained Petitions (Juvenile)	29%	33%	43%	42%	44%
Background: This measure is the department's recidivism rate, selected in order to measure success during probation in accomplishing the desired result of preventing repeat offenders. Many factors influence a client's likelihood of committing a new crime and research suggests that we not judge programs solely in terms of recidivism. Nevertheless this is an outcome measure of great public interest, and one which appropriately should be used as a measure of success across the entire spectrum of community services.					

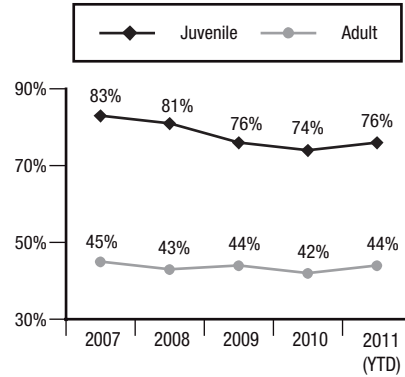


Desired Results

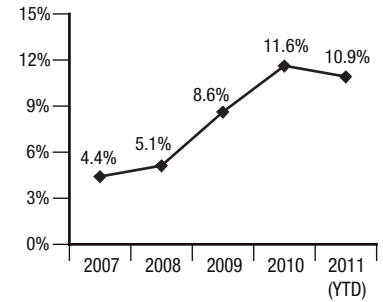
Successful Completion of Probation, which the Department promotes by providing appropriate assessment and level of supervision, monitoring offender compliance with court orders, providing appropriate restitution and community service, and supporting educational and vocational success.



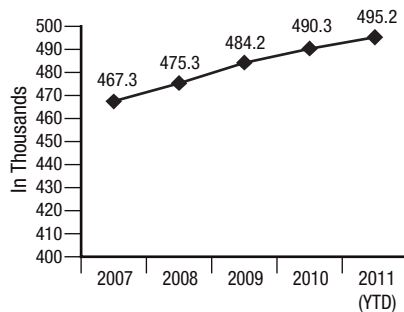
Percent Successful Completion of Probation (Adult & Juvenile)



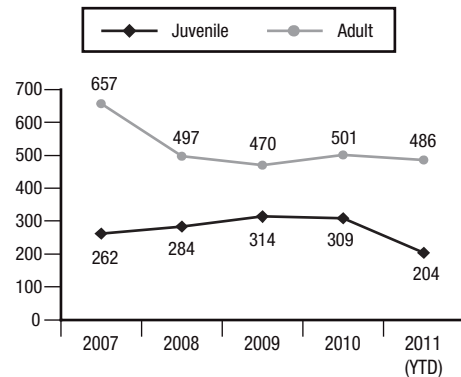
Percent in Education/Training or Employed at Exit (Adult & Juvenile)



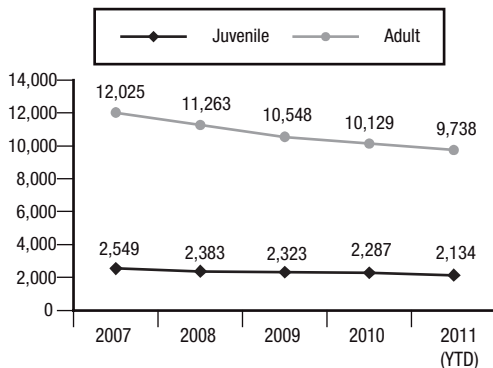
County Adult Unemployment Rate



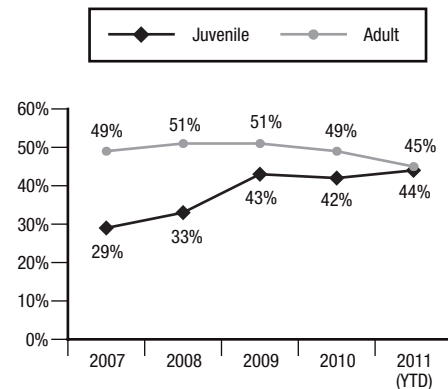
County Total Juvenile Population



New Supervision Cases (Avg/Month)



Formal Supervision Caseload

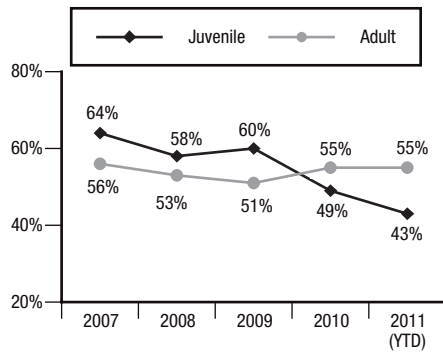


Percent of Clients with New Crime During Probation (Adult & Juvenile)

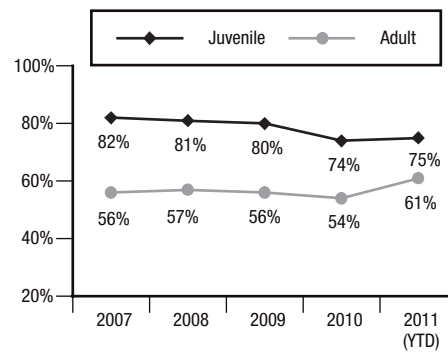
Section 2: Public Safety and Justice



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:

Institutions Services

The Probation Department provides in-custody services to the juvenile population. In-custody adult services are provided by the Office of the Sheriff - Custody Bureau.

Juvenile Rehabilitation Facilities

The Department operates two juvenile rehabilitation facilities, William F. James Ranch for boys ages 15 1/2 and older, and Muriel Wright Residential Center for young boys and girls of any age.

The Ranch Programs provide comprehensive cognitive treatment modality services to the youth and families they serve. Services and treatment are based on an individual case plan formulated through a multi-disciplinary team. Other services include education services, victim awareness classes, health realization classes, vocational training, chemical dependency treatment, life skills, family counseling, gang intervention, religious program services, health education, sports programs, sexual abuse treatment and sex offender counseling. In addition there is an extensive Aftercare program developed for residents

and families. Residents are court-ordered to complete a six to eight month program, which starts with an orientation program for new residents.

Juvenile Hall

The Santa Clara County Juvenile Hall provides temporary residential housing for youth awaiting adjudication or disposition from the Juvenile Court. Services are provided to youth to assist with their social reintegration back into the community and address their social, physical, behavioral, psychological and emotional needs. Juveniles are housed according to age, gender and offenses. However, there are housing units that provide specialized program services including a unit for offenders requiring mental health services, a commitment unit, ranch orientation unit and security units for the highest risk offenders.

Probation Services

The Probation Department delivers County-wide early intervention services through the Restorative Justice Program; provides investigation, placement, and supervision services through specialized units; and participates in a variety of collaborative service delivery programs for juveniles. The Department also provides adult investigation and sentencing recommendations directly to the Courts, and provides assessment, case management, treatment and supervision services for adult clients.

Intensive Supervision and Alternative Programs Unit (ISAP)

This unit screens for both the eligibility and suitability of inmates and/or probationers for programs that are alternatives to full-time incarceration, including County Parole and the Electronic Monitoring Program. Without this function, there would be no mechanism to determine which inmates/probationers are most likely to be appropriate and successful participants in these alternative programs. In addition, this unit provides intensive supervision and services to high risk offenders assigned to caseloads which consist of high risk sex offenders, violent offenders, youthful offenders and narcotics offenders.

High Risk Offender Unit

This Unit provides intensive supervision and evidence based services to high risk offenders who range in age from 18 to 30 years old. These caseloads include our most serious offenders, consisting of cases involving high level gang entrenchment and violence. Probationers assigned to this Unit are linked to substance abuse and mental health treatment services, educational and/or employment training, and other cognitive based programming to assist in providing prosocial opportunities.

Drug Treatment Services Unit

The Drug Treatment Services Unit partners with the Court in transitioning clients with a history of chronic substance abuse out of the criminal justice system and into treatment. This Unit participates in a multi-disciplinary team to identify treatment issues and to facilitate referrals to appropriate and effective treatment. Probationers assigned to this Unit are intensively supervised and appear in Court for frequent reviews.

Mental Health Unit

This Unit provides intensive supervision to severely mentally ill probationers and reports directly to the Courts on their progress. Caseloads include dual diagnosis defendants, domestic violence offenders, and those who have sustained convictions for violence, weapons, substance addiction issues and/or theft. The Mental Health Team also provides supervision and services to those who are developmentally delayed or suffer from traumatic brain injury. Staff assigned to this Unit also facilitates peer support groups in the community to assist these high risk and high need probationers. These support groups provide a safe place

for this population of offenders to talk about their issues with other similarly diagnosed people who understand and provide support.

Domestic Violence Unit

The most serious domestic violence offenders who pose a threat to victims are supervised by this specialized Unit. In addition to the services provided to the offenders, many services are also focused on the victims of domestic violence, including resource information and referrals, advocacy, victim welfare contacts and assistance with restraining orders. Domestic Violence Batterers Intervention Programs are also certified and supervised by a probation officer assigned to this Unit.

Adult Court Unit

This Unit provides services to the Superior Court in Santa Clara County, providing a direct link between the Probation Department and the Court in all sentencing hearings, settlement conferences, felony advanced resolution calendars and narcotic case resolution hearings. In addition, this Unit prepares Waived Referral reports, providing vital information to all criminal justice partners at the time of sentencing.

Adult Assessment Unit

All supervision cases are initially assessed, administratively processed and referred for services by the Assessment Unit. The level of supervision and reporting standards that establish field contact frequency are determined through a comprehensive risk and need assessment. Probationers are classified as requiring minimum, regular or intensive supervision. This classification system permits the offenders who need the most intense supervision and services to be assigned to units with lower caseloads and to probation officers with expertise in the areas of greatest risk for a particular offender.

Adult Investigation Unit

Investigation units are provided at the main adult probation office and at the North County Office. When the Court hears a felony case, a detailed report is provided to the Court for the sentencing hearing. These reports contain critical information summarizing the circumstances of the offense, criminal record of the defendant, the social history of the defendant, and a technical analysis of the sentencing disposition. These in-depth reports follow the defendant throughout the criminal justice process and take into consideration the



perspective and rights of the victim while providing the framework for recovery of financial losses to crime victims.

Juvenile and Adult - Electronic Monitoring Program (EMP) and Global Positioning System (GPS)

This program serves as an alternative to incarceration that provides electronic monitoring and/or GPS along with intensive supervision of adults and juveniles that would otherwise be held in County Jail or Juvenile Hall. This program monitors offenders as they reintegrate into the community while also holding offenders accountable and maintaining public safety. Offenders on EMP/GPS are able to maintain their employment, attend school or vocational programs and participate in counseling or other rehabilitative programs in the community.

Community Release Program (CRP)

The Community Release Program (CRP) provides intensive supervision without electronic monitoring for juvenile offenders that are classified as lower risk.

The Juvenile EMP/CRP programs were redesigned in FY2011 and will be further revised for FY2012. The revisions will be described in the FY2011 Inventory Item Budget Update.

Multi-Agency Assessment Center

The Center provides educational assessment, substance abuse assessment, mental health assessment, medical assessment, referral services and, case and transition plans for youth who are held in Juvenile Hall for more than 72 hours. The case plan developed through this process is also used to link offenders and their families to appropriate services when the offender leaves custody and returns to the community. This program provides all program services for youth in Juvenile Hall.

Community Based Aftercare

The Aftercare program provides clients that have graduated from a juvenile rehabilitation facility or from the Juvenile Hall commitment program, 12-months of services to assist in their transition back to the community, including community support, family reunification services, substance abuse services, mental health services and educational services. These services are provided by a team of professionals who create a transition plan before a minor is released from an institution.

Alternative Placement Academy /Youth Education Advocate

The Alternative Placement Academy is a school-based collaborative program that provides in-home placement and a specialized community school program for high-risk youth that have been previously court ordered to be placed in a juvenile rehabilitation facility or out-of-home placement. Youth Education Advocate Services are provided by advocates who are recruited, trained and monitored by Probation staff. These advocates support parents and guardians in working collaboratively with school districts to ensure school enrollment and to obtain special education services.

Restorative Justice

The program provides early intervention, prevention and diversion services throughout the County to less serious juvenile offenders. Services provided include parent-teen conferences and family mediation. The program also focuses on providing services to juvenile crime victims, such as victim awareness/effects of crime workshops and oversight of restitution payments to crime victims.

Informal Juvenile and Traffic Court

Truancy cases and minor offense probation citations issued to juveniles in Santa Clara County are adjudicated by this program, which also serves as a liaison between the Department and the Courts for Juvenile matters.

Special Programs Unit

This unit provides staff to attend special court sessions adjudicating certain types of cases for juvenile offenders, including a Juvenile Drug Treatment Court, a Juvenile Mental Health Court, a Juvenile Domestic Violence/Family Violence Court, and a Juvenile Sex Offender Court. For example, the Treatment Court assists youth with serious substance abuse problems, using recovery and treatment services ranging from residential care to 12-step programs to one-on-one mentoring, with frequent review hearings by the court and close supervision of offenders in the community by probation officers.

Juvenile Delinquency Services

This function provides investigation and supervision services for juvenile offenders. This function is divided into six regionally-organized units. Investigation services include an evaluation of the social and legal

aspects of the case, as well as a recommendation to the Court as to case disposition. Supervision services include referral of offenders to community and school services and assuring offender compliance with Court orders. The Department provides three levels of supervision: minimum, regular and maximum. Juvenile clients may also be assigned to informal supervision without Court intervention, or the matter may be settled at intake without further disposition.

Placement Unit

This unit is responsible for locating an appropriate out-of-home placement for clients with unique treatment and residential requirements. Deputy Probation Officers provide case management and supervision with the overall goal of family reunification in mind.

Current and Emerging Issues

Vehicle License Fee (VLF) Sunset

The Local Safety and Protection Account (LSPA) supports a number of local public safety programs and is funded with a portion of the VLF increase that went into effect in 2009. That VLF increase is set to sunset at the end of June 2011. Its continuation is part of the Governor's budget proposal and the proposed Constitutional Amendment. There is also a pending Assembly Bill (AB 66 - Chesboro) now in the Assembly Revenue and Taxation Committee to extend the VLF funding; the County has registered support of the measure.

The Probation Department is allocated \$12.2 million through the VLF in support of programs designed under the Juvenile Justice Crime Prevention Act (JJCPA), \$4.6 million of the total, and the Juvenile Probation Camp Funds (JPCF), \$7.1 million of the total. Should the VLF sunset on June 30, 2011, and were the funding reductions passed through to the Probation Department, Santa Clara County juveniles would experience wide ranging impacts in service reductions.

Among the programs affected:

- The Enhanced Ranch Program would be significantly reduced or eliminated, consequently, resulting in a significant increase in the Juvenile Hall population.
- The capacity to supervise youth on probation would also be dramatically be reduced, creating more violations of probation and higher juvenile crime rates, as specific alternatives to confinement are reimbursed by this funding:
 - Restorative Justice Program. The JPCF funding supports 4 Deputy Probation Officers (DPO) for this program.

- Alternative Placement Academy (APA) /Youth Education Advocacy (YEA). The JPCF funding supports 3 DPOs for this program.
- Electronic Monitoring (EMP) and Community Release (CRP) Programs. 8 Group Counselors support this program through the JPCF funding.
- Juvenile Specialized Supervision Programs. JPCF funding provides 4 Deputy Probation Officers for this program.
- Aftercare Program: This collaborative program serve youth who have been released from Juvenile Hall and our Ranches. This program is staffed with 4 Deputy Probation Officers, 4 Probation Counselors, 1 Justice Systems Clerk and 1 Mental Health position.
- A total of 65 employees as well as agreements with community-based organizations would be terminated and/or eliminated, and the clients and their families would no longer receive vital services.
- Additionally, the juvenile justice system partners would also experience significant impacts, for example, backlogs in the Courts due to the Department's inability to meet mandated court time lines causing juveniles to remain in custody for longer periods.
- Support and Enhancement Services: Support and Enhancement Services is a community-based program that provides case management services to pre- and post-adjudicated youth in the Community Release Program, the Electronic Monitoring Program and youth under general supervision.



- **Outcomes Team:** The Outcomes Team consists of Probation staff and supports a consultant that assists with evaluating the JJCPA programs. The Outcomes Team ensures compliance with mandated funding requirements.

In addition, in 2009 the Legislature took bold steps to enact SB 678 (Leno and Benoit) related to community corrections. This bill encourages the use of evidence-based practices to improve supervision and monitoring to reduce the admissions of adult felony probations to state prison, thereby resulting in savings to the state. The elimination of VLF funds would greatly weaken our ability to meet the intended outcomes of SB 678 and may inadvertently undermine our collective capacity to score significant savings to the state and local governments.

Youthful Offender Rehabilitative Facility Construction Grant (YORFC)

The Probation Department received, on December 6, 2010, from the Corrections and Standards Authority (CSA) a letter of Intent to Award Conditional Financing SB81 Local YORFC Program funding in the amount of \$12,950,000. The County is required to provide a 25% match (10% cash & 15% in kind) or \$4,935,200, in order to receive the funding, though the Chief Probation Officers of CA (CPOC) are advocating with the State Legislators regarding reducing the match amount. A cost estimate of \$2 million for design of the facility is budgeted in Facilities and Fleet Capital Programs for FY 2012.

Probation's original intent for this funding was to renovate the food services and recreation buildings, convert the existing dormitory into administrative space, construct a new laundry facility, and design and build an 84 bed facility at the William F. James Ranch. At the current time, Probation is developing a plan that would affect the utilization of all of their ranch facilities. Options are being developed that would involve expanding the James Ranch, pursuing Community Treatment Facility (CTF) status in lieu of out-of-County placement, and repurposing Muriel Wright Ranch as a CTF.

These options require additional analysis and evaluation with the Public Safety and Justice Committee and the Board of Supervisors, which will occur in Spring 2011.

The letter of intent to award from CSA is to fund this project at the dollar amount associated with an 84 bed construction design, however, CSA informed all grantees that design changes within the existing award budget are permissible. Based on this information, the Department is considering a program design augmentation that will increase the bed space at the James Ranch from 84 beds to 108 beds with the existing grant award. The additional beds would convert the James Ranch from an all boys program into a coed program serving boys and girls.

Probation and the Facilities and Fleet Department will bring forward a transmittal to the Board of Supervisors in June 2011, detailing the grant award parameters, design explanation, and to seek approval to accept the award.

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
Juvenile Hall Operations/Living	Yes	Mandated	Closure of 3 units and reduced staffing will have minimal effect on the operations. As population decreases, impact on remaining Juvenile Hall services will not be disrupted.	▼
Juvenile Ranches	Yes	Mandated	Minimum impact resulting from closure of 2 pods and reduced staffing in Muriel Wright Center. Establishment of Community Treatment Center will provide detention alternative for Probation wards.	▼
Juvenile Delinquency Services	Yes	Mandated	With the closure of MARC and SARC, youth served by these centers will continue to receive services, although services will be provided in a less expeditious manner.	▼
Recovery Services Unit	No	Mandated	With the elimination of the unit, there will be no court officer coverage for the Prop 36 courts. Prop 36 cases/clients will be processed/assessed by general supervision units with minimal impact on service delivery.	▼
Administration and Support	Yes	Required	Reduction in staffing in various units has no impact to client services but will have workload impact to remaining staff in units. Reduction in funding for youth placement has no impact to youth placement services with DJJ.	▼
Adult Investigation Unit	Yes	Mandated	No change.	■
Adult Training/Backgrounds Unit	Yes	Mandated	No change.	■
Adult Supervision Unit	Yes	Mandated	No change.	■
DNA -Proposition 69 Program	Yes	Mandated	No change.	■
Drug Treatment Court	Yes	Mandated	No change.	■
Internal Affairs	Yes	Mandated	No change.	■
Juvenile Court Unit	Yes	Mandated	No change.	■
Juvenile Gang Unit	Yes	Mandated	No change.	■
Placement Unit	Yes	Mandated	No change.	■
Substance Abuse Unit	Yes	Mandated	No change.	■
Juvenile Screening Unit	No	Mandated	No change.	■
Admin. Monitoring Team	Yes	Non-Mandated	No change.	■
Adult Assessment Unit	Yes	Non-Mandated	No change.	■
Adult Court Unit	Yes	Non-Mandated	No change.	■
Adult Screening Unit	Yes	Non-Mandated	No change.	■
Alternative Placement Academy/Comm. Education Transition/Youth Education Advocacy	Yes	Non-Mandated	No change.	■
Community-Based Aftercare	Yes	Non-Mandated	No change.	■

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
Informal Juvenile /Traffic Court	Yes	Non-Mandated	No change.	■
Juvenile Diversion Services	Yes	Non-Mandated	No change.	■
Restorative Justice	Yes	Non-Mandated	No change.	■
Services to Bilingual Clients	Yes	Non-Mandated	No change.	■
Special Programs	Yes	Non-Mandated	No change.	■
Electronic Monitoring Program	Less than 5%	Non-Mandated	No change.	■
Juvenile Electronic Monitoring/Community Release	Less than 5%	Non Mandated	No change.	■
Multi-Agency Assessment Center	No	Non-Mandated	No change.	■

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

County Executive's Recommendation

▼ Juvenile Hall Operations/Living

Close Three Living Units: The recommendation will close three living units in Juvenile Hall and delete the following staffing:

- 2.0 FTE Supervising Group Counselor positions for a total savings of \$314,328
- 26.0 FTE Senior Group Counselor positions for a total savings of \$3,442,355

The Santa Clara County Juvenile Hall is a mandated service which provides temporary residential housing for youth awaiting adjudication or disposition from the Juvenile Court. Staffing for the Juvenile Hall is provided by Group Counselors whose responsibility is to maintain the safety, security and supervision of the youth. The facility has a capacity of 390 beds, which are divided into thirteen 30-bed living units. Units are designated by age, gender, security risk and special needs of the youth. Additionally, Juvenile Hall has operated a Life Skills Commitment Unit for the past several years as a temporary solution to a significant increase in the ranch waiting list.

This recommendation closes three units and eliminates the 26.0 FTE Senior Group Counselor positions responsible for their operation in addition to 2.0 FTE Supervising Group Counselor positions providing direct

supervision for these staff. Two of these three units, B11 and B12, do not have youth occupying them. Units B11 and B12 are both closed due to a low Juvenile Hall population. B12 has been closed since June of 2010 and B11 has been closed all of 2010. The third unit, Unit B02, is the detention unit utilized for the Life Skills (program) Unit that will be phased out. The closure of units is possible as a result of a declining Juvenile Hall population and average daily population trend, which indicates a reduction of 60+ youth over a three year period. Currently the ranch waiting list is almost non-existent. The department will embark on an effort to create evidenced-based treatment services in a non-custodial setting, which allows the elimination of the Life Skills program.

Service Impact: No more commitments will be made to the Life Skills Unit resulting in a decreasing population. The few remaining youths' cases will be reviewed to ascertain appropriateness for other options. The impact on the remaining Juvenile Hall services will not be disrupted.

Total Positions Reduced: 28.0
Total Ongoing Savings: \$3,756,683

Reduce Clinical Nurse Staffing: Medications are currently being administered to juveniles three and four times per day. These same medications can be

prescribed by the custody physician to be administered once or twice per day and achieve the same outcome of three and four times per day. The result of reducing medication administration to two-times per day will yield substantial savings in nursing time by reducing the number of trips to administer medications throughout the Juvenile Hall, and allows for the deletion of 0.5 FTE Clinical Nurse position in Custody Health Services for Juvenile Hall.

Service Impact: There is no negative impact associated with this change in medication administration. The juveniles will receive the same medication results as they did with the three to four per day medication dosage.

Total Ongoing Savings: \$70,656

FTE and Savings are reflected in BU 414 Custody Health Services

Reduce Medical Clerical Staffing: Reduce 0.5 FTE Medical Unit Clerk position in Custody Health Services for Juvenile Hall for a savings of \$35,952.

Service Impact: The deleted clerical position at Juvenile Hall has been vacant for the past four to five months. As the census in Juvenile Hall has not warranted keeping this vacancy, the position may be eliminated with no negative impact on client services.

Total Ongoing Savings: \$35,952

FTE and Savings are reflected in BU 414 Custody Health Services

▼ Probation Community Workers Support Services

Eliminate Twelve Probation Community Worker Positions: The recommendation will delete 12.0 FTE Probation Community Worker positions for a total savings of \$1,124,352.

Under the direction of Deputy Probation Officers, Probation Community Workers (PCW) provide support to Deputy Probation Officers by collecting urinalysis samples, scheduling office visits, obtaining documentation to ensure compliance with Court orders, data entry, and assisting in the assessment of clients and other related duties. Additionally, PCW assistance allows Deputy Probation Officers (DPO) to provide more focus on the community-based supervision of adults and youth, as well as other duties required by the Court.

Currently there are 11 PCWs assigned to the Adult Division and 10 PCWs assigned to the Juvenile Division. The recommendation will eliminate 6 PCWs from Adult Division and 6 PCWs from Juvenile Division.

Service Impact: Deletion of Probation Community Worker positions will eliminate a significant amount of support services provided to Deputy Probation Officers. The work performed by the PCWs will be shared with the PCW positions that will remain in the Adult and Juvenile Divisions, and in addition, the DPOs assigned to these Units will also need to absorb some of the functions the PCWs currently perform.

Total Positions Reduced: 12.0
Total Ongoing Savings: \$1,124,352

▼ Recovery Services Unit (RSU)

Eliminate Unit and Decentralize Workload: The Recovery Services Unit (RSU) was established in response to the State mandated Proposition 36 Substance Abuse and Crime Prevention Act (SACPA). The legislation provides offenders convicted of non-violent drug possession or drug use offense with treatment instead of jail or prison time. Both first-time and repeat drug offenders are eligible to participate in the program. The Recovery Services Unit was designed to facilitate services for probationers, that address addiction through integrated treatment and supervision, and to enhance public safety by reducing drug related crime. Clients in the Recovery Services Unit participate in a comprehensive process that includes assessment, treatment, probation supervision and regular progress reviews by the court. Collaborative services include assessment and treatment alternatives in partnership with the Department of Drug and Alcohol Services.

The recommendation will eliminate the RSU in the Adult Services Division, decentralize the workload to general supervision units, and delete the following staffing:

- 1.0 FTE Supervising Probation Officer position for a savings of \$167,160
- 5.0 FTE 5 Deputy Probation Officer (DPO) positions for a total savings of \$747,960
- 2.0 FTE Justice System Clerk positions for a total savings of \$178,404



Service Impact: After the deletion of the five DPOs, the three remaining DPO positions would be reassigned from the RSU to the Adult Assessment Unit to assess and process the approximately 2,250 Proposition 36 cases received annually. The 350 Proposition 36 cases currently being supervised by the RSU would be absorbed by the general supervision units. These cases would be screened and transferred to the appropriate unit, based on their risk and needs. Some of the cases may be transferred to one of the intensive supervision units, while the bulk of cases would be assigned to the general supervision units. The DPOs assigned to these units would assume responsibility for these cases and supervise them based on their risk/needs classification. The caseloads of the DPOs will increase, however, it is anticipated that the supervision and service delivery to these clients will be minimal.

With the elimination of the Recovery Services Unit, the department will no longer be able to provide daily Court Officer coverage in the Proposition 36 Courts at Terraine Street. The Courts are aware of the planned reduction, and discussions have taken place on numerous occasions, including as a result of the end of State SACPA funding. A sub-committee has been formed with the Terraine Street Drug Court Judges to further discuss impacts.

Total Positions Reduced: 8.0
Total Ongoing Savings: \$1,093,524

Juvenile Ranches

Close Two Pods at Muriel Wright Center (MWC): The recommendation is to reduce services at the MWC through the closure of one male and one female pod, bringing the operating capacity from 48 to 24 beds. The closure of the two pods will reduce the operations by deleting the following staffing:

Summary of Position Changes

FTE	Job Title	Savings
-1.0	Supervising Probation Counselor	\$162,252
-5.0	Probation Counselor	\$735,180
-1.0	Probation Assistant	\$120,324
-1.0	Justice Systems Clerk	\$83,268
-8.0		\$1,101,024

The Muriel Wright Center is a mandated service which provides an enhanced rehabilitation program in a ranch setting for both girls and young boys placed by order of

the Juvenile Court. Primary staffing for the facility is provided by Probation Counselors (PC) whose responsibilities include providing individual, group and family counseling as well as ensuring the safety, security and supervision of the youth in their care during the waking hours. Additionally, Probation Assistants keep watch during the sleeping hours. The Wright Center has an operating capacity of 48 beds which is comprised of four pods, two for males and two for females. Each pod is designed to house up to 12 youth at a time.

The closure of two pods is possible as a result of a declining female population and a concerted effort to keep young males out of the system. The female population over the past three years has had a high of 22 and a low of 5. The male population over the past three years has dropped substantially from 38 in July 2008 to 14 in March 2011. This development is attributable to the development of an assessment methodology called a "Response Grid," a tool similar to a matrix, however not so rigid in its application, to assess appropriate levels of services and sanctions. Combined with the creation of a non-custodial community treatment center option, fewer youth require ranch placement.

After the reduction, the Wright Center will be comprised of 14.0 FTE Probation Counselors, 2.0 FTE Supervising Probation Counselors and 5.0 FTE Probation Assistant positions.

Service Impact: There will be little negative service impact as a result of reducing pods. The current population is about 5 females and 14 males, so the reduction of pods will not impact ratios. The female population currently is only using one pod and the male population will be reduced to one pod in the very near future due to low numbers. As of March 2011, the current wait list for Wright Center is 2 females and 2 males. The Response Grid will be used to determine which youth would be best served in the community rather than a custodial setting. Those youth identified will become eligible for the Community Treatment Center (CTC). The CTC will provide a cognitive based curriculum administered by PCs who have been trained in treatment delivery. It is anticipated that with the advent of this new option, many youth will no longer require a secure setting for their treatment needs.

Total Positions Reduced: 8.0
Total Ongoing Savings: \$1,101,024

Establishment of Community Treatment Center (CTC):

With the closure of two pods and reduction of 8 positions, the Muriel Wright Center will be comprised of 14.0 FTE Probation Counselor, 2.0 FTE Supervising Probation Counselor and 5.0 FTE Probation Assistant positions. The department has reviewed program areas to generate efficiencies and subsequently, proposes the establishment of the new Community Treatment Center (CTC) by redirecting 6.0 of the remaining 14.0 FTE Probation Counselors and \$150,000 in funding for educational contract services from the Muriel Wright Center to fund this CTC.

The CTC will be located at a County Office of Education Alternative School Site (to be determined) where treatment for youth will be woven into and occur after, a full academic day. The CTC will have the following components:

- Serve up to 40 mid to high-risk juvenile probationers
- Hours of operation will be from 9:30am to 5:30pm
- Full academic day provided by two teachers and two teacher's aides from the County Office of Education alternative schools
- After school structured treatment
- Staffed by 6.0 FTE Probation Counselors and 0.5 FTE Justice Systems Clerk
- Target youth age at 15 to 18
- Target offender - A ward of the court who has multiple serious probation violations or new offenses and who has not been responsive to less restrictive interventions
- Duration of services will be 60 to 90 days
- Delivery of evidence based, cognitive-behavioral curriculum focusing on targeted criminogenic needs
- Drug and alcohol treatment
- Mental Health treatment when indicated

Service Impact: Establishment of the CTC will provide a treatment-responsive detention alternative to Probation wards who continue to violate their court orders or who commit new criminal offenses. The CTC will provide a cognitive based curriculum administered by Probation Counselors who have been trained in treatment delivery. It is anticipated that with the advent

of the CTC, many youth will no longer require a secure setting for their treatment needs and can further reduce population in the Ranches.

Total Costs: \$0

Ongoing Funds of \$1,032,216 are redirected from within the department

Juvenile Delinquency Services

Closure of the Multi-disciplinary Alternate Reception Center (MARC) and South-County Alternative Reception Center (SARC):

The MARC and SARC were primarily funded through the Office of Juvenile Justice and Delinquency Prevention through FY 2008 (SARC) and FY 2009 (MARC) Federal Earmarks. The Grant funding for the grant funded positions associated with both programs expire on May 1, 2011 for MARC and June 30, 2011 for SARC. The MARC grant funded two unclassified positions which expire on May 1, 2011. The SARC grant funded two classified positions but grant funding to support both positions will expire on June 30, 2011.

The General Fund pays for a total of 2.0 FTE Deputy Probation Officer positions, one at each of the centers. The MARC and SARC have served as a convenient alternative for law enforcement officers to deliver moderate risk youth who need immediate intervention, but who do not meet the detention criteria for a Juvenile Hall detention. Since the inception of both programs in FY 2009, the cumulative total for youth brought to the SARC is 131 youth and the MARC is 72. This recommendation deletes General Fund support 1.0 FTE filled DPO position for MARC, for a savings of \$149,592, and with the expiration of the grant funding on June 30, 2011, the two positions supported by SARC grant funds will also be eliminated:

- reduce \$173,504 in revenue due to expiration of grant funding
- delete 0.5 FTE Deputy Probation Officer position for a savings of \$74,808
- delete 1.0 FTE Law Enforcement Clerk position for a savings of \$76,473
- reduce \$51,159 in funding for services and supplies expenses

There is need for a mechanism to expedite the cases of youth who do not meet the criteria for secure detention, but who are in need of immediate service. Therefore, 1.0



FTE General Funded DPO will be retained to focus on South County youth, and will partner with law enforcement agencies to expedite identified cases through the legal channels.

Service Impact: There will be no or minimal impact resulting from the closure of MARC. The MARC was significantly under utilized and the few youth who were taken there were low risk and did not meet the target of serving moderate risk youth. The SARC was utilized often by South County law enforcement officers who delivered moderate risk youth who met certain criteria to the Center. The General Fund DPO allocated to the SARC, will be retained to expedite South County cases needing priority attention. Youth served by these programs will continue to receive services, although in a less expeditious manner.

Total Positions Reduced: 2.5
Total Ongoing Savings: \$178,528
 Ongoing Revenue Reduction: \$173,504
 Ongoing Expenditures Reduction: \$352,032

Administration and Support

Reduce Staffing: The recommendation deletes the following staffing from units in the Administrative Services Division:

Summary of Position Changes

FTE	Job Title	Savings
-1.0	Program Manager II	\$153,576
-1.0	Probation Manager	\$184,812
-1.0	Facilities Maintenance Representative	\$104,760
-1.0	Supervising Clerk	\$105,360
-1.0	Senior Warehouse Material Handler	\$87,624
-5.0		\$636,132

Service Impact: The deletion of the staffing in Administrative Services Division has no impact on direct client services, but will have significant workload impact on administrative staffing in the department.

The Program Manager position provides management oversight for 103 clerical positions, including direct supervision over three Administrative Support Officers who provide day-to-day oversight for all clerical functions in the Probation Department. This position also provides for continuity of clerical operations across the Department by ensuring that hiring, promotions, training, procedures, disciplines, transfers, and bargaining/departmental agreements are handled in a

fair and consistent manner. The deletion of the Program Manager position will require the reorganization of the Clerical Operations program. Each Administrative Support Officer, as well as their supervised clerical support, will be reassigned to report to the Deputy Chief Probation Officer overseeing the Division where the clerical support is provided.

The Probation Manager provides the management oversight for all training requirements associated with the Peace Officer positions, including developing curriculums, establishing agreements for services and contracts, ensuring reimbursement from the State for Standards and Training in Corrections (STC) requirements, and ensuring that all Peace Officers meet the annual training requirements. The deletion of this position will require reorganization of the department's management structure in order to absorb the duties assigned to the Staff Development (Training) Unit.

Currently in the Facilities and Fleet Operations Unit there are two Facilities Maintenance Representative positions providing support for the department's six facilities and 160 vehicles. With the deletion of one of the two positions, the remaining Facilities Maintenance Representative position would have to absorb all duties of the deleted position. One person absorbing all the duties will be extremely difficult, consequently, internal services will re-prioritized to handle issues within custodial facilities first and automation of fleet processes will be implemented for department wide use.

The Clerical Operations Juvenile Support Unit consists of one Administrative Support Officer and three Supervising Clerks providing managerial and supervisory support for 25.5 clerical positions. The duties associated with the deletion of the vacant Supervising Clerk position will be absorbed by the two remaining Supervising Clerks assigned to the Juvenile Support Services Unit. Consequently, the supervisor to clerk ratio will increase from 1 to 8 ratio to 1 to 12.5, diminishing the remaining Supervising Clerk's abilities to monitor, train and supervise the clerical staff.

The Support Services Unit provides a myriad of services, including shipping, receiving and delivery of items required for the Department's three juvenile detention and rehabilitation facilities and the main office supply warehouse. Each facility is staffed with a Senior Warehouse Materials Handler position to ensure that

items such as clothing, beds, toiletries, food, supplies, etc., are provided for the daily operations. The reduced population for the Muriel Wright Residential Center also reduces the need for a full-time Senior Warehouse Handler for the facility. The three remaining Senior Warehouse Materials Handlers and one Storekeeper will absorb the duties performed by the deleted Senior Warehouse Handler position in the Muriel Wright Center.

Total Positions Reduced: 5.0
Total Ongoing Savings: \$636,132

Reduce Funding for Youth Placement in the Department of Juvenile Justice (aka CYA): This recommendation reduces \$109,757 in funding for Support and Care of Persons expenses. The funds in this account are used to pay the State of California - Department of Corrections and Rehabilitation for minors that are transferred to their Division of Juvenile Justice (DJJ) a.k.a. California Youth Authority (CYA). DJJ provides institutional housing, parole placements, diagnostic, emergency, federal and out-of-state referrals for minors. The department has reviewed its expenditures in the Support and Care of Persons budget and discovered that the commitment rate for Santa Clara County has progressively dropped since 2006, and continues to decrease. The current year budget is \$496,753 and the actual expenses for FY 2010 were less than \$300,000. The original budget would cover costs for between 25 to 27 youth, but as of January 2011, 17 Santa Clara County youth remain in placement at DJJ, allowing for the reduction.

Service Impact: The recent State realignment of youthful offenders requires DJJ parolees to be supervised by the Probation Departments when parole is violated, rather than being returned to DJJ. Fewer youth referred are to DJJ, because youthful offenders in Santa Clara County are now rehabilitated through the Enhanced Ranch Programs at William F. James and Muriel Wright Center Ranches. The reduction in funding will have a minimum impact on client services and will be more aligned with the actual funding needs.

Total Ongoing Savings: \$109,757

Probation Department — Budget Unit 246 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
24615	Administrative Division Fund 0001	\$ 25,840,199	\$ 26,363,179	\$ 24,726,247	\$ 23,851,471	\$ (2,511,708)	-9.5%
24616	Probation Svcs Div Fund 0001	47,516,534	51,266,237	52,368,876	49,725,447	(1,540,790)	-3.0%
24617	Institution Services Division	52,746,877	49,506,264	54,903,869	49,839,857	333,593	0.7%
3701	Juvenile Hall Fund 0318	29,971	35,000	35,000	35,000	—	—
Total Net Expenditures		\$ 126,133,581	\$ 127,170,680	\$ 132,033,992	\$ 123,451,775	\$ (3,718,905)	-2.9%

Probation Department — Budget Unit 246 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
24615	Administrative Division Fund 0001	\$ 26,025,129	\$ 26,548,109	\$ 24,911,177	\$ 24,036,401	\$ (2,511,708)	-9.5%
24616	Probation Svcs Div Fund 0001	48,283,408	51,457,493	52,589,384	49,945,955	(1,511,538)	-2.9%
24617	Institution Services Division	52,746,877	49,506,264	54,903,869	49,839,857	333,593	0.7%
3701	Juvenile Hall Fund 0318	29,971	35,000	35,000	35,000	—	—
Total Gross Expenditures		\$ 127,085,385	\$ 127,546,866	\$ 132,439,430	\$ 123,857,213	\$ (3,689,653)	-2.9%

Probation Department — Budget Unit 246 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 110,238,110	\$ 108,967,415	\$ 114,684,398	\$ 106,671,810	\$ (2,295,605)	-2.1%
Services And Supplies	16,836,880	18,579,451	17,755,032	17,185,403	(1,394,048)	-7.5%
Fixed Assets	10,395	—	—	—	—	—
Subtotal Expenditures	127,085,385	127,546,866	132,439,430	123,857,213	(3,689,653)	-2.9%
Expenditure Transfers	(951,804)	(376,186)	(405,438)	(405,438)	(29,252)	7.8%
Total Net Expenditures	126,133,581	127,170,680	132,033,992	123,451,775	(3,718,905)	-2.9%

Probation Department — Budget Unit 246 Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
24615	Administrative Division Fund 0001	\$ 20,221,209	\$ 21,549,866	\$ 20,871,647	\$ 20,871,647	\$ (678,219)	-3.1%
24616	Probation Svcs Div Fund 0001	7,747,729	12,203,686	11,732,596	11,559,092	(644,594)	-5.3%
24617	Institution Services Division	1,118,797	1,492,428	1,005,896	1,005,896	(486,532)	-32.6%
3701	Juvenile Hall Fund 0318	38,336	35,000	35,000	35,000	—	—
Total Revenues		\$ 29,126,072	\$ 35,280,980	\$ 33,645,139	\$ 33,471,635	\$ (1,809,345)	-5.1%



Administrative Division Fund 0001 — Cost Center 24615

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	183.0	\$ 26,363,179	\$ 21,549,866
Board Approved Adjustments During FY 2011	-1.0	116,061	(678,219)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-17.0	(1,814,880)	—
Internal Service Fund Adjustments	—	(156,493)	—
Other Required Adjustments	1.0	218,380	—
Subtotal (Current Level Budget)	166.0	\$ 24,726,247	\$ 20,871,647
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Adjust Reimbursement for Data Processing and Voice Communications Changes	—	(79)	—
Reduce Reimbursement for 0.5 FTE Medical Unit Clerk Position being Deleted in Juvenile Hall.	—	(35,952)	—
One-time Rebate of Voice Rate Retained Earnings	—	(6,497)	—
FY 2012 Voice Rate Adjustment	—	(14,703)	—
Reduce Reimbursement for Staffing Modifications in Juvenile Hall.	—	(70,656)	—
FY 2012 Printing Adjustment	—	(1,000)	—
Decision Packages			
1. Reduce Administrative Staffs	-5.0	(636,132)	—
◆ delete 1.0 FTE Program Manager II position for a savings of \$153,576			
◆ delete 1.0 FTE Probation Manager position for a savings of \$184,812			
◆ delete 1.0 FTE Facilities Maintenance Representative position for a savings of \$104,760			
◆ delete 1.0 FTE Supervising Clerk position for a savings of \$105,360			
◆ delete 1.0 FTE Senior Warehouse Material Handler position for a savings of \$87,624			
2. Reduce Services and Supplies	—	(109,757)	—
◆ reduce \$109,757 in funding for Support and Care of Persons expenses			
Subtotal (Recommended Changes)	-5.0	\$ (874,776)	\$ —
Total Recommendation	161.0	\$ 23,851,471	\$ 20,871,647

Probation Svcs Div Fund 0001 — Cost Center 24616

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	336.5	\$ 51,266,237	\$ 12,203,686
Board Approved Adjustments During FY 2011	-0.5	(665,052)	(471,090)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	1,595,551	—
Internal Service Fund Adjustments	—	6,013	—
Other Required Adjustments	-1.0	166,127	—
Subtotal (Current Level Budget)	335.0	\$ 52,368,876	\$ 11,732,596
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
One-time Rebate of Voice Rate Retained Earnings	—	(3,316)	—



Probation Svcs Div Fund 0001 — Cost Center 24616

Major Changes to the Budget

	Positions	Appropriations	Revenues
FY 2012 Voice Rate Adjustment	—	(70,205)	—
Decision Packages			
1. Closure of South-County Alternative Reception Center (SARC)	-1.5	(202,440)	(173,504)
<ul style="list-style-type: none"> ◆ reduce \$173,504 in revenue due to expiration of grant funding ◆ delete 0.5 FTE Deputy Probation Officer position for a savings of \$74,808 ◆ delete 1.0 FTE Law Enforcement Clerk position for a savings of \$76,473 ◆ reduce \$24,000 in funding for Contract Services ◆ reduce \$3,000 in funding for PC Hardware ◆ reduce \$24,159 in funding for Travel Expenses 			
2. Closure of the Multi-disciplinary Alternate Reception Center (MARC)	-1.0	(149,592)	—
<ul style="list-style-type: none"> ◆ delete 1.0 FTE Deputy Probation Officer for a savings of \$149,592 			
3. Eliminate Probation Community Worker Support Services to Deputy Probation Officers	-1.0	(93,696)	—
<ul style="list-style-type: none"> ◆ delete 1.0 Probation Community Worker position for Juvenile Delinquency Services for a savings of \$93,696 			
4. Eliminate Probation Community Worker Support Services to Deputy Probation Officers	-2.0	(187,392)	—
<ul style="list-style-type: none"> ◆ delete 2.0 Probation Community Worker positions for Prop36-SACPA Services for a savings of \$187,392 			
5. Eliminate the Recovery Services Unit (RSU)	-8.0	(1,093,524)	—
Delete a total of 8 positions providing support services to 350 Proposition 36 (SACPA) cases:			
<ul style="list-style-type: none"> ◆ 1.0 FTE Supervising Probation Officer position for a savings of \$167,160 ◆ 5.0 FTE Deputy Probation Officer positions for a total savings of \$747,960 ◆ 2.0 FTE Justice Systems Clerk positions for a total savings of \$178,404 			
6. Eliminate Probation Community Worker Support Services to Deputy Probation Officers	-5.0	(468,480)	—
<ul style="list-style-type: none"> ◆ delete 3.0 FTE Probation Community Worker positions in Adult Supervision Unit for a total savings of \$281,088 ◆ delete 2.0 FTE Probation Community positions in Adult Assessment Unit for a total savings of \$187,392 			
7. Eliminate Probation Community Worker Support Services to Deputy Probation Officers	-4.0	(374,784)	—
<ul style="list-style-type: none"> ◆ delete 1.0 Probation Community Worker position in Gang Unit for a savings of \$93,696 ◆ delete 1.0 Probation Community Worker position in Juvenile Screening Unit for a savings of \$93,696 ◆ delete 1.0 Probation Community Worker position in Education Services Unit for a savings of \$93,696 ◆ delete 1.0 Probation Community Worker position for Special Programs for a savings of \$93,696 			
Subtotal (Recommended Changes)	-22.5	\$ (2,643,429)	\$ (173,504)
Total Recommendation	312.5	\$ 49,725,447	\$ 11,559,092

Institution Services Division — Cost Center 24617

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	367.0	\$ 49,506,264	\$ 1,492,428
Board Approved Adjustments During FY 2011	—	16,275	(486,532)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	17.0	5,601,871	—



Institution Services Division — Cost Center 24617

Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	(200,426)	—
Other Required Adjustments	—	(20,115)	—
Subtotal (Current Level Budget)	384.0	\$ 54,903,869	\$ 1,005,896
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
FY 2012 Data Processing Adjustment	—	2,334	—
One-time Rebate of Voice Rate Retained Earnings	—	(899)	—
FY 2012 Voice Rate Adjustment	—	17	—
One-time Rebate of DP Retained Earnings	—	(207,757)	—
Decision Packages			
1. Reduce Capacity of Muriel Wright Center	-8.0	(1,101,024)	—
Close two Pods and delete the following positions:			
◆ 1.0 FTE Supervising Probation Counselor position for a savings of \$162,252			
◆ 5.0 FTE Probation Counselor positions for a total savings of \$735,180			
◆ 1.0 FTE Probation Assistant position for a savings of \$120,324			
◆ 1.0 FTE Justice System Clerk position for a savings of \$83,268			
2. Closure of Juvenile Hall Living Units	-28.0	(3,756,683)	—
◆ delete 2.0 FTE Supervising Group Counselor for a total savings of \$314,328			
◆ delete 26.0 FTE Senior Group Counselor positions for a total savings of \$3,442,355			
Subtotal (Recommended Changes)	-36.0	\$ (5,064,012)	\$ —
Total Recommendation	348.0	\$ 49,839,857	\$ 1,005,896
Juvenile Welfare Trust (Fund Number 0318)			
FY 2011 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ —	\$ —

Juvenile Hall Fund 0318 — Cost Center 3701

Major Changes to the Budget

	Positions	Appropriations	Revenues
Juvenile Welfare Trust (Fund Number 0318)			
FY 2011 Approved Budget	—	\$ 35,000	\$ 35,000
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—

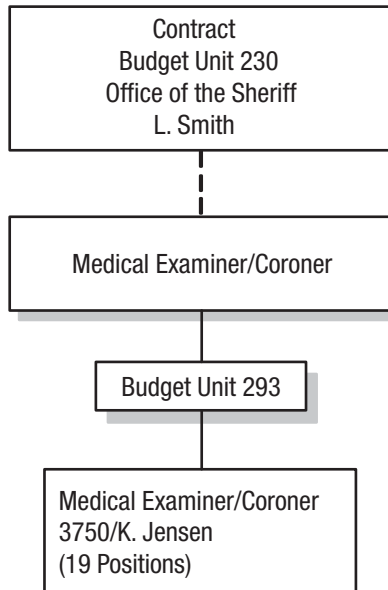


Juvenile Hall Fund 0318 — Cost Center 3701
Major Changes to the Budget

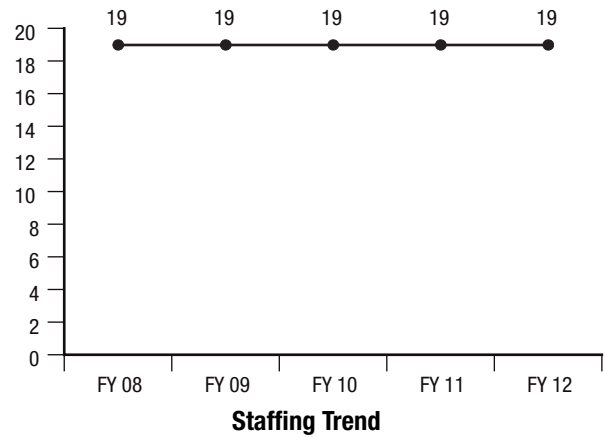
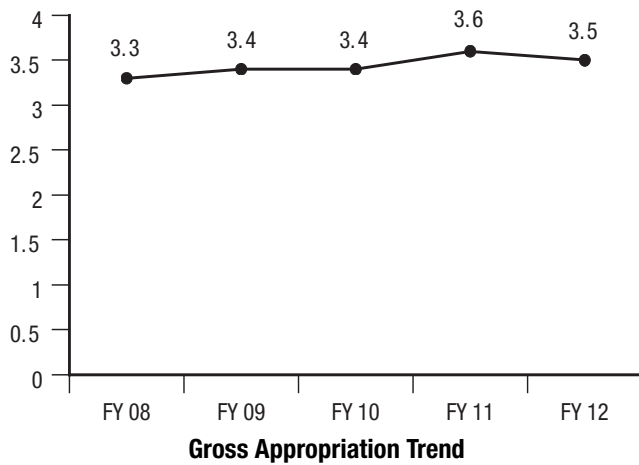
	Positions	Appropriations		Revenues	
Subtotal (Current Level Budget)	—	\$	35,000	\$	35,000
Recommended Changes for FY 2012					
Internal Service Fund Adjustments					
Decision Packages					
Subtotal (Recommended Changes)	—	\$	—	\$	—
Total Recommendation	—	\$	35,000	\$	35,000



Medical Examiner-Coroner



Section 2: Public Safety and Justice



Public Purpose

- ➔ Preservation of a Dignified Community
- ➔ Preservation of a Safe Community
- ➔ Preservation of a Healthy Community



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	Delays in toxicology reports; reduced ability to repair and maintain autopsy equipment.	▼
Documentation	Yes	Mandated		■

Impact on Current Level of Service:

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



County Executive's Recommendation

Reduce Services and Supplies

Reduce mostly Autopsy-Related Supplies: The Office will reduce blood analysis costs from outside laboratories by utilizing the County Crime Laboratory. The Office will reduce maintenance and equipment costs, and will specifically reduce the number of autopsy carts purchased annually to replace aging carts. And the Office will reduce hazardous waste disposal costs by

reducing the pick-up of medical waste to once per week as well as reduce contract services and external data processing costs.

Service Impact: The utilization of the County Crime Laboratory may cause a delay in toxicology reports and the Office's ability to repair and maintain equipment on a regular basis, such as autopsy saws, microscopes, and scale balancing will be decreased.

Ongoing Savings: \$110,178

Med Exam-Coroner Fund 0001 — Budget Unit 293 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
3750	Med-Exam/Coroner Fund 0001	\$ 3,438,588	\$ 3,621,322	\$ 3,693,448	\$ 3,549,028	\$ (72,294)	-2.0%
Total Net Expenditures		\$ 3,438,588	\$ 3,621,322	\$ 3,693,448	\$ 3,549,028	\$ (72,294)	-2.0%

Med Exam-Coroner Fund 0001 — Budget Unit 293 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
3750	Med-Exam/Coroner Fund 0001	\$ 3,438,588	\$ 3,621,322	\$ 3,693,448	\$ 3,549,028	\$ (72,294)	-2.0%
Total Gross Expenditures		\$ 3,438,588	\$ 3,621,322	\$ 3,693,448	\$ 3,549,028	\$ (72,294)	-2.0%

Med Exam-Coroner Fund 0001 — Budget Unit 293 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 2,703,613	\$ 2,831,507	\$ 2,842,707	\$ 2,842,707	\$ 11,200	0.4%
Services And Supplies	734,975	789,815	850,741	706,321	(83,494)	-10.6%
Subtotal Expenditures	3,438,588	3,621,322	3,693,448	3,549,028	(72,294)	-2.0%
Total Net Expenditures	3,438,588	3,621,322	3,693,448	3,549,028	(72,294)	-2.0%



Med Exam-Coroner Fund 0001 — Budget Unit 293

Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
3750	Med-Exam/Coroner Fund 0001	\$ 314,073	\$ 301,367	\$ 301,367	\$ 301,367	\$ —	—
	Total Revenues	\$ 314,073	\$ 301,367	\$ 301,367	\$ 301,367	\$ —	—

Med-Exam/Coroner Fund 0001 — Cost Center 3750

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	19.0	\$ 3,621,322	\$ 301,367
Board Approved Adjustments During FY 2011	—	935	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	11,200	—
Internal Service Fund Adjustments	—	(4,252)	—
Other Required Adjustments	—	64,243	—
Subtotal (Current Level Budget)	19.0	\$ 3,693,448	\$ 301,367
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
FY 2012 Data Processing Adjustment	—	846	—
One-time Rebate of Voice Rate Retained Earnings	—	(195)	—
FY 2012 Voice Rate Adjustment	—	138	—
One-time Rebate of DP Retained Earnings	—	(35,031)	—
Decision Packages			
1. Reduce Services and Supplies	—	(85,178)	—
Reduce expenses in Contract Services.			
2. Reduce Services and Supplies	—	(25,000)	—
Reduce expenses related to maintenance equipment, blood analysis, data processing, hazardous waste disposal, and education-other.			
Subtotal (Recommended Changes)	—	\$ (144,420)	\$ —
Total Recommendation	19.0	\$ 3,549,028	\$ 301,367



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**
- **In Home Supportive 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

In Home Supportive Services
Budget Unit 116

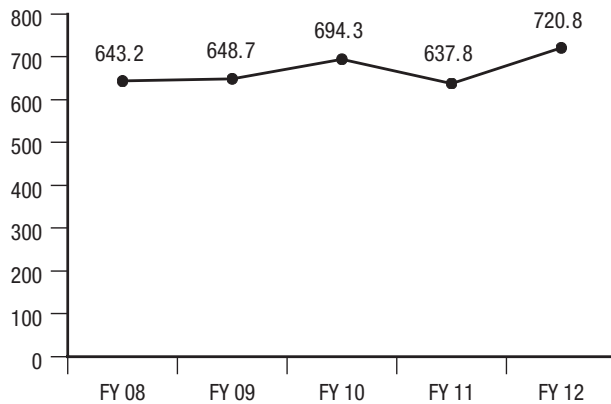
Agency Office – SSA
Budget Unit 502

Family and Children’s Services – SSA
Budget Unit 503

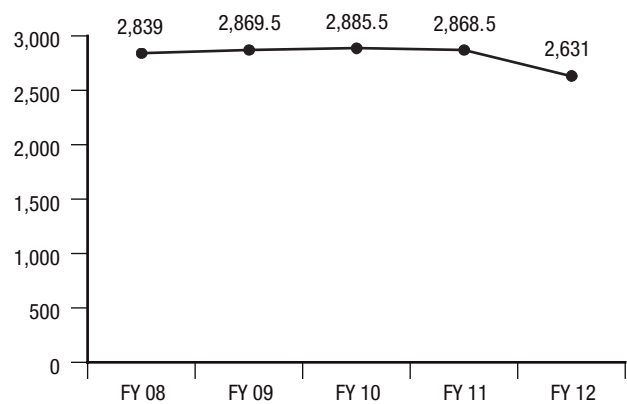
Employment and Benefit Services – SSA
Budget Unit 504

Aging and Adult Services – SSA
Budget Unit 505

Section 3: Children, Seniors and Families



Gross Appropriation Trend



Staffing Trend

The large increase in FY 2012 reflects the movement of the In-Home Supportive Services budget (\$101 million) from the Finance & Government Operations policy section to the Children, Seniors and Families policy section.



Net Expenditures By Department

BU	Department Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
200	Dept Of Child Support Services	\$ 37,122,248	\$ 36,929,875	\$ 38,466,206	\$ 36,826,691	\$ (103,184)	-0.3%
116	In-Home Supportive Services	74,336,365	78,907,682	100,984,390	100,984,390	22,076,708	28.0%
502	Social Services Agency	116,430,353	118,181,825	121,852,385	119,098,129	916,304	0.8%
503	Department of Family and Children Services	167,843,459	168,241,205	165,410,341	162,783,613	(5,457,592)	-3.2%
504	Department of Employment and Benefit Services	288,794,210	281,905,705	282,647,524	271,781,520	(10,124,185)	-3.6%
505	Department of Aging and Adult Services	32,070,076	32,239,342	31,398,464	28,979,708	(3,259,634)	-10.1%
Total Net Expenditures		\$ 716,596,711	\$ 716,405,634	\$ 740,759,310	\$ 720,454,051	\$ 4,048,417	0.6%

Gross Expenditures By Department

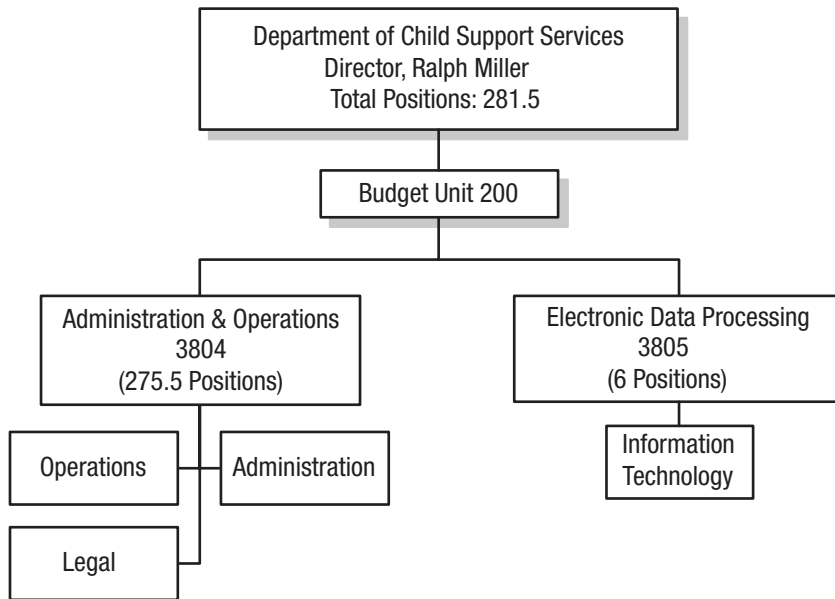
BU	Department Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
200	Dept Of Child Support Services	\$ 37,122,248	\$ 36,929,875	\$ 38,466,206	\$ 36,826,691	\$ (103,184)	-0.3%
116	In-Home Supportive Services	74,336,365	78,907,682	100,984,390	100,984,390	22,076,708	28.0%
502	Social Services Agency	116,511,556	118,262,537	122,116,817	119,362,561	1,100,024	0.9%
503	Department of Family and Children Services	167,928,909	168,324,516	165,493,652	162,866,924	(5,457,592)	-3.2%
504	Department of Employment and Benefit Services	288,794,210	281,905,705	282,647,524	271,781,520	(10,124,185)	-3.6%
505	Department of Aging and Adult Services	32,213,379	32,414,342	31,409,464	28,990,708	(3,423,634)	-10.6%
Total Gross Expenditures		\$ 716,906,666	\$ 716,744,657	\$ 741,118,053	\$ 720,812,794	\$ 4,068,137	0.6%

Revenues By Department

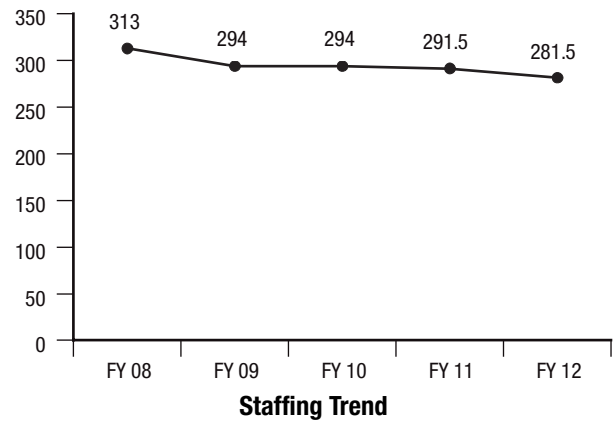
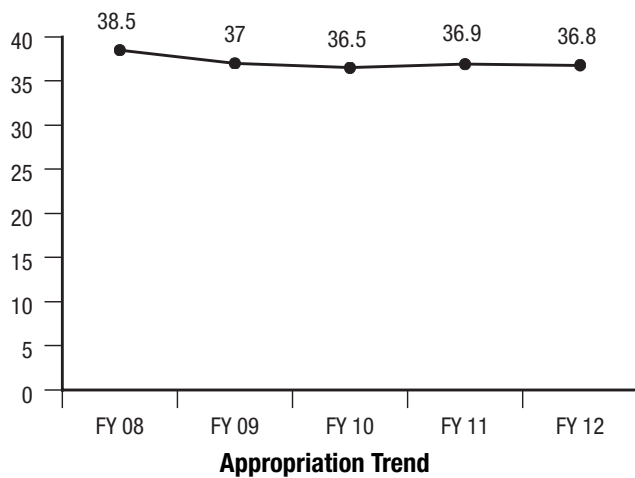
BU	Department Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
200	Dept Of Child Support Services	\$ 36,893,507	\$ 36,929,875	\$ 36,801,691	\$ 36,826,691	\$ (103,184)	-0.3%
116	In-Home Supportive Services	30,431,561	35,223,483	27,775,185	27,775,185	(7,448,298)	-21.1%
502	Social Services Agency	21,646,487	27,763,728	24,371,439	24,371,439	(3,392,289)	-12.2%
503	Department of Family and Children Services	170,387,776	188,522,876	179,591,719	179,542,432	(8,980,444)	-4.8%
504	Department of Employment and Benefit Services	318,804,133	321,824,452	309,021,942	305,626,706	(16,197,746)	-5.0%
505	Department of Aging and Adult Services	26,948,242	27,194,862	27,463,982	26,935,825	(259,037)	-1.0%
Total Revenues		\$ 605,111,706	\$ 637,459,276	\$ 605,025,958	\$ 601,078,278	\$ (36,380,998)	-5.7%



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.**



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 enforce financial and medical support for minor children. Services are available to everyone. 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.

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.

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, and other methods. Just under 60% of money collected comes from wage assignments (court-ordered payroll

deductions from wages for child support. All court orders include wage assignments. Many parents voluntarily support their minor children, providing payments as needed or in compliance with a court order.

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.

Customer Service

It is the Department's goal to assist parents within the child support program in understanding their rights and responsibilities under the law. 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.

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, and Family Court Services.

Emerging Issues

The Governor's FY 2012 State budget proposal retains the Revenue Stabilization funding which began in FY 2010, and the Department has included it in the base budget for FY 2012 in anticipation of again receiving this funding, as there is every sign the funding will continue. This additional funding, in the amount of \$700,000 annually, allowed the Department to fund a number of positions in Fiscal Years 2010 and 2011. However, increased FY 2012 staffing costs have now outpaced the additional funding and positions will be lost this year, despite the additional funding.

Statewide, the Department of Child Support Services (DCSS) will be a component of the Governor's proposed realignment of services, Phase Two. Discussions will commence during Summer 2011 with Phase Two implementation occurring most likely in FY 2013. Program changes could include the shifting of responsibilities from the State to the County along with changes in the way local programs are funded.

In addition to any changes associated with the proposed realignment, the state DCSS is conducting a review of Local Child Support Agency (LCSA) caseload standards and attorney to caseworker ratios. The results of this study may inform organizational changes within LCSAs, most likely imposed by state direction and/or

funding shifts. Again, any changes associated with this review will most likely impact local programs in FY 2013 and beyond.

Nationally, the Child Support Program seems to be exploring the expansion of the historical scope of program activities to address parental issues including custody, visitation, and employment. No near-term shifts in resources or funding to accommodate this potential expansion are contemplated.



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	Deletion of Human Resources Assistant II/I will cause delays in personnel transactions for staff.	▼
Administration and Support	No	Required	Increased revenue from interest bearing account.	▲
Enforcement of Support	No	Mandated	Deletion of 3 Child Support Officers will cause delays in review of cases and may delay payment of child support payments to families.	▼
Enforcement of Support	No	Mandated	Deletion of Management Analyst will reduce capacity to review compromise of arrears and establish payment plans; these tasks will take longer to complete.	▼
Legal Services	No	Mandated	Deletion of an Attorney may result in delays in enforcement actions and pursuing them in court.	▼
Legal Services	No	Mandated	Deletion of a Legal Clerk will result in delays in obtaining and enforcing support orders.	▼
Process Service	No	Mandated	Legal Processing requirements will be met through a contract with an outside vendor. One Legal Process Officer position will remain on staff to provide greater flexibility in serving orders.	◻
Collection and Distribution of Support Payments	No	Mandated	Deletion of Supervising Account Clerk will cause delays in routine fiscal tasks related to support payments.	▼
Customer Service	No	Non-Mandated		■
Information Technology	No	Required		■
Paternity Establishment	No	Mandated		■
Order Establishment	No	Mandated		■
Location of Parents and Assets	No	Mandated		■

Impact on Current Level of Service:

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

County Executive's Recommendation

The DCSS FY 2012 budget strategy relies on the premise that the State allocation will not vary significantly from FY 2011. This is supported by the Governor's proposed budget for FY 2012 which preserves base funding levels for local child support agencies, including the revenue stabilization funds first received in FY 2010 and the State backfill of a loss of Federal match on incentive payments.

Legal Process Services

Delete 2.0 Positions: Delete the following two positions, and return two fleet vehicles:

■ 2.0 Legal Process Officer - (F07)

Service Impact: Last year two Legal Process Officer (LPO) positions were deleted and the outside contract with a private vendor was increased in order to provide the level of legal process services needed at a reduced cost to the program. At that time, the plan presented to the Board of Supervisors was to move toward a contract model for the provision of legal process services within the County as positions became vacant, similar to the model used by the majority of counties statewide. This proposal has been discussed with SEIU 521, which has no opposition. The deletion of these two additional LPO positions accomplishes this goal, while leaving one



position in-house that can respond to situations where an order needs to be served quickly. The positions to be deleted will be vacant by the end of the year. The two fleet vehicles for the positions to be deleted will be returned to Fleet Services for additional savings.

Positions Deleted: 2.0

Total Ongoing Savings: \$167,804

Savings related to position deletions: \$160,344

Savings related to vehicle reduction: \$7,460

▼ Child Support Services

Delete 4.0 Positions: Delete the following positions:

- 3.0 Child Support Officer II (E85)
- 1.0 Management Analyst - (B1P)

Service Impact: The loss of these positions will result in more time required to review cases for enforcement actions, since the remaining Child Support Officers will have increased workloads. In some cases, families may wait longer to receive child support payments that are owed to them. The Management Analyst position is assigned to review cases that meet certain criteria for the Compromise of Arrears Program (which reduces the amount of arrears owed by a non-custodial parent in exchange for a promise to resume making child support payments), and establishing a reasonable payment plan. These activities will be absorbed by other staff and the manager of the unit, and will take longer to perform.

Positions Deleted: 4.0

Ongoing Savings: \$455,952

▼ Legal Services

Delete 2.0 Positions: Delete the following positions:

- 1.0 Attorney IV (U71)
- 1.0 Legal Clerk (F14)

Service Impact: The deletion of the Attorney position will cause delays in responding to Child Support Officers' inquiries on more complex cases, and may cause delays in taking enforcement actions and pursuing them in court. The deletion of the Legal Clerk

will cause delays in obtaining and enforcing support orders and in modifying child support orders to reflect changed financial circumstances.

Positions Deleted: 2.0

Ongoing Savings: \$366,348

▼ Administration and Support

Delete 2.0 Positions: Delete the following positions:

- 1.0 Human Resources Assistant II/I - (D5D)
- 1.0 Supervising Account Clerk II - (D95)

Service Impact: The deletion of the Human Resources Assistant will reduce the services available to assist DCSS staff, and will cause delays in the processing of personnel transactions. The duties of the Supervising Account Clerk will be absorbed by an Accountant II position, which will cause delays in a variety of routine fiscal activities.

Positions Deleted: 2.0

Ongoing Savings: \$207,732

▲ Administration and Support

Increase Revenue: Increase revenue in the amount of \$25,000 to recognize interest earned, now that the quarterly allocation from the State is placed in an interest bearing account.

Ongoing Savings: \$25,000

■ Administration and Support

Expenditure Adjustments: Net cost related to realignment of services and supplies expenditures totals \$28,651.

Service Impact: Various adjustments to the expenditure allocations are needed to better align the budget with actual service needs, and will cause no service impacts.

Services and Supplies Adjustments

Description:	Amount
Depreciation of Computer Equipment	\$43,550
PC Hardware	\$16,457
PC Software	\$3,459
PC Software Maintenance	\$3,241
Professional and Specialized Services	\$4,165
Maintenance - Computer Equipment	\$3,609
Bank Charges	\$9,600
Communications and Phone (External)	(\$12,636)
Office Expense	(\$17,836)
Professional Education	(\$5,000)
Small Tools and Instruments	(\$3,400)
Bar Dues Reimbursement	(\$1,200)
Household Expense	(\$1,000)
Subscriptions	(\$760)
Printing (External)	(\$500)
Transcripts	(\$232)
Education Expense - Other	(\$12,866)
Total:	\$28,651

Ongoing Cost: \$28,651

Salary Savings Plan: The DCSS budget must be balanced to the State allocation each year. Use of a salary savings plan allows the Department to operate without deletion of additional positions. In addition, premium pay expenditures are reduced by \$4,000 to better align the budget to actual cost.

Service Impact: Vacancies may take longer to fill in order to meet the anticipated level of savings as the amount of budgeted savings increases.

Ongoing Savings: \$463,163

Change in Funds for Department of Child Support Services

In FY 2011 a Special Revenue Fund (Fund 0195) was created for State and Federal Child Support Enforcement funding, in order to conform to Government Accounting Standards Board (GASB) requirements. On a regular basis, DCSS transfers cash from the special revenue fund to the General Fund to cover departmental expenditures.

Once the revenues were placed into a special revenue fund, it made sense to remove the expenditures from the General Fund as well, since the Department incurs no General Fund cost. Beginning in FY 2012 all expenditures will move from the General Fund to Fund 0193, which has been created specifically for DCSS. The Department will continue to transfer money to the expenditures fund to pay for departmental expenditures. The reports below reflect the change in funds and the resulting changes in cost centers.



Dept Of Child Support Services — Budget Unit 200 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
3800	Child Support Svcs Fund 0001	\$ 36,052,109	\$ 35,867,761	\$ —	\$ —	\$ (35,867,761)	-100.0%
3801	CCSAS Project Fund 0001	82,900	—	—	—	—	—
3802	DCSS Elect Data Proc Fund 0001	987,238	1,062,114	—	—	(1,062,114)	-100.0%
3804	DCSS Exp - Admin Fund 0193	—	—	37,421,386	35,764,577	35,764,577	—
3805	DCSS Exp - Electronic Data Processing Fund 0193	—	—	1,044,820	1,062,114	1,062,114	—
Total Net Expenditures		\$ 37,122,248	\$ 36,929,875	\$ 38,466,206	\$ 36,826,691	\$ (103,184)	-0.3%

Dept Of Child Support Services — Budget Unit 200 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
3800	Child Support Svcs Fund 0001	\$ 36,052,109	\$ 35,867,761	\$ —	\$ —	\$ (35,867,761)	-100.0%
3801	CCSAS Project Fund 0001	82,900	—	—	—	—	—
3802	DCSS Elect Data Proc Fund 0001	987,238	1,062,114	—	—	(1,062,114)	-100.0%
3804	DCSS Exp - Admin Fund 0193	—	—	37,421,386	35,764,577	35,764,577	—
3805	DCSS Exp - Electronic Data Processing Fund 0193	—	—	1,044,820	1,062,114	1,062,114	—
Total Gross Expenditures		\$ 37,122,248	\$ 36,929,875	\$ 38,466,206	\$ 36,826,691	\$ (103,184)	-0.3%

Dept Of Child Support Services — Budget Unit 200 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 30,554,601	\$ 30,289,917	\$ 31,616,475	\$ 29,962,936	\$ (326,981)	-1.1%
Services And Supplies	6,540,686	6,558,373	6,849,731	6,863,755	305,382	4.7%
Fixed Assets	26,961	81,585	—	—	(81,585)	-100.0%
Subtotal Expenditures	37,122,248	36,929,875	38,466,206	36,826,691	(103,184)	-0.3%
Total Net Expenditures	37,122,248	36,929,875	38,466,206	36,826,691	(103,184)	-0.3%



Dept Of Child Support Services — Budget Unit 200

Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
3800	Child Support Svcs Fund 0001	\$ 35,764,334	\$ 35,867,761	\$ —	\$ —	\$ (35,867,761)	-100.0%
3801	CCSAS Project Fund 0001	82,900	—	—	—	—	—
3802	DCSS Elect Data Proc Fund 0001	1,046,273	1,062,114	—	—	(1,062,114)	-100.0%
3804	DCSS Exp - Admin Fund 0193	—	—	35,739,577	35,764,577	35,764,577	—
3805	DCSS Exp - Electronic Data Processing Fund 0193	—	—	1,062,114	1,062,114	1,062,114	—
Total Revenues		\$ 36,893,507	\$ 36,929,875	\$ 36,801,691	\$ 36,826,691	\$ (103,184)	-0.3%

Child Support Svcs Fund 0001 — Cost Center 3800

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	285.5	\$ 35,867,761	\$ 35,867,761
Board Approved Adjustments During FY 2011	-285.5	(31,778,345)	(35,867,761)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-285.5	(29,509,576)	—
Internal Service Fund Adjustments	—	(5,269,488)	—
Other Required Adjustments	285.5	30,689,648	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ —	\$ —

DCSS Elect Data Proc Fund 0001 — Cost Center 3802

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	6.0	\$ 1,062,114	\$ 1,062,114
Board Approved Adjustments During FY 2011	-6.0	(970,273)	(1,062,114)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-6.0	(780,341)	—
Internal Service Fund Adjustments	—	(149,888)	—
Other Required Adjustments	6.0	838,388	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ —	\$ —



DCSS Exp - Admin Fund 0193 — Cost Center 3804
Major Changes to the Budget

	Positions	Appropriations	Revenues
DCSS Expenditure Fund (Fund Number 0193)			
FY 2011 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2011	285.5	31,858,117	(102,434)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	285.5	30,773,500	—
Internal Service Fund Adjustments	—	5,563,269	35,842,011
Other Required Adjustments	-285.5	(30,773,500)	—
Subtotal (Current Level Budget)	285.5	\$ 37,421,386	\$ 35,739,577
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
One-time Rebate of Voice Rate Retained Earnings	—	(1,474)	—
FY 2012 Voice Rate Adjustment	—	23	—
FY 2012 Fuel Reduction	—	(1,000)	—
FY 2012 Fleet Reduction	—	(6,460)	—
Decision Packages			
1. Adjust Services and Supplies	—	(211)	—
Adjust services and supplies budget in order to reflect appropriate levels of service needed throughout the department. Some of the larger reductions include reducing office expense by \$17,836 and reducing external communications and phone services by \$12,350. Many of the augmentations are related to technology, and include increasing PC hardware by \$16,457, computer equipment maintenance by \$4,445, and PC software and maintenance by \$6,700.			
2. Recognize Interest Revenue	—	—	25,000
Recognize interest produced from placing the quarterly State allocation in an interest bearing account.			
3. Adjust Salary Savings and Premium Pay	—	(457,311)	—
Adjust salary savings for a department-wide increase of \$459,163. (See also cost center 3805). Decrease premium pay by \$4,000.			
4. Delete 10 FTE	-10.0	(1,190,376)	—
Delete the following positions:			
◆ 1.0 Legal Process Officer			
◆ 1.0 Management Analyst			
◆ 1.0 Legal Process Officer			
◆ 1.0 Legal Clerk			
◆ 1.0 Supervising Account Clerk II			
◆ 1.0 Human Resources Assistant II/I			
◆ 3.0 Child Support Officer			
◆ 1.0 Attorney IV			
Subtotal (Recommended Changes)	-10.0	\$ (1,656,809)	\$ 25,000
Total Recommendation	275.5	\$ 35,764,577	\$ 35,764,577

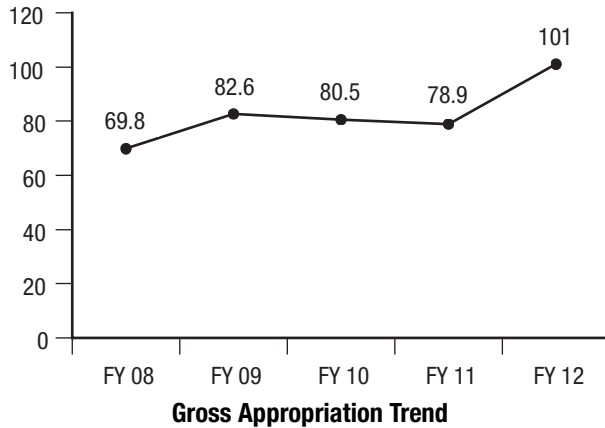


DCSS Exp - Electronic Data Processing Fund 0193 — Cost Center 3805
Major Changes to the Budget

	Positions	Appropriations	Revenues
DCSS Expenditure Fund (Fund Number 0193)			
FY 2011 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2011	6.0	893,275	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	6.0	842,975	—
Internal Service Fund Adjustments	—	151,545	1,062,114
Other Required Adjustments	-6.0	(842,975)	—
Subtotal (Current Level Budget)	6.0	\$ 1,044,820	\$ 1,062,114
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
FY 2012 Data Processing Adjustment	—	(72)	—
One-time Rebate of DP Retained Earnings	—	(5,644)	—
Decision Packages			
1. Salary Savings Plan	—	(5,852)	—
Adjust salary savings for a department-wide increase of \$459,163 (See also cost center 3804).			
2. Reduce Services and Supplies	—	(14,688)	—
Decrease services and supplies in the EDP budget by \$14,688 as shown below:			
◆ \$12,866 - Education Expense-Other			
◆ \$836 - Maintenance - Computers			
◆ \$700 - Small Tools and Instruments			
◆ \$286 - Communications and Phones			
3. Augment Depreciation Expense	—	43,550	—
Augment depreciation expense for computer equipment valued over \$5,000.			
Subtotal (Recommended Changes)	—	\$ 17,294	\$ —
Total Recommendation	6.0	\$ 1,062,114	\$ 1,062,114



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 eligible 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 March 2011, approximately 17,353 people were receiving services from approximately 16,493 full or part-time Independent Providers.

Nearly 99.5% percent of all cases are now Federally-eligible, under the Federal IHSS Waiver Plus reimbursement structure. The standard reimbursement formula for IHSS is 50% Federal, 32.5% State, and 17.5% County share. State contributions are capped for Public Authority and wage and benefit costs, with the County

picking up the unreimbursed share of cost for wages and benefits. Whenever the Federal participation cap equal to twice the Federal minimum wage is exceeded, the County share will exceed 17.5%. The current Federal reimbursement cap is \$16.00 per hour.

The cost for Independent Provider (IP) wages and benefits has increased in FY 2012 due to a combination of factors, including reduced Federal FMAP funding, growth in the program, and reduced State contributions for benefit costs. The current wage for IPs is \$12.20 per hour. Benefits are offered to IPs who work at least 35 hours per month, and the contribution rate per provider is \$25.00 per month. The bargaining agreement also provides for new workers to be paid at a reduced rate of \$9.50 per hour, up to 1,850 hours of work, but this is pending State computer system changes which will allow for the billing of two different wages. The State has not yet made the system changes to provide for this payment plan. The table below shows the latest information related to the IHSS caseload and benefits.

In Home Supportive Services Caseload and Provision of Benefits

IHSS Cases/Workers	# in March 2010	# in March 2011	Percent Change
# of People	16,968	17,353	2.2%
# of Workers	16,997	16,493	(3.0%)
Benefit Provided	# Eligible in May 2010	# Eligible in May 2011	Percent Change
Valley Health Plan	7,060	7,444	5.4%
Pacific Union Dental	7,542	7,951	5.4%
Vision Service Plan	7,542	7,951	5.4%
Estimated Net Cost of IHSS Program	\$43,684,199 in FY 2011	\$73,209,205 in FY 2012	68.0%

State Legislation Affecting IHSS

The State has been taking active measures to reduce the growth in the IHSS program. Among the changes imposed in 2010 and 2011 include:

- A 3.6% reduction in the maximum number of IP hours imposed by the State in March 2011.
- A requirement that IPs undergo a criminal background check and get fingerprinted. This has contributed to a slower rate of growth than the program has had in the last several years.
- Beginning in July 2010 all clients were also required to be fingerprinted, but this was never implemented and there is currently legislation (SB 930) to repeal this requirement. If successful it will also repeal the requirement for fingerprints on timesheets for clients and providers.
- A physician certification is now required to obtain IHSS services. A medical evaluation would be required as part of the eligibility process to “ensure services are needed to avert out-of-home placement.” It is unknown how many consumers may be affected by this law.
- Funding of \$49,982 for IHSS Advisory Committees is eliminated, making the law permissive rather than mandatory for counties to have IHSS Advisory Committees. The current law that mandates each Public Authority have an IHSS Advisory Committee or Independent Consumer Governing Board is maintained. Each Public Authority is slated to receive \$3,000 from the State General Fund with the associated 48% Federal match to support Public Authority Advisory Committee/Consumer Governing Board activities.

- As part of the approved State reductions, Public Authority administrative funding has again been reduced based on lower caseload estimates, and the potential impact is estimated at \$75,000. This reduction has not yet been accounted for in the FY 2012 budget.

As in many of the health and human services areas, if the State is unable to find revenue solutions to balance the FY 2012 State budget, the IHSS program may face additional reductions.

Community First Choice Option

A new requirement as part of the FY 2012 State budget takes advantage of a Federal program that gives States an option to provide personal care services through their Medicaid plans. The County has not yet budgeted for the expenditures and revenues associated with this program, as the Federal regulations are still being written.

The Community First Choice Option (CFCO) which was enacted through Section 2401 of The Patient Protection and Affordable Care Act expands on those programs and became available to states on October 1, 2011. The CFCO provides home and community-based services under Medicaid Section, 1915(k). According to the Centers for Medicare and Medicaid Assistance (CMS), the goal of the program is “to give States additional resources to make community living a first choice, and leave nursing homes and institutions as a fall back option.” It allows states to open eligibility to people at higher incomes and to offer additional services. States also may cover costs for moving individuals from an institution to the community (e.g., security deposits, purchase of household supplies).

The option could pave the way for broader expansions of home and community-based services in Medicaid. This option is anticipated to increase the demand for attendant care and supports. States that elect this option receive a six percentage point increase in federal matching payments (FMAP) for costs associated with the program.

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.

Public Authority management services have also decreased due to State budget reductions to Public Authorities throughout the state over the past year.

These cutbacks were slightly offset by new funding for the administration of the new enrollment requirements. The overall effect of these adjustments is that the IHSS budget for wages and benefits and for Public Authority management services decreased by \$163,180 from FY 2010 to FY 2011. The state reduction mentioned above may affect the contract amount in FY 2012.

County Executive's Recommendation

There are no recommended changes to IHSS for FY 2012.

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

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1002	IHSS Program Fund 0001	\$ 40,709,603	\$ 44,265,483	\$ 47,126,861	\$ 47,126,861	\$ 2,861,378	6.5%
1003	IHSS Ind Provider Mode Fund 0001	33,626,762	34,642,199	53,857,529	53,857,529	19,215,330	55.5%
Total Net Expenditures		\$ 74,336,365	\$ 78,907,682	\$ 100,984,390	\$ 100,984,390	\$ 22,076,708	28.0%

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

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1002	IHSS Program Fund 0001	\$ 40,709,603	\$ 44,265,483	\$ 47,126,861	\$ 47,126,861	\$ 2,861,378	6.5%
1003	IHSS Ind Provider Mode Fund 0001	33,626,762	34,642,199	53,857,529	53,857,529	19,215,330	55.5%
Total Gross Expenditures		\$ 74,336,365	\$ 78,907,682	\$ 100,984,390	\$ 100,984,390	\$ 22,076,708	28.0%

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

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Services And Supplies	74,336,365	78,907,682	100,984,390	100,984,390	22,076,708	28.0%
Subtotal Expenditures	74,336,365	78,907,682	100,984,390	100,984,390	22,076,708	28.0%
Total Net Expenditures	74,336,365	78,907,682	100,984,390	100,984,390	22,076,708	28.0%



In-Home Supportive Services — Budget Unit 116

Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1002	IHSS Program Fund 0001	\$ 27,359,895	\$ 35,223,483	\$ 27,775,185	\$ 27,775,185	\$ (7,448,298)	-21.1%
1003	IHSS Ind Provider Mode Fund 0001	3,071,666	—	—	—	—	—
Total Revenues		\$ 30,431,561	\$ 35,223,483	\$ 27,775,185	\$ 27,775,185	\$ (7,448,298)	-21.1%

IHSS Program Fund 0001 — Cost Center 1002

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	—	\$ 44,265,483	\$ 35,223,483
Board Approved Adjustments During FY 2011	—	2,834,622	(7,448,298)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	26,756	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 47,126,861	\$ 27,775,185
Recommended Changes for FY 2012			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 47,126,861	\$ 27,775,185

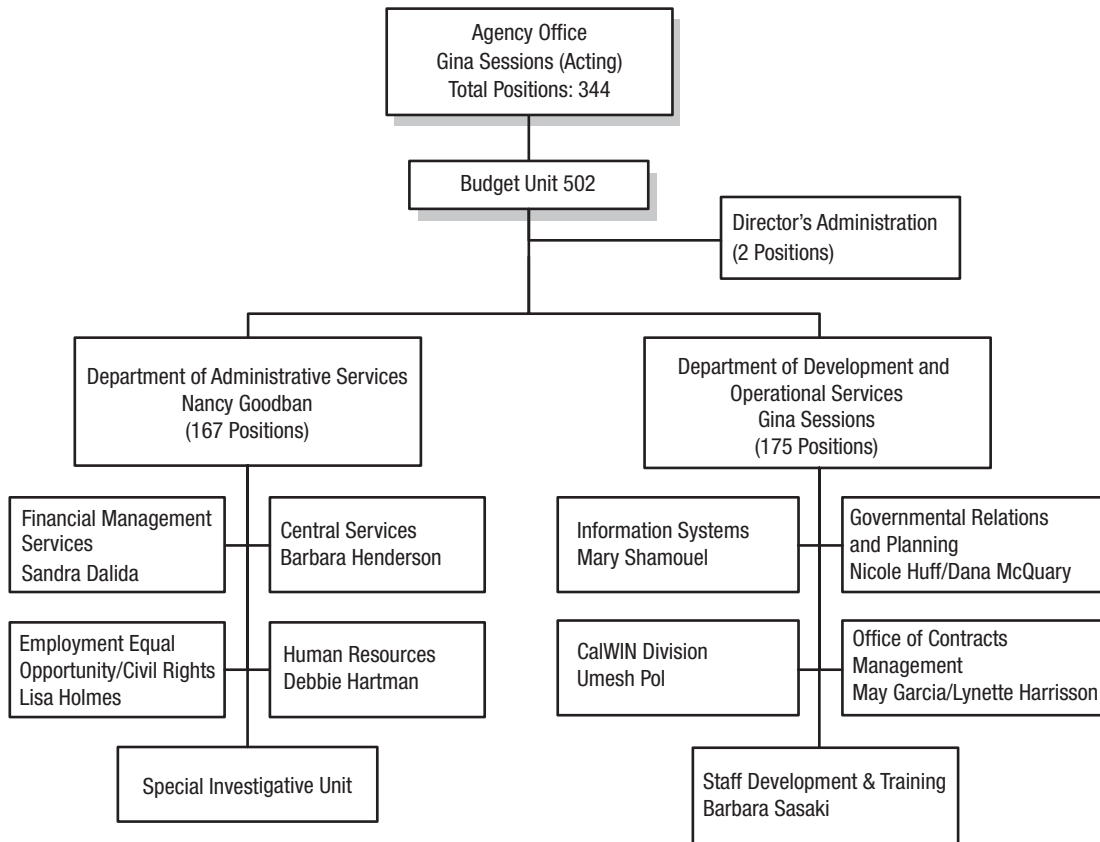
IHSS Ind Provider Mode Fund 0001 — Cost Center 1003

Major Changes to the Budget

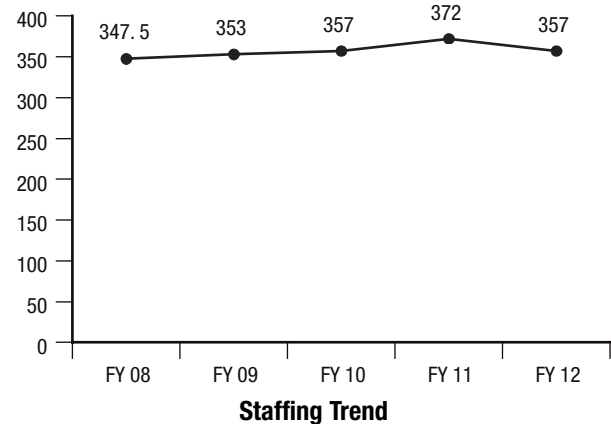
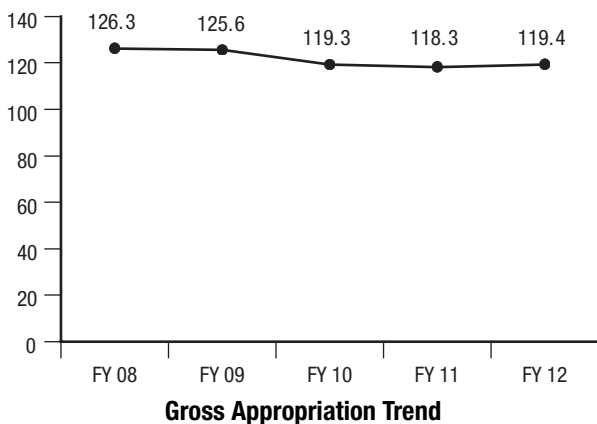
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	—	\$ 34,642,199	\$ —
Board Approved Adjustments During FY 2011	—	19,215,330	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 53,857,529	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 53,857,529	\$ —



Agency Office — Social Services Agency



Section 3: Children, Seniors and Families

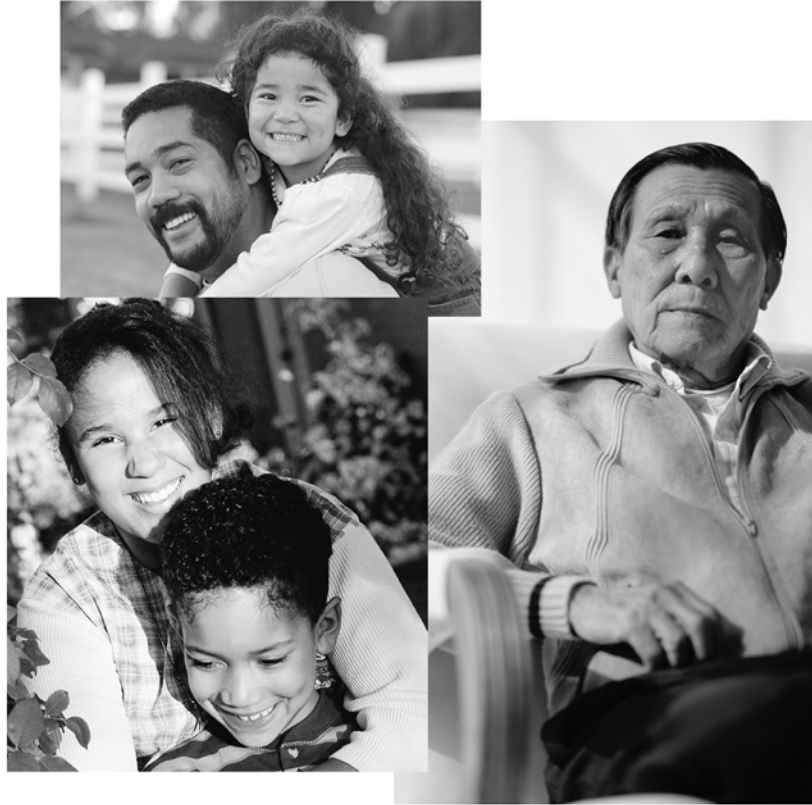


This chart includes 13 FTE in the Public Administrator/Guardian/Conservator Accounting Unit, as depicted in the BU 505 organization chart. This unit reports to the SSA Chief Financial Officer in Agency Office.



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.



Description of Major Services

The Social Services Agency (SSA) provides basic safety net and protective services to vulnerable children, families and adults. SSA must operate programs and provide services on behalf of Federal and State governments as required by State of California Welfare and Institutions Code, Probation Code, and the Lanterman-Petris-Short Act. The Agency organizes and provides services through four major departments: Department of Family and Children's Services (DFCS), Department of Employment and Benefit Services (DEBS), Department of Aging and Adults Services (DAAS), and Agency Office (AO).

Currently, the Agency has a staff of 2,451 serving over 293,000 Santa Clara County residents at twenty sites, and the budget of more than \$632,500,000 is approximately 91.6% supported by the Federal and State revenues. The three service departments, DFCS, DEBS, and DAAS, in partnership with numerous community agencies, provide a wide range of human services for the County's culturally diverse population including emergency shelter, senior day care and

supportive services, job training, counseling and domestic violence assistance, youth outreach, and food programs.

In addition, the Agency contracts with more than 60 community-based agencies to provide a range of services to assist families and individuals to remain self-sufficient, promote and strengthen care of children, and protect and support independence of the frail, elderly and disabled residents. The Agency also operates a system of quality assurance/quality control functions to ensure that services are consistent with federal and state regulations and adhere to established practice standards.

Agency Office

The Agency Office, which includes the Agency Director and Agency administration staff, provides leadership and direction for administrative and service departments, and performs administrative support activities that increase public understanding of SSA's programs and the magnitude of the number of clients

served. The Agency Office administrative divisions are the Department of Administrative Services and the Department of Operational Services.

Department of Administrative Services

The Department of Administrative Services provides oversight and strategic direction for Agency core support services including the Central Services, Equal Opportunity/Civil Rights, Financial Management Services, and Human Resources Departments.

Central Services

Central Services is responsible for the Agency's Facility Services, Fleet Services, Purchasing, Records Retention and Archives, Central Mail Operations, Health/Safety and Security Services, and Central Supply Operations. Central Services is the project management resource responsible for planning and executing facility construction and remodeling, facility moves, furniture reconfigurations and builds, and facility maintenance. Central Services also provides ergonomic evaluations and serves as the Agency HIPPA Coordinator.

Equal Opportunity/Civil Rights (EO/CR)

The Equal Opportunity/Civil Rights Office administers the discrimination and harassment complaint process for Agency employees, applicants for employment and clients. In addition, the EO/CR Office administers the County's Reasonable Accommodation policy and procedures. The EO/CR Office also conducts training in the prevention of sexual harassment, discrimination, harassment and retaliation in the workplace, provides Reasonable Accommodation training, develops the Agency's Annual Civil Rights Plan and conducts facilities assessment for compliance with applicable regulations.

Financial Management Services (FMS)

Financial Management Services develops, manages, and administers the Agency's County, State, and Federal budgets totaling more than \$632 million per year. Additionally, FMS is responsible for revenue recovery and expenditure claiming operations totaling more than \$578 million from State and Federal agencies, grantors, and other funding sources. FMS also manages the issuance of client welfare benefit payments totaling more than \$210 million a year. In addition, FMS oversees the Agency's debt management and collections operations, and manages trust accounts, grants, special funds, and client employment payroll

services. FMS also oversees general accounting, accounts payable, accounts receivable, and State/Federal mandated financial reporting functions.

During FY 2011, FMS worked with the Public Administrator/Guardian/Conservator's Office (PAG/C) to begin standardizing fiscal functions to alignment with Agency standards. In FY 2012, the PAG/C accounting functions will be moved under FMS with the addition of staff to oversee Court Accounting, Tax, Accounts Payable, and Accounts Receivable.

Human Resources (HR)

The Human Resources Service Center serves all four SSA divisions of approximately 2,450 employees. HR is responsible for Agency recruitment, employee relations, benefits, and compensation programs. The HR Service Center works closely with the Employee Services Agency (ESA) to recruit and retain qualified staff. HR's Professional Development Office is responsible for management and supervisor training on human resources issues, performance management and appraisal, succession planning, and mentoring.

Department of Operational Services

The Department of Operational Services (DOPS) includes DOPS Administration, the CalWIN Division, Governmental Relations and Planning, Information Systems, Staff Development and Training, and the Office of Contracts Management. DOPS provides Agency-wide leadership, direction, and management for evaluation and planning, staff development and training, contracts administration, public information and communications. In addition, DOPS includes the Professional Development Office which is responsible for management, supervisor and leadership training, performance management and appraisal, Equal Employment Opportunity (EEO), Civil Rights training, the Human Resource Academy, succession planning, and the Agency's mentoring project.

CalWIN Division

The CalWIN (CalWORKS Information Network) Division provides oversight and strategic direction for Agency-wide welfare case management system and process integration. The CalWIN Division primarily provides a coordinated approach for CalWIN-dependent functions, and centralizes planning for on-going systems integration, future systems enhancements, and software releases. The CalWIN



Division includes the Decision Support and Research Bureau (DSR), Program Bureau, and the CalWIN Application and Triage Support (CATS) Bureau.

Decision Support and Research Bureau (DSR)

DSR provides analytical information and compiled reports from the various data sources to SSA Administration, and ensures timely and accurate reporting to meet State, local and Federal requirements.

Program Bureau

The Program Bureau manages complex projects and assignments for welfare benefits and employment services programs administered by DEBS. The Program Bureau analyzes State regulations and develops Agency policies and business processes for implementation, advises Administration of upcoming regulations, and develops recommendations and strategy to maximize client service. The Program Bureau also develops corrective action plans for County, State, and Federal audits, identifies and validates business system requirements, and participates in the planning and implementation of automated system changes.

CalWIN Application and Triage Support (CATS) Bureau

The CATS Bureau provides technical support and solutions, infrastructure set-up, administration and access to specified business applications such as CalWIN, Medi-Cal database (MEDS), State Automated Welfare System - Welfare Data Tracking Implementation Project (SAWS-WDTIP), Electronic Benefit Transfer (EBT), Online Benefits Application (Benefits CalWIN), IVR (Access CalWIN), and State Fingerprint Imaging System.

Governmental Relations and Planning (GRP)

GRP includes the Office of Evaluation and Planning, and the Office of Policy and Resource Development. GRP provides resources Agency-wide to implement initiatives that sustain strong partnerships with our diverse communities. GRP develops and tracks data reflecting program outcomes and efficiencies, monitors legislative and regulatory changes, manages Agency communication projects, and addresses client concerns and complaints. Also, Government Relations and Planning 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.

Information Systems Department

The Information Systems Department (IS) provides leadership, coordination and support in the use of information technology, including process design, service delivery and program administration. The Department is responsible for designing, developing, and maintaining the technological infrastructure and application 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 includes the following seven units described below.

DFCS Applications & Decision Support (DADS)

DADS is responsible for researching, developing, training, and implementing State, Federal and County software solutions to support business strategies and enhance business operations.

Project Management Office (PMO)

The PMO oversees all projects within the IS Division, including managing project schedules and prioritizing needs.

Agency Help Desk and Technical Field Support

This unit provides first level support for PC connectivity and application access and use. This includes CalWIN; initial troubleshooting for network, hardware and software related issues; and communication to users regarding availability of information systems. The unit serves as the main support and resource for users of the CWS/CMS.

Applications and Business Intelligence

The Business Intelligence Team develops and manages databases, Business Objects universe design and administration, and complex reports.

Network and Telecommunications Support

This unit is responsible for all SSA networks, Unix Administration and telecommunications, including telephone (PBXs) systems management, and installation and maintenance of telephones and voicemail systems.

Systems Engineering Support

This unit is responsible for the support, deployment, monitoring, and maintenance of all SSA Windows servers, and other critical services such as e-mail, print, and internet services.

Systems Security

This unit monitors, manages and enforces security standards; and develops and administers security initiatives for systems including policy authoring, security assessment and Agency security plans.

Office of Contracts Management

The Office of Contracts Management is responsible for the administration and monitoring of contracts and service agreements for Grants, Trust Funds, and Child Abuse Council support, Department of Family & Children's Services Contracts, and the Agency Office.

Staff Development and Training

Staff Development and Training is responsible for Agency-wide staff development and training. This includes assessing needs, consulting with supervisory and management staff, and planning, developing, implementing, and evaluating the more difficult

organizational development and training programs. Training activities include Agency Orientation, induction training for Social Services Agency functions, cultural competency, supervisor training, writing scripts, testing and training new computer applications, and other in-service training for all classifications. This unit maintains the Agency's Learning Management System (LMS) which allows for the creation of and reporting on training across the agency. The County is leveraging the work done by SSA in this area for the benefit of the County as a whole. The Center for Leadership and Transformation mid-manager training session of September 2011 included SSA training staff, and the group explored several opportunities to become more efficient in providing training needs. SSA staff continues to work with the County Information Systems Department and the Employee Services Agency on using the LMS model to meet training needs County-wide.

Current and Emerging Issues

State Impacts on SSA Budget

The impact of the State reductions in CalWORKs, child care, CalLearn, SAWS, DCSS revenue loss, categorical aids, and IHSS Advisory Committee may be as much as \$12,800,000. This estimate is based upon Santa Clara County's current proportion of funding relative to current State-wide funding allocation methodology, and the Agency's initial projections of clients falling within the State funding reduction categories for public assistance. These estimates are subject to final funding reduction distribution methods determined at the State level.

Unfortunately, much of the impact will be directly to clients who may be faced with grant reductions or the 48-month time limit for CalWORKs grants, reductions to child care, or other services. The Social Services Agency is in the process of determining how to reduce programs and still provide mandated services. The Administration will update the Board of Supervisors when more specific impacts have been identified.

Estimated County Impacts Related to State Budget

SSA Categorical Aids	\$471,133*
SSA CalWORKS Child Care	-\$111,989
SSA CalWORKS CalLearn	-\$1,040,287
SSA CalWORKS Mental Health/Substance Abuse	-\$145,000
SSA CalWORKS Single Allocation	-\$9,352,275
SSA SAWS Reduction	-\$145,000
SSA Childcare Reduction	-\$1,291,989
IHSS Advisory Committee (BU 116)	-\$49,982
SSA DCSS Revenue Loss	-\$1,084,013
SSA SSI/SSP Monthly Minimum	-\$3,780
Total	-\$12,753,182

* This figure is the difference between the additional categorical aids revenue of \$20,278,251 and the additional categorical aids revenue loss of \$19,807,118.

Background: The CalWORKs single allocation includes four components - eligibility, employment services, child care, and CalLearn. The County also receives allocations for mental health/substance abuse and CalWIN. All of these allocations have been reduced under the budget bills already signed into law, as has the allocation for the IHSS Advisory Committee. At the State level, the majority of the reductions are in



employment services and Stage I child care, with a slight increase in eligibility expected due to caseload growth. CalLearn has been reduced by 100%.

Consolidation of Facilities

As part of the Agency's longer-range plans to address anticipated budget reductions in future years, SSA will be consolidating some of its office sites, making it possible to maintain or improve client services while reducing rent, utilities and travel costs by almost a million dollars a year.

Beginning August 2011, SSA will lease a 127,000 square foot building at 1867 Senter Road and will terminate leases currently located at Montague Expressway in Milpitas, Junction Avenue in San Jose, and Moffett Boulevard in Mountain View. The new building will have a backup generator, so it will serve as the SSA back up disaster operations center if the Julian Campus is not operable. Additionally, the Agency will either move to a smaller building or stay at Moffett with reduced square footage. This will result in offices moving into this new building and relocation of staff to existing buildings. The moves will be made in various phases between August 2011 and June 2013.

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	DOPS: Deletion of 1 SSA Program Specialist will reduce the Agency's disaster response program to a minimum level of support, and will also cause the coordination of a grant-supported Child Welfare program to be shifted to a minimally-staffed function.	▼
Administration and Support	Yes	Required	CalWIN: Deletion of 1 SSA Application Decision Support Specialist II will delay response time to calls related to application assistance for the benefits eligibility systems, and may impact client services if technical issues cannot be resolved in a timely manner.	▼
Administration and Support	Yes	Required	Central Services: Deletion of 1 Messenger Driver will result in duties absorbed by other SSA Messenger Drivers.	▼
Administration and Support	Yes	Required	Deletion of 1 Management Analyst will reduce SSA's ability to be proactive in the area of ergonomics and workers' compensation.	▼
Administration and Support	Yes	Required	Deletion of 4 Records Retention Specialists will result in the work being distributed to the remaining Office Specialist IIs, and will impact turnaround time to district offices for case retrieval and processing.	▼
Administration and Support	Yes	Required	FMS: Deletion of 1 Senior Management Analyst will reduce the Agency's capacity to proactively identify and implement efforts to draw down additional State and Federal revenue.	▼
Administration and Support	Yes	Required	Information Systems: Deletion of 1 Information Systems Manager II will reduce the ability to support critical projects and lower the level of project management services in the Agency.	▼

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
Administration and Support	Yes	Required	Deletion of 1 Information Systems Analyst II will result in less support for SSA Database Administration and less time to address strategic initiatives.	▼
Administration and Support	Yes	Required	Office of Contracts Management: Deletion of 1 Senior Management Analyst will severely impact the Agency's ability to oversee administration of contracts and significantly delay the time it takes to execute contracts.	▼
Administration and Support	Yes	Required	Deletion of 6 positions in Staff Training and Development is somewhat mitigated by the fact that training for the DEBS process redesign is nearing completion, thereby reducing training needs for the time being.	▼
Administration and Support	Yes	Required	Deletion of 1 Associate Management Analyst B will be mitigated by the recommended reduction in GF contracts, and resulting reduction in workload.	▼
Administration and Support	Yes	Required	Deletion of 1 HR Assistant II will reduce payroll audits and reporting and result in delays in responding to employee requests.	▼
Administration and Support	Yes	Required	Reduction in County Counsel Services includes those provided to Child Dependency Unit in the Department of Family and Children and Probate Attorney services in the Department of Adult and Aging.	▼
Appeals Program	Less than 5%	Mandated		■
General Fund Contracts	Yes	Non-Mandated	Reduce funding for General Fund contracts that provide services to children and families, aged and dependent adults, immigrants, domestic violence victims, and the homeless.	▼
Immigration and Citizenship Contracts	Yes	Non-Mandated		■

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

County Executive's Recommendation

Administration and Support

Delete 6.0 FTEs in Central Services: Positions recommended for deletion are as follows:

- 1.0 FTE Management Analyst
- 1.0 FTE Messenger Driver (effective August 1, 2011)
- 4.0 FTE Records Retention Specialists

Service Impact: The Management Analyst position is currently the only position assigned to perform ergonomic evaluations for new employees or those who relocate from another office. Approximately 90% of the position's time is dedicated to ergonomic evaluations and the tracking and following up on Workers Compensation claims. As a result of the deletion, there will be no preventive education and follow-up within the Agency, although ergonomic evaluations are now coordinated countywide. SSA reports that it has had the lowest injury rates of all County departments in the past four years (second lowest in 2009), as stated on the Quarterly Injury Report presented at the Countywide Safety Committee.

The Messenger Driver position is responsible for picking up and delivering time-sensitive documents from US mail, PONY mail and the Courts. Each Messenger Driver has a morning and an afternoon route, with seven to 26 pickup/delivery points on each route. Duties and routes will be absorbed by the remaining five drivers, and service reductions are being considered.

All four Records Retention Specialists in the Agency are recommended for deletion. The positions are responsible for preparing and scanning eligibility files for Integrated Document Management and Quality Assurance/Quality Control, as well as retrieving paper case-file records. These positions handle 7,200 to 7,600 periodic reports and 30,000 to 42,000 other documents monthly. In addition, staff pull and scan 100 to 150 cases per month with up to 1,500 pages per case. The duties of the deleted positions will be absorbed by the remaining 19 Office Specialist IIs, resulting in the need for workload prioritization. The Agency anticipates possible service delays in case retrieval, but the extent of the delay is not known. Over the past two years, as Records Retention Specialist positions have become

vacant, the Agency has converted them to Office Specialist IIs to reflect the changing workload, which is broader than the original records retention role.

Positions Reduced: 6.0
Ongoing Net Savings: \$307,311
 Cost Savings: \$495,662
 Associated Revenue Loss: \$188,351

Delete 1.0 FTE Senior Management Analyst in Financial Management Services: The ongoing net savings is \$86,593.

Service Impact: The deletion of this budget analyst will leave three analyst positions in the budget unit. This unit is responsible for State, Federal, and County budgets, and works with each major function of the Agency to ensure staff time and other costs are properly allocated to obtain maximum reimbursement and minimum cost to the County. Additionally, the budget unit is responsible for developing strategies to maximize State and Federal funding such as Medi-Cal Administration, Food Stamp Employment & Training Program, Refugee Programs, Child Development Program, County Support Staff Time Reporting Plan, and many other welfare programs. The workload will be distributed among the remaining analytical staff; however, the deletion will make it difficult to meet all State, Federal, and County requirements. It will also be difficult for the Agency to continue identifying strategies to maximize cost reimbursement.

Position Reduced: 1.0
Ongoing Net Savings: \$86,593
 Cost Savings: \$139,668
 Associated Revenue Loss: \$53,075

Delete 1.0 FTE Human Resource Assistant II in Human Resources (HR): The ongoing net savings is \$57,273.

Service Impact: The Human Resources Service Center has 19 employees, including nine HR Assistant IIs who are responsible for providing HR-related services to SSA's 2,450 employees. These responsibilities include new hire orientation, processing transactions in PeopleSoft, payroll adjustments, requests relating to employee benefits and other employee-related requests, processing security clearances, Workers' Compensation adjustments, employment verifications, and employee

leaves. The position also distributes paychecks, provides Disaster Service Worker updates; and monitors and provides training on the County Permit program.

The deletion will result in the work being distributed among the remaining eight Human Resources Assistant IIs. The deletion will reduce payroll audits and reporting and increase the likelihood of payroll adjustments and overpayments not being processed in a timely manner. In addition, there will be a significant delay in responding to employee's requests for information.

Position Reduced: 1.0
Ongoing Net Savings: \$57,273
 Cost Savings: \$92,376
 Associated Revenue Loss: \$35,103

Reductions in Department of Operational Services: This recommendation includes the deletion of 1.0 FTE SSA Program Specialist effective October 1, 2011. It also reduces the cost of the Management Analyst Program Manager II (MAPM II) position by 75%, by shifting the responsibility for the Long-Term Foster Care Grant to the MAPM II.

Service Impact: The Government Relations and Planning (GRP) Division is responsible for a variety of intergovernmental activities, including communication, public relations, Board transmittal coordination, staffing Board Commissions, policy and planning activities in support of the service departments, program evaluation, and legislative coordination. These are high profile functions with much Board-initiated activity at a highly visible level.

The position recommended for deletion coordinates SSA disaster preparedness activities with OES and coordinates the grant activities for a Federal Child Welfare Grant. The deletion of the SSA Program Specialist reduces expenditures by only 75%, as 25% of the position's cost was grant-funded. The deletion will take place October 1, 2011, as this position is needed until then for both the disaster preparedness function and the Child Welfare Grant. At that time, the grant oversight will be absorbed into DFCS. The disaster preparedness function will be severely limited after the position is deleted, with SSA only continuing to serve its role as the Public Services Chief, in support of the area chief, and to staff the County-wide care and shelter function. SSA will not be able to lead future special planning needs beyond the required functions.

Remaining staff will be cross-trained for the primary essential disaster functions. In addition, SSA may need to request Board approval to reduce the frequency of the Senior Care Commission and the Social Service Advisory Commission meetings, as the loss of this position will reduce the resources available to coordinate the Commissions' work.

Position Reduced: 1.0
Ongoing Net Savings: \$124,017
 Cost Savings: \$200,044
 Associated Revenue Loss: \$76,027

Delete 2.0 FTEs in Office of Contracts Management: The deletions include 1.0 Senior Management Analyst in the Program function and 1.0 Associate Management Analyst B in the Administration function.

Service Impact: The Office of Contracts Management (OCM) oversees the administration and monitoring of nearly 300 contracts, service agreements, interagency agreements, and MOUs. Deleting two positions will leave OCM with 12 positions.

The Program function is responsible for approximately 80-90 Interagency Agreements and MOU's, all Request for Proposals (RFP) and other types of solicitations, and communication and coordination with State and Federal agencies on program-specific allocations and grants. This area also coordinates all DFCS contracts. The Program function consists of one manager, two Senior Management Analysts and two Management Analysts. The recommended deletion of the Senior Management Analyst will affect the timeliness of processing program requests as there is no one to provide back-up. Additionally, there will be a decline in program development assistance. Services to external customers will be negatively impacted, as will oversight of contract compliance, and programmatic contract monitoring functions. The potential for contracting errors will increase due to the increased workload per person.

The Administration function oversees fiscal monitoring and other administrative processes such as insurance verification and documentation, and is responsible for the fiscal oversight of the General Fund contracts with community-based organizations and contracts issued by the Child Abuse Council. The unit includes one manager, one Senior Accountant, a Senior Management Analyst and four Management Analysts/Associate Management Analysts. One Associate Management

Analyst is recommended for deletion due to the recommended reductions in the General Fund contracts, thereby reducing the number of contracts to be tracked and monitored.

Positions Reduced: 2.0
Ongoing Net Savings: \$143,628

Cost Savings: \$249,540
 Associated Revenue Loss: \$105,912

Delete 1.0 FTE SSA Application Decision Support Specialist II (ADSS) in CalWIN Division: Delete one of eight ADSS positions in the Application Triage Support (CATS) area of the CalWIN Division.

Service Impact: The CATS unit is responsible for assuring the resolution of both technological and programmatic problems with the automated decision support tool "CalWIN." The recommended deletion affects CATS' ability to provide critical support to the CalWIN project, DEBS operations, other Agency departments in a timely manner. The majority of the functions are highly specialized and are in-place to provide adequate timely support for mandated State and Federal programs. Because of the reduction in support for critical functions and applications such as EBT, MEDS, CalWIN, SFIS, etc. the Agency risks being out of compliance with State and Federal mandates. Response time will be slower for a variety of key tasks, which may result in ticket backlogs and delays in communications to SSA departments, vendors and business partners.

Position Reduced: 1.0
Ongoing Net Savings: \$89,654

Cost Savings: \$135,840
 Associated Revenue Loss: \$46,186

Delete 2.0 FTE in Information Systems (IS) Division: Delete one Information Systems Analyst II (Business Intelligence Unit) and one Information Systems Manager II (Project Management Unit).

Service Impact: The IS division provides technology services for SSA, and is responsible for assuring that the infrastructure and the support applications are working to support the Agency's mission and service functions. The Business Intelligence Unit has 22 staff, and the deletion of one Information Systems Analyst (ISM) II will leave one ISM I and eight other positions to deliver applications to the Agency. This reduces the ability to install and configure databases; provide production support; provide performance monitoring; apply

patches and upgrades; write scripts relating to databases; and consult with project teams in the design, development, testing, and implementation phases. The deletion of this position will leave little time to address strategic initiatives, as the remaining staff will be concentrating efforts on day-to-day operations.

Project Management has eight ISM II positions, and the deletion will leave seven ISM IIs remaining. The deletion of the Information Systems Manager II will impact the level of service the IS Division can provide in delivering critical business related technology projects in a timely manner, and will reduce the ability to support SSA's mission critical projects.

Positions Reduced: 2.0
Ongoing Net Savings: \$160,580

Cost Savings: \$291,996
 Associated Revenue Loss: \$131,416

Delete 6.0 FTEs in Staff Development and Training: The deletions include 1.0 Staff Development Eligibility Specialist and five time-limited positions. The time-limited positions are as follows:

- 2.0 Staff Development Eligibility Specialists
- 3.0 Eligibility Work Supervisors.

Service Impact: SSA Staff Development has 41 staff, and 19 of those positions provide eligibility training for the Department of Employment Services. The six positions recommended for deletion were originally added to ensure that adequate training resources were available for a planned increase in new eligibility training, and for an increase in ongoing training for staff due to the restructuring of the business practice model and the implementation of changes to the eligibility decision support tool. Currently, the DEBS business process redesign initiative is nearing completion, and staff should be trained for the full launch by the end of Summer 2011.

The deletions leave some risk that all staff will not be properly trained, due to the timing of the business process change implementation and the deletion of the positions on July 1. The DEBS business process change requires re-training of existing staff on processes and new benefits programs that they have had no prior experience administering. This places additional demand on trainers, and the reduction could slow down the re-training efforts. In addition, an upcoming area of staff training that will be challenging relates to recent

changes in the State budget and to Health Care Reform, and the resulting new regulations for new programs, new mandates, and new automation tools.

Positions Reduced: 6.0
Ongoing Net Savings: \$286,926
 Cost Savings: \$501,224
 Associated Revenue Loss: \$214,298

▼ County Counsel Services

Reduce County Counsel Services for Child Dependency Unit (CDU): Reduce County Counsel services for a net savings of \$242,089. The revenue reductions are shown in BU 503, 504, and 505.

Service Impact: The reduction in County Counsel services will result in less consultation time, less County Counsel training of social work staff, and less participation by County Counsel in collaborative initiatives in which the Department is involved.

Net Ongoing Savings: \$242,089
 Cost Savings: \$323,408
 Associated Revenue Loss: \$81,319

Reduce County Counsel Services for the Department of Aging and Adult Services (DAAS): Reduce attorney and paralegal services provided to the Probate function of DAAS, for a next savings of \$62,221. The revenue reductions are shown in BU 504 and BU 505.

Service Impact: DAAS does not expect the 15% reduction in billable hours to impact direct client services due to efforts to streamline the referral process and the use of conference calls to eliminate attorney travel time.

Net Ongoing Savings: \$62,221
 Cost Savings: \$165,669
 Associated Revenue Loss: \$103,448

▼ General Fund Contracts

Reduce General Fund Contracts by \$2,042,553: These contracts for service are provided by community-based organizations, and are fully funded by the General Fund in conjunction with priorities set by the Board of Supervisors, but they are not mandated.

Service Impact: The recommended reductions account for approximately 50% of the total General Fund Contracts that currently total \$4,128,070. The “safety

net” services are preserved, although at a recommended 40% funding reduction. All non-safety net contracts are terminated as of June 30, 2011 with the exception of three Child Welfare Programs in the Children’s and Families category. These programs will be funded through Child Welfare funding sources. The recommended reductions were identified using the following criteria:

- Emergency assistance and services for homeless individuals are preserved at a reduced level.
- Services supporting domestic violence victims are preserved, at a reduced level, as mandated services for safely serving the child welfare population.
- Programs for Immigrant Integration are retained, at a reduced level, due to the lack of alternative supportive financing and due to the vulnerability of this population in the County.

The recommended reduction is a reflection of the severe budget shortfalls in the County and not a reflection of the value of the services being provided.

Ongoing Savings: \$2,042,553

Social Services Agency — Budget Unit 502 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
50201	Agency Office Admin Fund 0001	\$ 71,364,829	\$ 77,154,421	\$ 81,135,597	\$ 81,372,197	\$ 4,217,776	5.5%
50202	Information Systems Fund 0001	31,762,647	29,878,710	29,755,640	29,308,561	(570,149)	-1.9%
50203	Agency Staff Dev and Tng Fund 0001	4,614,835	5,193,933	4,748,271	4,247,047	(946,886)	-18.2%
50205	Community Programs and Grants	1,965,163	1,099,291	1,401,237	1,401,237	301,946	27.5%
50206	Local Programs for Adults, Youth and Families	6,722,880	4,855,470	4,811,640	2,769,087	(2,086,383)	-43.0%
Total Net Expenditures		\$ 116,430,353	\$ 118,181,825	\$ 121,852,385	\$ 119,098,129	\$ 916,304	0.8%

Social Services Agency — Budget Unit 502 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
50201	Agency Office Admin Fund 0001	\$ 71,364,829	\$ 77,154,421	\$ 81,135,597	\$ 81,372,197	\$ 4,217,776	5.5%
50202	Information Systems Fund 0001	31,762,647	29,878,710	29,939,360	29,492,281	(386,429)	-1.3%
50203	Agency Staff Dev and Tng Fund 0001	4,614,835	5,193,933	4,748,271	4,247,047	(946,886)	-18.2%
50205	Community Programs and Grants	2,046,365	1,180,003	1,481,949	1,481,949	301,946	25.6%
50206	Local Programs for Adults, Youth and Families	6,722,880	4,855,470	4,811,640	2,769,087	(2,086,383)	-43.0%
Total Gross Expenditures		\$ 116,511,556	\$ 118,262,537	\$ 122,116,817	\$ 119,362,561	\$ 1,100,024	0.9%

Social Services Agency — Budget Unit 502 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 39,066,897	\$ 40,737,721	\$ 42,332,487	\$ 42,124,801	\$ 1,387,080	3.4%
Services And Supplies	76,189,663	77,524,816	79,784,330	77,237,760	(287,056)	-0.4%
Fixed Assets	1,254,995	—	—	—	—	—
Subtotal Expenditures	116,511,556	118,262,537	122,116,817	119,362,561	1,100,024	0.9%
Expenditure Transfers	(81,202)	(80,712)	(264,432)	(264,432)	(183,720)	227.6%
Total Net Expenditures	116,430,353	118,181,825	121,852,385	119,098,129	916,304	0.8%



Social Services Agency — Budget Unit 502

Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
50201	Agency Office Admin Fund 0001	\$ 12,025,838	\$ 16,440,962	\$ 15,585,435	\$ 15,585,435	\$ (855,527)	-5.2%
50202	Information Systems Fund 0001	7,663,317	10,223,475	7,543,631	7,543,631	(2,679,844)	-26.2%
50205	Community Programs and Grants	1,957,004	1,099,291	1,242,373	1,242,373	143,082	13.0%
50206	Local Programs for Adults, Youth and Families	329	—	—	—	—	—
Total Revenues		\$ 21,646,487	\$ 27,763,728	\$ 24,371,439	\$ 24,371,439	\$ (3,392,289)	-12.2%

Agency Office Admin Fund 0001 — Cost Center 50201

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	213.0	\$ 77,154,421	\$ 16,440,962
Board Approved Adjustments During FY 2011	-25.0	(760,086)	(855,527)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-9.0	904,777	—
Internal Service Fund Adjustments	—	2,577,150	—
Other Required Adjustments	25.0	1,259,335	—
Subtotal (Current Level Budget)	204.0	\$ 81,135,597	\$ 15,585,435
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Recommended budget - Child Dependency Unit reduce support	—	(323,408)	—
One-time Rebate of Voice Rate Retained Earnings	—	(4,550)	—
FY 2012 Voice Rate Adjustment	—	3,853	—
Recommended budget - Probate reduce support	—	(165,669)	—
Decision Packages			
1. Reduce Financial Management Services Division Staff	-1.0	(139,668)	—
Delete 1.0 FTE Senior Management Analyst			
2. Reduce Central Services Division Staff	-6.0	(495,662)	—
Delete 6 FTEs consisting of:			
◆ 1 Management Analyst			
◆ 1 Messenger Driver effective August 1			
◆ 4 Records Retention Specialists			
3. Reductions in Department of Operations (DOPS)	—	(114,480)	—
Reduce MAPM II cost 75% by claiming to Long-Term FC Grant			
4. Add Welfare Fraud Investigation Unit Staff	2.0	303,288	—
Add 2 FTEs Welfare Fraud Investigator I for IHSS Fraud.			
5. Reductions in Department of Operations (DOPS)	-1.0	(85,564)	—
Delete 1.0 FTE SSA Program Specialist and reduce 25% of Salaries and Benefits as the position is partially grant funded.			
6. Reduce Human Resources Staff	-1.0	(92,376)	—
Delete 1.0 FTE Human Resources Assistant II.			
7. Add Welfare Fraud Investigation Unit	9.0	1,519,376	—
Add 8.0 FTEs Welfare Fraud Investigator II, 1 FTE Welfare Fraud Investigator III, and investigative training funds.			



Agency Office Admin Fund 0001 — Cost Center 50201 Major Changes to the Budget

	Positions	Appropriations	Revenues
8. Add Welfare Fraud Investigation Unit Staff	1.0	81,000	—
Add 1 FTE Office Specialist III.			
9. Reduce Office of Contracts Management Staff	-2.0	(249,540)	—
Delete 1.0 FTE Senior Management Analyst and 1.0 FTE Associate Management Analyst B			
Subtotal (Recommended Changes)	1.0	\$ 236,600	\$ —
Total Recommendation	205.0	\$ 81,372,197	\$ 15,585,435

Information Systems Fund 0001 — Cost Center 50202 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	120.0	\$ 29,878,710	\$ 10,223,475
Board Approved Adjustments During FY 2011	-3.0	(644,982)	(2,679,844)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-3.0	160,446	—
Internal Service Fund Adjustments	—	111,488	—
Other Required Adjustments	3.0	249,978	—
Subtotal (Current Level Budget)	117.0	\$ 29,755,640	\$ 7,543,631
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
FY 2012 Data Processing Adjustment	—	2,394	—
One-time Rebate of DP Retained Earnings	—	(21,637)	—
Decision Packages			
1. Reduce CalWIN Division Staff	-1.0	(135,840)	—
Delete 1.0 FTE SSA Application and Decision Support Specialist II.			
2. Reduce Information Services Staff	-1.0	(173,844)	—
Delete 1.0 FTE Information Systems Manager II			
3. Reduce Information Services Staff	-1.0	(118,152)	—
Delete 1.0 FTE Information Systems Analyst II.			
Subtotal (Recommended Changes)	-3.0	\$ (447,079)	\$ —
Total Recommendation	114.0	\$ 29,308,561	\$ 7,543,631

Agency Staff Dev and Tng Fund 0001 — Cost Center 50203 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	38.0	\$ 5,193,933	\$ —
Board Approved Adjustments During FY 2011	-2.0	(530,857)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	4.0	479,333	—
Internal Service Fund Adjustments	—	(759,927)	—
Other Required Adjustments	2.0	365,789	—
Subtotal (Current Level Budget)	42.0	\$ 4,748,271	\$ —
Recommended Changes for FY 2012			



Agency Staff Dev and Tng Fund 0001 — Cost Center 50203 Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments			
Decision Packages			
1. Reduce Staff Development Positions	-6.0	(501,224)	—
Delete 2 time-limited Staff Development Specialists, 3 time-limited Eligibility Work Supervisors, and 1.0 FTE Staff Development Specialist.			
Subtotal (Recommended Changes)	-6.0	\$ (501,224)	\$ —
Total Recommendation	36.0	\$ 4,247,047	\$ —

Community Programs and Grants — Cost Center 50205 Major Changes to the Budget

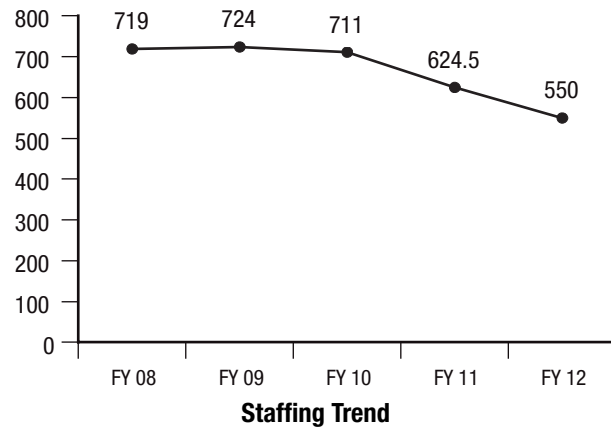
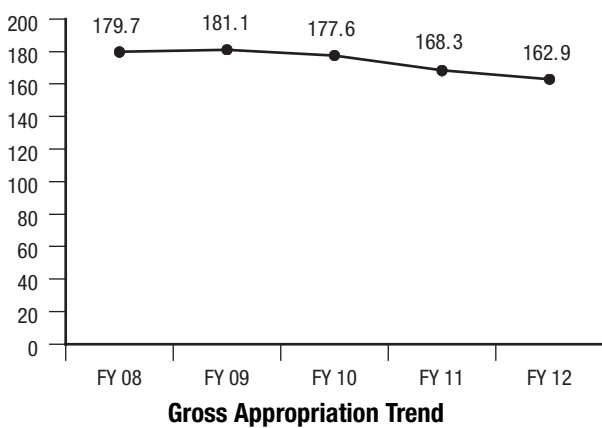
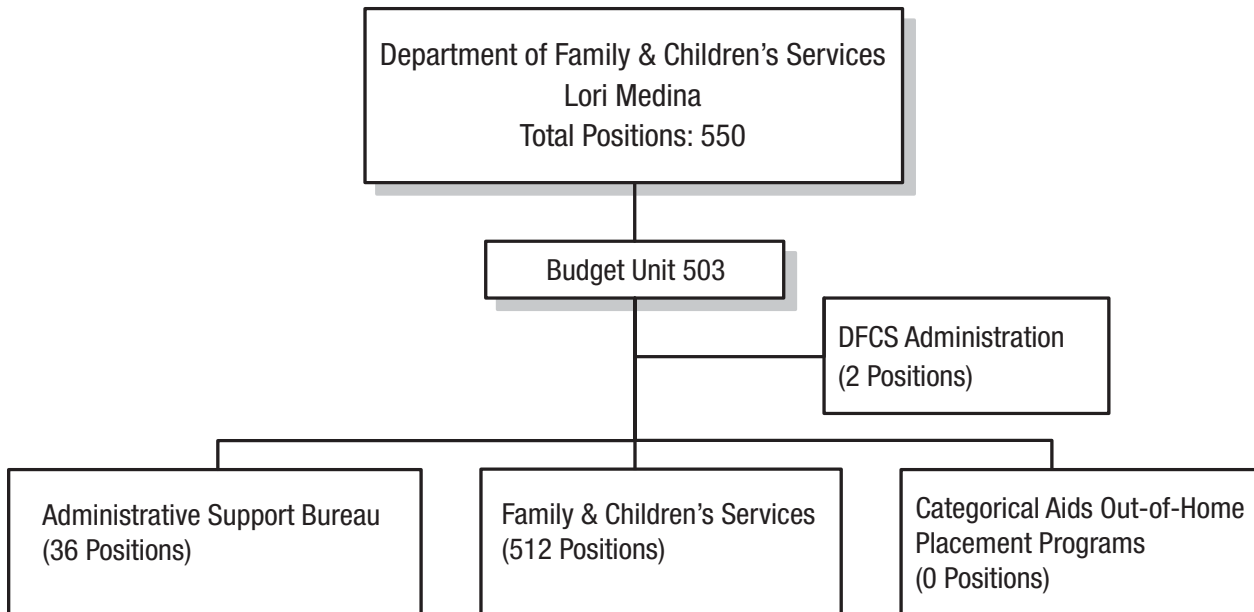
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	1.0	\$ 1,099,291	\$ 1,099,291
Board Approved Adjustments During FY 2011	—	168,134	143,082
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	133,746	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	66	—
Subtotal (Current Level Budget)	2.0	\$ 1,401,237	\$ 1,242,373
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	2.0	\$ 1,401,237	\$ 1,242,373

Local Programs for Adults, Youth and Families — Cost Center 50206 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	—	\$ 4,855,470	\$ —
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(43,830)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 4,811,640	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
1. Reduce Funding of General Fund Contracts	—	(2,042,553)	—
The reduction in funding affects all non-"safety net" contracts.			
Subtotal (Recommended Changes)	—	\$ (2,042,553)	\$ —
Total Recommendation	—	\$ 2,769,087	\$ —



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**



Description of Major Services

The mission of the Department of Family & Children's Services (DFCS) 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 DFCS 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, Permanency Services, Independent Living Program Services, and activities to promote recruitment and development of out-of-home caregivers. Additional services and programs include the Receiving, Assessment and Intake Center, Adoption Services, Foster Care Licensing, and Family Resource Centers. Best practices and initiatives include

Differential Response, Joint Response, Joint Decision-Making, California Connected by 25 Foster Youth Initiative, Family Wellness Court, Dependency Drug Treatment Court, and the DFCS-CalWORKs Partnership.

To accomplish its mandated and non-mandated services and its key best practices and initiatives, DFCS maintains strong working relationships with families and youth; various county cultural and ethnic communities; the juvenile dependency court; public and private agencies; service providers and professionals; placement resources families and organizations; law enforcement agencies; and various planning, stakeholder, business and philanthropic groups, and organizations.

California Connected by 25 Initiative

The Department of Family and Children's Services is completing its fifth and final year of participation in the California Connected by 25 Initiative (CC25I). CC25I continues to build a comprehensive continuum of life

skills, education, employment and housing services supporting positive youth development and successful transitions for youth from foster care to adulthood. CC25I is a partnership with the foster youth and various community social service, business, placement resource, housing and educational partners. These services and programs are available due the support of the California's Family to Family initiative and several generous private foundations. The focus of these services and programs include education, housing, employment and permanency for all youth ages 14-24.

The Independent Living Program (ILP) is a central service component of CC25I. ILP provides life skills training and a wide variety of supportive services to current and former foster youth ages 16 to 21. In 2010, CC25I and ILP partnered with Napa and Sonoma County's Voice Our Independent Choices for Emancipated Support (V.O.I.C.E.S) to develop Sobrato House as a youth-led community center for current and former foster youth. In the fall of 2010, ten youth, all of whom had spent time in the foster care system, were recruited to become the founders of Sobrato House and be part of the development of this program. The founders will partner with the Youth Advisory Board (YAB), which continues to be a key advisory body and ensures that the perspectives of current and former foster youth are heard in decisions regarding children and CC25I services.

Community Based Differential Response

Differential Response (DR) Path I, II and IV community-based child abuse prevention, family preservation and aftercare services are offered in lieu of DFCS services through community partners such as Gardner Family Care Corporation, First 5 Santa Clara County, Sacred Heart Community Services, Unity Care Group, Creative Solutions, and EMQ Families First. Families who have been reported to the DFCS Child and Abuse and Neglect Reporting Center are referred for Path I and II. The community service agencies engage families in planning and using services tailored to their individual needs and culture. Path I is for at-risk families who may not have mistreated their children, but have stressors and circumstances that could result in child maltreatment. Path II is for families who have been investigated for maltreatment by DFCS and would accept and benefit from community-based, culturally competent service in lieu of DFCS services. Path III is for families who are receiving court-ordered services from

DFCS. Path IV aftercare services are provided to families who may benefit from continued support following court-ordered DFCS services.

Disproportionate Representation of Children of Color

The disproportionate representation of children of color referred to the child welfare system continues to be a major concern for the Social Services Agency, DFCS and the broader community. Children of color are overrepresented in all phases of child welfare services, beginning with initial reports of child abuse and neglect from the community. For nearly four years, the Agency has provided Annual Disproportionality Plans to reduce bias and disparity in service delivery. The 2010 Plan is informed by improved research data and involves added emphasis on culture in training for mandated reporters; training for DFCS managers, supervisors and social workers to strengthen cultural competency; and, adjustments in policies and practices, including managerial case reviews to discern opportunities to respond in the least intrusive manner to the service needs of families of color.

In addition, 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 Social Services Agency staff. Workgroups established by the Task Force continue to be aimed the following goals: increased community awareness about child abuse prevention, monitoring of mandated reporter training, increasing Differential Response for African Americans and Latino families, use of Team Decision Making meetings (particularly for African Americans families to avoid the unnecessary removal of children from these homes), managerial review of emotional and physical abuse referrals, DFCS staff training, court and non-court cases, and guardianship cases.

Family Unification Program

The Department of Family and Children's Services and the Housing Authority started the implementation of the Family Unification Program (FUP) on March 1, 2010. Priority was given to families in Family Wellness Court, Drug Treatment Court and former foster youth, who are now parents and in need of housing. 100 housing vouchers were issued to families for whom the lack of housing was the primary factor in the imminent placement of children in out-of-home care, or the delay



of children's reunification with their families. In addition to rental subsidy, the families get 6 to 12 months of case management services that focus on helping the families maintain their stability, achieve economic and social self sufficiency and address on-going service needs. Monthly workshops are provided to the families to be well versed about "Tenant Rights and Responsibilities and Housing Discrimination" to have increased awareness on community resources, and enhanced social and life skills. An application is still in process for an additional 100 Housing Authority vouchers to expand the program further.

Family Wellness Court

Family Wellness Court (FWC) for Infants and Toddlers is a client-centered approach that helps families with children ages 0-3 whose parents have used methamphetamine or other substances. The additional resources available to participants include early substance abuse assessment treatment for parents, and in-depth developmental and behavioral assessments, in addition to services for children. Other project goals are to prevent subsequent births of substance-exposed newborns, create a unified system of care for the target population, and build capacity to use the model across the child welfare system. This innovative project is a collaborative with the Juvenile Dependency Court, County departments and private community-based organizations.

The County's FWC model is known nationwide for its innovative and comprehensive approaches to assist families impacted by substance abuse. The project is supported by a Federal grant, First 5 Santa Clara County, and in-kind contributions from other partner agencies. In addition to development of the FWC program model and program implementation, accomplishments last year emphasized family self-sufficiency and leveraging other funding sources to sustain FWC operations. Participants are routinely connected with Department of Employment and Benefit Services' benefit programs and employment services. Many DFCS clients with substance abuse problems also 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' House on the Hill program. This model court is now focused on sustainability going into the fifth and final year of funding to support this unique approach.

Joint Decision-Making

The DFCS Joint Decision Making Unit provides Team Decision Making meetings, Family Conferences, Family Group Decision Making and MY TIME meetings (formerly known as Emancipation Conferences), where families, relatives, friends, placement resource families, and community support and service providers share in the process of making difficult decisions and plans. Team members work towards reaching a consensus about the course of action that is most likely to minimize child removals and placement moves. Family Conferencing continues to provide a valuable forum where families establish their own individual and unique plans to address critical issues affecting their children. MY TIME meetings bring together important people with connections to older foster youth who are aging-out of the foster care system, to review and plan for a strong, viable and successful transition. DFCS has also worked to increase the number of Team Decision Making Meetings occurring at the time a removal of a child from a family home is considered, so that placement with relatives is highly encouraged and supported.

Joint Response

Santa Clara County was the first county in the state to fully implement Enhanced Joint Response (EJR) with 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. Social workers can 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 reduces children being removed from their families, helps keep children within the extended family when removal is necessary, and diverts families from the juvenile court system to voluntary services by DFCS or Path I and II community service agencies.

Linkages Project

DFCS and the Department of Employment and Benefit Services (DEBS) work with parents receiving services from both departments to coordinate case plans and optimize benefits from both systems. Parents receiving DFCS services may be eligible to receive free services under the CalWORKs' Employment Services Program

to support their child welfare case plan activities, such as counseling and child care. DFCS and DEBS staffs are co-located in South County. The Linkages Project is sponsored by a Federal grant awarded to the California Department of Children's Services to enhance, expand and evaluate local partnership programs, with the objective of increasing knowledge about coordinating child welfare and public assistance programs, and goals to reduce poverty, strengthen families, prevent child maltreatment and build stronger communities. DFCS and DEBS continue to partner to ensure that common families are jointly served and provided the necessary resources and support.

Mental Health and Educational Services

In collaboration with the Mental Health Department and the County Office of Education, the Mental Health evaluation pilot program and the Success Camp educational pilot program continue to provide service for children ages 6-11 years who are entering child welfare services for the first time. These programs focus on stabilizing foster children's overall emotional health and strengthening their resiliency and skills to succeed in school.

Children with complex emotional and behavioral needs receive mental health services from a variety of practitioners and programs, including the Wraparound program, which tailors services to the child's and family's needs and circumstances, and the System of Care and Full Service Partnership, which likewise serve children and families with individualized service plans.

Educational success is critical for children in the child welfare system. The DFCS Educational Services Unit works with social workers, children and educators to ensure that every opportunity is provided to strengthen and further each child's educational standing and adjustment. The Educational Rights Project and Project YEA (Youth Educational Advocates) is a partnership between DFCS and community partners to ensure any necessary advocacy to secure educational opportunities for children served by DFCS.

DFCS continues to provide the following to support children and youth in their educational success: continued placement in their home school, notification of school districts regarding changes in a student's out-of-home placement, timely transfer of school records, and obtaining partial credits for youth who have changed schools. In addition, DFCS, in collaboration

with the Juvenile Dependency Court and additional community partners, is engaged in the creation of an educational model Court known as Middle School Educational Court (MSEC), in which the Court specifically focuses on the educational needs of middle school students, in an effort to identify the necessary resources and supports for the student to reach their full educational potential.

Out-of-Home Placement Initiatives

The County's investment in a variety of Out-of-Home Placement Initiatives continues to significantly contribute to maintain placement alternatives for children. These initiatives contributed significantly to the County's ability to close the residential Children's Shelter and open a Receiving Center with appropriate placements being made in less than 24 hours. The initiatives include: targeted recruitment, the Sibling Supplement program, the Respite Care Programs, Foster Parent Liability Insurance, support for the Kinship, Adoptive, and Foster Parents Resource Center, the Federal Title IV-E Child Care Program, the Adolescent Care Rate, and the Quality Caregiver Workgroup Project aimed at building relationships and collaborative problem solving between caregivers and DFCS. These programs, in conjunction with Joint Response and other DFCS early intervention strategies, ensure that children who require out-of-home care are provided the most appropriate placement possible and that the necessary services and supports are immediately provided to the caregivers. These initiatives also aim to streamline and increase the internal coordination of the processes of recruitment, licensing and placement. In addition, DFCS is participating in the Federal Long Term Foster Care grant aimed at improving permanency outcomes for children and youth, specifically focused on African American children.

Quality Improvement and Enhancement Team

The Quality Improvement Team began operations in 2009 to support DFCS in providing excellent services. The team engages DFCS staff at all levels in using data to assess current practice standards, and helps identify operational and program strengths, program goals, client satisfaction, employee satisfaction, positive client outcomes, and areas in need of improvement and support to achieve performance targets.

Receiving Assessment and Intake Center (RAIC)

The RAIC provides a setting where children removed from their home are assessed for placement with relatives, foster families, or other facilities if the child's needs require special care. Children brought to the RAIC are placed in less than 24 hours in an appropriate setting. To date, no child has required a stay of longer than 24 hours. The Department has worked on enhanced communication with caregivers and community partners to address increased services and supports for caregivers, in an effort to help support children being placed directly into foster homes and timely assessment for children placed with relatives and non-relative extended family members.

Self-Assessment and System Improvement Plan

Child safety, child permanency, and child and family wellbeing outcomes are closely tracked by DFCS, as well as by State and Federal authorities. To continually

improve services, DFCS completed its comprehensive Self-Assessment and System Improvement Plan for 2009-2012 (SIP) in 2009. All SIP goals are related to Federal and State child welfare outcome measures, and have associated strategies to focus efforts to meet each goal. The SIP goals focus on reducing recurrences of maltreatment, addressing the disproportionate representation of children of color entering and reentering foster care, improving child and family engagement in case planning, increasing timely adoptions, and ensuring children have access to medical, dental, and educational services. To date, DFCS has completed nearly all SIP improvement goals and plans to start the next triennial cycle with the Peer Quality Case Review (PQCR) in June 2011 with a focus on permanency outcomes for children and 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
County Out of Home Placement Initiatives	Yes	Non-Mandated		■
Children's Placement Fund	Yes	Non-Mandated		■
Foster Home Licensing	Yes	Non-Mandated		■
Adoptions Services	Yes	Non-Mandated		■
Differential Response Path I	No	Non-Mandated		■
Connected by 25 Foster Care Youth Initiative (Grant)	No	Non-Mandated		■
Domestic Violence Services	Yes	Non-Mandated		■
Transitional Housing Placement - Plus (Benefits)	No	Non-Mandated		■
Promoting Safe and Stable Families (PSSF)	No	Non-Mandated		■
State Family Preservation	Yes	Non-Mandated		■
Kinship/Foster Care Emergency Fund	No	Non-Mandated		■
Kinship Support Svcs Program (KSSP)	No	Non-Mandated		■
Child Welfare Services Outcome Improvement Project (CWSOIP)	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
Children's Trust Fund - Child Abuse Prevention	No	Non-Mandated		■
Respite Care	Yes	Non-Mandated		■
Family Wellness Grant	No	Non-Mandated		■
Success Camp Pilot Program	Yes	Non-Mandated	Deletion of Pilot Program and staff coordinator will eliminate this program for 130 children ages 6-11 years old who are entering child welfare services for the first time	▼
Child Welfare Services	Yes	Mandated	Deletion of 18 positions across the Division will limit the Agency's ability to redirect and deploy staff resources to meet Federal, State and local program expectations.	▼
Child Welfare Services	Yes	Mandated	Use of revenue to reduce the General Fund deficit will result in an inability of the Agency to enhance Child Welfare client services or program administration.	■
Foster Home Recruitment	Yes	Mandated		■
Receiving, Assessment and Intake Center (RAIC)	Yes	Mandated	Deletion of Director and will result in less program oversight, limited capacity for coordination of placement issues, and reduced ability to manage high level projects.	▼
Receiving, Assessment and Intake Center (RAIC)	Yes	Mandated	Deletion of the Executive Assistant I will result in working being absorbed by existing personnel.	◻
Supportive and Therapeutic Options Program (STOP)	Yes	Mandated		■
Independent Living Skills Program (ILP)	No	Mandated		■
Emancipated Youth Stipends - ILP	No	Mandated		■
Child Abuse Prevention, Intervention and Treatment (CAPIT)	No	Mandated		■
AFDC Foster Care Program	Yes	Mandated		■
Transitional Housing Placement Program	Yes	Mandated		■
Wraparound Program	Yes	Mandated		■
Federal Kin-Gap Program (Benefits)	Yes	Mandated		■
Adoption Assistance Program (Benefits)	Yes	Mandated		■
Emergency Assistance Foster Care Program	Yes	Mandated		■
Seriously Emotionally Disturbed Children (Benefits)	Yes	Mandated		■
Administration and Support Services	Yes	Required	Deletion of 2.5 positions will result in the workload being absorbed by remaining staff.	◻

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
Administration and Support Services	Yes	Required	Reduce drug testing contract and implement a step-down model of drug testing to decrease the period of time that a parent will be drug tested.	▼
Administration and Support Services	Yes	Required	Elimination of the supervised visitation contract for South County will result in visitation duties being absorbed by Social Worker I staff.	◻

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

County Executive's Recommendation

Child Welfare Services

Recognize Ongoing Revenue for the Child Welfare Services Program, in the amount of \$1,137,846.

Service Impact: The FY 2012 State budget proposes an enhanced level of funding for Child Welfare Services. The Department is not requesting a corresponding expenditure appropriation increase to enhance Child Welfare client services or program administration.

Total Ongoing Revenue: \$1,137,846

Child Welfare Services

Eliminate Supervised Visitation Services Contract, for ongoing savings of \$50,000.

Service Impact: This contract provides over 50 visits per month totaling over 700 hours of visitation for children and families being served by DFCS. The elimination of this contract will result in the South County case-carrying Social Workers and Social Worker I positions absorbing the entire visitation workload for children and families previously provided by this contract.

Ongoing Savings: \$50,000

Child Welfare Services

Delete 1.0 FTE Social Work Coordinator II and Eliminate Success Camp Pilot Program: The recommended deletion is effective November 2011, and will eliminate the Success Camp Pilot Program at that time.

Service Impact: The Success Camp pilot program is operated by the County Office of Education under the coordination of a Social Work Coordinator II, and serves youth ages 6-11 years by providing self-esteem and skill building as it relates to educational success. This program currently serves over 130 youths annually. Elimination of this program will result in these youths no longer being served.

Position Reduced: 1.0
Net Ongoing Savings: \$38,836
 Cost Savings: \$87,272
 Associated Revenue Loss: \$48,436

Reduce Drug Testing Services for DFCS Clients, for ongoing savings of \$75,000.

Service Impact: The reduction in the drug testing contract will result in fewer drug tests being performed. This step-down model will result in testing being done strictly on a random and more targeted basis instead of comprehensively. The ability for social workers to perform on-demand drug testing will be virtually eliminated. The decrease in testing could result in social workers needing to prolong the period of observation prior to family reunification.

Ongoing Savings: \$75,000

Administration and Support

Delete 2.5 FTEs in DFCS Administration: The following positions are recommended for deletion:

- 0.5 FTE Client Services Technician
- 1.0 FTE Administrative Support Officer I

- 1.0 FTE Administrative Assistant

Service Impact: The deletion of the half-time Client Services Technician will result in work being absorbed by the remaining full time clerical support, and reassignment of some positions to balance workload. Deletion of the Administrative Assistant will result in work being absorbed by the remaining full-time Administrative Assistant in the Placement Bureau.

Elimination of the Administrative Support Officer will require reassigning current duties to the Administrative Assistant in the Administrative Support Bureau, who will become primarily dedicated to these duties. They include booking and coordinating Department travel for social workers and clients. To offset the additional workload for the Administrative Assistant, other day-to-day duties typically performed by this position will be reassigned to the existing Executive Assistants in DFCS administration.

Positions Reduced: 2.5
Net Ongoing Savings: \$151,324
Cost Savings: \$240,672
Associated Revenue Loss: \$89,348

▼ Receiving, Assessment and Intake Center

Delete 2.0 FTE in the Receiving, Assessment and Intake Center (RAIC): This recommendation deletes the following positions:

- 1.0 FTE Director of Receiving, Assessment and Intake Center
- 1.0 FTE Executive Assistant I

Service Impact: The Director is responsible for the oversight of the RAIC; the Long Term Foster Care Grant; placement responsibilities for the Department; licensing; home studies for adoptive placements and foster home recruitment; joint decision making, and Clover House and Kindred Souls visitation services. These duties will be absorbed by the DFCS Director, DFCS Assistant Director, and selected Program Manager II positions in the Department. Elimination of this position will result in less program oversight and coordination of placement-related issues throughout the Department, reduced ability to manage high-level projects for out-of-home care for children and youth, and reduced interface with community partners and

stakeholders. The duties of the Executive Assistant will be absorbed by the remaining two Executive Assistants in the Department.

Positions Reduced: 2.0
Net Ongoing Savings: \$115,340
Cost Savings: \$183,080
Associated Revenue Loss: \$67,740

▼ Continuing/Family Resource Center Bureaus

Delete 1.5 FTE in the Family Resource Center: The recommendation deletes the following positions:

- 0.5 FTE Social Worker III
- 1.0 FTE Day Care Aide

Service Impact: The work of the half-time Social Worker III will be absorbed by the remaining full-time Social Worker III positions in the bureau. The duties of some positions will be reassigned to balance the workload. The Day Care Aide is the only remaining position of this classification in the Department. Originally assigned to the Children's Shelter, the position was responsible for the care and supervision of children (newborn to six years) awaiting placement.

In 2003, most of this classification was eliminated when the shelter closed the cottage that cared for this age group. The position was reassigned to assist with children when parents came to DFCS visitation facilities, and is now responsible for direct care and supervision of young children who accompany their parents to DFCS resource centers for services. Elimination of this position will result in duties being absorbed through the existing child supervision contract.

Positions Reduced: 1.5
Net Ongoing Savings: \$98,669
Cost Savings: \$150,720
Associated Revenue Loss: \$52,051

Delete 0.5 FTE in Service Bureau B: The recommendation deletes a half-time Social Worker III position.



Service Impact: The deletion of this half-time position will result in work being absorbed by the remaining full-time Social Worker III positions and reassignment of some positions to balance workload.

Position Reduced: 0.5
Net Ongoing Savings: \$41,100
 Cost Saving: \$59,472
 Associated Revenue Loss: \$18,372

Delete 2.0 FTE in Service Bureau C: The recommendation deletes two Social Work Supervisor positions.

Service Impact: Social Work Supervisors in the Continuing/Family Resource Center Bureau are responsible for the supervision and oversight of case-carrying Social Workers who deliver services to children and families receiving family reunification, family maintenance or permanent placement services. The deletion of this position will result in the remaining supervisors providing supervision to these Social Workers, and will require rebalancing of units by moving staff and supervisors to equalize the span of control among supervisors. The supervisor-to-case-carrying Social Worker ratio for child welfare cases will increase from one-to-five to one-to-eight.

Positions Reduced: 2.0
Net Ongoing Savings: \$190,556
 Cost Savings: \$276,168
 Associated Revenue Loss: \$85,612

Delete 5.5 FTEs in South County Service Bureau: The recommendation deletes the following positions:

FTE	Job Class
(1.0)	Social Worker Supervisor
(2.0)	Program Services Aide
(1.0)	Social Work Coordinator
(1.0)	Transportation Officer
(0.5)	Social Worker I
(5.5)	Total

Service Impact: The Social Work Supervisor in the Continuing/Family Resource Center Bureau is responsible for the supervision and oversight of social workers delivering services to children and families receiving family reunification, family maintenance or permanent placement services. The deletion of this position will result in other supervisors providing supervision to these workers. This will require rebalancing of units to equalize the span of control of

Social Worker Supervisors. The supervisor -to -case -carrying Social Worker ratio for child welfare cases will increase from one to seven to one to eight.

There are three Program Services Aides in the entire Department. These positions are responsible for transportation of families and children to appointments and school until regular transportation can be arranged, as well as assisting with transportation and support for children in Emergency Response situations when children are being removed from their home. Additional responsibilities include drug testing for parents and helping families to connect with community resources to meet basic needs. One Program Services Aide provides transportation for 40 families on average per month; drug testing for 10-15 parents; and assists over 30 families with community resources, including help in filling out any necessary applications. The most immediate and critical transportation needs will be absorbed by the 33 Social Worker I positions remaining in DFCS, and by the case managing Social Worker. Many of the client transportation needs will not be able to be absorbed, which means that clients may miss important meetings, and children may not be able to continue in their home school if transportation cannot be addressed.

The deletion of the Social Work Coordinator I will result in the transfer of all family-finding activities to the Assessment Center/Placement Social Workers unit. The deletion of the half-time code will result in work being absorbed by the remaining full-time Social Worker I positions and the reassignment of some positions to balance workload.

The deletion of the Transportation Officer, one of two in the Department, will result in less transportation being provided to clients. The duties of this position includes transporting youth to and from their home school until transportation can be arranged, taking parents and children to medical and mental health appointments, and transporting children to and from visits with their parents. There are on average three transports per day and over 60 per month, often involving transportation out of the County. Additional job duties that will be impacted as a result of the deletion include: dropping off urgent information to clients or obtaining important signatures and delivering bus passes to clients. The most immediate and critical transportation needs will be absorbed by the 33 Social Worker I positions remaining in DFCS, and the case managing Social

Worker. Many of these transportation needs will not be absorbed, clients may miss important meetings, and children may not be able to continue in their home school if transportation cannot be addressed.

Positions Reduced: 5.5
Net Ongoing Savings: \$402,289
 Cost Savings: \$598,548
 Associated Revenue Loss: \$196,259

▼ Placement/Court Intervention

Delete 7.0 FTEs, Reduce Overtime, and Add Expenditure Allocation for Payment of Night Differential: The recommendation deletes the following positions:

FTE	Job Class
(1.0)	Social Work Coordinator
(1.0)	Social Work Supervisor
(1.0)	Program Services Aide
(1.0)	Transportation Officer
(1.0)	Associate Management Analyst B
(0.5)	Social Worker I
(1.5)	Social Worker III
(7.0)	Total

The recommended overtime reduction relates to the Joint Decision Making Parent Orientation Program.

The payment of a night shift differential is for nine late night Social Work staff supporting Placement activities.

Service Impact: The Social Work Supervisor currently provides supervision to Social Worker III positions that are responsible for taking children to the Intake and Receiving Center and placement of these children into relative or nonrelative extended family member or foster homes within 24 hours. Deleting this position will result in an increase in the supervisor-to-social work staff ratio from one to five to one to eight.

The service impact of the deletion of the Transportation Officer and the Program Services Aide are the same as those described for the Continuing/Family Resource Center Bureaus, above. Deletion of these positions reduces the number to zero for the Department.

Work performed by Social Work Coordinator I recommended for deletion will be absorbed by the existing Social Work Coordinator II responsible for the permanent placement of children throughout the Department.

The Associate Management Analyst B position provides support to program services by tracking, analyzing, and reporting out placement program and data. The duties will be absorbed by the only remaining Management Analysts in DFCS Administration.

Positions Reduced: 7.0
Net Ongoing Savings: \$448,092
 Cost Savings: \$761,988
 Associated Revenue Loss: \$313,896

▣ Emergency Response/CAN Center

Delete 1.5 FTE: The recommendation includes deletion of the following positions:

- 1.0 FTE Transcriptionist
- 0.5 FTE Social Worker III

Service Impact: The deletion of the Transcriptionist results in less support for Social Workers to get court reports and legal documentation typed and entered as the systems of record. The Transcriptionist transcribes phone messages from clients and others, as the content of the phone calls must be provided as evidence to the Court. In addition, this position serves as an option for Social Workers who may need assistance transcribing their Court Reports. Duties of the deleted position will be absorbed by the remaining clerical support within DFCS.

The deletion of the split/half-time Social Worker III will result in work being absorbed by the remaining full-time Social Worker III positions and the reassignment of some positions to balance workload.

Positions Reduced: 1.5
Net Ongoing Savings: \$28,896
 Cost Savings: \$143,496
 Associated Revenue Loss: \$114,600

FY 2012 Costs of Family and Children's Programs and Aid Programs

Program	Total	Revenue	County	County %
Adoption Services	\$4,638,375	\$4,167,598	\$470,777	10.1%
CAPIT	\$474,458	\$474,458	-	0.0%
Child Welfare Services	\$84,000,978	\$72,751,322	\$11,249,656	13.4%
CWSOIP	\$428,135	\$428,135	-	0.0%
Domestic Violence Advocacy	\$81,926	-	\$81,926	100.0%
Family Wellness Court	\$642,373	\$642,373	-	0.0%
Foster Home Licensing	\$1,439,678	\$1,012,025	\$427,653	29.7%
Foster Home Recruitment	\$181,800	\$145,977	\$35,823	19.7%
Independent Living Skills Program (ILP)	\$1,076,072	\$817,162	\$258,910	24.1%
Kinship Support Services Prog (KSSP)	\$169,367	\$169,367	-	0.0%
Kinship/Foster Care Emergency Fund	\$72,144	\$48,329	\$23,815	33.0%
Long Term Foster Care	\$600,000	\$600,000	-	0.0%
PSSF	\$1,321,272	\$1,034,399	\$286,873	21.7%
State Family Preservation Program	\$1,344,521	\$726,458	\$618,063	46.0%
Supportive and Therapeutic Options (STOP)	\$392,338	\$201,043	\$191,295	48.8%
Program Cost	\$96,863,437	\$83,218,646	\$13,644,791	14.1%
DFCS Categorical Aid	\$84,943,816	\$70,301,362	\$14,642,454	17.2%
Total	\$181,807,253	\$153,520,008	\$28,287,245	15.6%

Department of Family and Children Services — Budget Unit 503 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
50301	DFCS Administration Fund 0001	\$ 10,709,546	\$ 9,054,918	\$ 9,299,976	\$ 8,654,884	\$ (400,034)	-4.4%
50302	DFCS Program Svcs Fund 0001	59,797,733	60,741,496	57,838,291	56,600,423	(4,141,073)	-6.8%
50303	DFCS Program Spt Fund 0001	7,687,977	7,751,089	7,454,392	6,893,704	(857,385)	-11.1%
50304	Children's Shelter Fund 0001	5,725,569	5,728,067	5,226,301	5,043,221	(684,846)	-12.0%
50305	DFCS Staff Dev and Tng Fund 0001	1,015,069	609,951	647,565	647,565	37,614	6.2%
50306	DFCS Out of Home Placement Res & Pmt Fund 0001	82,907,565	84,355,684	84,943,816	84,943,816	588,132	0.7%
Total Net Expenditures		\$ 167,843,459	\$ 168,241,205	\$ 165,410,341	\$ 162,783,613	\$ (5,457,592)	-3.2%

Department of Family and Children Services — Budget Unit 503 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
50301	DFCS Administration Fund 0001	\$ 10,709,546	\$ 9,054,918	\$ 9,299,976	\$ 8,654,884	\$ (400,034)	-4.4%
50302	DFCS Program Svcs Fund 0001	59,797,733	60,741,496	57,838,291	56,600,423	(4,141,073)	-6.8%



Department of Family and Children Services — Budget Unit 503 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
50303	DFCS Program Spt Fund 0001	7,773,427	7,834,400	7,537,703	6,977,015	(857,385)	-10.9%
50304	Children's Shelter Fund 0001	5,725,569	5,728,067	5,226,301	5,043,221	(684,846)	-12.0%
50305	DFCS Staff Dev and Tng Fund 0001	1,015,069	609,951	647,565	647,565	37,614	6.2%
50306	DFCS Out of Home Placement Res & Pmt Fund 0001	82,907,565	84,355,684	84,943,816	84,943,816	588,132	0.7%
Total Gross Expenditures		\$ 167,928,909	\$ 168,324,516	\$ 165,493,652	\$ 162,866,924	\$ (5,457,592)	-3.2%

Department of Family and Children Services — Budget Unit 503 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 71,516,269	\$ 69,410,967	\$ 66,271,060	\$ 63,769,332	\$ (5,641,635)	-8.1%
Services And Supplies	96,412,640	97,519,995	97,829,038	97,704,038	184,043	0.2%
Reserves	—	1,393,554	1,393,554	1,393,554	—	—
Subtotal Expenditures	167,928,909	168,324,516	165,493,652	162,866,924	(5,457,592)	-3.2%
Expenditure Transfers	(85,450)	(83,311)	(83,311)	(83,311)	—	—
Total Net Expenditures	167,843,459	168,241,205	165,410,341	162,783,613	(5,457,592)	-3.2%

Department of Family and Children Services — Budget Unit 503 Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
50301	DFCS Administration Fund 0001	\$ 13	\$ —	\$ —	\$ —	\$ —	—
50302	DFCS Program Svcs Fund 0001	81,742,995	91,319,400	85,015,324	84,966,037	(6,353,363)	-7.0%
50306	DFCS Out of Home Placement Res & Pmt Fund 0001	88,644,768	97,203,476	94,576,395	94,576,395	(2,627,081)	-2.7%
Total Revenues		\$ 170,387,776	\$ 188,522,876	\$ 179,591,719	\$ 179,542,432	\$ (8,980,444)	-4.8%

DFCS Administration Fund 0001 — Cost Center 50301 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	68.0	\$ 9,054,918	\$ —
Board Approved Adjustments During FY 2011	-5.0	(452,461)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-0.5	344,872	—
Internal Service Fund Adjustments	—	(41,745)	—
Other Required Adjustments	5.0	394,392	—



DFCS Administration Fund 0001 — Cost Center 50301

Major Changes to the Budget

	Positions	Appropriations	Revenues
Subtotal (Current Level Budget)	67.5	\$ 9,299,976	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
1. Reduce DFCS Administration Staff	-2.5	(240,672)	—
Delete 1.0 FTE Administrative Support Officer I, 1.0 FTE Administrative Assistant, 0.5 FTE Client Services Technician.			
2. Reduce South County Bureau Staff	-1.0	(118,452)	—
Delete 1.0 FTE Social Work Coordinator I			
3. Reduce Family Resource Center Staff	-1.0	(88,824)	—
Delete 1.0 FTE Daycare Aide.			
4. Reduce Placement/Court Intervention Staff	-1.0	(109,872)	—
Delete 1.0 FTE Associate Management Analyst B.			
5. Reduce Success Camp Program Staff	-1.0	(87,272)	—
Delete 1.0 FTE Social Work Coordinator II.			
Subtotal (Recommended Changes)	-6.5	\$ (645,092)	\$ —
Total Recommendation	61.0	\$ 8,654,884	\$ —

DFCS Program Svcs Fund 0001 — Cost Center 50302

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	423.0	\$ 60,741,496	\$ 91,319,400
Board Approved Adjustments During FY 2011	-39.0	(4,071,717)	(6,304,076)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-44.0	(780,469)	—
Internal Service Fund Adjustments	—	(25,000)	—
Other Required Adjustments	39.0	1,973,981	—
Subtotal (Current Level Budget)	379.0	\$ 57,838,291	\$ 85,015,324
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
1. Revenue Reduction Associated with Deletion of DFCS Administrative Staff	—	—	(89,348)
Revenue loss associated with deletion of an Administrative Support Officer I, an Administrative Assistant, and a Client Services Technician.			
2. Revenue Reduction Associated with Deletion of Financial Management Services Division Staff	—	—	(11,146)
Revenue loss associated with the deletion of 1 Senior Management Analyst.			
3. Revenue Reduction Associated with Deletion of Human Resources Staff	—	—	(7,372)
Revenue loss associated with the deletion of 1 Human Resources Assistant II.			
4. Revenue Reduction Associated with Deletion of Information Services Staff	—	—	(57,080)
Revenue loss associated with the deletion of 1 Information Systems Analyst II and 1 Information Systems Manager II.			
5. Revenue Reduction Associated with Deletion of Staff and Change in Claiming Source in Department of Operations	—	—	(15,966)
Revenue loss associated with the deletion of 1 SSA Program Specialist and change claiming of 75% of Management Analyst Program Manager II to Long Term Foster Care.			



DFCS Program Svcs Fund 0001 — Cost Center 50302
Major Changes to the Budget

	Positions	Appropriations	Revenues
6. Revenue for Child Welfare Services	—	—	1,137,846
Recognize ongoing revenue from State and Federal Child Welfare Services for program administration.			
7. Revenue Reduction Associated with Deletion of Central Services Staff	—	—	(39,554)
Revenue loss associated with the deletion of 1 Management Analyst, 1 Messenger Driver, and 4 Records Retention Specialists.			
8. Reductions to Program Support Services	—	(125,000)	(17,077)
Reductions consist of:			
◆ Revenue loss associated with the reduction of County Counsel Services for Child Dependency Unit (CDU).			
◆ Deletion of Chamberlain's supervised visitation services contract			
◆ Reduction of Drug Testing Services.			
9. Revenue Reduction Associated with Deletion of Success Camp Program Staff	—	—	(48,436)
Revenue loss associated with deletion of Social Work Coordinator II.			
10. Revenue Reduction Associated with Deletion of Receiving, Assessment, Intake Center Staff	—	—	(67,740)
Revenue loss associated with deletion of the Director and Executive Assistant I in the Receiving, Assessment, Intake Center.			
11. Deletion of Staff and Revenue Reduction in Family Resource Center	-0.5	(61,920)	(52,051)
Deletion of 0.5 FTE Social Worker III and revenue loss associated with deletion of Daycare Aide and Social Worker III.			
12. Reduce Staff and Revenue in Service Bureau B.	-0.5	(59,472)	(18,372)
Delete 0.5 FTE Social Worker III and revenue loss associated with the deletion.			
13. Reduction of Staff and Revenue in Service Bureau C	-2.0	(276,168)	(85,612)
Delete 2.0 FTEs Social Work Supervisors and revenue loss associated with the deletions.			
14. Reduce Staff and Revenue for South County Bureau.	-1.5	(190,488)	(196,259)
Delete 0.5 FTE Social Worker I and 1.0 FTE Social Work Supervisor and revenue loss associated with the deletions.			
15. Reduce Staff and Revenue from Emergency Response/CAN Center	-0.5	(61,920)	(114,600)
Delete 0.5 FTE Social Worker III and revenue loss associated with the deletion.			
16. Revenue Reduction Associated with Deletion of Office of Contracts Management Staff	—	—	(30,900)
Revenue loss associated with the deletion of 1 Senior Management Analyst and 1 Associate Management Analyst B.			
17. Revenue Reduction Associated with County Counsel Services	—	—	(21,724)
Revenue loss associated with reduction of County Counsel Services for Probate support.			
18. Adjustments to Placement/Court Intervention	-4.0	(462,900)	(313,896)
Adjustments consist of:			
◆ Deletion of 1.0 FTE Social Work Coordinator I, 0.5 FTE Social Worker I, 1.5 FTE Social Worker III, 1.0 FTE Social Work Supervisor and revenue loss associated with position deletions.			
◆ Elimination of overtime for JDM Parent Orientation			
◆ Addition of differential pay for 9 late night Social Work Staff and the associated increase in revenue.			
Subtotal (Recommended Changes)	-9.0	\$ (1,237,868)	\$ (49,287)
Total Recommendation	370.0	\$ 56,600,423	\$ 84,966,037



DFCS Program Spt Fund 0001 — Cost Center 50303 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	98.5	\$ 7,751,089	\$ —
Board Approved Adjustments During FY 2011	-6.0	(568,489)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-5.5	1,471	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	6.0	270,321	—
Subtotal (Current Level Budget)	93.0	\$ 7,454,392	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
1. Reduce South County Bureau Staff	-3.0	(289,872)	—
Delete 2.0 FTEs Program Services Aides and 1.0 FTE Transportation Worker.			
2. Reduce Placement/Court Intervention Staff	-2.0	(189,216)	—
Delete 1.0 FTE Program Services Aide and 1.0 FTE Transportation Officer.			
3. Reduce Emergency Response/CAN Center Staff	-1.0	(81,600)	—
Delete 1.0 FTE Transcriptionist.			
Subtotal (Recommended Changes)	-6.0	\$ (560,688)	\$ —
Total Recommendation	87.0	\$ 6,893,704	\$ —

Children's Shelter Fund 0001 — Cost Center 50304 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	30.0	\$ 5,728,067	\$ —
Board Approved Adjustments During FY 2011	—	(516,697)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(493,329)	—
Internal Service Fund Adjustments	—	(8,437)	—
Other Required Adjustments	—	516,697	—
Subtotal (Current Level Budget)	29.0	\$ 5,226,301	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
1. Reduce Receiving, Assessment, Intake Center Staff	-2.0	(183,080)	—
Delete 1.0 FTE Receiving, Assessment, Intake Center Director and 1.0 FTE Executive Assistant I.			
Subtotal (Recommended Changes)	-2.0	\$ (183,080)	\$ —
Total Recommendation	27.0	\$ 5,043,221	\$ —



DFCS Staff Dev and Tng Fund 0001 — Cost Center 50305
Major Changes to the Budget

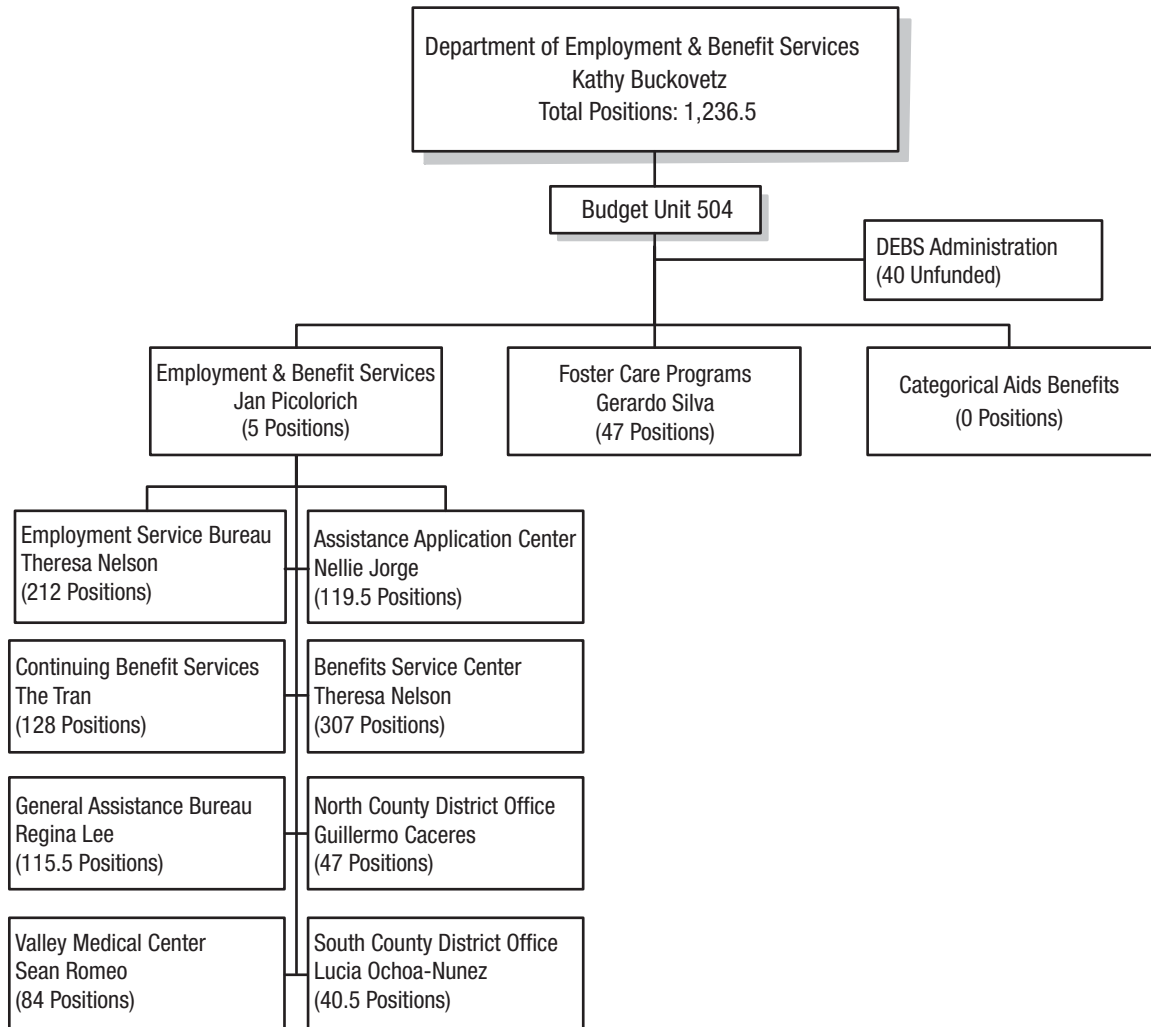
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	5.0	\$ 609,951	\$ —
Board Approved Adjustments During FY 2011	—	138	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	37,614	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(138)	—
Subtotal (Current Level Budget)	5.0	\$ 647,565	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	5.0	\$ 647,565	\$ —

DFCS Out of Home Placement Res & Pmt Fund 0001 — Cost Center 50306
Major Changes to the Budget

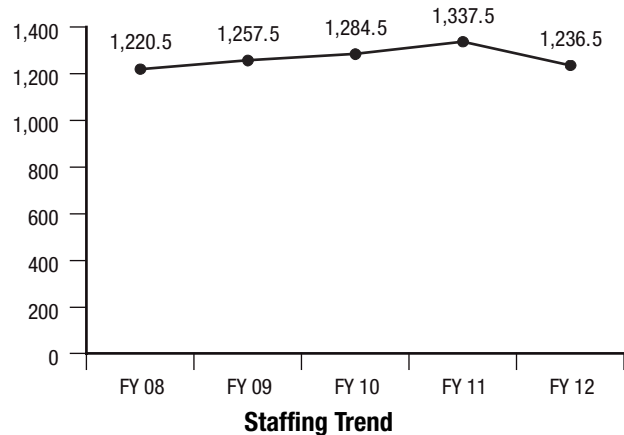
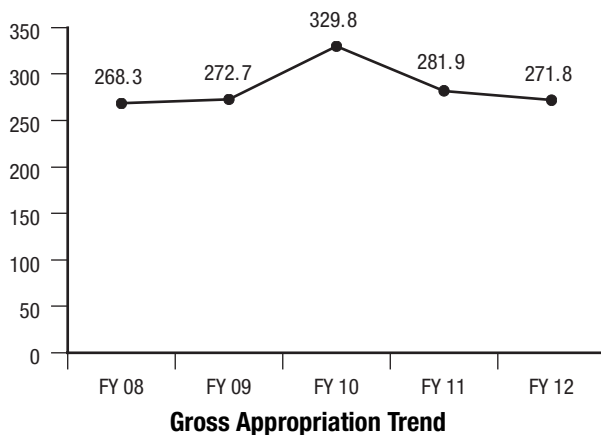
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	—	\$ 84,355,684	\$ 97,203,476
Board Approved Adjustments During FY 2011	—	(100,307)	(2,627,081)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	688,439	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 84,943,816	\$ 94,576,395
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 84,943,816	\$ 94,576,395



Department of Employment and Benefit Services — Social Services Agency



Section 3: Children, Seniors and Families



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.**



Description of Major Services

The Department of Employment & Benefit Services (DEBS) oversees programs that provide health insurance, employment services, foster care benefits, food stamps and support for basic living costs to low or modest income clients. DEBS works toward meeting the service needs of an increasing number of clients, many of whom are hard-to-serve and low-income working clients, by focusing on employment and transition from welfare toward self-sufficiency.

The overarching goal of DEBS is to move toward a more customer-service oriented service delivery model, one that offers more self-service options, simplifies the process of obtaining and retaining benefits, allows clients to apply for benefits in the manner that is most convenient for them, and gets clients the benefits they need as quickly as possible. To that end, significant business process improvements that are underway include:

- Central Client Services (CCS), a new approach to the application and intake process for CalWORKs, Medi-Cal and CalFresh, through which all client applications will have initial contact from DEBS staff within 24 hours, and eligibility determination within 24 hours of the receipt of a complete application. CCS for generic intake was implemented in April 2011.

- CCS for the remaining intake and continuing processes, including General Assistance intake and continuing and CalWORKs continuing cases, will be implemented Summer 2011. The Foster Care Bureau's intake and continuing processes will follow after its Integrated Document Management project is completed later next year.
- Office consolidation at the San Jose Senter Road hub will allow DEBS to improve client services while substantially reducing rent, utilities and travel costs. This consolidation will begin in August 2011.
- Benefits CalWIN, an on-line application tool for CalFresh and Medi-Cal applications, was launched in Spring 2010. As of mid-January, more than 1,800 people have applied using this website.
- Access CalWIN, a 24-hour automated information line, where clients can get information on their CalWORKs, CalFresh, Medi-Cal or General Assistance case quickly and easily, was launched in June 2010.

Benefit Services Program

Benefit services are designed to provide basic needs for eligible families and individuals including cash assistance, CalFresh (formerly called food stamps) and Medi-Cal. During the past year, the number of people



applying for and receiving public assistance has remained steady over the previous year, which had seen a significant increase.

From January 2010 through January 2011, new applications for assistance grew by less than one percent. Application processing time decreased over the prior year and averages six days for all offices. New applicants with an immediate need for CalWORKs or CalFresh are served within one to three days. The number of immediate need and expedited CalFresh cases has increased as the economic crisis continues to impact County residents. The implementation of CCS for intake will reduce the application processing time to 24 hours from the time an applicant submits a completed application and all documents needed to determine eligibility.

CalFresh

The Food Stamp Program, renamed CalFresh in California, provides food support to low-income households. In January 2011 there were 33,623 Non-Assistance CalFresh cases in Santa Clara County, an 18% increase from January 2010, when there were 28,390. It is anticipated that the caseload will continue to increase due in part to the economic downturn as well as the Department's continued focus on outreach to encourage eligible clients to apply.

DEBS continues to partner with Second Harvest Food Bank for outreach for the CalFresh program. DEBS is also working with the Food Bank to market the CalFresh Restaurant Meals Program to elderly, homeless and disabled CalFresh recipients and to recruit more restaurants into the program. DEBS implemented a partnership with the Daughters of Charity hospitals in San Jose and Gilroy for CalFresh and Medi-Cal applications. And, as noted above, DEBS launched Benefits CalWIN (BCW), an on-line, web-based application tool. The number of people using the tool to apply has grown steadily, and the use of BCW will be encouraged in the new CCS model.

CalWORKs

CalWORKs is the California program that administers the Federally-funded Temporary Assistance to Needy Families (TANF) program. This 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, and the governor has proposed reducing the time limit from 60 months to 48 months.

In January 2011, there were 16,130 CalWORKs cases, which generally include cash assistance, Medi-Cal and CalFresh benefits. This constitutes a slight decrease over the January 2010 caseload, which was 16,202. If the governor's proposal is adopted by the Legislature, a small number of families will be discontinued due to the change in time limits (from 60 to 48 months). The majority of CalWORKs families will not be impacted by this proposal as they continue to leave public assistance within two years. While active cases may be reduced, DEBS is bracing itself to begin to serve a new emerging caseload: the "Safety Net Family." They will now be required to be participate in a work activity to receive funding for their minor children, causing a workload increase in monitoring, tracking and reporting their activities to continue or terminate these benefits.

The State has established new standards for adults in families receiving CalWORKs cash assistance. It includes the requirement to participate in work or work-related activities for a minimum number of hours per week, unless the family meets one of the exemption categories.

Cash Assistance Program for Immigrants (CAPI)

The Cash Assistance Program for Immigrants (CAPI) is a 100% State-funded program that provides benefits to immigrants who were legal residents prior to August 22, 1996, and who would have qualified for Supplemental Security Income (SSI) if not for their immigrant status. In addition, CAPI benefits are provided to aged, blind and disabled immigrants who became legal residents after this date. Currently, there are 641 CAPI cases, an increase from the 577 cases reported in January 2010.

Corrective Action Bureau (CAB)

The Corrective Action Bureau (CAB) performs mandated activities including reviewing current cases, and implementing corrective action strategies to ensure County compliance with the Federal Food Stamp program, in order to prevent the County's food stamp error rate from exceeding the Federal tolerance levels. The County's FY 2009 error rate was at an all time low of 0.89 percent. Part was due to Supervisor reviews and the enhanced automated reporting tool, CATR.

Foster Care Eligibility

Foster Care Eligibility is responsible for eligibility determination and out-of-home care activities on behalf of otherwise eligible children removed from the custody of a parent or guardian as a result of a judicial order with requisite findings or a voluntary placement agreement. Legal mandates require completion of eligibility determination within 45 days from the date of client application. The program is also responsible for coordinating foster care provider payments. The KinGap program works with family members to place children in a familiar environment. There number of people served by Foster Care/KinGap has remained constant, from 1,342 in January 2010 to 1,343 in January 2011. The Adoption Assistance Program is operated through this Bureau and served 2,620 clients through January 2011, which is slightly more than the 2,564 clients that were served in January 2010.

General Assistance (GA)

The GA program was established to meet the State-mandated requirement that each county implement a program to assist its indigent population not receiving aid through State and Federal programs. The program is 100% County General-Funded, and provides benefits as a loan to residents who have no other means of support. In January 2011, there were 4,538 GA cases, a 16% increase over the 3,910 January 2010 caseload. Of these cases, 2,623 cases are considered employable, and 1,915 are deemed unemployable. From January 2010 to January 2011, the GA program experienced a 44% increase in applications. Over the last year, the Vocational Services Section of the GA Bureau assisted an average of 53 clients per month to rejoin the work force.

Supplemental Security Income Advocacy Services (SSI)

The GA SSI Advocacy Unit performs a non-mandated service for GA clients potentially eligible for Social Security Benefits by assisting them through the Supplemental Security Income (SSI) application process. Successful SSI applications have allowed Santa Clara County to recover General Fund monies as well as offset the cost of the SSI Advocacy Unit. In Fall 2010, the SSI Advocacy collaboration between GA SSI Advocacy and the Santa Clara Valley Health and Hospital System (SCVHHS) progressed from a pilot program to become part of our standard business process. The outstationed SSI advocates continue to successfully and

collaboratively connect SCVHHS clients to benefits through the Valley Homeless Health Program and the Community Wellness and Benefits Center, as well as support Destination Home clients at one-stop homeless centers of the Emergency Housing Consortium and Gloria Travis Center.

The CalWORKs Social Work Unit established an SSI Advocacy Program with the goal of transitioning disabled CalWORKs clients into Federal benefits such as SSI. The Foster Care SSI Advocacy Coordinator submits SSI applications for all foster care children who are determined likely eligible for benefits.

Employment and Training Programs

Employment and Training Programs facilitate the transition of current and former cash assistance recipients and working low income families to successfully transition into self-sufficiency and stability within the 60-month program time perimeters.

CalWORKs Employment Services

The CalWORKs Employment Services caseloads remain steady as the State's unemployment rate remains in double digits. Currently, the program offers services to 7,149 individuals, compared with 6,920 clients served in January 2010. This number includes voluntary clients (parents with children under the age of one year), teen parents, and some second parent volunteers in two-parent families. It also includes 976 working, off of cash aid participants who receive services for twelve months after securing employment. Despite a high unemployment rate, CalWORKs employment services achieved an average of 39.73% work participation rate in 2010, thus avoiding significant fiscal sanctions that have been imposed on the State of California. We are the only Bay Area county to avoid these sanctions. Child care services may need to be adjusted if the Governor's proposal to eliminate services to 11 and 12 year olds passes.

Refugee Employment Services Programs

The Refugee Cash Assistance (RCA) program provides cash grants to refugees during their first eight months in the United States if they are not otherwise eligible for other categorical welfare programs.

Refugee Employment Social Services (RESS) are provided to refugees through the Social Services Agency and contracting agencies. The services are funded through an annual Federal block grant. The funds are



used to provide employment-related services such as employability assessment, on-the-job training, English language training and vocational training. The number of clients served through this program has decreased significantly, with 23 clients served in December 2010 compared to 149 clients served in December 2009.

The Refugee Targeted Assistance Program (TAP) funds are awarded to counties with significant refugee populations to assist with transition from public assistance to self-sufficiency. Services include employment services, work experience, vocational training, vocational English as a Second Language, on-the-job training, economic development and skills upgrading. TAP served 109 clients in December 2010 compared to 223 clients in December 2009.

Health Insurance

DEBS is responsible for ensuring affordable medical coverage for low and modest income clients through the accurate and timely issuance of Medi-Cal benefits. 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. The DEBS Director meets with SCVHHS regularly to discuss the impacts of the Federal health care reform bill on Medi-Cal.

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 include Santa Clara Valley Medical Center and multiple clinics throughout the County) and apply for Medi-Cal, or can choose to apply by mail or online through Benefits CalWIN. The number of individuals receiving Medi-Cal benefits rose from 228,260 in January 2010 to 236,070 in January 2011. DEBS achieved all Medi-Cal performance standards.

Children's Health Initiative (CHI)

The Children's Health Initiative is a collaborative health insurance program that is overseen by SCVHHS in collaboration with DEBS, the Santa Clara Family Health Plan and community partners. The focus is enrolling children into health insurance programs. DEBS refers applicants who are not eligible for no-cost Medi-Cal to the Healthy Families and Healthy Kids programs for potential enrollment. As of December 2010, there were 145 children on the waiting list for the Healthy Kids program, a significant decline from last year. DEBS' diligent efforts to enroll children under 19 years of age into Medi-Cal were again successful in 2010. As of January 2011, total enrollment is 114,503, which is a 3% increase over the January 2010 enrollment of 111,701.

Current and Emerging Issues

DEBS is nearing the end of a major business process redesign that focused on increasing efficiencies in the public benefits eligibility determination process. The basic shift in business process moves DEBS eligibility activities to an integrated call center. This redesign was motivated by an increasing demand for public benefits such as Medi-cal, Food Stamps and CalWORKS, and a lack of administrative funding to address the magnitude of the increase in demand. The DEBS redesign was initiated to ensure that all eligible individuals in the County receive timely access to benefits. The redesign includes a combination of 1) a redesign of the work processes used within the Department and 2) the deployment of multiple technologies that will aid the applicants and workers in various processes involved in benefits application and eligibility determination.

This business process change is being implemented between March and September 2011. As the Agency moves toward full realization of the benefits of these changes, a number of tools are being used to navigate and manage a new operational landscape.

First, transaction-based management tools are being deployed. These include a tool focused on monitoring the changing beneficiary and applicant call volumes and the changing needs of the units' client-facing activities. Second, outcome dashboards are being created to assist with operational management, and will be implemented along with the full phase-in of the call center activities. Finally, the Agency is using the Time-in-Motion consultant evaluation process, where appropriate, to ensure both the worker and

management input are incorporated into performance expectations, which are essential to the success of the model.

This work, which will improve the Agency's ability to serve a growing population of Santa Clara County residents, is critical to provide vital safety net services,

and is expected to yield an improved client experience. It is also expected that the Agency will be more effectively positioned to serve those who are in need and eligible for these essential resources.

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 Safety Net	No	Non-Mandated		■
Child Development Program	Less Than 5%	Non-Mandated		■
Supplemental Security Income (SSI) Advocacy	Yes	Non-Mandated	Deletion of 1 Social Work Supervisor will result in a reduction in training and elimination of Agency involvement in non-mandated community liaison and State level coordination.	▼
General Assistance - Vocational Program	Yes	Non-Mandated		■
Food Bank	Yes	Non-Mandated		■
CalWORKs Employment Services (WtW)	Less Than 5%	Mandated	Elimination of CWES In-Service training contract will result in training provided by County staff.	▼
CalWORKs Employment Services (WtW)	Less Than 5%	Mandated	Deletion of 5 positions (1 Employment Manager, 1 Administrative Assistant, 1 Social Worker III, 1 Social Worker II, and 1 Management Aide) will reduce training resources and eliminate Agency involvement in non-mandated community liaison and State level coordination.	▼
Food Stamp Employment and Training	Yes	Mandated		■
General Assistance - Eligibility	Yes	Mandated	Deletion of 3 Eligibility Examiners will have minimal impact as a result in the business process redesign and space consolidation.	■
Cal-Fresh (Non-Assistance Food Stamp)	Yes	Mandated	Recognize ongoing revenue for Food Stamp Program Administration with no expenditure appropriation increase.	■
Cal-Fresh (Non-Assistance Food Stamp)	Yes	Mandated	Staff reductions in Eligibility also apply to Cal-Fresh. However, the reductions are expected to have minimal impact as a result of the DEBS business processes redesign and space consolidation.	■
Adoptions Assistance Program (Eligibility)	No	Mandated		■
Cal-Learn	Less Than 5%	Mandated		■
CalWORKs Child Care Program (Stage One)	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
CalWORKs Eligibility	No	Mandated	Net reductions of 51 FTEs throughout CalWORKs Eligibility are expected to have minimal impact as a result of the the DEBS business processes redesign and space consolidation.	■
CalWORKs Eligibility	No	Mandated	Elimination of Welfare Fraud services previously provided through the District Attorney's Office. The Agency will establish the SSA Investigative Unit but at a scaled-down level. The unit will consist of a total of 12 new positions. Ten positions are discussed in BU 504 and two positions are discussed in BU 505.	▼
CalWORKs Substance Abuse & Mental Health	Yes	Mandated		■
Cash Assistance Program for Immigrants (CAPI) Eligibility	No	Mandated		■
Corrective Action Program	Less Than 5%	Mandated		■
CalWORKs Maintenance of Effort	Yes	Mandated		■
Foster Care Eligibility	Yes	Mandated		■
Income Eligibility Verification Systems (IEVS)	Yes	Mandated		■
Kin-Gap Program - Federal	Yes	Mandated		■
Medi-Cal Eligibility	Less Than 5%	Mandated	Staff reductions in CalWORKs Eligibility also applies to Medi-Cal. However, The reductions are expected to have minimal impact as a result of the the DEBS business processes redesign and space consolidation.	■
Refugee Cash Assistance - Eligibility	No	Mandated		■
Refugee Employment Social Services - RESS	No	Mandated		■
Refugee Targeted Assisat Program	No	Mandated		■
State Automated Welfare System (SAWS)	Less Than 5%	Mandated		■
General Assistance (Benefits)	Yes	Mandated		■
CalWORKs (Benefits)	Less Than 5%	Mandated		■
Cash Assistance Program for Immigrants (CAPI) (Benefits)	Less Than 5%	Mandated		■
Refugee Cash Assistance (Benefits)	Less Than 5%	Mandated		■
DEBS Operations	Less Than 5%	Required	Overtime reduction in various DEBS units is expected to have minimal impact on services as a result of business process redesign (Central Client Services).	■
Administration and Support Services	Yes	Required	Deletion of 4 positions is expected to have low impact as a result in the redesign of the business processes and consolidation of space in the Department. It is anticipated that the Agency will gain efficiencies in the eligibility and clerical processes.	■

Impact on Current Level of Service:

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



County Executive's Recommendation

Food Stamp Program

Recognize Ongoing Revenue: Ongoing revenue of \$2,107,960 is anticipated from the State Food Stamp Program Administration.

Service Impact: This revenue is dependent upon the Social Services Agency's ability to allocate staff costs from other limited or fixed funding streams to designated food stamp programs during the FY 2012 quarterly time activity recording periods. The Department is not requesting what would ordinarily be a corresponding expenditure appropriation increase to enhance services in the Food Stamp program administration, eligibility determination, client assessments, and mandated client reassessment functions.

Ongoing Revenue: \$2,107,960

Overtime Reduction

Reduce Overtime: This recommendation results in ongoing savings of \$1,155,000.

Service Impact: This recommended reduction in overtime is expected to have minimal impact on the Department of Employment and Benefit Services (DEBS) as a result of the business process redesign (Central Client Services) discussed in the Description of Major Services section above. The changes from the redesign will take effect in FY 2012 and are expected to result in a decreased need for overtime. The reduction in overtime will be spread across the entire Department. The Department may reach a point where the call center model will not be able to keep up if workload increases due to continued growth in the benefit programs, 24/7 availability of Benefits via CalWIN and increases in duplicate automated applications.

Net Ongoing Savings: \$1,155,000

Cost Savings: \$3,500,000

Associated Revenue Loss: \$2,345,000

CalWORKs Employment Services (CWES)

Eliminate CWES In-Service Training Contract for \$50,000: Eliminate the contract with an external provider for organizational development training.

Service Impact: The Department is proposing to eliminate this contract because this function can be provided by County staff.

Ongoing Savings: \$50,000

Delete 5.0 FTEs in CWES: This recommendation deletes the following positions:

FTE	Position Description
(1.0)	Administrative Assistant
(1.0)	Employment Program Manager
(1.0)	Social Worker III
(1.0)	Social Worker II
(1.0)	Management Aide
(5.0)	Total

Service Impact: The CalWORKs Employment Services (CWES) Bureau has 213 staff and is divided into three service areas which include General Assistance and SSI Advocacy, CWES Social Work, and the Employment Support Initiative Units. The primary function of CWES is to oversee the Welfare-to-Work Program, in which staff are tasked with assuring that CalWORKS recipients are actively involved in their required work programs and that they have the maximum opportunity to prepare for and successfully find a job prior to the expiration of their benefits.

The recommended reductions span the entire bureau and involve reorganization in the lines of command to assure program viability, resulting in a shift in focus to solely local County activities. Agency involvement in non-mandated community liaison work and state-level coordination will be eliminated. The Refugee Program will be incorporated under the CalWORKs Welfare to Work program, with activities to be coordinated by a Management Analyst. The General Assistance Social Worker Unit will be merged into the CalWORKs Social Work Unit under one manager. The impact of the reduction of two CalWORKs social workers will be minimal, as greater use of the Health Alliance



collaborative program to provide the mental health and substance abuse counseling is expected to serve those clients no longer being served. The deletion of the Employment Program Manager in the Planning/Refugee area of the Employment Support Initiative Unit (which had 14 staff) will focus Refugee Services on the local service initiatives, and reduce participation in State activities.

Positions Reduced: 5.0
Net Ongoing Savings: \$531,709
 Cost Savings: \$557,280
 Associated Revenue Loss: \$25,571

welfare fraud investigator per 1,000 CalWORKs cases, although there is no mandatory minimum level. Accordingly, eight Welfare Fraud Investigator II positions are recommended to reflect the CalWORKs caseload of approximately 8,000 (excluding child-only cases).

Positions Added: 10.0
Net Ongoing Savings: \$1,525,133

Ongoing Cost for SSA Welfare Fraud activities: \$1,188,802
 Ongoing Reduced Reimbursement to DA's Office: \$3,677,000
 Ongoing Revenue Loss associated with DA Office activities: \$963,065
 See BU 202 and BU 505 for additional budget detail

Welfare Fraud Services

Add 10.0 FTE for Welfare Fraud services, and add expenditure allocation of \$5,000 for services and supplies: This recommendation establishes a new SSA Special Investigative Unit which will be responsible for fraud investigation duties for the welfare program and for In-home Supportive Services (IHSS), both of which have until now been historically been provided through a contract with the District Attorney's Office.

Positions to be added for welfare fraud investigation are as follows:

- 1.0 Welfare Fraud Investigator III
- 8.0 Welfare Fraud Investigator II
- 1.0 Office Specialist III

The Special Investigative Unit will also include 2.0 positions for investigation of In-home Supportive Services (IHSS) Fraud. Those positions are discussed in BU 505, along with costs associated with IHSS fraud investigation.

Service Impact: Welfare Fraud investigation is a State mandated activity. Counties are required to provide investigators with peace officer status to follow up on reports of potential welfare fraud. The Special Investigative Unit (SIU) will be responsible for receiving and investigating complaints of potential welfare fraud, gathering evidence, and compiling the result of the investigation for prosecution if warranted.

These positions are recommended in order for the Agency to focus on early fraud and major cases involving fraud. The SIU will be managed by a Welfare Fraud Investigator III. The State recommends one

CalWORKs Eligibility

Delete 51.0 Net Total FTE Throughout CalWORKs Eligibility, and Eliminate Contracts: The recommendation deletes and adds the following positions:

FTE	Position Description	Program	Effective Date
1.0	Social Services Program Manager I	AAC	July 2011
(1.0)	Social Work Supervisor	GA	July 2011
(3.0)	Eligibility Examiner	GA	July 2011
(10.0)	Office Specialist II	AAC	August 2011
(1.0)	Administrative Assistant	North County	August 2011
(1.0)	Program Coordinator	Admin	January 2012
(4.0)	Eligibility Work Supervisor	AAC	January 2012
(30.0)	Eligibility Worker III	AAC	January 2012
(1.0)	Social Services Program Manager II	North County	January 2012
(1.0)	Social Services Program Manager III	Admin	March 2012
(51.0)	Total		

In addition to the above deletions and one addition, it is recommended to eliminate the General Assistance Hearing Officer contracts totaling \$24,500.

Service Impact: The eligibility determination function is executed through the Application Assistance Center, Central Benefits Services, the Benefits Service Center, General Assistance (GA), Valley Medical Center (VMC) and the two regional offices (North and South). Together these units employ 1,045 individuals. The aggregate primary function of all of these units is to accept applications for public benefits, determine eligibility, monitor and renew.

As discussed in the Description of Major Services section above, the DEBS eligibility determination program has been under redesign since April 2010. The redesign is called the Central Client Services (CCS) project, and it represents a significant change from the traditional caseload model. In the past, staff had responsibility for a prescribed number of cases; this has changed to using a transaction or task-based business process. In the new transaction model, applications for and ongoing eligibility of benefits are maintained in a shared work environment, with tasks assigned to a worker as a need is identified. It is expected that this change will produce efficiencies in the eligibility worker and clerical processes. The Department is proposing to reduce staffing levels in stages, to adjust to new business processes.

By the third quarter of FY 2012, DEBS proposes the reduction of the SSPM III position, as the business process will be well developed. The duties of the GA

Eligibility Examiners will be absorbed into the overall DEBS Appeals Unit. This may result in increased rulings in the clients' favor due to the length of the appeals process.

The deletion of the staff at North County will take place with the transfer of continuing cases from North County to Senter Road when the consolidation of space occurs, and is expected to have minimal impact. The duties of the Program Coordinator will be absorbed by the DEBS Income Eligibility Verification System Unit. The addition of the SSPM I at the Application Assistance Center (AAC) is needed due to the increase in staff and workload that will occur by absorbing the North County intake function, and the transition of the GA Intake into generic intake unit at AAC in August 2011.

Positions Reduced: 51.0
Net Ongoing Savings: \$1,258,937
 Cost Savings: \$3,081,712
 Associated Revenue Loss: \$1,822,775

FY 2012 Costs of Employment and Benefit Services and Aid Programs

Program	Total	Revenue	County	County %
Adoptions Assistance Program Eligibility	\$1,424,321	\$1,424,321	-	0.0%
CalFresh	\$53,611,460	\$32,679,279	\$20,932,181	39.0%
CalWORKs CalLEARN Support Services	\$981,125	\$981,125	-	0.0%
CalWORKs Child Care Programs	\$17,474,450	\$17,474,450	-	0.0%
CalWORKs Eligibility	\$22,413,405	\$21,453,138	\$960,267	4.3%
CalWORKs Employment Services	\$35,812,160	\$35,750,263	\$61,897	0.2%
CalWORKs MH / SA Programs	\$3,166,736	\$3,166,736	-	0.0%
CalWORKs Safety Net	\$224,252	\$224,252	-	0.0%
Cash Assistance - Immigrants Eligibility	\$2,220,868	\$2,220,868	-	0.0%
Child Development Program	\$3,076,985	\$2,989,764	\$87,221	2.8%
Food Bank	\$663,267	-	\$663,267	100.0%
Food Stamp Employment Training Program (FSET)	\$1,853,217	\$1,171,720	\$681,497	36.8%
Foster Care Eligibility	\$3,499,442	\$2,236,107	\$1,263,335	36.1%
General Assistance Eligibility	\$2,507,920	-	\$2,507,920	100.0%
General Assistance Vocational Services	\$294,641	-	\$294,641	100.0%
Kin-GAP Program Eligibility	\$166,378	\$162,924	\$3,454	2.1%
Medi-Cal Eligibility	\$79,514,568	\$76,115,000	\$3,399,568	4.3%
Refugee Cash Assistance Eligibility	\$190,000	\$190,000	-	0.0%
Refugee Employment Services	\$398,907	\$398,907	-	0.0%
Refugee Target Assistance Program	\$377,705	\$377,705	-	0.0%
SSI Advocacy Program	\$1,593,161	\$847,760	\$745,401	46.8%
Statewide Automation Welfare System Project (CalWIN)	\$7,817,202	\$7,543,331	\$273,871	3.5%
BU 501 Program Cost	\$239,282,170	\$207,407,650	\$31,874,520	13.3%
Categorical Aid	\$120,174,027	\$133,073,626	(\$12,899,599)	-10.7%
Total	\$359,456,197	\$340,481,276	\$18,974,921	5.3%



Department of Employment and Benefit Services — Budget Unit 504 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
50401	DEBS Admin Fund 0001	\$ 10,519,213	\$ 10,138,373	\$ 10,138,611	\$ 9,680,604	\$ (457,769)	-4.5%
50402	DEBS Program Svcs Fund 0001	151,811,877	134,332,301	135,544,274	125,779,326	(8,552,975)	-6.4%
50403	DEBS Program Spt Fund 0001	15,466,552	15,064,815	15,456,856	14,813,807	(251,008)	-1.7%
50404	DEBS Trainees Fund 0001	942,969	2,196,189	1,333,756	1,333,756	(862,433)	-39.3%
50405	DEBS Benefit Payments	110,053,598	120,174,027	120,174,027	120,174,027	—	—
Total Net Expenditures		\$ 288,794,210	\$ 281,905,705	\$ 282,647,524	\$ 271,781,520	\$ (10,124,185)	-3.6%

Department of Employment and Benefit Services — Budget Unit 504 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
50401	DEBS Admin Fund 0001	\$ 10,519,213	\$ 10,138,373	\$ 10,138,611	\$ 9,680,604	\$ (457,769)	-4.5%
50402	DEBS Program Svcs Fund 0001	151,811,877	134,332,301	135,544,274	125,779,326	(8,552,975)	-6.4%
50403	DEBS Program Spt Fund 0001	15,466,552	15,064,815	15,456,856	14,813,807	(251,008)	-1.7%
50404	DEBS Trainees Fund 0001	942,969	2,196,189	1,333,756	1,333,756	(862,433)	-39.3%
50405	DEBS Benefit Payments	110,053,598	120,174,027	120,174,027	120,174,027	—	—
Total Gross Expenditures		\$ 288,794,210	\$ 281,905,705	\$ 282,647,524	\$ 271,781,520	\$ (10,124,185)	-3.6%

Department of Employment and Benefit Services — Budget Unit 504 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 125,456,494	\$ 128,342,282	\$ 129,432,096	\$ 122,317,592	\$ (6,024,690)	-4.7%
Services And Supplies	163,337,716	153,563,423	153,215,428	149,463,928	(4,099,495)	-2.7%
Subtotal Expenditures	288,794,210	281,905,705	282,647,524	271,781,520	(10,124,185)	-3.6%
Total Net Expenditures	288,794,210	281,905,705	282,647,524	271,781,520	(10,124,185)	-3.6%

Department of Employment and Benefit Services — Budget Unit 504 Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
50401	DEBS Admin Fund 0001	\$ 41	\$ —	\$ —	\$ —	\$ —	—
50402	DEBS Program Svcs Fund 0001	219,925,321	212,224,541	199,422,031	196,026,795	(16,197,746)	-7.6%
50405	DEBS Benefit Payments	98,878,772	109,599,911	109,599,911	109,599,911	—	—
Total Revenues		\$ 318,804,133	\$ 321,824,452	\$ 309,021,942	\$ 305,626,706	\$ (16,197,746)	-5.0%



DEBS Admin Fund 0001 — Cost Center 50401

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	89.0	\$ 10,138,373	\$ —
Board Approved Adjustments During FY 2011	-5.0	(345,867)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-5.0	23,017	—
Internal Service Fund Adjustments	—	(1,521)	—
Other Required Adjustments	5.0	324,609	—
Subtotal (Current Level Budget)	84.0	\$ 10,138,611	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
1. Reduce CalWORKs Employment Services Staff	-3.0	(319,644)	—
Delete 1.0 FTE Employment Program Manager, 1.0 FTE Management Aide, 1.0 FTE Administrative Assistant.			
2. Adjustment Staffing in DEBS Eligibility	-3.0	(138,363)	—
Adjustments in Administration and North County include:			
◆ Deleting 1.0 FTE Social Services Program Manager III, 1.0 FTE Program Coordinator, 1.0 FTE Social Services Program Manager II, 1.0 FTE Administrative Assistant			
◆ Adding 1 FTE Social Services Program Manager I.			
Subtotal (Recommended Changes)	-6.0	\$ (458,007)	\$ —
Total Recommendation	78.0	\$ 9,680,604	\$ —

DEBS Program Svcs Fund 0001 — Cost Center 50402

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	958.0	\$ 134,332,301	\$ 212,224,541
Board Approved Adjustments During FY 2011	-25.0	(1,314,146)	(12,802,510)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-21.0	1,568,909	—
Internal Service Fund Adjustments	—	(173,160)	—
Other Required Adjustments	25.0	1,130,371	—
Subtotal (Current Level Budget)	937.0	\$ 135,544,274	\$ 199,422,031
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Eliminate Welfare Fraud Investigation Unit	—	(3,677,000)	—
Decision Packages			
1. Revenue Reduction Associated with Reduction of Program Support Services	—	—	(54,484)
Revenue loss associated with the reduction of County Counsel Services for Child Dependency Unit (CDU).			
2. Reduce CalWORKs Employment Services Staff	-2.0	(237,648)	—
Delete 1.0 FTE Social Worker III, 1.0 FTE Social Worker II.			
3. Revenue for Non-Assistance Food Stamp Program	—	—	2,107,960
Recognize ongoing revenue from Non-Assistance Food Stamp program administration.			
4. Revenue Reduction Associated with Deletion of Financial Management Services Division Staff	—	—	(35,560)
Revenue loss associated with the deletion of 1 Senior Management Analyst.			



DEBS Program Svcs Fund 0001 — Cost Center 50402
Major Changes to the Budget

	Positions	Appropriations	Revenues
5. Revenue Reduction Associated with Deletion of Human Resources Staff Revenue loss associated with the deletion of 1 Human Resources Assistant II.	—	—	(23,519)
6. Revenue Reduction Associated with Deletion of Information Services Staff Revenue loss associated with the deletion of 1 Information Systems Manager II.	—	—	(74,336)
7. Revenue reduction associated with deletion of Staff Development positions Revenue loss associated with the deletion of 2 time-limited Staff Development Specialist, 3 time-limited Eligibility Work Supervisor, and 1 FTE Staff Development Specialist.	—	—	(214,298)
8. Revenue Reduction Associated with Deletion of DEBS Eligibility Staff Revenue loss associated with deletion of Eligibility Work Supervisor, Office Specialisst II, and Eligibility Worker III.	—	—	(759,220)
9. Adjustments to DEBS Eligibility Adjustments include <ul style="list-style-type: none"> ◆ revenue reduction due to deletion of Eligibility positions in Administration, Application Assistance Center, General Assistance, and North County ◆ Elimination of General Assistance hearing officer contract. 	-34.0	(1,832,636)	(1,063,555)
10. Reduce Department of Employment and Benefits Cost and Revenue Reduce overtime and associated revenue.	—	(3,500,000)	(1,260,000)
11. Reduce Revenue in Department of Employment and Benefits Revenue loss associated with overtime reduction.	—	—	(1,085,000)
12. Reduce Services and Supplies in CalWORKS Employment Services Eliminate training contract.	—	(50,000)	—
13. Revenue Reduction Associated with Deletion of CalWORKS Employment Services Staff Revenue loss associated with deletion of Employment Program Manager, Management Aide, and Administrative Assistant.	—	—	(25,571)
14. Revenue Reduction Associated with Deletion of Staff and Change in Claiming Source in Department of Operations Revenue loss associated with the deletion of 1 SSA Program Specialist and change claiming of 75% of Management Analyst Program Manager II to Long Term Foster Care.	—	—	(50,937)
15. Revenue Reduction Associated with Deletion of Central Services Staff Revenue loss associated with the deletion of 1 Management Analyst, 1 Messenger Driver, and 4 Records Retention Specialists.	—	—	(126,195)
16. Revenue Reduction Associated with Deletion of Office of Contracts Management Staff Revenue loss associated with the deletion of 1 Senior Management Analyst and 1 Associate Management Analyst B.	—	—	(63,534)
17. Revenue Reduction Associated with Deletion of CalWIN Staff Revenue loss associated with the deletion of 1 SSA Application and Decision Support Specialist II.	—	—	(46,186)
18. Revenue Reduction Associated with County Counsel Services Revenue loss associated with reduction of County Counsel Services for Probate support.	—	—	(69,310)
19. Revenue adjustments relating to Welfare Fraud Changes Adjustments include revenue loss associated with the elimination of Welfare Fraud Services provided by the District Attorney and revenue increase associated with the creation of the Welfare Fraud Investigation Unit.	—	—	(551,491)
20. Reduce DEBS Eligibility General Assistance Staff	-3.0	(329,580)	—



DEBS Program Svcs Fund 0001 — Cost Center 50402 Major Changes to the Budget

	Positions	Appropriations	Revenues
Delete 3.0 FTEs Eligibility Examiners.			
21. Reduce DEBS Eligibility General Assistance Staff	-1.0	(138,084)	—
Delete 1.0 FTE Social Work Supervisor.			
Subtotal (Recommended Changes)	-40.0	\$ (9,764,948)	\$ (3,395,236)
Total Recommendation	897.0	\$ 125,779,326	\$ 196,026,795

DEBS Program Spt Fund 0001 — Cost Center 50403 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	226.5	\$ 15,064,815	\$ —
Board Approved Adjustments During FY 2011	-9.0	(211,201)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-9.0	35,868	—
Internal Service Fund Adjustments	—	(669)	—
Other Required Adjustments	9.0	568,043	—
Subtotal (Current Level Budget)	217.5	\$ 15,456,856	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
1. Reduce DEBS Eligibility Administration Staff	-10.0	(643,049)	—
Delete 7.0 FTEs Office Specialist II and 3.0 FTEs Office Specialist II.			
Subtotal (Recommended Changes)	-10.0	\$ (643,049)	\$ —
Total Recommendation	207.5	\$ 14,813,807	\$ —

DEBS Trainees Fund 0001 — Cost Center 50404 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	64.0	\$ 2,196,189	\$ —
Board Approved Adjustments During FY 2011	—	319	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-10.0	(862,433)	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(319)	—
Subtotal (Current Level Budget)	54.0	\$ 1,333,756	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	54.0	\$ 1,333,756	\$ —

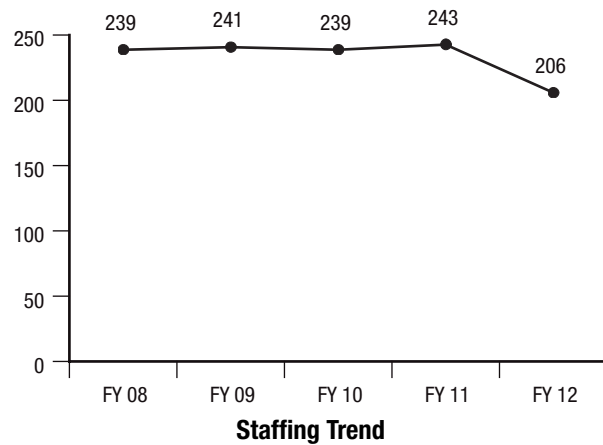
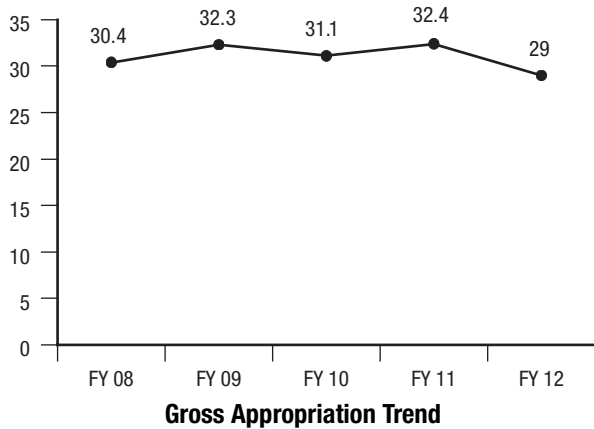
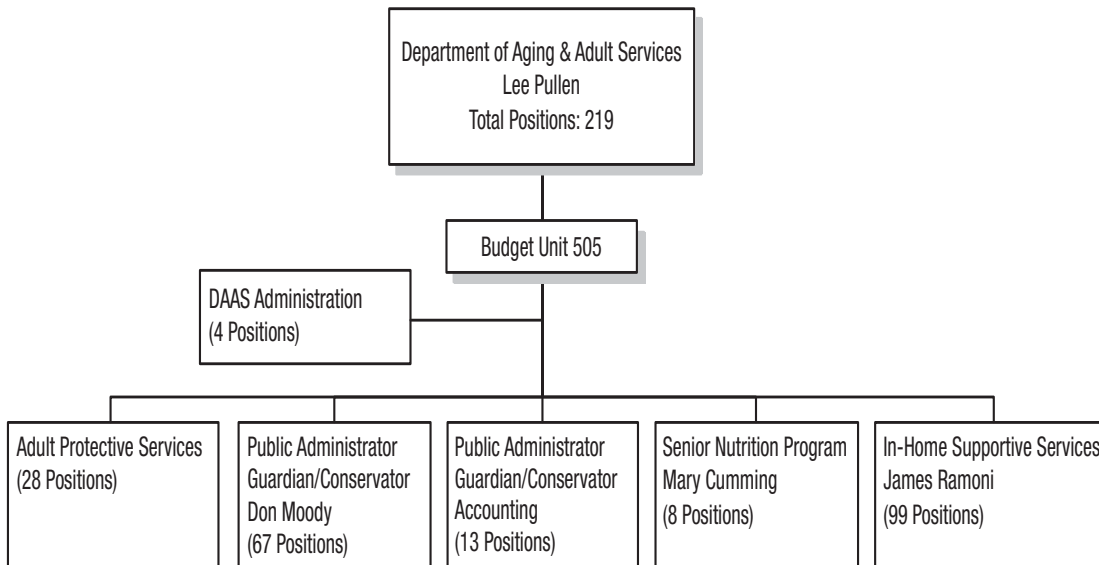


DEBS Benefit Payments — Cost Center 50405
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	—	\$ 120,174,027	\$ 109,599,911
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 120,174,027	\$ 109,599,911
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 120,174,027	\$ 109,599,911



Department of Aging and Adult Services — Social Services Agency

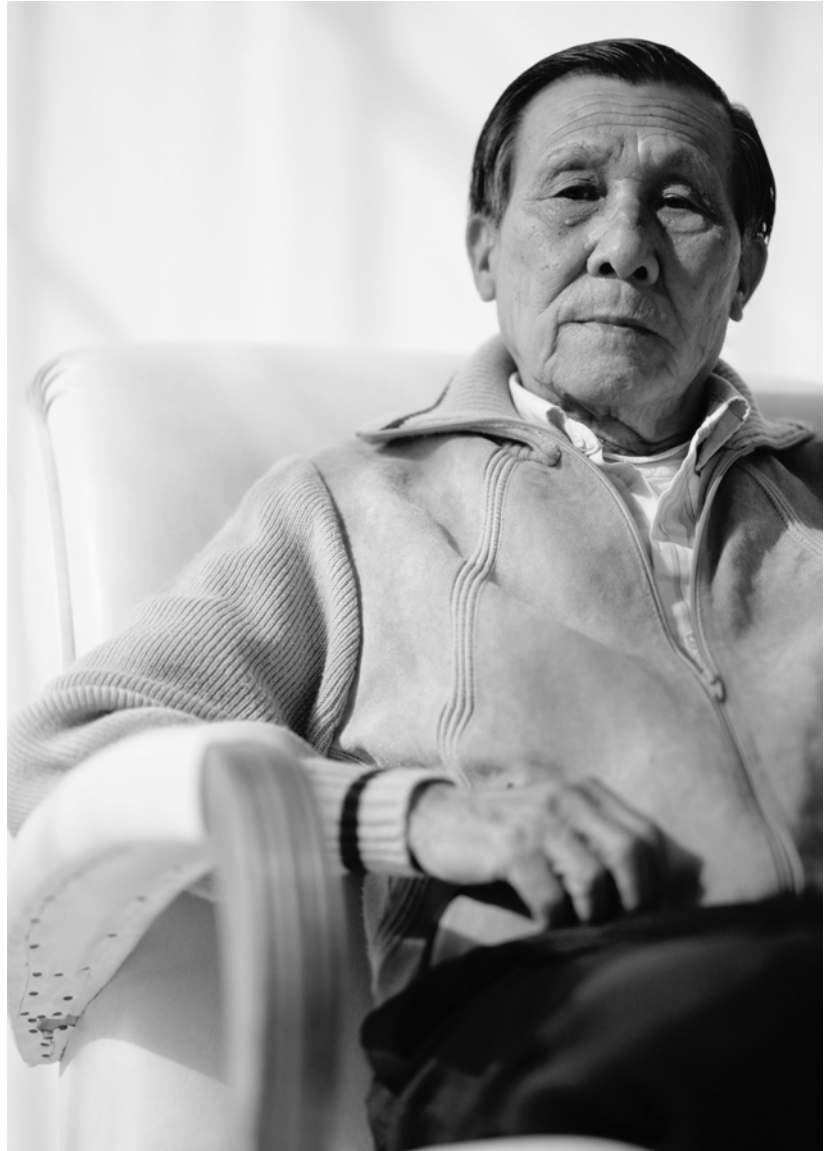


13 FTE in the Public Administrator/Guardian/Conservator Accounting Unit are not reflected in this chart. They are included in the Staffing Trend chart for BU 502, as the unit reports to the Chief Financial Officer in the Agency Office.



Public Purpose

- **Supportive In-Home Services Delivered.**
- **Safe and Independent Life-style Promoted.**
- **Senior Nutrition Improved.**
- **Conservatee/Decedent Property Safeguarded.**



Description of Major Services

The mission of the Department of Aging and Adult Services (DAAS) is to promote a safe, dignified and independent lifestyle for seniors, dependent adults and people with disabilities, through timely and responsive protective services, quality nutrition, and supportive in-home services, as well as to safeguard the property of conservatees and manage the assets of conservatees and decedent estates. The four programs in DAAS promote safety, security, wellness and independence of senior and disabled adults.

In-Home Supportive Services

In-Home Supportive Services (IHSS) is a Federal, State and County funded program designed to prevent institutionalization of elderly, blind or disabled people when they are no longer able to fully care for themselves or handle routine household tasks. The purpose of the program is to allow these individuals to live safely at home rather than in costly and less desirable out-of-home institutional placement.

Social workers perform assessments, determine eligibility and calculate the number of authorized monthly service hours. Tasks covered are categorized into four groups: (1) domestic or household services; (2) personal care services; (3) services directed or provided by a licensed health care professional; and (4) other miscellaneous services. Over 66% of the almost 17,260 recipients self-report to be mono-lingual non-English speaking and are served by IHSS social worker staff that is 55% bilingual. IHSS also collects timesheets twice a month and maintains payroll of over 16,000 independent service providers employed by the recipients.

IHSS is the fastest growing social services entitlement program in California, increasing 70% over the last five years in Santa Clara County. The number of applications for services is predicted to continue to increase due to the aging of the population and the desire of individuals to remain at home rather than face institutionalization. Furthermore, IHSS is under substantial scrutiny in the State budget and there have been significant program changes primarily affecting recipient services that will take effect in FY 2012.

Public Administrator/Guardian/Conservator

As the Court-ordered surrogate decision maker, the Public Administrator Guardian/Conservator (PAG/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 promote dignity and maximum independence, as well as managing person and estate issues.

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 has two sections: Lanterman-Petris-Short (LPS) for those who are gravely mentally ill, and Probate for those frail elderly or other adults who are unable to provide for themselves.

Public Administration (PA) is mandated by the California Probate Code to administer the estates of Santa Clara County deceased residents who have no next of kin to represent the client. The PA safeguards decedents' property from waste, loss, theft or misappropriation, makes appropriate burial arrangements, conducts thorough investigations to

discover all assets, notifies and pays decedents' creditors, locates persons legally entitled to inherit and distributes estates.

Estate Administration provides estate and legal management services to PAG/C client estates including the marshalling, management and maintenance of conservatees real and personal property, representing the conservatee in litigation such as personal injury, divorce, foreclosure, reverse mortgages and elder abuse proceedings, as well as performing routine estate management review for the benefit of each conservatee.

Adult Protective Services

Adult Protective Services (APS) is a 24/7 first responder to reports of elder and dependent adult abuse and/or neglect in Santa Clara County. Interventions include, but are not limited to, receiving and investigating reports of vulnerable adult abuse, exploitation or neglect; assessing the victim's risk and their capacity to understand risk; and evaluating their ability to give informed consent while balancing the right to self-determination. Casework services include planning, monitoring and evaluation, and can also include arranging for the provision of medical, social, economic, legal, housing, law enforcement or other protective, emergency or supportive services. APS bilingual staff provides services in English, Spanish, Vietnamese, Mandarin, Cantonese, Korean and Farsi.

In FY 2010, APS in Santa Clara County received a total of 2,545 reports. APS also responded to 1,667 Information and Referral telephone calls where staff provided information, consultation and referral to other services. 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 whereby ongoing risk assessments of each reported client situation are conducted.

Senior Nutrition Program

The Senior Nutrition Program (SNP) promotes better health for seniors by providing dietitian-approved and ethnically diverse meals at congregate sites for mobile older adults, and home delivered meals to those seniors who are unable to prepare their own meals, due to ill health, other medical reasons, or isolation. The SNP services are provided through the local partnership between the Social Services Agency and the Council on Aging of Silicon Valley.

SNP administers the Senior Congregate Meals Program and Santa Clara County Meals on Wheels. Twenty-one (21) contractors provide meals throughout the County for these programs. Staff members monitor all contracts for compliance with Federal, State and County regulations. The Senior Nutrition Program also participates in a Nutrition Screening Initiative to assess the level of nutritional risk and implement strategies to assist seniors in remaining functionally independent.

Approximately 14,800 residents participated in the SNP in FY 2010. During that time, 553,597 congregate meals were served at thirty-five (35) sites (thirty-three meal sites and two adult day care centers) throughout the

County. Over 64,873 rides, 31,966 of them provided by Outreach and Escort, Inc., were coordinated over the past year to bring seniors to these sites. Approximately 609,383 home-delivered Meals on Wheels (MOW) were served.

The current program is successful in reaching the most at-risk seniors in the County and serves large numbers of low income, living alone and age 75+ seniors. Participants are extremely satisfied with the program and believe the program provides a stable resource for nutrition and socialization for seniors at a convenient location.

Current and Emerging Issues

Public Administrator/Guardian/Conservator

The PAG/C is working with the Office of the County Counsel to extend the time of authorization and expansion of control to trust instruments under Section 2900 of the California Penal Code (authority to take possession or control of property). Furthermore, PAG/C is also working with the Department of Mental Health on a Prevention and Early Intervention project for isolated seniors, which is funded by money from the Mental Health Services Act. The program will bring community workers in touch with isolated seniors to discuss their life accomplishments, and share these stories with others as a tool to break the cycle of isolation, despair and loneliness. The project also aims to build/rebuild relationships with family members, caretakers and friends.

Senior Nutrition Program

The Senior Nutrition Task Force was formed in May 2010 by Santa Clara County Supervisor Liz Kniss and City of San Jose Council member Pete Constant in response to the City of San Jose's proposed budget to eliminate financial support of the Senior Nutrition Program. The Task Force's purpose was to identify possible solutions to ensure the long-term financial stability of the Senior Nutrition Program in Santa Clara County, while at the same time maintaining its quality and diversity of choice.

The Task Force work concluded in February 2011 with a recommendation for a City of San Jose regional kitchen delivery model that would allow for cost savings while keeping the same number of meals served. In FY12, a vendor, or vendors, will be secured by City of San Jose to make this new model operational. Ongoing planning for countywide senior nutrition will continue as part of the Department's broader planning for seniors within Santa Clara County.

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
Senior Nutrition Program	Yes	Non-Mandated	Transfer 1 Accountant III position from PAG/C to reflect current operation. There is no impact on service as result of this transfer.	■
Council on Aging	Yes	Non-Mandated		■
Public Administrator	Yes	Mandated	Deletion of 12 positions will result in the Deputy Public Guardians carrying complete caseloads, which include tasks currently performed by Estate Administrators as a separate function.	▼
Public Administrator	Yes	Mandated	New ongoing Trust Fee revenue.	■
In-Home Supportive Services	Yes	Mandated	Deletion of 1 Public Health Nurse will result in evaluation of medical conditions being available only for those with the most serious needs.	▼
In-Home Supportive Services	Yes	Mandated	Elimination of IHSS Fraud services previously provided through the District Attorney's Office. The Agency will establish the SSA Investigative Unit but at a scaled-down level. The unit will consist of a total of 12 new positions. Ten positions are discussed in BU 504 and two positions are discussed in BU 505.	▼
LPS Conservatorship	Yes	Mandated		■
Probate Conservatorship	Yes	Mandated		■
Adult Protective Services	Yes	Mandated	Deletion of 3 positions will result in larger caseloads, increasing the number of abused elder and dependent adults assigned to each Social Worker.	▼
Administration and Support	Yes	Required	Increase expenditures for intern stipend to attract MSW students to the field of adult and aging services.	▲
Administration and Support	Yes	Required	Implement outreach activities to bring services to South County, especially to those individuals who experience barriers due to language and mobility limitations.	▲
Administration and Support	Yes	Required	Reduction in overtime will result in less flexibility in responding to after-hours service.	▼

Impact on Current Level of Service:

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

County Executive's Recommendation

▲ Outreach Activities

Increase Expenditures for Intern Stipend: This recommendation adds an expenditure allocation for intern stipends, for an ongoing net cost of \$9,900.

Service Impact: The Department proposes to offer a small stipend to student interns. The internships will be offered to students completing a Master's degree in

Social Work. This is part of the Department's outreach plan to encourage students to enter into the specialized field of aging, in order to meet the future expected demands of the community as the number of older adults continues to rise. The requested increase in



funding will pay for the intern services of five Social Work students, at a maximum of \$3,000 each per academic year.

Net Ongoing Cost: \$9,900

Total Cost: \$15,000
Associated Revenue Increase: \$5,100

Increase Expenditures for Outreach Activities in South County: This recommendation adds an expenditure allocation of \$40,000 for outreach activities in the South County related to information, referral and case management.

Service Impact: The South County Social Services Office has received community requests for increased adult and aging services in the South County. In 2010, two Social Work interns conducted research and concluded these services would be a valuable addition for residents in this area. It is often difficult for older and disabled adults in the South County area to travel to San José to receive services. This part-time outreach program will bring services to South County residents, especially to individuals who experience barriers due to language and mobility limitations. The allocation would be used to pay for half-time positions, or a contractor to conduct outreach activities related to information, referral and case management for older and disabled adults.

Ongoing Cost: \$40,000

- 2.0 FTE Social Worker III
- 1.0 FTE Social Services Program Manager (SSPM) III.

Service Impact: Adult Protective Services is currently staffed with 24 Social Workers. The deletion of two Social Worker II positions will result in the work being absorbed by the remaining Social Workers with minimal impact on client services. After a decrease of the number of clients per case-carrying Social Worker over the past fiscal year, the average caseload for the remaining staff will rise again when this position is deleted.

The Department is restructuring the SSPM III positions in Adult Protective Services (APS) and the Public Administrator/Guardian/ Conservator's Office (PAG/C) to bring similar protective services under one manager. The Department is meeting the challenge of the current fiscal environment by reorganizing and streamlining the protective services functions, classifications and responsibilities. Once these economies are in place, it is anticipated that PAGC and APS operations will continue to meet current referral and case levels, although some service aspects, such as frequency of client contact may be reduced.

Positions Reduced: 3.0
Net Ongoing Savings: \$274,239

Cost Savings: \$403,608
Associated Revenue Loss: \$129,369

Administration and Support

Reduce Overtime Usage in DAAS: This recommendation will result in net ongoing savings of \$4,750.

Service Impact: The Department is restructuring the after-hours process to maximize service while minimizing the use of overtime, since over 90% of the overtime is used for after-hours client services. Elimination of overtime will result in less flexibility in responding to after-hours service needs that arise.

Net Ongoing Savings: \$4,750

Cost Savings: \$9,734
Associated Revenue Loss: \$4,984

Adult Protective Services

Delete 3.0 FTEs: This recommendation deletes the following positions:

In-Home Supportive Services

Delete 1.0 FTE Public Health Nurse: this recommendation will result in net ongoing savings of \$72,975.

Service Impact: Currently, two Public Health Nurses provide services for In-Home Supportive Services (IHSS) and also to the Adult Protective Services program. The recommended deletion of this position will reduce the availability of services to clients in both programs. This will require Social Workers to more closely scrutinize the clients referred for assistance, of the evaluation of medical conditions that impact physical functioning, health, and safety will be available

only for those with the most severe needs. IHSS will be tracking and evaluating the types of services most needed by clients.

Position Reduced: 1.0
Net Ongoing Savings: \$72,975
 Cost Savings: \$165,852
 Associated Revenue Loss: \$92,877

▼ Public Administrator/Guardian/Conservator

Recognize Ongoing Revenue: This recommendation recognizes revenue from a new Trust Fee to be applied for the administration of trust accounts.

Service Impact: In accordance with Probate Code 15688, the Public Administrator/Guardian/Conservator's Office (PAG/C) can charge for reasonable expenses incurred in the administration of a client's trust account. County Counsel has opined this is an allowable fee under Probate Code, and therefore does not require Board of Supervisors' approval prior to charging the fee. The Department already charges a Conservatorship Fee of \$125 per month per case for conservatorship accounts with assets over \$10,000. The Trust Fee is based upon this existing fee, and beginning in FY 2012 the Department will charge a fee of \$125 per month per case for trusts with assets over \$10,000. The Department is not requesting a corresponding expenditure appropriation increase.

Ongoing Revenue: \$41,250

Delete 12.0 FTEs: The recommended deletions include the following positions:

FTE	Job Class
(1.0)	Social Services Program Manager III
(1.0)	Supervising Estate Administrator
(1.0)	Office Specialist III
(1.0)	Legal Secretary
(1.0)	Program Services Aide
(2.0)	Estate Administrative Assistant
(5.0)	Estate Administrator
(12.0)	Total

Service Impact: Currently, both a Deputy Public Guardian and an Estate Administrator are assigned to each conservatorship case. The personal and health care aspects are managed by Deputy Public Guardians, while the Estate Administrators provide specialized financial and property management services. The

estate administrator function manages and protects the conservatee's finances by recording the value of the estate, paying all bills and taxes in a timely manner, finding and collecting all income and benefits, and maintaining records of all financial transactions. There are currently sixty positions serving as Deputy Public Guardians and Estate Administrators.

After comparing programs in similar counties, the Department is proposing a reorganization to combine the conservator and financial duties under the Deputy Public Guardians, who will provide a continuum of services to the clients. There will be two Estate Administrator positions retained for only the most financially complex cases. The tasks of the five Estate Administrators recommended for deletion will be carried out by the remaining Deputy Public Guardians, who will carry complete caseloads, including the estate administration tasks that are currently performed as a separate function. While this will allow for efficiencies regarding client financial decisions, the program will lose the specialization provided by having a separate Estate Administration unit. The recommended changes will require the training of staff and the establishment of protocols to ensure that managerial controls and staff support are in place.

Approximately 70% of the probate referrals come from Adult Protective Services (APS), with most of them having some element of financial abuse. Thus, the Department is also proposing that Adult Protective Services and Public Guardian Probate functions be combined as one functional area due to the cross-over of clients and complementary services. A deletion of the Social Services Program Manager III will allow for streamlining of managerial functions and the alignment of management-to-staff ratios within APS and Public Guardian programs.

Positions Reduced: 12.0
Net Ongoing Savings: \$1,244,483
 Cost Savings: \$1,432,068
 Associated Revenue Loss: \$187,585



Senior Nutrition Program

Transfer 1.0 FTE Accountant III from Public Administrator/Guardian/ Conservator to the Senior Nutrition Program: This recommendation transfers the position from the Public Administrator/Guardian/Conservator Program to the Senior Nutrition Program to better align the budget with operations.

Service Impact: There is no service impact as the position has already been performing duties related to the Senior Nutrition Program. There is no net impact to the General Fund as a result of the transfer.

Ongoing Cost: \$0

IHSS Fraud Services

Add 2.0 FTEs for IHSS Fraud services: This recommendation establishes a new SSA Special Investigative Unit which will be responsible for fraud investigation duties for the welfare program and for In-home Supportive Services (IHSS), both of which have until now been historically been provided through a contract with the District Attorney's Office.

Positions to be added for IHSS fraud investigation are as follows:

- 2.0 Welfare Fraud Investigator I

The Special Investigative Unit will also include 9.0 positions for investigation of Welfare Fraud and 1.0 support position for all investigators. Those positions are discussed in BU 504, along with costs associated with welfare fraud investigation. The entire SIU unit will consist of 12.0 positions.

Service Impact: Welfare Fraud investigation is a State mandated activity. Counties are required to provide investigators with peace officer status to follow up on reports of potential welfare fraud. The Special Investigative Unit (SIU) will be responsible for receiving and investigating complaints of potential welfare fraud, gathering evidence, and compiling the result of the investigation for prosecution if warranted.

These positions are recommended in order for the Agency to focus on early fraud and major cases involving fraud. The SIU will be managed by a Welfare Fraud Investigator III. Two Welfare Fraud Investigator I positions will provide investigation services for IHSS fraud.

Positions Added: 2.0
Net Ongoing Savings: \$68,298

Ongoing Cost for SSA IHSS Fraud activities: \$303,288
Ongoing Revenue associated with new IHSS positions: \$303,288
Ongoing Reduced Expense to Reimburse DA's Office: \$455,320
Ongoing Revenue Loss from reduction of DA activities: \$387,022
See BU 202 and BU 504 for additional budget detail

FY 2012 Cost of Aging and Adult Services Program

Program	Total	Revenue	County Cost	County%
Adult Protective Services	\$5,777,725	\$4,305,870	\$1,471,855	25.5%
Council On Aging	\$196,106	-	\$196,106	100.0%
Estate Administration	\$2,699,994	\$838,250	\$1,861,744	69.0%
IHSS Administration	\$14,693,221	\$12,389,393	\$2,303,828	15.7%
IHSS Anti-Fraud Initiative	\$1,229,529	\$783,054	\$446,475	36.3%
PAGC Services	\$8,154,722	\$3,947,847	\$4,206,875	51.6%
Santa Clara County Aging Services Collaborative	\$40,000	-	\$40,000	100.0%
Senior Nutrition Program Administration	\$160,883	-	\$160,883	100.0%
Senior Nutrition Services	\$6,213,665	\$3,782,701	\$2,430,964	39.1%
Total	\$39,165,845	\$26,047,115	\$13,118,730	33.5%



Department of Aging and Adult Services — Budget Unit 505 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
50501	DAAS Admin Fund 0001	\$ 8,010,982	\$ 8,218,488	\$ 7,028,580	\$ 5,462,442	\$ (2,756,046)	-33.5%
50502	DAAS Program Svcs Fund 0001	14,674,607	15,125,636	15,446,978	14,570,387	(555,249)	-3.7%
50503	DAAS Program Spt Fund 0001	2,846,198	2,949,519	2,835,577	2,733,214	(216,305)	-7.3%
50504	Senior Nutrition Fund 0001	6,538,289	5,945,699	6,087,329	6,213,665	267,966	4.5%
Total Net Expenditures		\$ 32,070,076	\$ 32,239,342	\$ 31,398,464	\$ 28,979,708	\$ (3,259,634)	-10.1%

Department of Aging and Adult Services — Budget Unit 505 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
50501	DAAS Admin Fund 0001	\$ 8,154,285	\$ 8,218,488	\$ 7,028,580	\$ 5,462,442	\$ (2,756,046)	-33.5%
50502	DAAS Program Svcs Fund 0001	14,674,607	15,300,636	15,457,978	14,581,387	(719,249)	-4.7%
50503	DAAS Program Spt Fund 0001	2,846,198	2,949,519	2,835,577	2,733,214	(216,305)	-7.3%
50504	Senior Nutrition Fund 0001	6,538,289	5,945,699	6,087,329	6,213,665	267,966	4.5%
Total Gross Expenditures		\$ 32,213,379	\$ 32,414,342	\$ 31,409,464	\$ 28,990,708	\$ (3,423,634)	-10.6%

Department of Aging and Adult Services — Budget Unit 505 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 25,510,820	\$ 25,703,104	\$ 24,572,781	\$ 22,569,345	\$ (3,133,759)	-12.2%
Services And Supplies	6,702,559	6,711,238	6,557,347	6,142,027	(569,211)	-8.5%
Reserves	—	—	279,336	279,336	279,336	—
Subtotal Expenditures	32,213,379	32,414,342	31,409,464	28,990,708	(3,423,634)	-10.6%
Expenditure Transfers	(143,303)	(175,000)	(11,000)	(11,000)	164,000	-93.7%
Total Net Expenditures	32,070,076	32,239,342	31,398,464	28,979,708	(3,259,634)	-10.1%

Department of Aging and Adult Services — Budget Unit 505 Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
50501	DAAS Admin Fund 0001	\$ 879,181	\$ 838,250	\$ 838,250	\$ 879,500	\$ 41,250	4.9%
50502	DAAS Program Svcs Fund 0001	21,235,576	22,432,838	22,205,958	21,636,551	(796,287)	-3.5%
50503	DAAS Program Spt Fund 0001	550,711	781,073	637,073	637,073	(144,000)	-18.4%
50504	Senior Nutrition Fund 0001	4,282,774	3,142,701	3,782,701	3,782,701	640,000	20.4%
Total Revenues		\$ 26,948,242	\$ 27,194,862	\$ 27,463,982	\$ 26,935,825	\$ (259,037)	-1.0%



DAAS Admin Fund 0001 — Cost Center 50501
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	75.0	\$ 8,218,488	\$ 838,250
Board Approved Adjustments During FY 2011	-3.0	(53,274)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-18.0	(1,330,997)	—
Internal Service Fund Adjustments	—	(6,680)	—
Other Required Adjustments	3.0	201,043	—
Subtotal (Current Level Budget)	57.0	\$ 7,028,580	\$ 838,250
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
1. Transfer Public Administrator/Guardian/Conservator Staff to Senior Nutrition Program	-1.0	(126,336)	—
Transfer 1.0 FTE Accountant III from Public Administrator/Guardian/Conservator to Senior Nutrition Program to accurately reflect the work performed.			
2. Appropriation increase in Department of Aging and Adult Increase funding for intern stipend and outreach activities.	—	55,000	—
3. Reduce Adult Protective Services Staff Delete 1.0 FTE Social Services Program Manager III.	-1.0	(155,976)	—
4. Reduce Public Administrator/Guardian/Conservator Staff Deletion consists of the following:	-11.0	(1,338,826)	—
<ul style="list-style-type: none"> ◆ 1.0 FTE Social Services Program Manager III ◆ 1.0 FTE Supervising Estate Administrator ◆ 1.0 FTE Office Specialist III ◆ 1.0 Legal Secretary I ◆ 2.0 FTEs Estate Administrator Assistant ◆ 5.0 FTEs Estate Administrators. 			
5. Recognize Public Administrator/Guardian/Conservator Fee New Trust Fees.	—	—	41,250
Subtotal (Recommended Changes)	-13.0	\$ (1,566,138)	\$ 41,250
Total Recommendation	44.0	\$ 5,462,442	\$ 879,500

DAAS Program Svcs Fund 0001 — Cost Center 50502
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	122.5	\$ 15,125,636	\$ 22,432,838
Board Approved Adjustments During FY 2011	—	(255,830)	(226,880)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	416,342	—
Internal Service Fund Adjustments	—	164,000	—
Other Required Adjustments	—	(3,170)	—
Subtotal (Current Level Budget)	122.5	\$ 15,446,978	\$ 22,205,958
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			



DAAS Program Svcs Fund 0001 — Cost Center 50502
Major Changes to the Budget

	Positions	Appropriations	Revenues
Eliminate IHSS Fraud Investigation	—	(455,320)	—
Decision Packages			
1. Revenue Reduction Associated with Reduction of Program Support Services	—	—	(4,879)
Revenue loss associated with the reduction of County Counsel Services for Child Dependency Unit (CDU).			
2. Revenue Reduction Associated with Reduction of Program Support Services	—	—	(4,879)
Revenue loss associated with the reduction of County Counsel Services for Child Dependency Unit (CDU).			
3. Revenue Reduction Associated with Deletion of Financial Management Services Division Staff	—	—	(3,184)
Revenue loss associated with the deletion of 1 Senior Management Analyst.			
4. Revenue Reduction Associated with Deletion of Financial Management Services Division Staff	—	—	(3,185)
Revenue loss associated with the deletion of 1 Senior Management Analyst.			
5. Revenue Reduction Associated with Deletion of Human Resources Staff	—	—	(2,106)
Revenue loss associated with the deletion of 1 Human Resources Assistant II.			
6. Revenue Reduction Associated with Deletion of Human Resources Staff	—	—	(2,106)
Revenue loss associated with the deletion of 1 Human Resources Assistant II.			
7. Reduce In-Home Supportive Services Staff and Revenue	-1.0	(165,852)	(92,877)
Delete 1.0 FTE Public Health Nurse and reduce revenue associated with the deletion.			
8. Revenue Increase	—	—	5,100
Revenue increase associated with expenditure for intern stipend.			
9. Reduce Department of Aging and Adult Services Costs	—	(4,867)	(4,186)
Overtime reduction.			
10. Reduction in Department of Aging and Adult Cost	—	(486)	(798)
Overtime reduction.			
11. Reduce Department of Aging and Adult Cost	—	(2,434)	—
Overtime reduction.			
12. Reduction in Adult Protective Services	-2.0	(247,632)	(129,369)
Delete 2.0 FTE Social Worker III and reduce revenue associated with the deletion.			
13. Revenue Reduction in Public Administrator/Guardian/Conservator	—	—	(187,586)
Revenue loss associated with deletion of Social Services Program Manager III, Supervising Estate Administrator, Office Specialist III, Legal Secretary I, 2 Estate Administrator Assistants, Program Services Aide, and 5 Estate Administrators.			
14. Revenue adjustments associated with IHSS Fraud Services	—	—	(83,734)
◆ Revenue loss associated with elimination of IHSS Fraud Services from the District Attorney			
◆ Revenue increase associated with the addition of 2 Welfare Fraud Investigators.			
15. Revenue Reduction Associated with Deletion of Staff and Change in Claiming Source in Department of Operations	—	—	(4,562)
Revenue loss associated with the deletion of 1 SSA Program Specialist and change claiming of 75% of Management Analyst Program Manager II to Long Term Foster Care.			
16. Revenue Reduction Associated with Deletion of Staff and Change in Claiming Source in Department of Operations	—	—	(4,562)
Revenue loss associated with the deletion of 1 SSA Program Specialist and change claiming of 75% of Management Analyst Program Manager II to Long Term Foster Care.			
17. Revenue Reduction Associated with Deletion of Office of Contracts Management Staff	—	—	(5,739)



DAAS Program Svcs Fund 0001 — Cost Center 50502
Major Changes to the Budget

	Positions	Appropriations	Revenues
Revenue loss associated with the deletion of 1 Senior Management Analyst and 1 Associate Management Analyst B.			
18. Revenue Reduction Associated with Deletion of Office of Contracts Management Staff	—	—	(5,739)
Revenue loss associated with the deletion of 1 Senior Management Analyst and 1 Associate Management Analyst B.			
19. Revenue Reduction Associated with Deletion of Central Services Staff	—	—	(11,299)
Revenue loss associated with the deletion of 1 Management Analyst, 1 Messenger Driver, and 4 Records Retention Specialists.			
20. Revenue Reduction Associated with Deletion of Central Services Staff	—	—	(11,303)
Revenue loss associated with the deletion of 1 Management Analyst, 1 Messenger Driver, and 4 Records Retention Specialists.			
21. Revenue Reduction Associated with County Counsel Services	—	—	(6,207)
Revenue loss associated with reduction of County Counsel Services for Probate support.			
22. Revenue Reduction Associated with County Counsel Services	—	—	(6,207)
Revenue loss associated with reduction of County Counsel Services for Probate support.			
Subtotal (Recommended Changes)	-3.0	\$ (876,591)	\$ (569,407)
Total Recommendation	119.5	\$ 14,570,387	\$ 21,636,551

DAAS Program Spt Fund 0001 — Cost Center 50503
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	38.5	\$ 2,949,519	\$ 781,073
Board Approved Adjustments During FY 2011	-2.0	(144,587)	(144,000)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-3.0	(4,662)	—
Internal Service Fund Adjustments	—	(2,768)	—
Other Required Adjustments	2.0	38,075	—
Subtotal (Current Level Budget)	35.5	\$ 2,835,577	\$ 637,073
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
1. Reduce Public Administrator/Guardian/Conservator Staff	-1.0	(100,416)	—
Delete 1.0 FTE Program Services Aide.			
2. Reduce Department of Aging and Adult Services Cost	—	(1,947)	—
overtime reduction			
Subtotal (Recommended Changes)	-1.0	\$ (102,363)	\$ —
Total Recommendation	34.5	\$ 2,733,214	\$ 637,073



Senior Nutrition Fund 0001 — Cost Center 50504
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	7.0	\$ 5,945,699	\$ 3,142,701
Board Approved Adjustments During FY 2011	—	87,280	640,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	27,073	—
Internal Service Fund Adjustments	—	27,386	—
Other Required Adjustments	—	(109)	—
Subtotal (Current Level Budget)	7.0	\$ 6,087,329	\$ 3,782,701
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
1. Transfer Public Administrator/Guardian/Conservator Staff to Senior Nutrition Program	1.0	126,336	—
Transfer 1.0 FTE Accountant III from Public Administrator/Guardian/Conservator to Senior Nutrition Program to accurately reflect the work performed.			
Subtotal (Recommended Changes)	1.0	\$ 126,336	\$ —
Total Recommendation	8.0	\$ 6,213,665	\$ 3,782,701

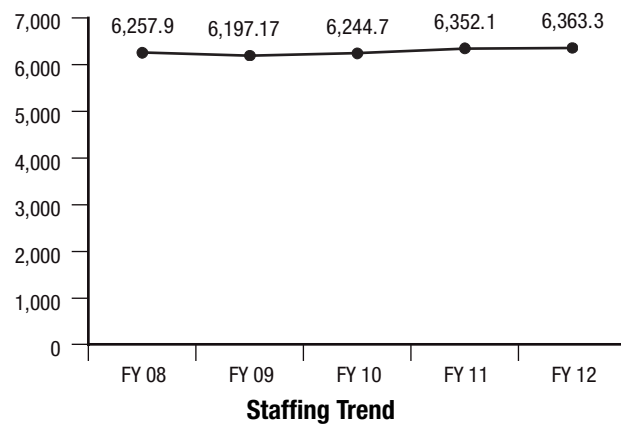
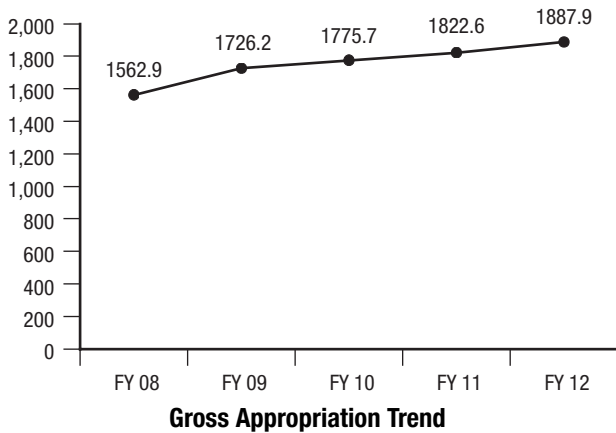
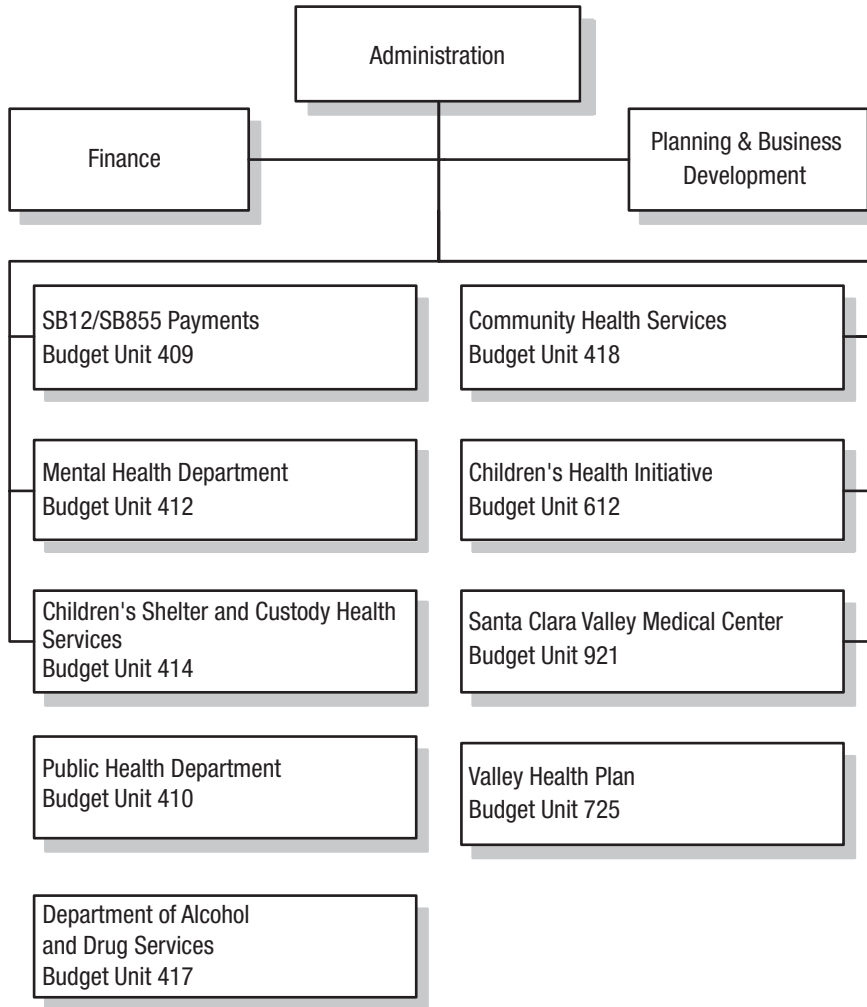


Section 4: Santa Clara Valley Health & Hospital System

Section 4: Santa Clara Valley
Health & Hospital System



Santa Clara Valley Health & Hospital System



Santa Clara Valley Health & Hospital System

Mission

The Santa Clara Valley Health and Hospital System provides leadership in developing and promoting a healthy community through a planned, integrated health care delivery system which offers prevention, education and treatment programs to all residents of Santa Clara County, regardless of ability to pay.



Departments

- SB 12/SB 855 Payments
- Public Health Department
- Mental Health Department
- Children's Shelter and Custody Health Services
- Department of Alcohol and Drug Services
- Community Health Services
- Children's Health Initiative
- Valley Health Plan
- Santa Clara Valley Medical Center

Net Expenditures By Department

BU	Department Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
409	SB12/SB855 Funds	\$ 2,143,297	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ —	—
410	Public Health	75,407,978	82,483,587	87,697,544	85,537,192	3,053,605	3.7%
412	Mental Health Department	186,052,044	277,236,320	299,418,612	295,215,246	17,978,926	6.5%
414	Custody Health Services	1,299,310	100,000	25,000	25,000	(75,000)	-75.0%
417	Department Of Alcohol And Drug Programs	37,359,343	40,280,928	39,789,179	39,789,179	(491,749)	-1.2%
418	Community Health Services	12,565,018	11,774,134	12,144,264	12,141,264	367,130	3.1%
612	Healthy Children	3,744,343	4,500,000	4,500,000	4,500,000	—	—
725	SCVMC-Valley Health Plan	137,754,826	132,765,943	158,189,166	158,188,935	25,422,992	19.1%
921	Santa Clara Valley Medical Center	1,133,324,255	1,177,559,244	1,196,373,748	1,196,627,412	19,068,168	1.6%
Total Net Expenditures		\$ 1,589,650,414	\$ 1,729,200,156	\$ 1,800,637,513	\$ 1,794,524,228	\$ 65,324,072	3.8%

Gross Expenditures By Department

BU	Department Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
409	SB12/SB855 Funds	\$ 2,143,297	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ —	—
410	Public Health	79,908,429	84,967,553	90,497,609	88,337,257	3,369,704	4.0%
412	Mental Health Department	188,044,003	281,107,201	303,875,722	299,672,356	18,565,155	6.6%
414	Custody Health Services	47,287,730	46,677,765	46,878,497	45,812,476	(865,289)	-1.9%
417	Department Of Alcohol And Drug Programs	42,086,221	43,552,860	43,523,934	43,523,934	(28,926)	-0.1%
418	Community Health Services	15,185,071	14,814,693	14,975,093	14,972,093	157,400	1.1%
612	Healthy Children	3,744,343	4,500,000	4,500,000	4,500,000	—	—
725	SCVMC-Valley Health Plan	137,760,722	134,728,725	160,442,981	161,568,039	26,839,314	19.9%
921	Santa Clara Valley Medical Center	1,163,694,484	1,209,790,227	1,226,766,774	1,227,020,438	17,230,211	1.4%
Total Gross Expenditures		\$ 1,679,854,300	\$ 1,822,639,024	\$ 1,893,960,610	\$ 1,887,906,593	\$ 65,267,569	3.6%

Revenues By Department

BU	Department Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
409	SB12/SB855 Funds	\$ 2,758,643	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ —	—
410	Public Health	51,173,991	53,588,847	55,791,183	57,160,942	3,572,095	6.7%
412	Mental Health Department	181,808,199	213,720,009	227,318,569	225,645,219	11,925,210	5.6%
414	Custody Health Services	21,517	100,000	25,000	25,000	(75,000)	-75.0%
417	Department Of Alcohol And Drug Programs	18,668,767	18,012,725	18,351,829	18,351,829	339,104	1.9%



Revenues By Department

BU	Department Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
418	Community Health Services	5,396,387	5,027,003	5,167,021	5,167,021	140,018	2.8%
612	Healthy Children	3,524,979	4,500,000	4,500,000	4,500,000	—	—
725	SCVMC-Valley Health Plan	142,780,588	132,871,260	158,188,935	158,188,935	25,317,675	19.1%
921	Santa Clara Valley Medical Center	1,172,720,157	1,170,987,698	1,186,865,048	1,187,118,712	16,131,014	1.4%
Total Revenues		\$ 1,578,853,228	\$ 1,601,307,542	\$ 1,658,707,585	\$ 1,658,657,658	\$ 57,350,116	3.6%

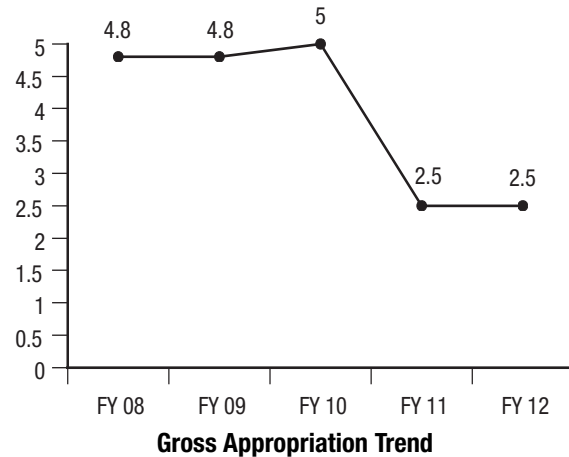


Health SB 12

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.

Revenues and expenses for the SB 12 program are budgeted at \$2.5 million for FY 2012.



SB12/SB855 Funds — Budget Unit 409 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
4322	SB 12 Payments Fund 0018	\$ 2,143,297	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ —	—
Total Net Expenditures		\$ 2,143,297	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ —	—

SB12/SB855 Funds — Budget Unit 409 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
4322	SB 12 Payments Fund 0018	\$ 2,143,297	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ —	—
Total Gross Expenditures		\$ 2,143,297	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ —	—

SB12/SB855 Funds — Budget Unit 409 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Services And Supplies	2,143,297	2,500,000	2,500,000	2,500,000	—	—
Subtotal Expenditures	2,143,297	2,500,000	2,500,000	2,500,000	—	—
Total Net Expenditures	2,143,297	2,500,000	2,500,000	2,500,000	—	—



SB12/SB855 Funds — Budget Unit 409
Revenues by Cost Center

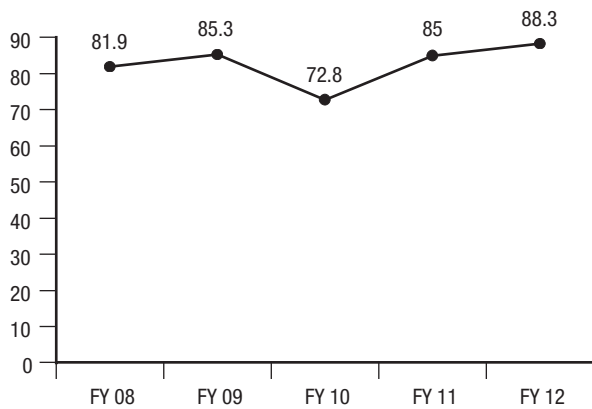
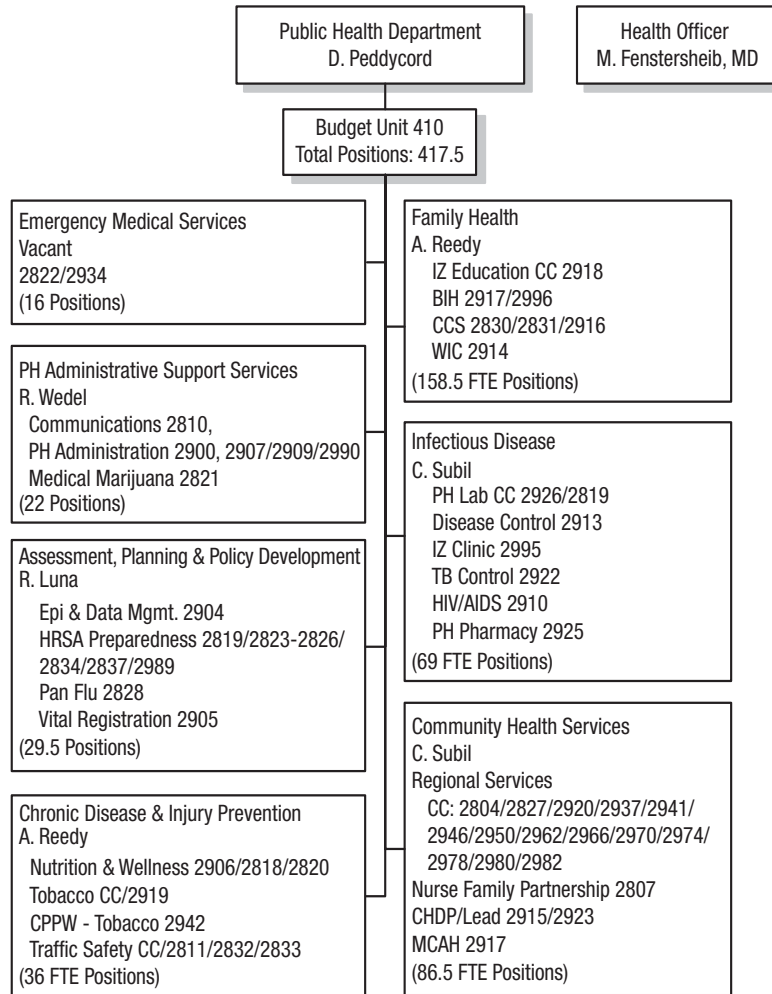
CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
4322	SB 12 Payments Fund 0018	\$ 2,758,643	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ —	—
	Total Revenues	\$ 2,758,643	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ —	—

SB 12 Payments Fund 0018 — Cost Center 4322
Major Changes to the Budget

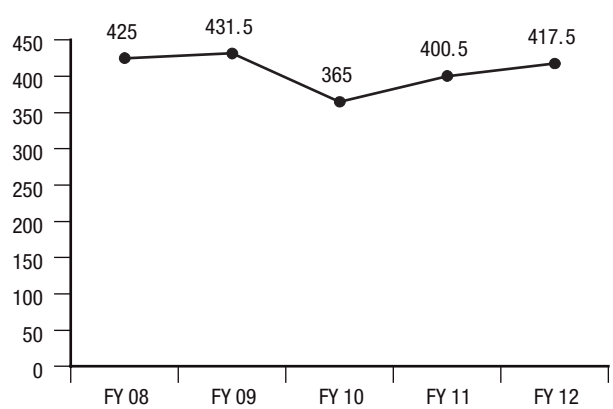
	Positions	Appropriations	Revenues
SB-12 Tobacco Tax Payments (Fund Number 0018)			
FY 2011 Approved Budget	—	\$ 2,500,000	\$ 2,500,000
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 2,500,000	\$ 2,500,000
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 2,500,000	\$ 2,500,000



Public Health Department



Gross Appropriation Trend



Staffing Trend



Public Purpose

- ➔ **The Santa Clara County Public Health Department prevents disease and injury and creates environments that promote and protect the community's health**



Public Health Department
H1N1 Mass Vaccination Clinic at Fairgrounds, November 2009

Description of Major Services

The Public Health Department has a variety of programs and services with multiple funding streams and legislative mandates. Broadly, the Public Health Department is governed by the California Health and Safety Codes, and specific programs are established and regulated by a number of Federal and State regulations. Few programs are discretionary.

By virtue of both its mandates and mission, the Public Health Department offers services that are very diverse. In turn, these diverse public health services are provided to a wide range of clients and audiences, very purposefully and deliberately strategic, based both on data and proven best practices.

Public Health also develops partnerships with public and private health care providers and institutions, other government agencies engaged in services that affect health (e.g. housing, criminal justice, and education), community-based organizations and others to collectively identify, alleviate, and act on the sources of public health problems. Local examples of this type of policy development include the recent menu labeling ordinance and the Sugar Savvy/Rethink Your Drink initiative.

The divisions are patterned after the California State Department of Public Health, and include the following seven Divisions and Programs/Services:

Public Health Administrative Support Services Division

This division is charged with providing department-wide support to all programs and functions within the Department. Services include:

- Finance
- Contracts & Compliance
- Human Resources
- Facilities
- Staff Training & Development
- Medical Marijuana ID Card Program

Assessment, Planning & Health Policy Division

This division is comprised of the Planning, Health Policy and Epidemiology & Data unit, along with Vital Records & Registration and the Public Health Preparedness programs. The Health Policy, Planning and Epidemiology & Data unit staff support the department

by providing data for public health surveillance, policy development, program and grant guidance, and community development.

Vital Records and Registration support the community by efficiently providing birth and death records services to its customers. The Public Health Preparedness programs focus on improving the capacity of public health staff and partners to plan, respond, mitigate, and recover from natural or man made disasters.

Emergency Medical Services Division

The Emergency Medical Services (EMS) Agency oversees and regulates the emergency medical services system in Santa Clara County. The EMS Agency is responsible for developing and coordinating an integrated emergency medical care delivery system, which includes hospitals and specialty care facilities, as well as responding and planning for medical care related to disasters.

EMS responsibilities include system planning, training, establishing medical, operational, and quality standards, monitoring compliance, and certifying, authorizing, and accrediting personnel.

Center for Chronic Disease and Injury Prevention

The Center for Chronic Disease and Injury Prevention is responsible for creating and maintaining healthy, safe and livable communities in Santa Clara County by working with community partners to make organizational, system, and policy changes.

Chronic Diseases, such as heart disease, stroke, cancer and diabetes, are among the most prevalent, costly and preventable of all health problems. Leading a healthy lifestyle (avoiding tobacco use, being physically active, and eating well) greatly reduces a person's risk for developing chronic disease. Services in this Division include:

- Nutrition & Wellness Programs
- Traffic Safe Communities
- Tobacco Prevention & Education

Center for Family Health

Programs in this Center offer a wide array of direct and indirect services targeted at the County's vulnerable children and families. From programs such as the Immunization Registry and Child Health and Disability Program that assure access to care, to programs such as

WIC that offers nutritional counseling and vouchers for nutritious food for pregnant women and their children. Services in this Division include:

- Black Infant Health (BIH)
- Adolescent Family Life Program (AFLP)
- Immunization Education and Registry
- Women, Infants and Children (WIC)
- California Children Services (CCS)

Center for Infectious Disease

Programs in this Division provide services to keep the community safe from the spread of disease by collecting and analyzing information and investigating disease outbreaks and healthy by linking people to disease prevention services. Services in this Division include:

- Tuberculosis (TB) Prevention and Control
- Communicable Disease (CD) Prevention and Control
- Public Health Laboratory
- Public Health Pharmacy
- HIV/AIDS Administration, Education and client services programs

Center for Community Health Services

The Center for Community Health Services is comprised of the following:

- Regional Public Health Nursing services
- First 5 - Family Wellness Court
- Nurse Family Partnership programs
- Healthy Outcomes II
- Child Health and Disability Prevention Program (CHDP)
- Childhood Lead Poisoning Prevention Program
- Maternal, Child & Adolescent Health (MCAH)

Outcome Measures for Select Programs in the Public Health Department

Family Health Division

Program	Indicator	Outcomes FY 2010	Change Compared to FY 2009 (where relevant)
Childhood Lead Prevention Program	Number and proportion of cases whose blood lead levels decreased during case management	56 out of 58 cases 96%	+6%
	Number and % of children in out-of-home placement supervised by Child Welfare Services or Probation Department have a preventive health exam and dental exam	Health exam 964/1029=93.7% Dental exam 721/880=81.9%	-1.9%; +5.9%
CCS Therapy	Number and % of clients with improved functional skills as a result of therapy	303 out of 506 60% with improvement of functional skills	Decreased from last year - narrowed time frame for looking at client change.
CHDP	Care coordination: Number and % who received follow-up services	Fee-for-service Medi-Cal children	456/688=66.28 N/A
		Non Medi-Cal Children	41/ 65=63% +3%
	Total clients served	259,512/12 = 21,626	Increase of 1,216
WIC	Number and % of children up to date with immunizations	N/A	N/A
	Number and % of WIC-enrolled children who are overweight or obese	At Risk: 1,541 Overweight: 1,751 No overweight Risk: 11,143	-
Black Infant Health	Number and % of case-managed clients delivering babies with a healthy birth weight (2,500 grams or above)	88%	-2.0%
	Number and % of case-managed clients who breastfeed for at least 6 months	89%	+58.0%
	Number and % of babies enrolled in BIH up to date with immunizations	N/A	N/A
Immunization Education & Planning Program	Number and % of students entering kindergarten up to date with immunizations	96%	+2%

Infectious Disease

Program	Indicator	Outcomes FY 2010	Change compared to FY 2009 (where relevant)
TB Program	Number of referrals received into TB Control	803	Increased from 712 in 2009
	Number of referrals sent for Regional Case Management (excluding congregate referrals, includes all other phih referrals sent to region from 1/1/20 through 12/31/10)	370	Increased from 329 in 2009
	Congregate Referrals sent to Team	370	Increased from 329 in 2009
	% of culture positive patients converting to culture negative within 60 days of treatment initiation	44% (2009 preliminary)	*This objective changed from 90-60 days for this report
	% of TB cases for whom DOT is recommended who received only DOT throughout course of treatment	31% (2009 preliminary)	+18%
	Number and proportion of TB cases completing therapy	70% (2009 preliminary)	-10%
	Number and proportion of LTBI cases completing therapy	77% (2009 preliminary)	+10%



Infectious Disease

Program	Indicator	Outcomes FY 2010	Change compared to FY 2009 (where relevant)
Disease Control & Prevention	Number of investigations for the following infectious diseases: 1. Vaccine Preventable 3. Food-borne 4. Respiratory, including H1N1	1,575	N/A except a decrease in respiratory (previous FY raise in respiratory was due to H1N1)
	Number of outbreak investigations for the following infectious diseases: 1. Respiratory 2. Vaccine Preventable 3. Food-borne/Gastro Intestinal	68	Slight decrease due to decrease in H1N1 cases
HIV/AIDS Program	Estimated number of people living with HIV/AIDS in Santa Clara County	3606	+4.4
	# of HIV Tests by PH	3449	-7.3%
	# & % HIV positives discovered	20/0.6%	No change
	% of positives discovered at PHD linked to care	13/65%	+6.7

Chronic Disease and Injury Prevention

Program	Indicator	Outcomes FY 2010	Change compared to FY 2009 (where Relevant)
Nutrition & Wellness	Influencing Policy and Legislation	<ul style="list-style-type: none"> ◆ Supported the development of the ground-breaking SCC Ordinance Regulating Toys and Other Incentives with Restaurant Food - covers 156 restaurants in the unincorporated area with the potential reach of 94,000 residents ◆ Promoted the integration of health into the City of San Jose and the City of Mountain View general plan updates. ◆ Facilitated the development and implementation of worksite wellness programs and established organizational wellness policies at 40+ businesses across the Bay Area. 	
Tobacco Program	% and number of stores in cities in compliance with State and local storefront signage laws and ordinances that limit storefront advertising that require postings of warnings.	Compliance with windows coverage = 75.3% (226/300) STAKE ACT posting= 93.7% (281/300) Enforcement conducted= 92.3% (12/13 cities conducted enforcement. Adopted new policies= 23.1% (3/13 cities had CUP)	STAKE ACT posting= 9.7% increase Enforcement conducted= 61.5% increase in enforcement Adopted new policies= 7.7% increase
	Number of Apartment complexes adopting smoke free laws	FY 2010 - Number of Apartment Complexes adopting a smoke-free law = 12	+ 7 apartment complexes



Public Health Nurse Regional Services

Program	Indicator	Outcomes FY 2010	Change compared to FY 09 (where Relevant)
PHN Regional Services	Total # of unduplicated client referrals	3770	2550 less client referrals than in 2009 (6320). This was due to a change in the referral criteria to accommodate the reduction of 20 Regional PHNs in FY 2010. Also, it was the first year that communicable disease investigations were handled by PHNs centrally assigned to Disease Control.
	Total # of home visits	24,674 (includes HV, office visits, others site, school site)	2,012 less home visits than in 2009. (26,686).

Public Health Planning & Preparedness

Program	Indicator	Outcomes FY 2010	Change compared to FY 09 (where Relevant)
PH Planning & Preparedness	Number of H1N1 clinics organized and total vaccines provided	The SCCPHD continued to provide H1N1 vaccinations to vulnerable populations. Vaccinations were given at the two H1N1 mobile clinics during the Cinco de Mayo Festival held in Gilroy and San Jose. A total of 465 vaccinations were given at both sites. H1N1 vaccinations also continued through our partnership with the Gardner Health Clinics and through the promotora contract with St. Louis Regional Hospital (SLRH). There were 7,101 vaccinations given at the Gardner Health Clinics and 744 vaccinations were provided by SLRH to the community. All the vaccinations given through SLRH were through direct referrals brought in from the promotora through the outreach campaign.	H1N1 vaccinations continued in FY 10.

Public Health Administration

Program	Indicator	Outcomes CY 2010	Change compared to CY 09 (where Relevant)
Vital Records	Number of Birth and Death Certificates Issued	26,612 Birth 68,973 Death	Minus 2,375 births; minus 1,849 deaths

Emergency Medical Services (EMS) Division

Program	Indicator	Outcomes CY 2010	Change compared to CY 09 (where Relevant)	
Emergency Medical Services (EMS)	Total Number of EMS System Call Volume:	95,092	+2%	
	Ground Ambulance Transport	67,920	-5%	
	◆ EMS Aircraft Responses	176	-6%	
	◆ EMS Aircraft Transports	103	-8%	
	Interfacility Transports	44,839	+12%	
	Patients of Specialty Centers			
	◆ Stroke Patients	2,221	-13%	
	◆ Trauma Patients	7,300	-2%	
◆ STEMI Patients	396	-9%		



Snapshot of Certain Community Wide Health Indicators

Health Indicator	Santa Clara County	California	U.S.	National Objective Health People 2010	National Objective Healthy People 2020 (Developmental)
Chronic Disease					
Third graders having experienced tooth decay	72% (Health Trust Needs Assessment, 2001)	71% (2004-05)	N/A	42%	42%
Obese Adults	17% (2009)	24.3% (2008)	26.6 % (2008)	15%	15%
Overweight and Obese Children	10% Calif. Healthy Kids Survey (CHKS) 2007-08		13% Youth Risk Behavior Survey (YRBS) 2007	5%	5%
Have ever been told has diabetes	7.6% Behavioral Risk Factor Survey (BRFS) 2009	8.9% (2008)	8.3% (2009)	N/A	N/A
Healthy Behavior					
Current Smoker	10% (2009)	14% (2008)	18% (2008)	12%	developmental
Infectious Disease					
TB case rate per 100,000	10.7 (2010)	6.0 (2010)	3.6 (2010)	1 new case per 100,000 pop	1 new case per 100,000 pop
Injury					
Age-Adjusted Deaths (per 100,000 population)					
Unintentional injury deaths	22.6 (2007)	30.5 ^b (2007)	39.8 ^a (2006)	17.5	17.5
Suicide	7.8(2007)	9.4 (2007)	10.9 (2006)	5.0	5.0
Environmental Conditions					
% of Fluoridated Water (to provide optimum level of fluoride to people on public water systems)	21%	32%	69%	75%	75%

Current and Emerging Issues

The Public Health Department is working towards improving its capacity to address the root causes of health disparities. As such, the Department has adopted the Bay Area Regional Health Inequities Initiative (BARHII) framework for understanding and measuring the underlying social and economic determinants of health and implementing population-based health strategies (such as policy, systems and environmental change) necessary to see measurable health impact on a community scale.

The Public Health Department has adopted three "local winnable battles" that align with the national health agenda centered on disease prevention and health promotion. "Winnable battles" describe public health priorities and emphasize leading health issues which public health and the community can significantly

impact in a relatively short time frame. Over the next several years, the Department will give added focus on these "winnable battles":

- Obesity Prevention
- Tobacco Prevention
- Injury and Violence Prevention

The Emergency Medical Services (EMS) Agency is moving ahead with investments to create an Emergency Medical Services Data project which includes a patient care record for all EMS patients that combine fire, EMS and pre-hospital services into one document. In addition, effective July 1, 2011, a new ambulance provider, Rural Metro, will be providing 911 ambulance services to the residents of Santa Clara County.



State Budget Impact: One-year suspension of Cal Learn Program

On March 24, 2011, the State Legislature passed SB 72 (Chapter 8, Statutes of 2011) to implement provisions related to the one-year suspension of the Cal-Learn program effective July 1, 2011 to June 30, 2012, as part of the FY2012 State Budget Deficit plan. With the

exception of funding for bonuses for satisfactory progress and high school graduation, SB 72 eliminates funding for the Cal-Learn program, including the requirement to provide Cal-Learn case management services through the Adolescent Family Life Program (AFLP). The County will address this when State formula information is provided later this Spring.

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
Epidemiology & Data Management	Yes	Mandated	Restructured staffing will have no impact on direct client services.	■
Nutrition & Wellness	Yes	Mandated	No change.	■
Public Health Laboratory	Yes	Mandated	Reducing funding for services and supplies will limit the Laboratory's ability to maintain surge capacity staffing and to purchase various reagents.	▼
Public Health Preparedness	Yes	Mandated	Transferring funds and operations of main emergency warehouse to Facilities and Fleet Department will have no impact on direct client services.	■
Regional Services	Yes	Mandated	Recognizing additional ongoing revenue will mitigate the need to make additional reductions.	▲
HIV/AIDS	Yes	Mandated	Transferring staff to EMS and reducing funding for services and supplies will reduce technical support to contract providers.	▣
Emergency Medical Services (EMS)	Yes	Non-Mandated	Generating new revenues to adjust staffing will have minimum improvement on direct client services.	▣
Administration and Support Services	Yes	Required	Adding staff to improve social media communications. Restructured staffing will have no impact on direct client services.	▣
Adolescent Family Life Program (AFLP)/Cal-Learn	Yes	Mandated	No change.	■
Black Infant Health (BIH)	Yes	Mandated	Restructure staffing maintains compliance with State requirements to improve service.	▣
California Children's Services (CCS)	Yes	Mandated	Reducing funding for services and supplies to FY 2011 levels will have no impact.	■
Child Health and Disability Program (CHDP)	Yes	Mandated	No change.	■
Disease Prevention & Control	Yes	Mandated	No change.	■
Immunization (IZ)	Yes	Mandated	No change.	■
Immunization Clinic (Adult)	Yes	Mandated	Deleting a position will not have an impact on current client services.	■
Maternal, Child and Adolescent Health (MCAH)	Yes	Mandated	No change.	■

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 Marijuana ID Card (MMIC)	Yes	Mandated	No change.	■
Public Health Pharmacy	Yes	Mandated	No change.	■
Tobacco Control	Yes	Mandated	No change.	■
Tuberculosis Control	Yes	Mandated	no change	■
Women Infants & Children	Yes	Mandated	No change.	■
Vital Records & Registration	No	Mandated	No change.	■
Traffic Safety	Yes	Non-Mandated	No change.	■
Childhood Lead Poisoning Prevention	No	Non-Mandated	No change.	■

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

County Executive's Recommendation

▲ PHN Regional Services

Recognize Increased Revenue: Public Health Nurse staffing has stabilized over the past year, and the nurses are currently claiming Targeted Case Management (TCM), Direct Observed Therapy (DOT), Comprehensive Perinatal Services Program (CPSP), and MediCal Administrative Activities (MAA) revenues. After assessing projected visits and reimbursements for various Public Health Nursing revenue sources, Public Health will recognize an additional \$1,149,795 in revenue, however this is offset by a decrease in Medi-Cal Administrative revenue of \$27,536 and a decrease in VMC's revenue of \$672,259 for the loss in revenue in VMC as part of the Department's decreased CPSP visits. The net revenue is \$450,000.

In FY 2011 Public Health had 1,073 TCM visits. For FY 2012 Public Health is projecting a total of 2,040 TCM visits, which represents an increase of 52%. For CPSP visits, in FY 2012 Public Health projects 2,220 visits, a decrease of 139 visits from FY 2011 estimates of 2,359 visits.

Revenue Adjustments	Amount
Targeted Case Management (TCM)	\$1,047,795
Direct Observed Therapy (DOT)	\$102,000
Comprehensive Perinatal Service Program (CPSP) (See VMC, BU 921)	(\$672,259)
Medi-Cal Administrative (MAA)	(\$27,536)
Total Net Revenue Adjustments	\$450,000

Service Impact: These ongoing revenues will be used to balance the FY 2012 budget deficit, mitigating the need for additional service reductions in General Fund programs.

Net Ongoing Revenue: \$450,000

Increased Revenue in BU 410: \$1,122,259
 Reduced Revenue in BU 921: \$672,259

◻ Administration and Support Services

Delete 1.0 FTE Health Program Specialist: A new Health Program Specialist code was added in FY 2011 as part of the augmentation to develop and lead special projects in the community related to Public Health initiatives, such as the bi-national health week. In light of the FY 2012 reduction target, the Department is recommending deletion of this vacant code.

Service Impact: Since the code has not been filled, there is no immediate impact on services.

Position Deleted: 1.0
Ongoing Savings: \$124,236

Delete 1.0 FTE Senior Health Care Program Manager: The Senior Health Care Program Manager was assigned to manage aspects of the Public Health Immunization Program, but was transferred to Public Health Administration when the State restructured the Immunization Registry program in FY 2008-09 and severely reduced funding. This position has since been assigned to various administrative projects, and recently assisted in the Public Health Preparedness Program.

Service Impact: The reduction of this position would have a marginal impact, as Public Health has restructured operational Divisions over the past two years to better align resources with Departmental priorities.

Position Deleted: 1.0
Ongoing Savings: \$159,324

Add 0.5 FTE Social Media/Internet Communications Specialist: As part of the FY 2010 Mid-Year Review, the Board of Supervisors approved the addition of a Public Communications Specialist position. This position was subsequently reclassified as a "Social Media/Internet Communications Specialist," and assigned to the Office of Public Affairs in the Office of the County Executive. The Office of the County Executive is recommending deletion of this new code, however, and adding a 0.5 FTE Social Media position in Public Health.

Service Impact: This position will assist the Department with using social media as a new means of focusing on prevention messages to a targeted, particularly younger, population.

Ongoing Cost: \$55,080

Reduce Services and Supplies: A \$12,050 reduction in software expense will have a minimal impact on critical operations.

Ongoing Savings: \$12,050

Staffing Adjustment for Administrative Functions: In order to respond to current organizational needs and create efficiencies several positions will be deleted in exchange for the addition of other more relevant positions. The following recommendation adjusts resources for administrative support services:

Summary of Position Changes

Recommended Action	FTE Change	Fiscal Impact
Delete Two 0.5 FTE Health Care Program Analyst II, vacant	(1.0)	(\$108,552)
Delete Two 0.5 FTE Health Care Program Manager I, vacant and filled	(1.0)	(\$148,152)
Add new 0.5 Health Care Program Analyst I	0.5	\$54,528
Add new 0.5 Health Care Program Manager I	0.5	\$63,364
Add new classification study for Health Care Financial Manager		\$163,908
Total	(1.0)	\$30,096

Service Impact: Adjusting staffing will enable the department to better address issues of both County and departmental administration and finances in a strategic and timely manner. The recommendation includes a classification study for a Health Care Financial Manager (HCPM) to provide financial direction to ensure conformance with departmental and other policies and procedures. The HCFM will plan, organize, assign and review the work of staff engaged in budget preparation and monitoring revenue and expense projections, cost and feasibility studies and other financial analyses, cost reporting, audit response, grant and/or cost reimbursement claiming for government and other payors and agencies, general accounting, grants accounting or accounts payable functions, including contract payment reconciliations based on cost reporting, revenue generation and payment documentation.

Net Position Deleted: 1.0
Net Ongoing Costs: \$30,096

Additional ongoing costs of \$163,908 reflected in SCVMC BU921 is offset by ongoing savings of \$133,812

Transfer Funds for Grant Writing Services: Public Health will decrease its professional and specialized services budget by \$42,000 and transfer the equivalent amount to the Office of the County Executive's budget to utilize the services of a grant writer.



Background: The Board of Supervisors allocated \$145,000 to the Office of the County Executive in Fiscal Year 2011 of one-time funding for grant writing services. This funding allowed continuation of contracted provisions of grant and professional writing assistance. In Fiscal Year 2012, Public Health expects to utilize the grant writing services for the collection of departmental data and information, research, and preparation of grant proposals in order to maintain programs for client services.

Service Impact: A reduction in professional and specialized services will not negatively impact the current level of services. Utilizing these services will enhance public health service to clients.

Total Costs: \$0

Decrease Services and Supplies: \$42,000
Increase Professional Services: \$42,000

Black Infant Health (BIH)

Restructure Staffing: Delete 1.0 FTE Public Health Nurse II and add 1.0 FTE Health Education Associate in order to meet the requirements of new model revised by the California Department of Public Health. This proposal results in a net savings of \$57,948 and keeps the BIH program in compliance with State requirements.

Service Impact: Major components of the BIH service delivery model have been recently revised by the California Department of Public Health to address the impact of psychosocial risks on infant mortality. The staffing adjustment will support the revised model by rebalancing facilitated classes for women pre- and post-delivery along with nurse case management. The level of service will improve by emphasis on a more up-stream education and prevention model rather than individual case management.

Net Position Change: 0
Ongoing Savings: \$57,948

California Children's Services (CCS)

Reduce \$225,000 Funding for Services and Supplies

Service Impact: The Department proposes to re-adjust the CCS Services and Supplies budget to the pre-FY 2011 level. In FY 2011, the State augmented the CCS budget, as these funds were designated to supply

upgraded workstations and software for the nurse case managers. The upgrades were a one-time expense. There will be no impact to current services.

Ongoing Savings: \$225,000

Assessment, Planning and Policy

Staffing Adjustment for Assessment/Planning/Policy

Functions: In order to respond to current organizational needs and create efficiency, several positions will be deleted in exchange for the addition of other more relevant positions. The following recommendation adjusts resources for assessment, planning and policy services as follows:

Summary of Position Changes

Recommended Action	FTE Change	Fiscal Impact
Delete 1.0 FTE Health Education Specialist, vacant	(1.0)	(\$127,536)
Delete Two 0.5 FTE Health Education Specialist, vacant and filled	(1.0)	(\$118,152)
Add new 0.5 FTE Health Education Specialist	0.5	\$63,780
Add new 1.0 FTE Administrative Assistant	1.0	\$88,476
Add new 0.5 FTE Graphic Designer	0.5	\$51,504
Total	(0.0)	(\$41,928)

Service Impact: Adjusting staffing will enable the department to better address issues of both County and departmental policy, planning, and program-specific needs in a strategic and timely manner.

Net Position Deleted: 0
Net Ongoing Savings: \$41,928

PH Laboratory

Reduce \$50,000 Funding for Services and Supplies

Service Impact: A \$40,000 decrease in contract services and a decrease in office expense of \$10,000 will decrease the Laboratory's ability to maintain surge capacity staffing. Public Health has made preparedness a priority and thus funded surge capacity. It is critical that surge capacity contract staff work periodically during the year to maintain skill sets and be able to effectively step in and work in the event of an outbreak/emergency. Since 2009, the Laboratory has had to call in surge capacity staff on three occasions related to outbreak events and



at least three other occasions due to staff shortages. In addition, the reduction will impact the Laboratory's ability to purchase various reagents.

Ongoing Savings: \$50,000

■ HIV/AIDS

Transfer 1.0 FTE Health Care Program Analyst to EMS Program: This position will be administratively transferred to the Emergency Medical Services program which needs additional administrative support in conjunction with the new Ambulance Provider agreement.

Service Impact: This transfer will reduce the technical assistance provided to the Ryan White HIV/AIDS Program contracted providers and reduce contractor performance monitoring capacity, however, the Public Health Contracts Unit will provide support to this program to assist with contractor site reviews. In addition, the transfer of this position will decrease program costs while limiting direct service impacts, maintaining operational capacity, minimizing employee impact, preserving outside revenues, and retaining core functions.

Ongoing Savings: \$109,032

Reduce Funding for Services and Supplies: An overall reduction for Services and Supplies is based on adjustments implemented for the Public Health's HIV/AIDS Program.

Services & Supplies Adjustments	Amount
Behavior Change/Social Marketing Contract Services	(\$25,000)
Undesignated Contract Services	(\$85,548)
Food-Other	(\$2,500)
External Printing	(\$2,500)
Total Services & Supplies Adjustment	(\$115,548)

Service Impact: A \$25,000 reduction of behavior change/social marketing contract services will limit the technical support of evidence-based behavior change/risk reduction outreach, particularly for non-HIV sexually transmitted diseases. However, the Department will transfer some responsibilities regarding behavior change/social marketing research, evaluation, and development to existing staff and the

Department will explore opportunities through the Social Media/Internet Public Communication Specialist to minimize the impact.

The \$85,548 reduction in undesignated contract services will have no impact to services. Of this reduction, \$70,548 was used in past years to support the development of the HIV Comprehensive Plan, which is prepared every three years. The HIV Comprehensive Plan is not due again until FY2014, therefore the reduction has no impact on services. The \$15,000 in other contract services is excess County general fund.

Ongoing Savings: \$115,548

■ Immunization Clinic (Adult)

Delete 1.0 FTE Clinical Nurse III: This position was part of Public Health's efforts to redirect 3.0 Public Health Nursing positions to the Adult Immunization and Travel Clinic. The addition of these positions expanded Public Health's capacity to conduct targeted community-based immunization clinics for hard-to-reach populations in response to emergent diseases, such as the recent Pertussis epidemic. This group of nurses also acquired the expertise necessary to serve in lead roles if Public Health is called upon to conduct mass immunizations as exemplified during the H1N1 pandemic of 2010.

Service Impact: The deletion of this position will have no impact on current client services, since the employee holding this position has been on leave for the past seventeen months, and existing staff has absorbed the entire workload by creating efficiency in work routines and shifts.

**Position Deleted: 1.0
Ongoing Savings: \$201,636**

■ Tuberculosis Control

Reduce \$49,950 Funding for Services and Supplies

Service Impact: Reducing \$49,950 in funding for contract services in the Communicable Disease Program will have no impact on the current level of services.

Ongoing Savings: \$49,950

Emergency Medical Services (EMS)

Recognize Increased Fee Revenues: Emergency Medical Services (EMS) conducted a recent cost analysis to assess the recovery of the costs associated with providing specialty care designations. EMS will recognize an increase of \$2,000 per hospital for Stroke designation, \$2,000 increase per hospital for STEMI designation, and \$25,000 increase per hospital for Trauma designation. A new 911 receiving center designation will also be implemented in FY 2012. Costs for this designation will include a new fee of \$10,000 per hospital.

A cost analysis was also completed to assess the recovery of the costs associated with providing different levels of ambulance service and vehicle permitting. EMS will recognize an increase of \$1,000 per ambulance company for an Advanced Life Support provider, an increase of \$500 per ambulance company for a Basic Life Support provider, an increase of \$1,000 per ambulance company for a Critical Care Transport provider, an increase of \$3,000 per Air Ambulance Provider, and \$150 per each vehicle permit.

Ongoing Revenue	Amount
Stroke Fee	\$16,000
STEMI Fee	\$16,000
Trauma Fee	\$75,000
Add 911 Receiving Fee	\$100,000
Ambulance Revenue	\$40,500
Total Revenue Adjustment	\$247,500

These ongoing revenues will be used to offset the cost of the Urban Area Securities Initiative Homeland Security Grant-funded EMS Specialist, and the transfer of a Health Care Program Analyst I from the HIV/AIDS Program. In addition, these revenues will be used to offset the reduction in contract services and fee increases from VMC in the amount of \$39,000. See BU 921 for more detail.

Ongoing Costs/Savings	Amount
UASI EMS Specialist (Cost Center 2822)	\$109,032
Health Care Program Analyst (Cost Center 2934)	\$105,566
VMC Fee Increases (See BU921)	\$39,000
Reduce Funding for Contract services	(\$6,098)
Total Costs/Savings	\$247,500

Service Impact: Increased revenue will enable the Department to continue supporting the UASI position when grant funding expires in September 2011. In addition, funding the Health Care Program Analyst will provide additional administrative support in conjunction with the new Ambulance Provider agreement.

Net Ongoing Cost: \$0

Increased Expenditures in BU 410: \$208,500

Increased Expenditures in BU 921: \$39,000

Offset by Increased Revenues in BU 410: \$247,500

Public Health Preparedness - Pandemic Flu

Transfer Funds for Warehouse Operations: Public Health will decrease its office rents/leases budget by \$1,068,955 and transfer the equivalent amount to the Facilities and Fleet Department's budget. In addition, Public Health will decrease its data processing services budget by \$24,230, and transfer the equivalent amount to the Facilities and Fleet's budget.

Background: From FY 2009 to FY 2011, Public Health operated five emergency warehouses. During FY 2011, those warehouses were consolidated into one main warehouse and operations were transferred to the Facilities and Fleet Department.

Service Impact: Transfer of these funds will not negatively impact the current level of services.

Total Savings: \$0

Decreased Expenditures in BU 410: \$1,093,185

Increased Expenditures in BU 263: \$1,093,185

Public Health — Budget Unit 410
Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
41011	Administration Fund 0001	\$ 17,763,111	\$ 14,620,948	\$ 15,662,045	\$ 15,485,092	\$ 864,144	5.9%
41012	Central Services Fund 0001	37,205,022	47,024,594	47,178,887	46,428,495	(596,099)	-1.3%
41013	Support Services Fund 0001	7,558,317	7,971,488	7,840,067	7,790,067	(181,421)	-2.3%
41014	Ambulatory Care Fund 0001	34,280	373	1,689	1,689	1,316	352.8%
41015	Emergency Medical Services Fund 0001	3,970,908	5,124,674	5,226,728	4,107,501	(1,017,173)	-19.8%
41016	Region #1 Fund 0001	2,092,359	1,657,690	3,457,894	3,394,114	1,736,424	104.7%
41017	Region #2 Fund 0001	3,712,414	3,273,213	7,838,467	7,838,467	4,565,254	139.5%
41018	Region #3 Fund 0001	381	—	—	—	—	—
41019	Region #4 Fund 0001	802	14,607	14,422	14,422	(185)	-1.3%
41020	Region #5 Fund 0001	2,841,672	2,570,254	256,534	256,534	(2,313,720)	-90.0%
41021	Region #6 Fund 0001	84,463	81,496	76,291	76,291	(5,205)	-6.4%
2903	Vital Reg Fund 0022	144,250	144,250	144,520	144,520	270	0.2%
Total Net Expenditures		\$ 75,407,978	\$ 82,483,587	\$ 87,697,544	\$ 85,537,192	\$ 3,053,605	3.7%

Public Health — Budget Unit 410
Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
41011	Administration Fund 0001	\$ 18,715,530	\$ 15,905,706	\$ 17,088,323	\$ 16,911,370	\$ 1,005,664	6.3%
41012	Central Services Fund 0001	39,359,382	47,624,011	48,019,177	47,268,785	(355,226)	-0.7%
41013	Support Services Fund 0001	7,967,084	8,342,892	8,222,917	8,172,917	(169,975)	-2.0%
41014	Ambulatory Care Fund 0001	34,280	373	1,689	1,689	1,316	352.8%
41015	Emergency Medical Services Fund 0001	4,721,150	5,353,061	5,377,375	4,258,148	(1,094,913)	-20.5%
41016	Region #1 Fund 0001	2,137,249	1,657,690	3,457,894	3,394,114	1,736,424	104.7%
41017	Region #2 Fund 0001	3,836,842	3,273,213	7,838,467	7,838,467	4,565,254	139.5%
41018	Region #3 Fund 0001	381	—	—	—	—	—
41019	Region #4 Fund 0001	802	14,607	14,422	14,422	(185)	-1.3%
41020	Region #5 Fund 0001	2,905,760	2,570,254	256,534	256,534	(2,313,720)	-90.0%
41021	Region #6 Fund 0001	85,720	81,496	76,291	76,291	(5,205)	-6.4%
2903	Vital Reg Fund 0022	144,250	144,250	144,520	144,520	270	0.2%
Total Gross Expenditures		\$ 79,908,429	\$ 84,967,553	\$ 90,497,609	\$ 88,337,257	\$ 3,369,704	4.0%



Public Health — Budget Unit 410 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg	% Chg From
					From FY 2011 Approved	FY 2011 Approved
Salaries And Employee Benefits	\$ 45,082,223	\$ 49,357,392	\$ 53,632,316	\$ 53,074,078	\$ 3,716,686	7.5%
Services And Supplies	34,416,636	35,202,183	36,720,167	35,118,053	(84,130)	-0.2%
Other Charges	(81)	—	—	—	—	—
Fixed Assets	265,402	—	—	—	—	—
Operating/Equity Transfers	144,250	144,250	144,250	144,250	—	—
Reserves	—	263,728	876	876	(262,852)	-99.7%
Subtotal Expenditures	79,908,429	84,967,553	90,497,609	88,337,257	3,369,704	4.0%
Expenditure Transfers	(4,500,451)	(2,483,966)	(2,800,065)	(2,800,065)	(316,099)	12.7%
Total Net Expenditures	75,407,978	82,483,587	87,697,544	85,537,192	3,053,605	3.7%

Public Health — Budget Unit 410 Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg	% Chg From
						From FY 2011 Approved	FY 2011 Approved
41011	Administration Fund 0001	\$ 8,946,208	\$ 4,945,230	\$ 5,034,582	\$ 5,034,582	\$ 89,352	1.8%
41012	Central Services Fund 0001	30,704,282	36,285,278	35,719,396	36,841,655	556,377	1.5%
41013	Support Services Fund 0001	8,261,045	8,317,150	7,583,039	7,583,039	(734,111)	-8.8%
41015	Emergency Medical Services Fund 0001	3,050,860	3,911,453	3,894,476	4,141,976	230,523	5.9%
41016	Region #1 Fund 0001	—	—	3,429,954	3,429,954	3,429,954	—
41021	Region #6 Fund 0001	(20)	—	—	—	—	—
2903	Vital Reg Fund 0022	211,616	129,736	129,736	129,736	—	—
Total Revenues		\$ 51,173,991	\$ 53,588,847	\$ 55,791,183	\$ 57,160,942	\$ 3,572,095	6.7%

Administration Fund 0001 — Cost Center 41011 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	42.0	\$ 14,620,948	\$ 4,945,230
Board Approved Adjustments During FY 2011	1.0	(310,872)	136,829
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	174,085	—
Internal Service Fund Adjustments	—	1,101,413	(47,477)
Other Required Adjustments	—	76,471	—
Subtotal (Current Level Budget)	44.0	\$ 15,662,045	\$ 5,034,582
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
The Department will decrease its services and supplies allocation and transfer funds to the Office of the County Executive in order to utilize the services of the grant writer on contract with the Office for the County Executive.	—	42,000	—



Administration Fund 0001 — Cost Center 41011
Major Changes to the Budget

	Positions	Appropriations	Revenues
One-time Rebate of Voice Rate Retained Earnings	—	(195)	—
FY 2012 Voice Rate Adjustment	—	138	—
FY 2012 Printing Adjustment	—	(48,100)	—
Decision Packages			
1. Offset Homeland Security Grant Reduction	—	105,566	—
Offset Homeland Security Grant Reduction effective October 1, 2011 by \$105,566			
2. Staffing Adjustment in Administrative Division	-1.0	(133,812)	—
<ul style="list-style-type: none"> ◆ Delete 1.0 FTE Health Care Program Analyst II position for a savings of \$108,552 ◆ Delete 0.5 FTE Health Care Program Manager II position for a savings of \$74,076 in Cost Center 2904 ◆ Delete 0.5 FTE Health Care Program Manager II position for a savings of \$74,076 in Cost Center 2900 ◆ Add 0.5 FTE Health Care Program Manager I position for a cost of \$63,364 ◆ Add 0.5 FTE Health Care Program Analyst I position for a cost of \$54,528 			
3. Transfer Funds for Grant Writing Services	—	(42,000)	—
The Department will decrease its professional and specialized services allocation and transfer funds to the Office of the County Executive in order to utilize the services of the grant writer on contract with the Office for the County Executive.			
4. Reduce Staffing and Adjust Resources in Public Health Administration for a Net Savings of \$240,530	-1.5	(240,530)	—
<ul style="list-style-type: none"> ◆ Delete 1.0 FTE Health Program Specialist position for a savings of \$124,236 ◆ Delete 1.0 FTE Senior Health Care Program Manager position for a savings of \$159,324 ◆ Add 0.5 FTE Social Media/Internet Communications Specialist position for a cost of \$55,080 ◆ Decrease \$12,050 in funding for PC Software 			
5. Staffing Adjustment in Assessment/Planning/Policy Division	1.5	139,980	—
<ul style="list-style-type: none"> ◆ Add 1.0 FTE Administrative Assistant for a cost of \$88,476 in Cost Center 2904 ◆ Add 0.5 FTE Graphic Designer for a cost of \$51,504 in Cost Center 2810 			
Subtotal (Recommended Changes)	-1.0	\$ (176,953)	\$ —
Total Recommendation	43.0	\$ 15,485,092	\$ 5,034,582
Vital Registration Fund (Fund Number 0022)			
FY 2011 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ —	\$ —



Central Services Fund 0001 — Cost Center 41012

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	264.0	\$ 47,024,594	\$ 36,285,278
Board Approved Adjustments During FY 2011	13.5	1,260,433	(565,882)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-9.0	1,910,968	—
Internal Service Fund Adjustments	—	(827,511)	—
Other Required Adjustments	-2.0	(2,189,597)	—
Subtotal (Current Level Budget)	266.5	\$ 47,178,887	\$ 35,719,396
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
FY 2012 Data Processing Adjustment	—	(9)	—
One-time Rebate of DP Retained Earnings	—	(677)	—
Decision Packages			
1. Transfer Staffing and Adjust Resources in HIV/AIDS Prevention Program for a Net Savings of \$225,000	-1.0	(224,580)	—
◆ Transfer 1.0 FTE Health Care Program Analyst position to Emergency Medical Services for a savings of \$109,032			
◆ Decrease \$2,500 in funding for Food			
◆ Decrease \$2,500 in funding for External Printing			
◆ Decrease \$110,548 in funding for Contract Services			
2. Reduce Staffing and Adjust Resources in Communicable Disease Program for a Net Savings of \$251,586	-1.0	(251,586)	—
◆ Delete 1.0 FTE Clinical Nurse III position for a savings of \$201,636			
◆ Decrease \$49,950 in funding for Contract Services			
3. Generate Increase Revenue from PHN Visits	—	—	1,122,259
Increase revenue by claiming higher payment rates and productivity quotients from Public Health Nurse staffing. An increase in Targeted Case Management of \$1,047,795 and an increase in Direct Observed Therapy of \$102,000 is offset by a decrease in Comprehensive Perinatal Services Program at VMC of \$672,259 and a decrease in Medi-Cal Administrative revenues of \$27,536 to generate a net increase of \$450,000			
4. Adjust Resources in California Children's Services	—	(225,000)	—
Decrease \$225,000 in funding for services and supplies.			
5. Adjust Resources in Black Infant Health Program for a Net Savings of \$57,948	—	(57,948)	—
◆ Delete 1.0 FTE Public Health Nurse II position for a savings of \$165,852			
◆ Add 1.0 FTE Health Education Associate position for a cost of \$107,904			
6. Staffing Adjustment in Assessment/Planning/Policy Division	—	9,408	—
◆ Delete 0.5 FTE Health Education Specialist for a savings of \$54,372 in cost center 2923			
◆ Add 0.5 FTE Health Education Specialist position for a cost of \$63,780 in cost center 2919			
Subtotal (Recommended Changes)	-2.0	\$ (750,392)	\$ 1,122,259
Total Recommendation	264.5	\$ 46,428,495	\$ 36,841,655



Support Services Fund 0001 — Cost Center 41013 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	19.5	\$ 7,971,488	\$ 8,317,150
Board Approved Adjustments During FY 2011	2.0	(31,005)	(734,111)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	3,101	—
Internal Service Fund Adjustments	—	(15,324)	—
Other Required Adjustments	—	(88,193)	—
Subtotal (Current Level Budget)	20.5	\$ 7,840,067	\$ 7,583,039
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
1. Adjust Resources in PH Laboratory	—	(50,000)	—
Decrease \$50,000 in funding for contract services and office expenses.			
Subtotal (Recommended Changes)	—	\$ (50,000)	\$ —
Total Recommendation	20.5	\$ 7,790,067	\$ 7,583,039

Ambulatory Care Fund 0001 — Cost Center 41014 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	—	\$ 373	\$ —
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	1,316	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 1,689	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 1,689	\$ —

Emergency Medical Services Fund 0001 — Cost Center 41015 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	19.5	\$ 5,124,674	\$ 3,911,453
Board Approved Adjustments During FY 2011	4.0	322,138	1,632,942
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	314,626	—
Internal Service Fund Adjustments	—	(258,063)	(1,649,919)
Other Required Adjustments	1.0	(276,647)	—
Subtotal (Current Level Budget)	23.5	\$ 5,226,728	\$ 3,894,476



Emergency Medical Services Fund 0001 — Cost Center 41015 Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
FY 2012 Fleet Reduction	—	(1,440)	—
Transfer of warehouse from PHD to FAF	—	(1,093,185)	—
Decision Packages			
1. Fund Transferred Position and Increase Revenue in EMS for a Zero Net Savings	1.0	102,934	247,500
◆ Fund filled 1.0 FTE Health Care Program Analyst position from HIV/AIDS Program for a cost of \$109,032			
◆ Increase Revenue from provider fees, specialty care, and designation fees in the amount of \$247,500			
◆ Decrease \$6,098 in funding for Contracts			
2. Staffing Adjustment in Assessment/Planning/Policy Division	-1.0	(127,536)	—
◆ Delete 1.0 FTE Health Education Specialist for a savings of \$127,536 in cost center 2989			
Subtotal (Recommended Changes)	—	\$ (1,119,227)	\$ 247,500
Total Recommendation	23.5	\$ 4,107,501	\$ 4,141,976

Region #1 Fund 0001 — Cost Center 41016 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	12.5	\$ 1,657,690	\$ —
Board Approved Adjustments During FY 2011	—	2,202,975	3,429,954
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-3.5	(1,605,837)	—
Internal Service Fund Adjustments	—	343,251	—
Other Required Adjustments	—	859,815	—
Subtotal (Current Level Budget)	9.0	\$ 3,457,894	\$ 3,429,954
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
1. Staffing Adjustment in Assessment/Planning/Policy Division	-0.5	(63,780)	—
◆ Delete 0.5 FTE Health Education Specialist position for a savings of \$63,780 in cost center 2942			
Subtotal (Recommended Changes)	-0.5	\$ (63,780)	\$ —
Total Recommendation	8.5	\$ 3,394,114	\$ 3,429,954

Region #2 Fund 0001 — Cost Center 41017 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	26.0	\$ 3,273,213	\$ —
Board Approved Adjustments During FY 2011	—	10,092	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	31.5	4,569,401	—



Region #2 Fund 0001 — Cost Center 41017
Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	(4,147)	—
Other Required Adjustments	—	(10,092)	—
Subtotal (Current Level Budget)	57.5	\$ 7,838,467	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	57.5	\$ 7,838,467	\$ —

Region #4 Fund 0001 — Cost Center 41019
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	—	\$ 14,607	\$ —
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(185)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 14,422	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 14,422	\$ —

Region #5 Fund 0001 — Cost Center 41020
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	17.0	\$ 2,570,254	\$ —
Board Approved Adjustments During FY 2011	—	(68)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-17.0	(2,325,646)	—
Internal Service Fund Adjustments	—	11,926	—
Other Required Adjustments	—	68	—
Subtotal (Current Level Budget)	—	\$ 256,534	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 256,534	\$ —



Region #6 Fund 0001 — Cost Center 41021
Major Changes to the Budget

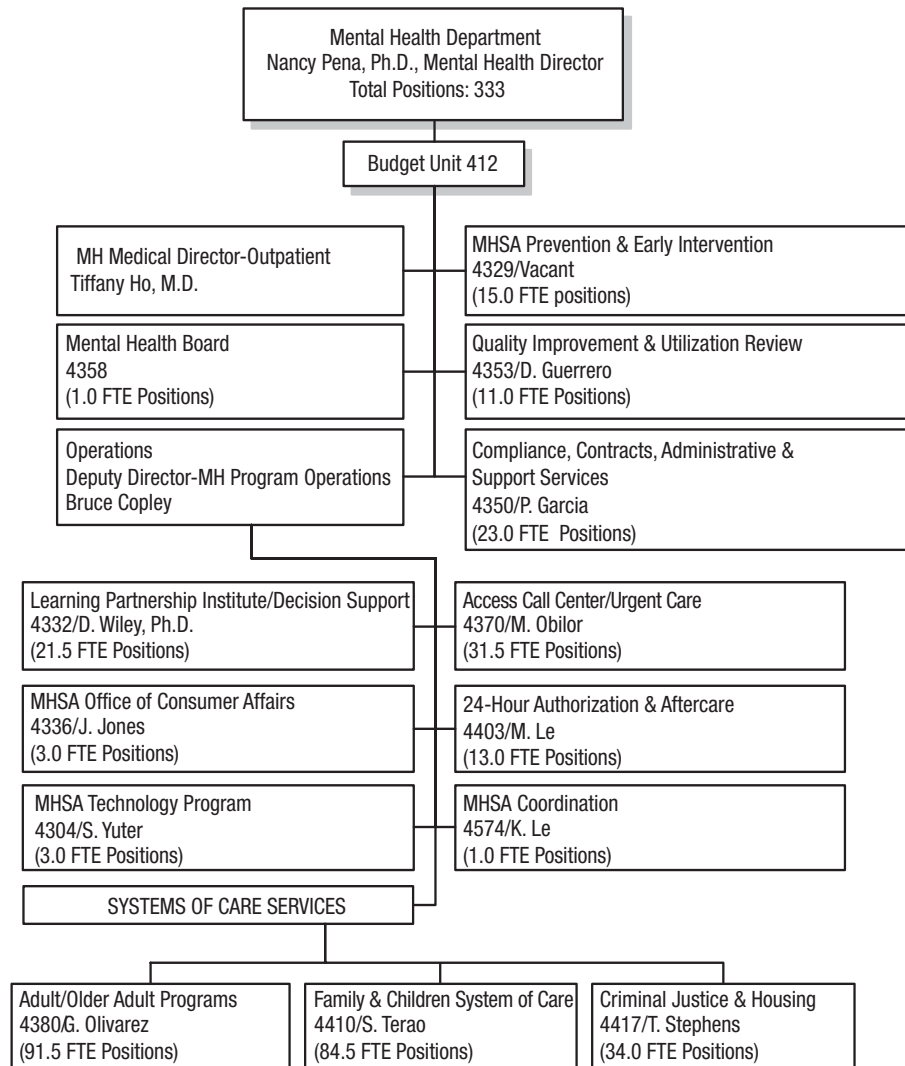
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	—	\$ 81,496	\$ —
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(5,205)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 76,291	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 76,291	\$ —

Vital Reg Fund 0022 — Cost Center 2903
Major Changes to the Budget

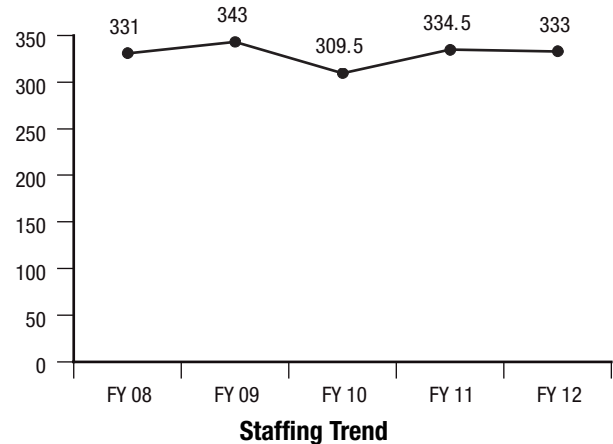
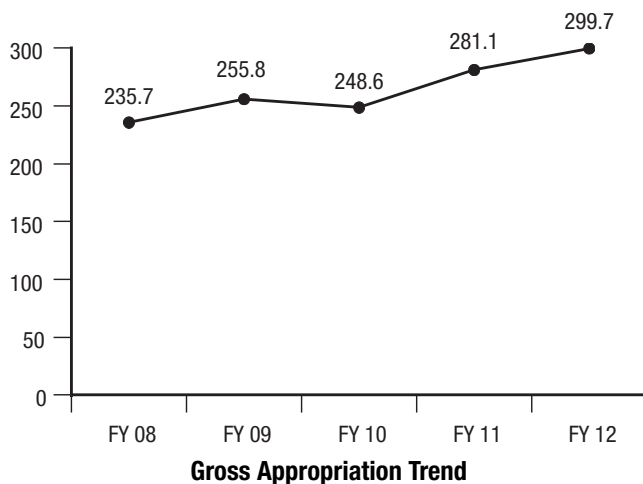
	Positions	Appropriations	Revenues
Vital Registration Fund (Fund Number 0022)			
FY 2011 Approved Budget	—	\$ 144,250	\$ 129,736
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	270	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 144,520	\$ 129,736
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 144,520	\$ 129,736



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**



Description of Major Services

The Mental Health Department (MHD) currently serves an estimated 23,000 clients per year through a network of county-operated and contracted services located throughout the County. Those eligible for services include: child and adult Santa Clara County Medi-Cal beneficiaries in need of specialty mental health services; child and adult county residents who are provided involuntary psychiatric treatment through the County operated Emergency Psychiatric Services (EPS) and inpatient psychiatric services; adults and children in county-operated custody settings; eligible Special Education students with specific mental health conditions; and low income county residents without mental health insurance who experience serious psychiatric conditions.

The MHD is funded through several sources of Federal, State, and local funds. As the managed care plan administrator for Medi-Cal mental health services, a significant proportion of funding comes from Federal Medicaid reimbursement for services provided to Medi-Cal beneficiaries, which is reimbursed at approximately 50% of costs. The second major source of funding comes from State Realignment funds, which are tax revenues distributed to counties by the State specifically for public mental health services. A third source of funding is received through either State allocation or the SB90 State Mandates claiming process for mandated services provided to Special Education students. The most recent source of funding comes

from the Mental Health Services Act (MHSA, formerly known as Proposition 63), which was passed in November 2004. Finally, the last major source of funding is County discretionary funds, often referred to as “overmatch,” meaning funding approved by the Board of Supervisors that is in excess of the \$1.5 million required to access realignment funds.

Services are organized by three major divisions: Family and Children’s Services; Adult and Older Adult Services; and Acute Psychiatric Services. Each division provides an array of services for specific populations.

Family & Children Services

The Family and Children Services Division (F&C) serves children, adolescents, young adults and their families; ages 0-25 who are experiencing social-emotional and behavioral concerns. Services are provided by five (5) county sites and nineteen (19) contract agency programs. The Family & Children Services Division provides outpatient care and programs specific to the unique needs of children and their families. Services are provided that respect cultural values and the natural support systems of youth and families and address children and family behavioral health problems in the least restrictive, most family-like context possible. Services in the Family and Children Division include:

- Prevention and Early Intervention

- FIRST 5 System of Care - Developmental screening, assessment, home visitation, therapy
- Outpatient assessment, treatment and case management
- School-based and classroom-based mental health services and consultation
- School-based and residential day treatment
- Community-based Wraparound and Therapeutic Behavioral Services (alternatives to residential treatment)
- Full Service Partnership (FSP)
- Juvenile Hall Mental Health Program
- Emergency evaluation
- Mobile Crisis
- Psychiatric hospitalization

Every effort is made by the F&C Division to ensure that children and families most in need receive services. Priority is given to children and youth with Medi-Cal, Healthy Families and Healthy Kids insurance and for those children identified as seriously emotionally disturbed (SED). In addition, the Division is mandated to serve those youth entitled under AB3632 (Special Education Mental Health).

Prevention and Early Intervention (PEI)

On November 2, 2004, California voters passed Proposition 63, now referred to as the Mental Health Services Act or MHSA, establishing new tax revenues to expand and improve local public mental health systems. The following services and supports were made available in FY 2011 to address the social-emotional/behavioral needs of children and families:

- Outreach and Education to Ethnically and Culturally Underserved Communities
- Reach Out and Read
- Nurse Family Partnership
- Positive Parenting Program (Triple P)
- Raising Early Awareness Creating Hope (REACH) Program

- Prevention and Early Intervention Services for New Refugees

The County's PEI plan allocates approximately \$6 million annually for services to children and youth in four geographic areas of high risk. In FY 2011 the MHD completed detailed plans for the four "Investment Communities." In addition, the MHD implemented several one-time projects and planning processes that were consistent with and complimentary to the County's PEI plan:

- Completion and implementation of a Suicide Prevention Strategic Plan;
- Supported a countywide initiative to revitalize the School Linked Services program;
- Implemented pilot programs in the East Side Union High School and San Jose Unified School Districts;
- Expanded school-wide academic and behavioral supports in partnership with the County Office of Education;
- Completed pilot programs in four middle schools to reduce truancy;
- Hosted the inaugural Crisis Intervention Team (CIT) conference for the California CIT Association;
- Hosted the California Mental Health Cultural Competency Summit; and
- Hosted a countywide Older Adult Summit focusing on the behavioral health needs of seniors.

Community Behavioral Health Programs

Outpatient and school-based services are provided by both county and contract agencies in all regions of the county for children, youth, and young adults ages 0-25. In partnership with FIRST 5 Santa Clara County, the KidConnections Network is available to families with children ages 0-5 and provides developmental screening, comprehensive social-emotional/behavioral assessments, home visitation and therapeutic services. School-based and day treatment services are available for children ages 6 and older and provided in several school or clinic settings. Mental Health providers coordinate services offered in cooperation with the Social Services Agency, Juvenile Probation Department and School District Special Education Departments (AB3632).

Children's System of Care

Santa Clara County is a Children's System of Care County. Intensive Wraparound services are provided to Medi-Cal eligible court wards and dependents. The goals of service are to reduce out-of-home placements, maintain family and foster care stability, and eliminate return to Juvenile Hall or psychiatric hospitalization. In addition, Full Service Partnership (FSP), a comprehensive program that combines critical core services within a wraparound model is available to children and youth ages 0-25. The FSP program incorporates elements from the Transition to Independence Model (TIP) and includes family-centered services, mental health, and other services/supports to support the youth and family.

Intensive Services Program

Intensive Services include liaison to emergency and hospital services, services provided to institutionalized youth in the Child Welfare System, Juvenile Hall, to youth in residential group homes and to youth receiving intensive case management services. These services also include the multi-agency Resources and Intensive Services Committee (RISC), which reviews requests for and monitors youth placed in the intensive residential care system. Wraparound services are provided to court wards, dependents, and AB3632 youth at risk of, or returning from, out-of-home placement.

Mobile Crisis

The Child and Adolescent Mobile Crisis Program (CACP) provided by EMQ Families First provides multilingual, multicultural, community-based crisis assessment and intervention to children and adolescents who are suicidal, in acute psychological crisis, or who are acting out dangerous behaviors toward themselves or others. CACP is a 24 hour, 7 day a week mobile crisis intervention resource and ensures language capability around the clock.

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:

- Services for Seriously Mentally Ill Adults and Older Adults
- 24-Hour Care

- Urgent Care
- Custody Specific
- Specialized Older Adult Services
- Services for Homeless Individuals

The Division strives to provide high quality mental health services to individual of a wide variety of cultural and ethnic backgrounds.

Services for Seriously Mentally Ill Adults and Older Adults

County and Contract Outpatient services provide crisis intervention, assessment, evaluation, case management and treatment services; group, individual and family therapy; and medication management services.

Full Service Partnerships (FSP) serves Adults 26 to 59 years of age and Older Adults 60 years and above. This program provides services that employ 'whatever it takes' recovery models, and use methods and interventions that are person-centered and strength-based.

The Central Wellness & Benefits Center is a Mental Health Act-funded program in Santa Clara County that provides ongoing medication services to individuals that are uninsured.

24 Hour Care

The MHD oversees a residential continuum of care that includes crisis residential services, Institutes for Mental Disease (IMD) and State hospitalization services. A 24-Hour Care Unit is responsible for coordinating intakes and discharges, and assists those being discharged from residential settings with transition to a placement within the community.

Institutes for Mental Disease (IMD) provide locked skilled nursing care for clients requiring a longer term program to regain stability. All clients in IMDs are placed under conservatorship, and their progress is followed by a special 24-Hour Care Service Team.

State Hospital Placement is locked facility care reserved for individuals displaying such severe symptoms of mental illness that they are unmanageable in IMDs.

Crisis Residential is for individuals in crisis who are in need of round-the-clock care on a short-term basis; crisis residential offers an alternative to hospitalization.



Older Adult Services

To help older adults with mental illness live successfully in the community, the Older Adult Team works with seniors and their families who need help coping with typical problems that arise with aging such as depression, anxiety, relationship conflicts and difficulties coping with loss and other life changes.

Urgent Care

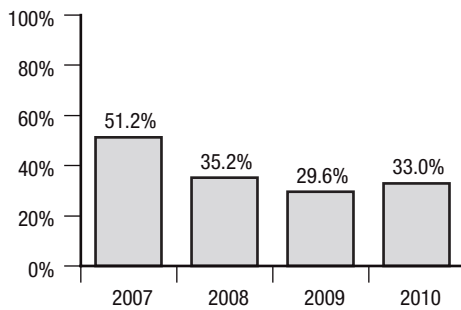
Mental Health Urgent Care offers walk-in outpatient services for Santa Clara County residents who are experiencing a mental health crisis, in order to reduce involuntary hospitalization, psychiatric emergency room visits and incarceration.

Homeless Outreach Program

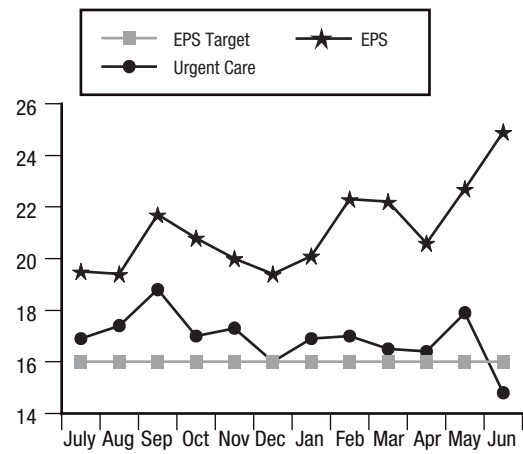
The Homeless Outreach Program provides street outreach, screening, assessment, rehabilitative skills training, case management, referrals and housing programs that increase participants' mental stability, improve their health, and help them locate safe and affordable housing.

Acute Psychiatric Services

The Acute Psychiatric Services include inpatient and emergency psychiatric services provided through Santa Clara Valley Medical Center (SCVMC), including EPS (emergency psychiatric services) and the Barbara Arons Pavilion (BAP), the locked acute psychiatric unit, as well as State and private hospital placements.



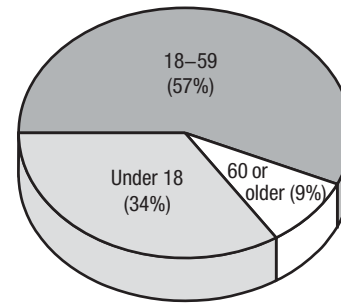
Trend in EPS Unduplicated Episodes and Readmissions



Emergency Psychiatric Services & Urgent Care Average Daily Census

System Capacities

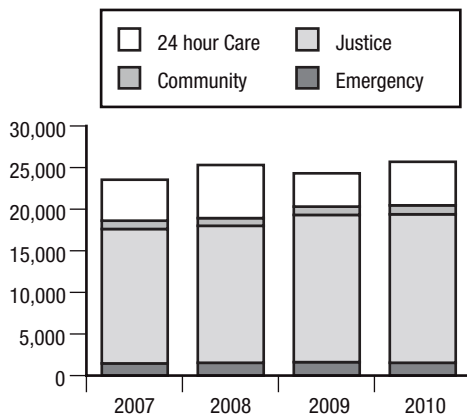
In FY 2010, the MHD served approximately 23,000 consumers. Of the total, 33% are under the age of 18, 58% are between 18 and 59, and 9% are 60 or older.



The upward trend of total clients served is a result of two changes: 1) changes in service design to increase productivity, thus allowing more capacity in the adult and child system; and 2) changes in capacity resulting from implementation of new MHSA-funded programs.

Some of the clients served by the Mental Health Department are served through multiple programs during the course of a year. For example, a client could visit EPS, have an inpatient stay, and receive outpatient services in one year. The following chart depicts the services within the department (EPS, 24-Hour Care, justice and community services) and the number of clients within those areas who received multiple treatments.





Clients Served (with duplicated episodes) by Type of Service

Current and Emerging Issues

There are several key system issues impacting the MHD:

Shrinking Safety Net Services

As with recent budget years, state and local economic conditions continue to impact the safety net as a result of reductions in discretionary County general fund. This is despite the increase of MHSA funds that have added critical community support services, workforce development, and outreach and engagement services. The reductions in service have primarily impacted uninsured adults, as the MHD has been compelled to restrict service access to only those uninsured adults with the greatest level of acuity and most likely to require inpatient and emergency psychiatric service. New MHSA-funded services have been implemented to mitigate the impact through the implementation of a new program for adults/older adults without insurance. The Central Wellness and Benefits Center (CWBC) has capacity to provide 1,800 adult clients with psychiatric care and assistance in applying for benefits such as SSI and Medical. For children there is increasing demand for more capacity to accommodate referrals of MediCal-eligible youth and eligible Special Education students.

Growing 24-Hour Service

For the past several years the MHD has faced significant operating budget shortfalls in emergency outpatient, inpatient and skilled nursing levels of care. These shortfalls have been as high as \$10 million per year in the past decade. For the first time in several years, the MHD has reduced the deficit through implementation of new MHSA programs targeted to very high need populations. Budget-to-actuals is still an area of focus to

assure that critical emergency and acute care service is available while at the same time insuring that programs remain within budget.

MHSA Funding Requirements

As indicated, the MHD is receiving new MHSA funds for multiple new program components as a result of the passing Prop. 63 in 2004. In FY 2011, all components are expected to be well into implementation. However, State projections reveal a dramatic downturn in tax based MHSA revenues. The MHD is expected to plan for reduced funding and will work through the public stakeholder process to accomplish this. The upward trend of total clients served is a result of two changes: 1) changes in service design to increase productivity, thus allowing more capacity in the adult and child system; and 2) changes in capacity resulting from implementation of new MHSA funded programs.

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
Acute/Emergency Psychiatric Services	Yes	Mandated	Patient case management and discharge planning will be absorbed by current nursing, psychology intern and counseling staff with the deletion of a Psychiatric Social Worker and a Marriage and Family Therapist.	▣
Acute/Emergency Psychiatric Services	Yes	Mandated	Establishment of a contract with a local psychiatric health facility reduces the need for non-emergency ambulance transportation to out-of-area psychiatric hospitals.	▣
Mental Health Services Act	No	Mandated	No change	■
Specialized Outpatient (Family and Children's Services)	Yes	Mandated	No change	■
Adult Outpatient Services	Yes	Mandated	Improve the productivity and Mental Health outpatient care by transferring Psychiatrists, Licensed Psych Techs and patients to Federally Qualified Health Center (FQHC) Behavioral Health.	▲
Residential Treatment	Yes	Mandated	No change.	■
Day Rehabilitation	Yes	Mandated	No change.	■
24-Hour Care/Community Placement	Yes	Mandated	Reduce the length of stay in Acute Inpatient Private Hospitals, Institutes for Mental Disease and State Hospitals by placing clients within the community in lower level care facilities.	▣
Foster Care Services	Yes	Mandated	No change.	■
Legal Advocacy	Yes	Mandated	No change.	■
JPD Hall/Ranches	Yes	Mandated	Due to the planned reduction of population in Juvenile Hall, the 1.0 FTE Psychiatric Social Worker position will be deleted with no impact on services to the juvenile population.	▣
CalWORKs Outpatient	No	Mandated	No change.	■
Adult/Older Adult Inpatient	Yes	Mandated	No change.	■
Residential Day Treatment	Yes	Mandated	No change.	■
Wraparound	Yes	Mandated	No change.	■
Call Center	Yes	Mandated	No change.	■
Managed Care	Yes	Mandated	No change.	■
Vocational Services	Yes	Mandated	No change.	■
Family/Children Inpatient	Yes	Mandated	No change.	■
State Hospital	Yes	Mandated	No change.	■
IMD/SNF/OBS	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.	■
Supplemental RCF Beds	Yes	Non-Mandated	No change.	■

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
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.	■
Administration and Support Services	Yes	Required	A reduction in contract services to cover costs of grant writing services will not impact client services or agreements with Community-Based Organizations.	■

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

County Executive's Recommendation

▣ Acute/Emergency Psychiatric Services

Reduce Staffing at Barbara Arons Pavilion (BAP) and Establish a contract for Services with Crestwood Psychiatric Health Facility: Santa Clara Valley Medical Center (SCVMC) will delete 1.0 FTE Psychiatric Social Worker and 1.0 FTE Marriage and Family Therapist in BAP. The Mental Health Department (MHD) will delete the reimbursement to SCVMC for the related position costs. The two positions were originally hired to provide multiple patient services which included direct care in group and individual therapy settings, initial psychological social evaluations of admitted patients, representation of SCVMC at Superior Court involuntary psychiatric patient hearings, family liaison, and discharge planning. However, the positions have been primarily dedicated to case management and discharge planning since their creation, a function which is currently provided by staff from the 24-Hour Care Management group.

Service Impact: The current duties of case management and discharge planning will be assumed by current nursing, psychology intern and 24-Hour Rehabilitation Counselor staff. Other services, such as therapy settings, evaluations and representation at hearings will be redirected from the MHD outpatient system. These reductions will not result in longer wait times. Slightly less psychotherapy time may be available to patients, but this will be mitigated as much as possible with increased use of psychology interns. Plans are underway

to develop a consumer/family liaison function for all hospitals that serve MHD clients. The Department hopes to have these services in place by Summer 2011.

Ongoing Savings: \$255,072

For Corresponding Actions see BU921 SCVMC

Reduce Non-Emergency Ambulance Expenses: The Department will reduce non-emergency ambulance transportation expenses by establishing a new contract for qualified inpatient beds at the newly developed Crestwood, San Jose Psychiatric Health Facility. Previously patients had to be transported out of the local area by ambulance to Fremont Hospital and Telecare in Alameda County and St. Helena Hospital in Napa County.

Service Impact: Patients will spend less time in transport from emergency psychiatric services to a qualified inpatient bed and remain within the community.

Ongoing Savings: \$100,000

▲ Adult Outpatient Services

Transfer 6.5 FTE Psychiatrists, 4.5 FTE Licensed Psychiatric Technicians and Transfer Mental Health Patients to Federally Qualified Health Care (FQHC) Behavioral Health: This recommendation is designed to achieve savings in the Mental Health Department and improve the productivity of the overall FQHC-Mental Health model by adding Psychiatrists and Mental Health Services Act

(MHSA)-funded Licensed Psychiatric Technicians (LPTS) to the FQHC and by retaining billable mental health services for clients in Mental Health Clinics. Seamless services will be accomplished by establishing satellite (half-time operations) FQHC medication clinics in two MHD centers (Narvaez and Downtown).

Background: In the FY 2010 budget process the Board of Supervisor approved the transfer of 19.5 Mental Health (MHD) clinical and clerical staff and approximately 1,600 patients to three Santa Clara Valley Medical Center (SCVMC) clinics for a savings of over \$4 million in General Funds. The cost of the positions placed in the ambulatory care system were to be offset by revenue generated by the visits in ambulatory care by the psychiatrists and social work staff. In this FY 2010 model, additional revenue was projected beyond the cost of the positions based on the number of visits projected. Over the initial year and a half of implementation, the projected visits fell short of targets, primarily due to the slow start with the re-design of the delivery system, and the change in the service model from a minute-based inclusive service billing model (in MHD) to a visit-based model, which does not allow same day physician and clinical social work visits (in FQHCs).

Service Impact: The transferred staff added to the FQHC model are expected to contribute significantly to the overall productivity of the model. The visits generated by the Physicians will be incorporated into the overall visit assumptions of the entire FQHC Mental Health team. New visits have been projected conservatively in order to bring the model into alignment with budget and revenue projections. In addition, Licensed Psychiatric Technicians will also be moved into the FQHC clinics to provide critical physician support services currently lacking in the FQHC model. This will free up physician time for more visits. The transfer of psychiatrists and psychiatric technicians to primary care clinics will enhance the system's ability to provide integrated primary care-

based psychiatric care, allowing for better coordination of medical treatment and management of patients' physical and mental health.

Positions Deleted: 11.0 FTE

Net Ongoing Savings: \$696,944

Cost of Positions Deleted from MHD: \$2,016,368

Loss of Medi-Cal Revenue: \$912,000

Cost Reimbursement to SCVMC: \$407,424

For Corresponding Actions see BU921 SCVMC

Transfer 600 Mental Health Clients from Contracted Services into the SCVMC FQHC Clinics:

The Specialty Mental Health Adult/Older Adult Service Delivery System (System) promotes individualized wellness and recovery for adult clients served - from initial access to appropriate discharge into the community. The Mental Health Department (MHD) uses client assessments and Milestones of Recovery (MORS) to accurately and efficiently identify clients' recovery stage and monitor their status to assure steady progression through the stages and to match service to individualized needs. The System further organizes service delivery around clients' recovery phases: Discovery and Engagement, Building and Mastering, Active Recovery, and Community Supported Recovery. The System assumes the eventual transition of many clients from specialty to primary care as they progress in their recovery. In collaboration with contract providers, MHD identifies clients ready for transition to ongoing care in the primary care mental health service system.

The overall expense reduction is roughly \$1.4 million, less approximately \$700,000 in Medi-Cal revenue, for a net savings of \$700,000.

Service Impact: This recommendation will reduce the overall capacity of the Adult/Older Adult Specialty service provided by contractors by approximately 10-20% and gain an equal amount of capacity in FQHC clinics. Transferred clients will be individuals that are stable on their medications and are able to manage their mental health symptoms through therapy and self-help strategies.

The total patients now being serve in the four FQHC clinics is over 2,500. There have been a significant number of patients referred from Ambulatory Care doctors for therapy, medication support and medication consultation. The doctors and clinicians are currently working at about 60% of expected productivity. The



addition of the 600 clients will not have a negative affect the ability to serve patients within the FQHC Behavioral Health System

Net Ongoing Savings: \$712,582

Reduction in Contract Services: \$1,425,164
Reduction in Medi-Cal Revenue: \$712,582

recovery of the client from mental illness. As a result, clients are placed in lower level facilities and are able to remain within their community.

Net Ongoing Savings: \$711,085

Transfer IMD Savings to BU 921 SCVMC: \$1,000,000
Total 24 Hour Care Savings: \$1,711,085

▲ 24-Hour Care/Community Placement

Reduce the Length of Stay in Acute Inpatient Private Hospitals and Transfer \$1 million to Acute Psychiatric Services (APS): As of December 2010 the Department has been projecting a budget savings of \$1,711,085 in all 24-Hour Care programs with the exception of Acute Psychiatric Services (APS). However, the Mental Health Department has not been able to address the over spending in APS that is due to a registered nurse staffing ratio requirement at Barbara Arons Pavilion and a higher then budgeted census at Emergency Psychiatric Services. This Recommendation will transfer \$1 million from Institutions for Mental Disease (IMD) to APS (see BU 921 for more details) to properly budget the IMD and APS components of the 24-Hour Care System.

The net savings of \$711,085 is a result of staff actively working to find lower level placements within the community and reducing the length of stay in Acute Inpatient Private Hospitals, IMDs and State Hospitals. In addition the MHD has set up new housing programs through MHSA and has also enrolled some high need 24-Hour Care System clients into Full Service Partnership (FSP) programs.

Service Impact: The Department has established new housing programs and enrolled high need 24-Hour Care System clients into Full Service Partnership (FSP) programs which are “wraparound-like” services that include integrated treatment, social support, and housing support to clients with complex mental health needs. These services afford the client twenty-four hour case management services seven days a week. Service and support will be provided in their housing setting to assist in the client’s move to independent housing when necessary. FSP providers also have “flex funds” that can be used to purchase goods and services that support the

■ JPD Hall/Ranches

Delete 1.0 FTE Psychiatric Social Worker: The Mental Health Department provides psychiatric and clinical counseling services to youth in Juvenile Hall. It is understood that the Probation Department plans to significantly reduce the overall population in Juvenile Hall as part of its FY 2012 reduction plan; therefore, the reduction in a vacant 1.0 FTE clinical staff will not have a negative impact on services to the population. Over 15 FTE positions are assigned to this population, which include 1.2 FTE psychiatrist and over 10 FTE clinicians who provide screening, multi-disciplinary case conferences, aftercare planning, and direct services to the population in custody.

Service Impact: The position has been vacant since March. The expectation is to use budgeted Extra Help to address the caseload through the end of the fiscal year and/or until the reduction of Juvenile Hall census is completed. This position conducted approximately 750-800 mental health screenings last year, and carried a small caseload of clients.

**Positions Deleted: 1.0 FTE
Ongoing Savings: \$127,536**

■ Administration and Support Services

Transfer Funds for Grant Writing Services: The Mental Health Department will decrease its services and supplies budget by \$24,000 and transfer the equivalent amount to the Office of the County Executive’s budget to utilize the services of a grant writer.

Background: The Board of Supervisors allocated \$145,000 to the Office of the County Executive in Fiscal Year 2011 for one-time funding of grant writing services. This funding allowed continuation of contracted provisions of grant and professional writing assistance. In Fiscal Year 2012, the Mental Health Department expects to utilize the grant writing services for the



collection of departmental data and information, research, and preparation of grant proposals in order to maintain programs for client services.

Service Impact: A reduction in services and supplies will not negatively impact the current level of services. Utilizing these services will enhance the Department's service to clients.

Total Costs: \$0

Decrease Services and Supplies: \$24,000

Increase Professional Services: \$24,000

Provide \$200,000 One-time Funding to the Cold Weather Shelter Program (CWSP): The County has taken a significant leadership role in the newly-invigorated Destination: Home (D:H). The Destination: Home Two Year Plan states, "Economically, the (homeless) problem is too costly to sustain. Because of the burden on hospitals, prisons, substance abuse and mental health treatment programs, the per-person cost of homelessness to society is two to three times greater than the cost of providing permanent supportive housing - between \$15,000 and \$30,000 to provide housing, compared to more than \$60,000 in cumulative costs of homelessness."

Background: Between 2009 and 2010, there were 1,882 chronically homeless people in Santa Clara County. The goal of the D:H Two Year Plan is to use a three-pronged strategy to house 1,000 chronically homeless people in the County by 2013. The strategy involves: 1) systems change to streamline service access and reduce costs; 2) focusing community-based homeless services on "housing first"; and 3) building awareness through community outreach. These strategies emerged from the Blue Ribbon Commission on Ending Homelessness and Solving the Affordable Housing Crisis in Santa Clara County, as well as from the national 100K Homes Campaign and the effective Housing First model, both of which have been demonstrated to work to end homelessness in several cities and counties around the country.

Congruent with the commitment to the D:H Two Year Plan, the working group of Emergency Housing Consortium Lifebuilders, Destination: Home and the County are proposing a three-year proposal to close the CWSP. The CWSP will continue for Winter 2012 (November 2011 to March 2012) and the County will provide the same level of resources to the program as it has previously.

During 2011 and 2012, extensive planning and community outreach will be undertaken to prepare for ramping the CWSP program down. One of the two armory shelters will be identified for full closure in the Winter 2013 cold weather season. The determination of which shelter to close will be informed by the morbidity analysis that is being done by D:H in order to prioritize the most vulnerable homeless citizens for care. A small portion of the savings created by closing one of the two armories will provide resources for transportation to the Boccardo Reception Center (BRC) for clients who seek shelter at the closed site. The remainder will be reinvested to fund the D:H Streamlined Services initiative and to implement strategies to move the homeless clients from shelter to permanent housing.

There is ample evidence that supporting homelessness through shelters costs the County more in the long-run than moving chronic clients to permanent housing. In 2014, the plan is to discontinue both armory shelters. Preliminary discussions with the City of Sunnyvale indicate that there is some support for continuing to allow the CWSP to operate at the former National Guard Armory site during the transition, while the City redevelopment plans for the site are finalized.

Service Impact: The CWSP will continue to service the most vulnerable homeless population for Winter 2012 (November 2011 to March 2012).

One-Time Cost: \$200,000

Provide On-Going Funding to Support the Director of Homeless Systems: This recommendation provides general fund to support the creation of a new position, The Director of Homeless Systems. The funding will replace the loss of Mental Health Services Act (MHSA) revenue associated with covering the cost of 1.0 FTE Unclassified Management Analysis Program Manager II (MAPM II). The new Director position will replace this existing unclassified MAPM II position that is set to expire at the end of October 2011. Employee Services will perform a classification study to determine the appropriate job specifications and return to the Board in the first quarter of FY 2012 with a salary ordinance amendment to officially create the new position.

The costs associated with the deletion of the MAPM II and creation of the new Director are already budgeted in the base for FY 2012. The general fund will contribute to one-third of the costs associated with the new



positions. The remaining two-thirds of the costs are covered by funding from Destination Home and the Health Trust.

Service Impact: The new Director position will provide coordination and system improvement support to County services provided to the chronically homeless population.

Ongoing Costs: \$48,768
Loss of MHSA Revenue: \$48,768

Mental Health Department — Budget Unit 412 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
41201	MH Department Admin Fund 0001	\$ 36,260,690	\$ 50,612,120	\$ 49,695,985	\$ 49,533,189	\$ (1,078,931)	-2.1%
41202	Crisis, Outreach, Referral & Educ Div Fund 0001	9,039,996	11,117,394	11,099,327	11,413,327	295,933	2.7%
41203	Adult/Older Adult Div Fund 0001	55,480,093	76,953,974	95,589,340	90,892,543	13,938,569	18.1%
41204	Family & Children's Svcs Div Fund 0001	27,637,827	78,344,884	77,651,973	77,524,301	(820,583)	-1.0%
41205	Other Mental Health Svcs Fund 0001	46,751,264	47,722,545	47,799,966	48,269,865	547,320	1.1%
41213	MHSA	10,882,174	12,485,403	17,582,021	17,582,021	5,096,618	40.8%
Total Net Expenditures		\$ 186,052,044	\$ 277,236,320	\$ 299,418,612	\$ 295,215,246	\$ 17,978,926	6.5%

Mental Health Department — Budget Unit 412 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
41201	MH Department Admin Fund 0001	\$ 36,260,690	\$ 52,146,120	\$ 50,729,985	\$ 50,567,189	\$ (1,578,931)	-3.0%
41202	Crisis, Outreach, Referral & Educ Div Fund 0001	9,120,169	11,517,560	11,499,493	11,813,493	295,933	2.6%
41203	Adult/Older Adult Div Fund 0001	55,484,004	76,953,974	95,589,340	90,892,543	13,938,569	18.1%
41204	Family & Children's Svcs Div Fund 0001	29,545,701	80,281,599	80,674,917	80,547,245	265,646	0.3%
41205	Other Mental Health Svcs Fund 0001	46,751,264	47,722,545	47,799,966	48,269,865	547,320	1.1%
41213	MHSA	10,882,174	12,485,403	17,582,021	17,582,021	5,096,618	40.8%
Total Gross Expenditures		\$ 188,044,003	\$ 281,107,201	\$ 303,875,722	\$ 299,672,356	\$ 18,565,155	6.6%



Mental Health Department — Budget Unit 412

Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 35,446,756	\$ 40,878,243	\$ 42,407,663	\$ 40,263,759	\$ (614,484)	-1.5%
Services And Supplies	152,346,578	240,228,958	261,468,059	259,408,597	19,179,639	8.0%
Fixed Assets	250,670	—	—	—	—	—
Subtotal Expenditures	188,044,003	281,107,201	303,875,722	299,672,356	18,565,155	6.6%
Expenditure Transfers	(1,991,959)	(3,870,881)	(4,457,110)	(4,457,110)	(586,229)	15.1%
Total Net Expenditures	186,052,044	277,236,320	299,418,612	295,215,246	17,978,926	6.5%

Mental Health Department — Budget Unit 412

Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
41201	MH Department Admin Fund 0001	\$ 181,640,255	\$ 213,720,009	\$ 227,318,569	\$ 225,645,219	\$ 11,925,210	5.6%
41203	Adult/Older Adult Div Fund 0001	26,166	—	—	—	—	—
41204	Family & Children's Svcs Div Fund 0001	98,300	—	—	—	—	—
41213	MHSA	43,477	—	—	—	—	—
	Total Revenues	\$ 181,808,199	\$ 213,720,009	\$ 227,318,569	\$ 225,645,219	\$ 11,925,210	5.6%

MH Department Admin Fund 0001 — Cost Center 41201

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	73.5	\$ 50,612,120	\$ 213,720,009
Board Approved Adjustments During FY 2011	7.0	(3,493,591)	(4,028,592)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	3.5	32,288	—
Internal Service Fund Adjustments	—	1,980,842	17,627,152
Other Required Adjustments	—	564,326	—
Subtotal (Current Level Budget)	84.0	\$ 49,695,985	\$ 227,318,569
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
General Fund monies will replace the Mental Health Services Act Revenue for costs of the Mental Health Program Manager II	—	—	(48,768)
FY 2012 Data Processing Adjustment	—	(5)	—
Various General Fund Health Departments will decrease their services and supplies allocation and transfer funds to the Office of the County Executive in order to utilize the services of the grant writer on contract with the Office for the County Exec	—	24,000	—
One-time Rebate of DP Retained Earnings	—	(395)	—



MH Department Admin Fund 0001 — Cost Center 41201

Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
1. Reduce Funding for Unclassified Position	—	(114,000)	—
This action reduces funding for an unclassified Management Analysis Program Manager II position currently assigned to Homeless Services, to reflect the expiration of the position at the end of October 2011. In a separate action, the savings represented here will be used to support the creation of a new Director of Homeless Systems position provide coordination and system improvement support to county services provided to the chronically homeless population.			
2. Transfer Adult/Older Adult Outpatient Staff Delete Related Medi-Cal Revenue.	-0.5	(48,396)	(1,624,582)
Transfer 0.50 FTE Licensed Psych Tech positions, delete related Medi-Cal revenue and transfer community based organization clients from the Department of Mental Health's Adult/Older Adult Outpatient Services to the FQHC Behavioral Health Services.			
3. Transfer Funds for Grant Writing Services	—	(24,000)	—
The Department will decrease its services and supplies allocation and transfer funds to the Office of the County Executive in order to utilize the services of the grant writer on contract with the Office for the County Executive.			
Subtotal (Recommended Changes)	-0.5	\$ (162,796)	\$ (1,673,350)
Total Recommendation	83.5	\$ 49,533,189	\$ 225,645,219

Crisis, Outreach, Referral & Educ Div Fund 0001 — Cost Center 41202

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	34.5	\$ 11,117,394	\$ —
Board Approved Adjustments During FY 2011	3.5	713,347	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-6.0	(79,623)	—
Internal Service Fund Adjustments	—	3,562	—
Other Required Adjustments	—	(655,353)	—
Subtotal (Current Level Budget)	32.0	\$ 11,099,327	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
1. Director of Homeless Systems	—	114,000	—
This action provides funding to support the creation of a new position, Director of Homeless Systems to replace an existing unclassified Management Analysis Program Manager II (MAPM II) position that is set to expire at the end of October 2011.			
2. Cold Weather Shelter Program.	—	200,000	—
Congruent with the commitment to the Destination:Home Two Year Plan, the working group of Emergency Housing Consortium Lifebuilders, Destination Home and the County are proposing a three-year proposal to close the Cold Weather Shelter Program (CWSP). The CWSP will continue for Winter 2012 (November 2011 to March 2012) and the general fund will provide \$200,000 to the program.			
Subtotal (Recommended Changes)	—	\$ 314,000	\$ —
Total Recommendation	32.0	\$ 11,413,327	\$ —



Adult/Older Adult Div Fund 0001 — Cost Center 41203

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	109.0	\$ 76,953,974	\$ —
Board Approved Adjustments During FY 2011	—	17,114,901	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	5.0	2,140,520	—
Internal Service Fund Adjustments	—	211,563	—
Other Required Adjustments	—	(831,618)	—
Subtotal (Current Level Budget)	114.0	\$ 95,589,340	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Cost Recovery from Mental Health Department for Behavioral Health Services.	—	407,424	—
Decision Packages			
1. Transfer Adult/Older Adult Outpatient Staff and Clients to Federally Qualified Health Centers (FQHC) Behavior Health Services.	-10.5	(3,393,136)	—
Transfer 6.5 FTE Psychiatrist III, 4.0 FTE Licensed Psych Tech positions, delete related Medi-Cal revenue and transfer community based organization clients from the Department of Mental Health's Adult/Older Adult Outpatient Services to FQHC Behavioral Health Services.			
2. Reduce the Length of Stay in the Acute Inpatient Private Hospital Beds, Institute for Mental Disease (IMD), and State Hospital Beds and Transfer \$1 million to Acute Psychiatry Service (APS).	—	(1,711,085)	—
The Department is actively working to find lower level placements within the community in order to reduce the length of stay in Acute Inpatient Private Hospital beds, IMDs, and State Hospital beds, which are costly. In addition, the Department will transfer \$1 million to APS to address the over-spending issues (registered nurse staffing ratio requirements) at Barbara Arons Pavilion and a higher than budgeted census at Emergency Psychiatric Services. These two actions will properly budget the APS and IMD components of the 24-Hour Care System.			
Subtotal (Recommended Changes)	-10.5	\$ (4,696,797)	\$ —
Total Recommendation	103.5	\$ 90,892,543	\$ —

Family & Children's Svcs Div Fund 0001 — Cost Center 41204

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	82.0	\$ 78,344,884	\$ —
Board Approved Adjustments During FY 2011	—	471,255	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.5	468,058	—
Internal Service Fund Adjustments	—	(1,189,984)	—
Other Required Adjustments	—	(442,240)	—
Subtotal (Current Level Budget)	80.5	\$ 77,651,973	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
One-time Rebate of Voice Rate Retained Earnings	—	(686)	—
FY 2012 Voice Rate Adjustment	—	550	—



Family & Children's Svcs Div Fund 0001 — Cost Center 41204 Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
1. Delete 1.0 FTE Psychiatric Social Worker Position.	-1.0	(127,536)	—
This action deletes 1.0 FTE Psychiatric Social Worker position in Juvenile Hall. The Department will use budgeted Extra Help to cover the job duties associated with this code until the census in Juvenile Hall has decreased. This deletion will not have a negative effect on the overall population.			
Subtotal (Recommended Changes)	-1.0	\$ (127,672)	\$ —
Total Recommendation	79.5	\$ 77,524,301	\$ —

Other Mental Health Svcs Fund 0001 — Cost Center 41205 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	—	\$ 47,722,545	\$ —
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	77,421	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 47,799,966	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Reduce Acute Psychiatry Services	—	(355,072)	—
Adjust Reimbursement for Data Processing and Voice Communications Changes	—	(332)	—
Reduce Reimbursement for the Cost of Two 0.5 FTE Clinical Nurse Positions being Deleted.	—	(174,648)	—
One-time Rebate of Voice Rate Retained Earnings	—	(49)	—
Cost Recovery from Mental Health Department for 24-Hour Care Services.	—	1,000,000	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 469,899	\$ —
Total Recommendation	—	\$ 48,269,865	\$ —

MHSA — Cost Center 41213 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	35.5	\$ 12,485,403	\$ —
Board Approved Adjustments During FY 2011	—	5,155,726	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(45,051)	—
Internal Service Fund Adjustments	—	10,622	—
Other Required Adjustments	—	(24,679)	—
Subtotal (Current Level Budget)	34.5	\$ 17,582,021	\$ —

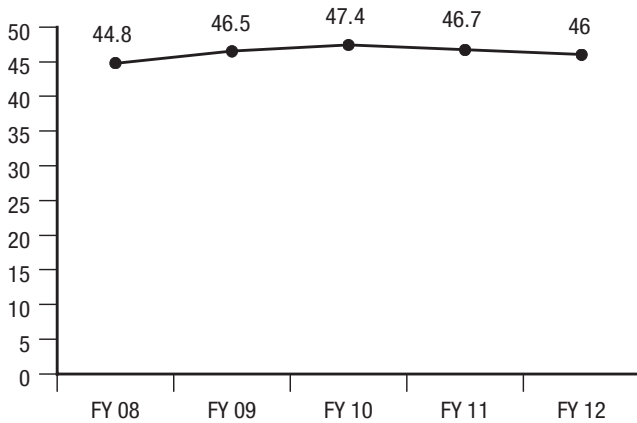
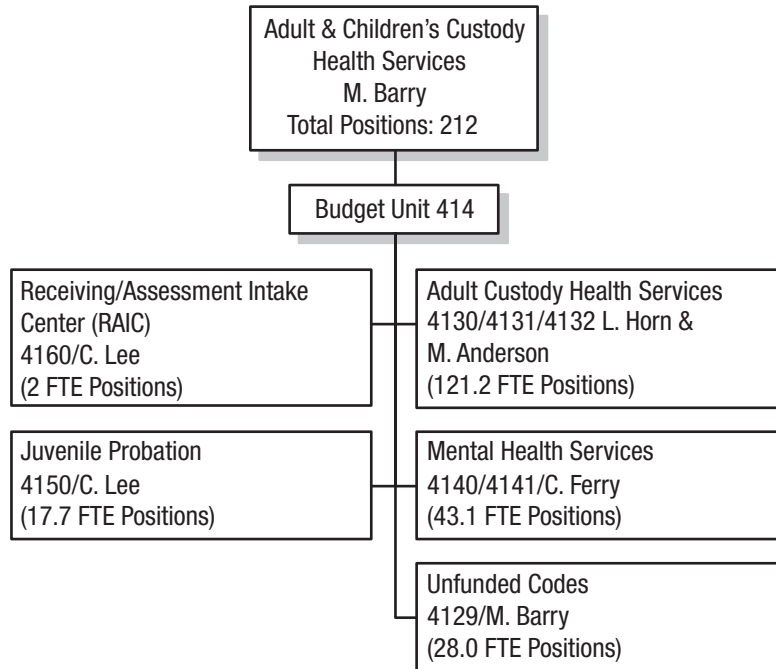


MHSA — Cost Center 41213
Major Changes to the Budget

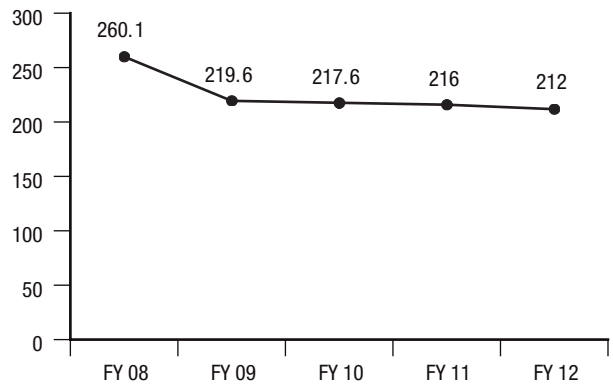
	Positions	Appropriations	Revenues
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	34.5	\$ 17,582,021	\$ —



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.



Public Purpose

- **Compliance with Health Care Mandates**
- **Prevention of Disease Transmission**
- **Continuity of Care**



Description of Major Services

Children's Shelter and Custody Health Service (CSCHS) 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, Mental Health, Pharmacy and Dental Services

Comprehensive medical, mental health and pharmacy services are provided to the residents/detainees of the Receiving/Assessment Intake Center, Juvenile Hall, the Juvenile Ranches, Main Jail, and the Elmwood complex.

Medical and mental health services also provide court evaluations and other types of reports/evaluations to county organizations such as the county court system, District Attorney, Department of Probation, Department of Correction, etc.

Limited pharmacy services are provided to the Medical and Mental Health clinics at Juvenile Hall, the Ranches (James & Wright Center), and the Receiving/Assessment Intake Center.

Dental services are provided to the residents/detainees of the Main Jail and Elmwood Facility.

Department Support Services

Comprehensive support services are provided to staff of CSCHS at Receiving/Assessment Intake Center, 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.

Services Provided to Residents/Detainees

Medical Services	Mental Health Services	Pharmacy Services	Dental Services
Medical assessment	Mental health assessment	Pharmacy Assessment	Dental assessment
Medication administration	Medication administration	Self administration of medication	Emergency Dental Services
Immunizations	Suicide assessments	Patient education	Limited service at Juvenile Hall
Patient education	Crisis intervention	Inventory/inspection	
Testing	Brief situational counseling	Drug information services	
In-house treatment	Acute psychiatric unit admissions	Pharmacist interventions	
Screening	Psychiatric medication monitoring	Pharmacist chart reviews	
MD evaluation and treatment	MD evaluation and treatment	Integrated pharmaceutical care services	
Specialized consultation	Court evaluations	Modified unit dose medication delivery system	
Referral treatment	Case management	On-site methadone program	
Court evaluations	Discharge planning		
Discharge planning	Referral to the community		
Hospice care	Interagency mental health education		
Infection control			

CSCHS Computerized Electronic Medical Records Management System

The Electronic Medical Records System (ELMR) is designed to meet the business and clinical needs of CSCHS. The medical clinics within the adult facilities moved to the ELMR in early 2009. Implementation for nursing services is still underway. Since all services are not fully functioning in the ELMR, a hybrid chart system is in effect until all aspects of services are moved to the electronic system. CHCHS is continuing to collaborate with Ambulatory Services to fully implement the ELMR. Upon completion the ELMR 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

Current and Emerging Issues

Despite a declining inmate census, Custody Health continues to experience the strain posed by an ever-increasing mentally ill and medically fragile population. Additionally, CHCHS has experienced a significant increase in the number of inmates that are elderly and ultimately determined to be suffering from an organic brain disorder. These inmates present extreme challenges for the Department in conducting comprehensive diagnostic evaluations for them and once diagnosed, attempting to find appropriate placements for these individuals in the community.

Typically, these inmates need assisted living environments and cannot return to their families due to the nature of the charges for which they were arrested.



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
Custody Dental	Yes	Mandated		■
Receiving/Assessment Intake Center Nursing/Clinical	Yes	Non-mandated		■
Custody Physicians	Yes	Mandated		■
			Medication that can be administered once or twice per day instead of three and four times per day will result in the deletion of 2.5 vacant FTE with no impact to in-custody clients.	
Custody Nursing/Clinical	Yes	Mandated	Functions previously performed by Licensed Vocational Nurses can be more cost effectively performed by Health Services Assistants with no impact to in-custody clients. Through the use of e-learning modules, the backfill required for mandated classroom training will be reduced from 16 hours/year to 8 hours/year with no impact to in-custody clients.	▣
Custody Pharmacy	Yes	Mandated	Due to the reduction in pharmaceutical costs for inmates, the Department is able to reduce expenditures by \$500,000 with no impact in service level.	■
Receiving/Assessment Intake Center Physicians	Yes	Non-mandated		■
Receiving/Assessment Intake Center Pharmacy	Yes	Non-mandated		■
Administration	Yes	Required	The preparation of the number of paper medical records has been reduced with the implementation of the Electronic Medical Record System (ELMR). As a result, work load has been absorbed by the current filled positions. The vacant 1.5 FTE Medical Unit Clerks will be deleted with no impact in service level or current workload.	■

Impact on Current Level of Service:

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

County Executive's Recommendation

▣ Custody Nursing/Clinical

Reduce the Number of Times Medication is Administered to In-Custody Patients: Medications are currently being administered to inmates and juveniles three and four times per day. These same medications can be prescribed by the custody physician to be administered once or twice per day and achieve the same outcome of

three and four times per day. The result of reducing medication administration to two-times per day would yield substantial savings in nursing time by reducing the number of trips to administer medications throughout the Jails and Juvenile Hall. This budget proposal deletes 3.0 vacant FTE Clinical Nurses and adds back a 0.5 FTE



Clinical Nurse. The following table summarizes the changes in staffing levels associated with each unit that administers medication to in-custody patients:

Clinical Nurse Staffing Level

Unit	FY 2011 FTE	FY 2012 FTE	Net FTE	Costs
Main Jail	50.9	49.9	-1.0	\$174,648
Elmwood	30.9	29.9	-1.0	\$155,316
Juvenile Hall	10.7	10.2	-0.5	\$70,656
Total Savings	92.5	90.0	-2.5	\$400,620

Service Impact: There is no negative impact associated with this change in medication administration. The in-custody patients will receive the same medication results as they did with the three to four per day medication dosage.

Net Positions Deleted: 2.5 FTE
Ongoing Savings: \$400,620

Delete 1.0 FTE Licensed Vocational Nurse (LVN) and Add 1.0 Health Services Assistant (HSA): Virtually all custody health infirmity patients require assistance with activities of daily living. Activities such as assistance with dressing, walking and bathing have been performed by a LVN. It is more cost effective to have a HSA perform these functions rather than a LVN. Currently, the main jail infirmity unit has a staffing level of 13-Clinical Nurses, 4-LVNs and 1-HSA. This proposal would delete the 1.0 vacant FTE LVN and add 1.0 FTE HSA.

Service Impact: There is no negative impact associated with this change. The infirmity patients will continue to receive the same level of assistance from medical personnel. In FY 2012, the main jail infirmity unit will have a new staffing level of 13 Clinical Nurses, 3 LVNs and 2 HSAs.

Ongoing Savings: 2,436

Delete 1.0 Vacant LVN: (\$84,012)
Add 1.0 HSA: \$81,576

Reduce Usage of Extra Help: Historically all Custody Health nursing staff have received 16-hours per year of mandated classroom training. All training hours required backfilling through the use of extra help per diem staff. Through the use of e-learning modules, the backfill required for mandated classroom training will

be reduced by 8 hours per year starting in FY 2012. With this change, the Department can reduce per diem expenses by \$70,000.

Service Impact: There is no impact to services as a result of this proposal. The current level of service will be maintained.

Ongoing Savings: \$70,000

Administration

Reduce 1.5 FTE Night Shift Clerical Staff: Prior to the implementation of the Electronic Medical Records (ELMR) in FY 2011, the night shift clerical staff answered phones and manually prepared medical records for the following day's clinic visits. Telephone calls have been managed through the use of an answering machine, and ELMR has significantly reduced the number of paper medical records that require preparation. The vacant night shift positions have not been back-filled, leaving one Medical Unit Clerk (MUC) to manage the work. As a result the Department has also reduced its overtime and operated the night shift within the approved FY 2011 budget.

Service Impact: The 1.0 FTE MUC at Elmwood and the 0.5 vacant FTE MUC at Juvenile Hall have been vacant the past four to five months. Since less staff time is necessary to process telephone calls and medical record, this proposal can be successfully accomplished based on the department's current staffing level experience. The in-custody patients and remaining staff will have no negative impact related to their nightly care or current workload requirements.

Positions Deleted: 1.5 FTE
Ongoing Savings: \$107,844

Reduce Pharmaceutical Purchases: The Department's expenditures to Santa Clara Valley Medical Center (SCVMC) and reimbursement from the Department of Correction (DOC) for inmate pharmaceutical purchases has declined. Based on historical trends and FY 2012 expenditure projections, DOC can reduce its pharmaceutical reimbursements to SCVMC by \$500,000 for inmate pharmaceutical purchases.

Service Impact: There is no negative impact on client services. The inmates will continue to receive their prescribed medication.

Ongoing Savings of \$500,000 is Reflected in BU 240 DOC

Reduce Pharmaceutical Reimbursement from DOC: \$500,000
Reduce Pharmaceutical Payment to VMC: (\$500,000)

Purchase New Infirmary Beds: The Main Jail's current infirmary beds were purchased prior to 1987. The beds have been utilized for approximately 24-years and are in need of replacement. Throughout the years, the beds

have been repaired by the BioMed Department of Santa Clara Valley Medical Center but due to the poor state of their current condition, BioMed staff is unable to make any further repairs. Custody Health will purchase 40 new infirmary beds at a cost of \$26,220.

Service Impact: Periodically, inmates have had to sleep on the floor in the Infirmary due to the lack of suitable beds. This proposal will provide adequate sleeping arrangements for the inmates.

One-Time Cost: \$26,220

**Custody Health Services — Budget Unit 414
Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
41401	Adult Custody Med Svcs Fund 0001	\$ (126,014)	\$ 100,000	\$ 25,000	\$ 25,000	\$ (75,000)	-75.0%
41402	Adult Custody Mental Health Svcs Fund 0001	978,484	—	—	—	—	—
4150	Juvenile Probation Med Svcs Fund 0001	406,511	—	—	—	—	—
4160	Children's Shelter Med Svcs Fund 0001	40,329	—	—	—	—	—
Total Net Expenditures		\$ 1,299,310	\$ 100,000	\$ 25,000	\$ 25,000	\$ (75,000)	-75.0%

**Custody Health Services — Budget Unit 414
Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
41401	Adult Custody Med Svcs Fund 0001	\$ 33,950,653	\$ 32,311,619	\$ 32,726,674	\$ 31,942,320	\$ (369,299)	-1.1%
41402	Adult Custody Mental Health Svcs Fund 0001	8,914,266	9,128,730	9,210,928	9,035,948	(92,782)	-1.0%
4150	Juvenile Probation Med Svcs Fund 0001	3,572,017	4,937,021	4,637,140	4,530,453	(406,568)	-8.2%
4160	Children's Shelter Med Svcs Fund 0001	850,794	300,395	303,755	303,755	3,360	1.1%
Total Gross Expenditures		\$ 47,287,730	\$ 46,677,765	\$ 46,878,497	\$ 45,812,476	\$ (865,289)	-1.9%



Custody Health Services — Budget Unit 414 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 37,745,622	\$ 35,802,525	\$ 36,730,469	\$ 36,149,569	\$ 347,044	1.0%
Services And Supplies	9,402,251	10,800,240	10,148,028	9,662,907	(1,137,333)	-10.5%
Fixed Assets	139,857	75,000	—	—	(75,000)	-100.0%
Subtotal Expenditures	47,287,730	46,677,765	46,878,497	45,812,476	(865,289)	-1.9%
Expenditure Transfers	(45,988,420)	(46,577,765)	(46,853,497)	(45,787,476)	790,289	-1.7%
Total Net Expenditures	1,299,310	100,000	25,000	25,000	(75,000)	-75.0%

Custody Health Services — Budget Unit 414 Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
41401	Adult Custody Med Svcs Fund 0001	\$ 21,517	\$ 100,000	\$ 25,000	\$ 25,000	\$ (75,000)	-75.0%
	Total Revenues	\$ 21,517	\$ 100,000	\$ 25,000	\$ 25,000	\$ (75,000)	-75.0%

Adult Custody Med Svcs Fund 0001 — Cost Center 41401 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	123.2	\$ 100,000	\$ 100,000
Board Approved Adjustments During FY 2011	—	342,851	(75,000)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	0.5	1,038,586	—
Internal Service Fund Adjustments	—	(1,038,586)	—
Other Required Adjustments	—	(417,851)	—
Subtotal (Current Level Budget)	123.7	\$ 25,000	\$ 25,000
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Reduce Reimbursement Related to Staffing Changes in the Main Jail.	—	2,436	—
Reduce Reimbursement for 1.0 FTE Vacant Clinical Nurse Positions being Deleted.	—	155,316	—
Reduce Reimbursement for Extra Help Coverage.	—	70,000	—
Adjust Reimbursement for Data Processing and Voice Communications Changes	—	10,930	—
Reduce Reimbursement for 1.0 FTE Vacant Medical Unit Clerk Position being Deleted.	—	71,892	—
Reduce Pharmaceutical Reimbursement from Department of Correction.	—	500,000	—
Cost Reimbursement to Purchase 40 Infirmary Beds for the Main Jail.	—	(26,220)	—
FY 2012 Data Processing Adjustment	—	(109)	—



Adult Custody Med Svcs Fund 0001 — Cost Center 41401

Major Changes to the Budget

	Positions	Appropriations	Revenues
One-time Rebate of Voice Rate Retained Earnings	—	(1,940)	—
FY 2012 Voice Rate Adjustment	—	(359)	—
One-time Rebate of DP Retained Earnings	—	(8,522)	—
Reduce Pharmaceutical Payment to Valley Medical Center	—	(500,000)	—
Decision Packages			
1. Delete 1.0 FTE Clinical Nurse and 1.0 FTE Medical Unit Clerk Positions.	-2.0	(227,208)	—
<p>Due to a change in how medication will be administered to the in-custody populations at the Elmwood, the Department will eliminate the 1.0 FTE Clinical Nurse positions for a savings of \$155,316. This proposal will not have a negative impact on the in-custody population requiring medication administration.</p> <p>In addition, the Department will eliminate the 1.0 FTE Medical Unit Clerk for a savings of \$71,892. This position is no longer utilized during the night shift to answer the phone or prepare paper medical records for the following day clinic hours. The evening hour calls are picked up by an answering machine and medical records are now electronic and do not require prep time by staff members.</p>			
2. Resource Adjustments In Main Jail Unit.	—	(46,216)	—
<p>The Main Jail infirmary beds are approximately 24-years old, in poor condition and not repairable. This action will allow Custody Health to purchase 40 new beds at a cost of \$26,220. The Department of Correction will reimburse Custody Health's expenditures to purchase these new beds.</p> <p>In addition, Custody Health will delete a Licensed Vocational Nurse and add a Health Services Assistant (HAS) for a total savings of \$2,436. This action will provide a more appropriate level of staffing to assist custody patients with dressing, walking and bathing in the Jail's infirmary unit.</p> <p>Lastly, all Custody nursing staff has previously received 16-hours of mandated classroom training per year. All training hours required backfilling through the use of per diem staff. Through the use of e-learning modules, the backfill required for mandated classroom training will be reduced to 8 hours per year and an ongoing General Fund savings of \$70,000.</p>			
Subtotal (Recommended Changes)	-2.0	\$ —	\$ —
Total Recommendation	121.7	\$ 25,000	\$ 25,000

Adult Custody Mental Health Svcs Fund 0001 — Cost Center 41402

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	72.1	\$ —	\$ —
Board Approved Adjustments During FY 2011	—	(108,171)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	138,748	—
Internal Service Fund Adjustments	—	(138,748)	—
Other Required Adjustments	—	108,171	—
Subtotal (Current Level Budget)	72.1	\$ —	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Adjust Reimbursement for Data Processing and Voice Communications Changes	—	332	—
Reduce Reimbursement for the Cost of Two 0.5 FTE Clinical Nurse Positions being Deleted.	—	174,648	—
One-time Rebate of Voice Rate Retained Earnings	—	(1,179)	—
FY 2012 Voice Rate Adjustment	—	847	—



Adult Custody Mental Health Svcs Fund 0001 — Cost Center 41402 Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
1. Delete Two 0.5 FTE Clinical Nurse Positions.	-1.0	(174,648)	—
Due to a change in how medication will be administered to the in-custody populations at the Main Jail, the Department will eliminate two 0.50 FTE Clinical Nurse positions. This proposal will not have a negative impact on the in-custody population requiring medication.			
Subtotal (Recommended Changes)	-1.0	\$ —	\$ —
Total Recommendation	71.1	\$ —	\$ —

Juvenile Probation Med Svcs Fund 0001 — Cost Center 4150 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	18.7	\$ —	\$ —
Board Approved Adjustments During FY 2011	—	(297,814)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-0.5	(266,094)	—
Internal Service Fund Adjustments	—	266,094	—
Other Required Adjustments	—	297,814	—
Subtotal (Current Level Budget)	18.2	\$ —	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Adjust Reimbursement for Data Processing and Voice Communications Changes	—	79	—
Reduce Reimbursement for 0.5 FTE Medical Unit Clerk Position being Deleted in Juvenile Hall.	—	35,952	—
Reduce Reimbursement for Staffing Modifications in Juvenile Hall.	—	70,656	—
One-time Rebate of Voice Rate Retained Earnings	—	(905)	—
FY 2012 Voice Rate Adjustment	—	826	—
Decision Packages			
1. Delete 0.5 FTE Medical Unit Clerk (MUC) at Juvenile Hall, Delete 1.0 FTE Clinical Nurse and Add Back a 0.5 FTE Clinical Nurse.	-1.0	(106,608)	—
The 0.5 FTE MUC at Juvenile Hall has been vacant the past four to five months. Less staff time is necessary to process telephone calls and medical records. Deleting the MUC will save the General Fund \$35,952. In addition, this proposal includes the Clinical Nurse (CN) staffing change related to the reduction in medication administration. The deletion of 1.0 FTE and the add back of a 0.5 FTE CN position will yield a savings of \$70,656.			
Subtotal (Recommended Changes)	-1.0	\$ —	\$ —
Total Recommendation	17.2	\$ —	\$ —

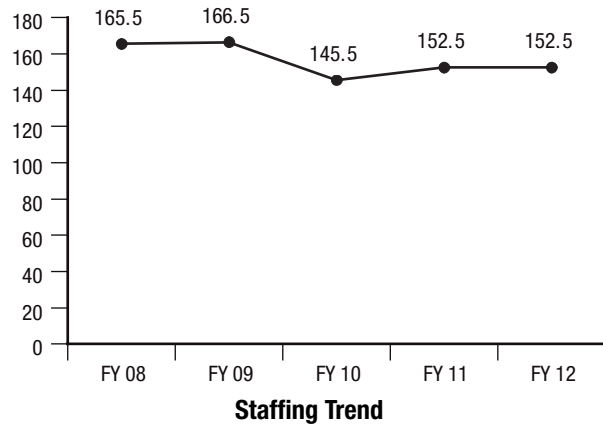
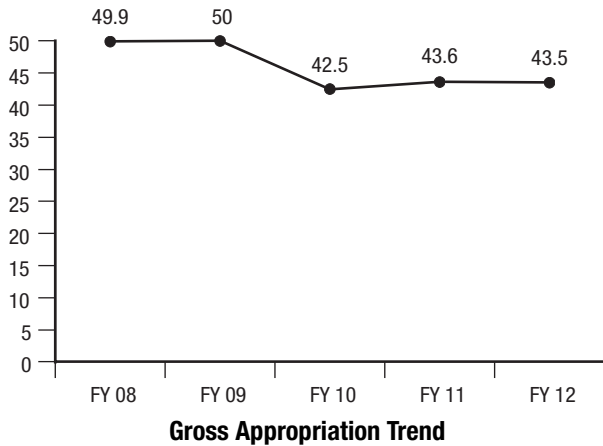
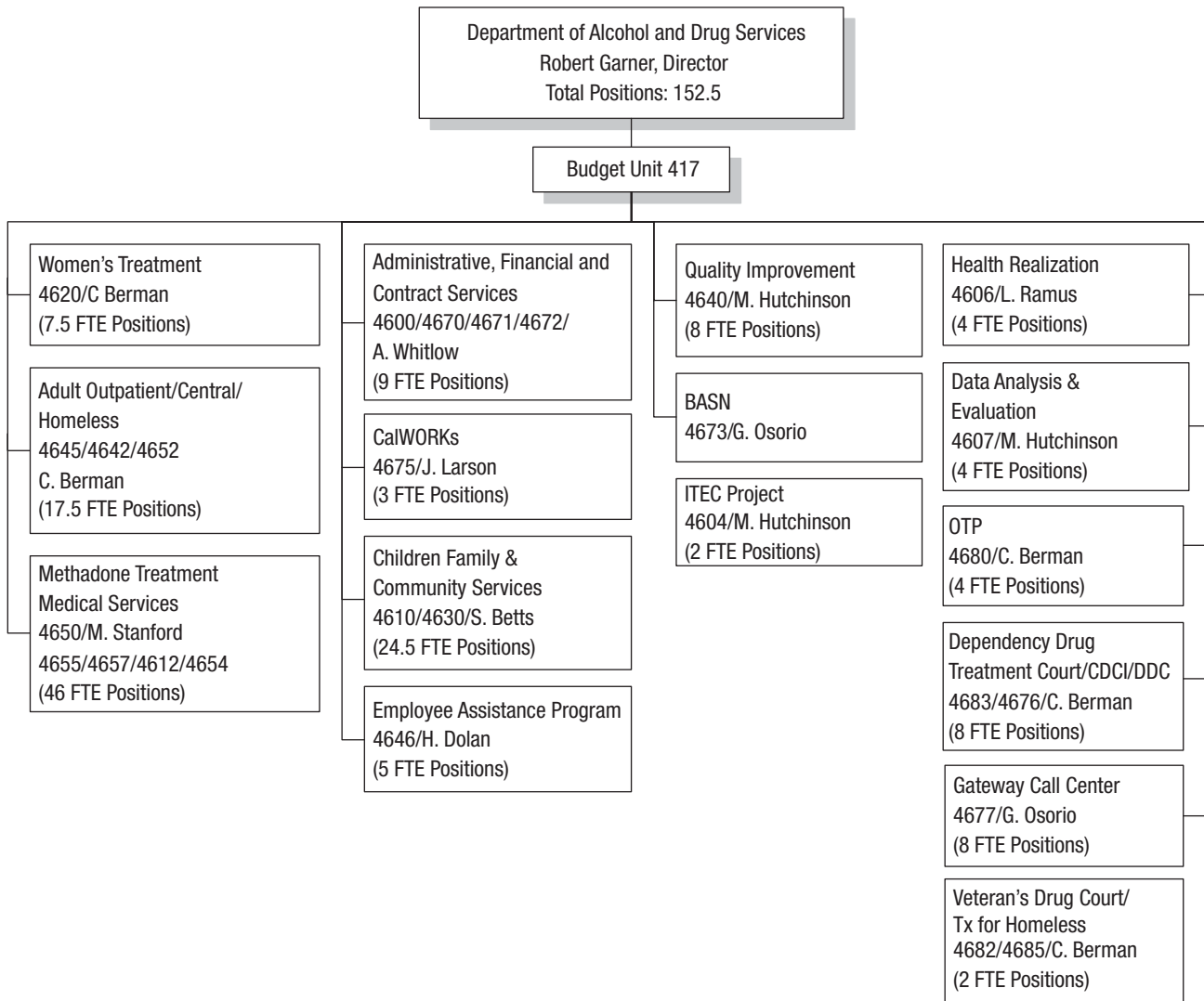


Children's Shelter Med Svcs Fund 0001 — Cost Center 4160
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	2.0	\$ —	\$ —
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	16,704	—
Internal Service Fund Adjustments	—	(16,704)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	2.0	\$ —	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	2.0	\$ —	\$ —



Department of Alcohol and Drug Services



Public Purpose

- ➔ Reduce the impact of alcohol and other drugs (AOD) on individuals and the community



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 over 7,000 residents of Santa Clara County, with the goal of reducing 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 clients 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 may access substance abuse treatment voluntarily or by referral from sources such as criminal justice agencies, including a variety of Drug Courts, social services, mental health and the larger health care system. All referrals are coordinated through the Department's Gateway Assessment Center, which provides initial screening and referral to the appropriate treatment provider for a full assessment and treatment

admission. Clients receive substance abuse treatment through DADS network of over 20 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.

In addition to substance abuse treatment, DADS also offers substance abuse prevention services. Prevention services programs focus on building coalitions, offering substance abuse & health promotion classes (through the Learning Institute and the 3-Principles division), and funding information dissemination through a community-based organization.

Over the past several years, the Department has seen an increase in demand for its services from voluntary clients, those referred by other departments such as Mental Health, Probation, Social Services and criminal adult, juvenile and dependency courts, combined with a reduction in its funding base to meet that demand. As a result, there are long waiting lists for clients to enter treatment. Much of the fund that is available to the Department is earmarked for specific priorities.

Current and Emerging Issues

DADS faces several specific finding problems. When established by the State, Proposition 36 funding was specified for five years, while the change in criminal law mandating treatment was permanent. After the five year funding period expired, state funds for Substance Abuse Crime Prevention Act (SACPA) were reduced and eventually eliminated. Initially, federal recovery funds were used to fund SACPA treatment. Federal funding for SACPA has shrunk, and the burden of providing treatment for SACPA clients falls entirely on the county.

The drug and alcohol field lacks a stable, viable third party funding mechanism. The current Medi-Cal system does not cover the entire cost of treatment, nor does it include an adequate benefit package, and most current DADS clients do not meet eligibility criteria. As a result, the system does not have a caseload-driven revenue source. The County has 70% of criminal justice clients in its treatment system, more than the statewide average, reflecting the aggressive support of the courts for treatment alternatives to incarceration. The effect of court-ordered treatment is to divert resources away from voluntary clients to criminal justice clients. DADS has responded to shortfalls in funding by seeking grant dollars to purchase residential treatment beds and transitional housing units.

Several new trends hold promise in reshaping funding substance abuse treatment. New health care legislation is expected to change the funding landscape for substance abuse clients, primarily through changes in eligibility for Medicaid, and reach local communities through FQHC (Federally Qualified Health Clinics) locally. The federal parity law will also expand access to substance abuse treatment. DADS future focus will be to integrate more fully with the primary medical care system, under the Person Centered Medical Home model. DADS also proposes to develop a presence in the commercial health care market, thus expanding its funding base beyond county general funds and grant funds.

The Department continues to be involved several innovative research projects that hold great promise to expand the field's knowledge about substance abuse treatment and improve outcomes in the treatment system. Implementation of chronic or continuing care strategies, client directed clinical practice, and linkages to primary medical care all hold great promise for improving services for clients.

Highlights of the DADS System of Care 2009-10

7120 admissions, 7147 discharges
About 29% substance abuse admissions involved a diagnosis of mental illness
275 clients were tested for HIV and 269 for Hepatitis C in the HIV Intervention Program
Approximately 1000 dually diagnosed clients receive treatment annually
2824 county residents received 3 Principles /Health Realization training

DADS Client Characteristics Compared to State of California

	DADS	California
Percent of clients who completed treatment	50%	40%
Percent of all admissions who were minorities	63%	50%
Percent of admissions that were methamphetamine	40%	26%
Percent of clients referred from the criminal justice system	66%	32%
Percent of clients who were health & drug free for 1 year or longer in the Medication-Assisted treatment program	53%	33%

Bay Area Services Network (BASN)

As this document went to print the Department was advised that State funding that supports the Bay Area Services Network (BASN) treatment services for parolees is being "suspended" for the next fiscal year. This is part of California Department of Correction's plan to reduce their parolee services by \$150 million.

This action will result in a loss of \$1,012,093 in State revenue for the County in FY 2012. Although the action is categorized as one-time, there is no assurance that funding would be restored in FY 2013.



Of the total \$1 million revenue loss, only \$101,209 (for administrative overhead) is a direct impact on the County General Fund. Contract service providers would lose \$907,894 in funding and the Department would be required to eliminate a small amount of funding for bus tokens for clients.

The Department was also verbally advised that referrals of clients will cease May 1, 2011 to allow for an orderly transition of clients. The following process is under consideration to address this issue:

1. Stop all new BASN intakes in these providers effective May 1, 2011.
2. Based on projected length of stays for current clients develop transition plans so no client is thrown out of treatment on June 30, 2011.
3. Advise providers that their contracts may have to be terminated on June 30, 2011, which means that a ter-

mination notice will have to be sent no later than May 31, 2011.

4. Begin planning to close out these services, including such things as securing client files and monitoring final claims.

Bay Area Service Network

Current Resources	Modality	Beds	Clients Served Annually	FY 2011 Contract Amount
Contract Services				
Family & Children Services	Outpatient	120	480	\$270,000
Project Ninety	Residential	14	112	\$449,680
CADS	THU	8	32	\$74,424
Pathway	THU	10	40	\$113,290
Subtotal Contracts				\$907,894
Administrative Overhead Reimbursement				\$101,209
Bus Tokens				\$2,990
Total Bay Area Service Network Program				\$1,012,093

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	No	Mandated		■
Methadone Services	Yes	Mandated		■
Medical Services	Yes	Mandated		■
Gateway Call Center	Yes	Non-Mandated		■
Administration and Support/Research and Evaluation/Quality Improvement	Yes	Required	A reduction in services and supplies to cover costs of grant writing services will not impact client services.	■
Adult Outpatient	Yes	Mandated	No change.	■
Residential Services	Yes	Mandated	No change.	■
Perinatal Services	Yes	Mandated	No change.	■
SACPA Services	Yes	Mandated	No change.	■
Residential Detox	Yes	Mandated	No change.	■
Adolescent Services	Yes	Mandated	No change.	■
HIV Services	Less than 5%	Mandated	No change.	■
Drinking Driver Program	No	Mandated	No change.	■
Drug Testing (SATTA)	No	Mandated	No change.	■

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
Dependency Drug Treatment Court	Yes	Non-mandated	No change.	■
Homeless Project	Yes	Non-mandated	No change.	■
Employee Assistance	Yes	Non-mandated	No change.	■
Prevention Services	Less than 5%	Non-mandated	No change.	■
Justice Services	No	Non-mandated	No change.	■
Health Realization	No	Non-mandated	No change.	■
Bay Area Services Network (BASN)	No	Non-mandated	No change.	■

Impact on Current Level of Service:

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

County Executive's Recommendation

The Department of Alcohol and Drug Services (DADS) will maintain its current level budget in Fiscal Year 2012. The Department will partner with the Office of the County Executive by providing funding to cover a portion of the expenses related to a grant writing contract and utilize the services for grant and professional writing assistance.

Service Impact: A reduction in services and supplies will not negatively impact the current level of services. Utilizing these services will enhance alcohol and drug service to clients.

Total Costs: \$0

Decrease Services and Supplies: \$36,000
Increase Professional Services: \$36,000

Administration and Support/Research and Evaluation/Quality Improvement

Transfer Funds for Grant Writing Services: The Department of Alcohol and Drug Services will decrease its services and supplies budget by \$36,000 and transfer the equivalent amount to the Office of the County Executive's budget to utilize the services of a grant writer.

Background: The Board of Supervisors allocated \$145,000 to the Office of the County Executive in Fiscal Year 2011 for one-time funding of grant writing services. This funding allowed continuation of contracted provisions of grant and professional writing assistance. In Fiscal Year 2012, the Department of Alcohol and Drug Services expects to utilize the grant writing services for the collection of departmental data and information, research, and preparation of grant proposals in order to maintain programs for client services.



Department Of Alcohol And Drug Programs — Budget Unit 417
Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
4600	Administration Fund 0001	\$ 6,535,936	\$ 6,713,834	\$ 5,451,157	\$ 5,451,157	\$ (1,262,677)	-18.8%
4604	ITEC Projects Fund 0001	3	431,814	273,552	273,552	(158,262)	-36.7%
4606	Health Realization Fund 0001	616,455	670,544	666,202	666,202	(4,342)	-0.6%
4607	Data Analysis & Evaluation Fund 0001	336,766	485,544	511,740	511,740	26,196	5.4%
4610	CFCs Svcs Fund 0001	3,332,718	3,427,306	3,395,164	3,395,164	(32,142)	-0.9%
4612	HIV Svcs Fund 0001	249,235	280,360	259,970	259,970	(20,390)	-7.3%
4620	Perinatal Substance Abuse Fund 0001	1,392,636	2,006,693	2,030,486	2,030,486	23,793	1.2%
4630	Prevention Svcs Fund 0001	1,583,667	1,839,557	1,812,696	1,812,696	(26,861)	-1.5%
4640	Quality Improvement Fund 0001	957,565	976,153	1,011,601	1,011,601	35,448	3.6%
4642	Homeless Project Fund 0001	226,150	223,664	231,776	231,776	8,112	3.6%
4645	Adult Services Fund 0001	643,963	665,754	688,169	688,169	22,415	3.4%
4646	Employee Assist Prog Fund 0001	615,594	639,363	655,182	655,182	15,819	2.5%
4650	Medical Services Fund 0001	2,527,947	2,597,797	2,663,402	2,663,402	65,605	2.5%
4652	Central Ctr Fund 0001	1,140,229	1,129,675	1,151,889	1,151,889	22,214	2.0%
4654	Alexian Health Clinic Fund 0001	65,273	825,064	725,298	725,298	(99,766)	-12.1%
4655	Central Valley Clinic Fund 0001	2,164,585	1,462,962	1,525,221	1,525,221	62,259	4.3%
4656	North County Ctr Fund 0001	2,126	—	—	—	—	—
4657	South County Clinic Fund 0001	723,057	659,693	798,728	798,728	139,035	21.1%
4658	East Valley Ctr Fund 0001	2,779	—	—	—	—	—
4659	West Valley Ctr Fund 0001	380	—	—	—	—	—
4670	Justice Svcs Fund 0001	973,112	981,176	1,060,682	1,060,682	79,506	8.1%
4671	Contract Svcs Fund 0001	8,899,795	7,409,773	7,373,444	7,373,444	(36,329)	-0.5%
4672	SACPA Svcs Fund 0001	475,408	2,477,146	2,454,530	2,454,530	(22,616)	-0.9%
4673	Basn Svcs Fund 0001	905,714	910,884	1,012,093	1,012,093	101,209	11.1%
4675	Calworks Prog Fund 0001	81,802	—	(20,166)	(20,166)	(20,166)	—
4676	Dependency Drug Treatment Ct Fund 0001	983,462	1,231,806	1,267,211	1,267,211	35,405	2.9%
4677	Gateway Assessment Fund 0001	550,007	700,316	744,585	744,585	44,269	6.3%
4678	Offender Treatment Program Fund 0001	1,781	—	—	—	—	—
4679	Recovery Act Justice Asst Grant Fund 0001	148,707	—	—	—	—	—
4680	Offender Treatment Program III - Fund 0001	972,880	1,000,958	1,010,075	1,010,075	9,117	0.9%
4681	Regular Justice Assistance Grant Fund 0001	115,021	—	—	—	—	—
4682	Veterans Drug Court	134,590	292,734	303,030	303,030	10,296	3.5%
4683	Comp Drug Court Imp-DDC Fund 0001	—	240,358	250,654	250,654	10,296	4.3%
4684	Parolee Reentry Court Grant Fund 0001	—	—	128,000	128,000	128,000	—
4685	SAMSHA Treatment for Homeless Fund 0001	—	—	352,808	352,808	352,808	—
Total Net Expenditures		\$ 37,359,343	\$ 40,280,928	\$ 39,789,179	\$ 39,789,179	\$ (491,749)	-1.2%



Department Of Alcohol And Drug Programs — Budget Unit 417
Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
4600	Administration Fund 0001	\$ 6,663,183	\$ 6,841,081	\$ 5,913,980	\$ 5,913,980	\$ (927,101)	-13.6%
4604	ITEC Projects Fund 0001	3	431,814	273,552	273,552	(158,262)	-36.7%
4606	Health Realization Fund 0001	619,375	670,544	666,202	666,202	(4,342)	-0.6%
4607	Data Analysis & Evaluation Fund 0001	336,766	485,544	511,740	511,740	26,196	5.4%
4610	CFCs Svcs Fund 0001	3,332,718	3,427,306	3,395,164	3,395,164	(32,142)	-0.9%
4612	HIV Svcs Fund 0001	249,235	280,360	259,970	259,970	(20,390)	-7.3%
4620	Perinatal Substance Abuse Fund 0001	1,954,076	2,687,593	2,711,386	2,711,386	23,793	0.9%
4630	Prevention Svcs Fund 0001	1,583,667	1,839,557	1,812,696	1,812,696	(26,861)	-1.5%
4640	Quality Improvement Fund 0001	957,565	976,153	1,011,601	1,011,601	35,448	3.6%
4642	Homeless Project Fund 0001	226,150	223,664	231,776	231,776	8,112	3.6%
4645	Adult Services Fund 0001	643,963	665,754	688,169	688,169	22,415	3.4%
4646	Employee Assist Prog Fund 0001	615,594	639,363	655,182	655,182	15,819	2.5%
4650	Medical Services Fund 0001	2,551,774	2,618,797	2,684,402	2,684,402	65,605	2.5%
4652	Central Ctr Fund 0001	1,140,229	1,129,675	1,151,889	1,151,889	22,214	2.0%
4654	Alexian Health Clinic Fund 0001	65,353	825,064	725,298	725,298	(99,766)	-12.1%
4655	Central Valley Clinic Fund 0001	2,165,085	1,465,462	1,527,721	1,527,721	62,259	4.2%
4656	North County Ctr Fund 0001	2,126	—	—	—	—	—
4657	South County Clinic Fund 0001	723,057	659,693	798,728	798,728	139,035	21.1%
4658	East Valley Ctr Fund 0001	2,779	—	—	—	—	—
4659	West Valley Ctr Fund 0001	380	—	—	—	—	—
4670	Justice Svcs Fund 0001	973,112	981,176	1,060,682	1,060,682	79,506	8.1%
4671	Contract Svcs Fund 0001	8,899,795	7,409,773	7,373,444	7,373,444	(36,329)	-0.5%
4672	SACPA Svcs Fund 0001	1,623,371	2,477,146	2,454,530	2,454,530	(22,616)	-0.9%
4673	Basn Svcs Fund 0001	905,714	910,884	1,012,093	1,012,093	101,209	11.1%
4675	Calworks Prog Fund 0001	2,770,314	2,329,289	2,436,370	2,436,370	107,081	4.6%
4676	Dependency Drug Treatment Ct Fund 0001	1,157,851	1,342,802	1,378,207	1,378,207	35,405	2.6%
4677	Gateway Assessment Fund 0001	550,007	700,316	744,585	744,585	44,269	6.3%
4678	Offender Treatment Program Fund 0001	1,781	—	—	—	—	—
4679	Recovery Act Justice Asst Grant Fund 0001	148,707	—	—	—	—	—
4680	Offender Treatment Program III - Fund 0001	972,880	1,000,958	1,010,075	1,010,075	9,117	0.9%
4681	Regular Justice Assistance Grant Fund 0001	115,021	—	—	—	—	—
4682	Veterans Drug Court	134,590	292,734	303,030	303,030	10,296	3.5%
4683	Comp Drug Court Imp-DDC Fund 0001	—	240,358	250,654	250,654	10,296	4.3%
4684	Parolee Reentry Court Grant Fund 0001	—	—	128,000	128,000	128,000	—
4685	SAMSHA Treatment for Homeless Fund 0001	—	—	352,808	352,808	352,808	—
Total Gross Expenditures		\$ 42,086,221	\$ 43,552,860	\$ 43,523,934	\$ 43,523,934	\$ (28,926)	-0.1%



Department Of Alcohol And Drug Programs — Budget Unit 417

Expenditures by Object

Object	FY 2010	FY 2011	FY 2012	FY 2012	Amount Chg	% Chg From
	Actuals	Approved	Base Budget	Recommended	From FY 2011	FY 2011
					Approved	Approved
Salaries And Employee Benefits	\$ 16,308,828	\$ 17,302,512	\$ 17,964,753	\$ 17,964,753	\$ 662,241	3.8%
Services And Supplies	25,777,393	26,024,316	25,333,149	25,333,149	(691,167)	-2.7%
Reserves	—	226,032	226,032	226,032	—	—
Subtotal Expenditures	42,086,221	43,552,860	43,523,934	43,523,934	(28,926)	-0.1%
Expenditure Transfers	(4,726,878)	(3,271,932)	(3,734,755)	(3,734,755)	(462,823)	14.1%
Total Net Expenditures	37,359,343	40,280,928	39,789,179	39,789,179	(491,749)	-1.2%

Department Of Alcohol And Drug Programs — Budget Unit 417

Revenues by Cost Center

CC	Cost Center Name	FY 2010	FY 2011	FY 2012	FY 2012	Amount Chg	% Chg From
		Actuals	Approved	Base Budget	Recommended	From FY 2011	FY 2011
						Approved	Approved
4600	Administration Fund 0001	\$ 9,608,046	\$ 9,814,694	\$ 9,728,811	\$ 9,728,811	\$ (85,883)	-0.9%
4606	Health Realization Fund 0001	4,064	4,000	2,000	2,000	(2,000)	-50.0%
4607	Data Analysis & Evaluation Fund 0001	12,750	—	—	—	—	—
4610	CFCS Svcs Fund 0001	888,924	860,409	817,284	817,284	(43,125)	-5.0%
4612	HIV Svcs Fund 0001	392,756	388,385	346,448	346,448	(41,937)	-10.8%
4620	Perinatal Substance Abuse Fund 0001	1,225,088	1,215,673	1,215,673	1,215,673	—	—
4630	Prevention Svcs Fund 0001	2,433,311	2,471,885	2,449,934	2,449,934	(21,951)	-0.9%
4652	Central Ctr Fund 0001	15,013	17,813	9,713	9,713	(8,100)	-45.5%
4654	Alexian Health Clinic Fund 0001	7,100	45,000	53,000	53,000	8,000	17.8%
4655	Central Valley Clinic Fund 0001	150,692	113,000	170,500	170,500	57,500	50.9%
4656	North County Ctr Fund 0001	663	—	—	—	—	—
4657	South County Clinic Fund 0001	67,395	38,700	99,300	99,300	60,600	156.6%
4658	East Valley Ctr Fund 0001	887	—	—	—	—	—
4670	Justice Svcs Fund 0001	1,436,489	1,489,158	1,427,158	1,427,158	(62,000)	-4.2%
4671	Contract Svcs Fund 0001	19,513	—	—	—	—	—
4672	SACPA Svcs Fund 0001	(1)	—	—	—	—	—
4673	Basn Svcs Fund 0001	985,093	1,012,093	1,012,093	1,012,093	—	—
4675	Calworks Prog Fund 0001	2,786	—	—	—	—	—
4676	Dependency Drug Treatment Ct Fund 0001	249,181	—	—	—	—	—
4679	Recovery Act Justice Asst Grant Fund 0001	161,245	—	—	—	—	—
4680	Offender Treatment Program III - Fund 0001	798,534	—	—	—	—	—
4681	Regular Justice Assistance Grant Fund 0001	115,021	—	—	—	—	—



Department Of Alcohol And Drug Programs — Budget Unit 417

Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
4682	Veterans Drug Court	94,219	292,734	292,734	292,734	—	—
4683	Comp Drug Court Imp-DDC Fund 0001	—	249,181	249,181	249,181	—	—
4684	Parolee Reentry Court Grant Fund 0001	—	—	128,000	128,000	128,000	—
4685	SAMSHA Treatment for Homeless Fund 0001	—	—	350,000	350,000	350,000	—
Total Revenues		\$ 18,668,767	\$ 18,012,725	\$ 18,351,829	\$ 18,351,829	339,104	1.9%

Administration Fund 0001 — Cost Center 4600

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	9.0	\$ 6,713,834	\$ 9,814,694
Board Approved Adjustments During FY 2011	—	109,676	(113,416)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	45,705	—
Internal Service Fund Adjustments	—	(1,417,833)	27,533
Other Required Adjustments	—	(225)	—
Subtotal (Current Level Budget)	9.0	\$ 5,451,157	\$ 9,728,811
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
The Department will decrease services and supplies allocation and transfer funds to the Office of the County Executive in order to utilize the services of the grant writer on contract with the Office for the County Executive.	—	36,000	—
Decision Packages			
1. Transfer Funds for Grant Writing Services	—	(36,000)	—
The Department will decrease its services and supplies allocation and transfer funds to the Office of the County Executive in order to utilize the services of the grant writer on contract with the Office for the County Executive.			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	9.0	\$ 5,451,157	\$ 9,728,811

ITEC Projects Fund 0001 — Cost Center 4604

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	2.0	\$ 431,814	\$ —
Board Approved Adjustments During FY 2011	—	(146,178)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	53,488	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(65,572)	—



ITEC Projects Fund 0001 — Cost Center 4604 Major Changes to the Budget

	Positions	Appropriations	Revenues
Subtotal (Current Level Budget)	2.0	\$ 273,552	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	2.0	\$ 273,552	\$ —

Health Realization Fund 0001 — Cost Center 4606 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	4.0	\$ 670,544	\$ 4,000
Board Approved Adjustments During FY 2011	—	(11,716)	(2,000)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	7,815	—
Internal Service Fund Adjustments	—	(402)	—
Other Required Adjustments	—	(39)	—
Subtotal (Current Level Budget)	4.0	\$ 666,202	\$ 2,000
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	4.0	\$ 666,202	\$ 2,000

Data Analysis & Evaluation Fund 0001 — Cost Center 4607 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	4.0	\$ 485,544	\$ —
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	26,196	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	4.0	\$ 511,740	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	4.0	\$ 511,740	\$ —



CFCS Svcs Fund 0001 — Cost Center 4610 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	17.5	\$ 3,427,306	\$ 860,409
Board Approved Adjustments During FY 2011	-1.0	(120,541)	(43,125)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(29,104)	—
Internal Service Fund Adjustments	—	(38)	—
Other Required Adjustments	—	117,541	—
Subtotal (Current Level Budget)	16.5	\$ 3,395,164	\$ 817,284
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	16.5	\$ 3,395,164	\$ 817,284

HIV Svcs Fund 0001 — Cost Center 4612 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	2.0	\$ 280,360	\$ 388,385
Board Approved Adjustments During FY 2011	—	(27,590)	(41,937)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	7,200	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	2.0	\$ 259,970	\$ 346,448
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	2.0	\$ 259,970	\$ 346,448

Perinatal Substance Abuse Fund 0001 — Cost Center 4620 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	7.5	\$ 2,006,693	\$ 1,215,673
Board Approved Adjustments During FY 2011	—	70	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	23,518	—
Internal Service Fund Adjustments	—	275	—
Other Required Adjustments	—	(70)	—
Subtotal (Current Level Budget)	7.5	\$ 2,030,486	\$ 1,215,673



Perinatal Substance Abuse Fund 0001 — Cost Center 4620
Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	7.5	\$ 2,030,486	\$ 1,215,673

Prevention Svcs Fund 0001 — Cost Center 4630
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	8.0	\$ 1,839,557	\$ 2,471,885
Board Approved Adjustments During FY 2011	—	(70,965)	(21,951)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	46,139	—
Internal Service Fund Adjustments	—	(2,000)	—
Other Required Adjustments	—	(35)	—
Subtotal (Current Level Budget)	8.0	\$ 1,812,696	\$ 2,449,934
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	8.0	\$ 1,812,696	\$ 2,449,934

Quality Improvement Fund 0001 — Cost Center 4640
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	8.0	\$ 976,153	\$ —
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	35,448	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	8.0	\$ 1,011,601	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	8.0	\$ 1,011,601	\$ —



Homeless Project Fund 0001 — Cost Center 4642 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	2.0	\$ 223,664	\$ —
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	8,112	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	2.0	\$ 231,776	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	2.0	\$ 231,776	\$ —

Adult Services Fund 0001 — Cost Center 4645 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	5.0	\$ 665,754	\$ —
Board Approved Adjustments During FY 2011	—	35	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	22,415	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(35)	—
Subtotal (Current Level Budget)	5.0	\$ 688,169	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	5.0	\$ 688,169	\$ —

Employee Assist Prog Fund 0001 — Cost Center 4646 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	5.0	\$ 639,363	\$ —
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	20,976	—
Internal Service Fund Adjustments	—	(5,157)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	5.0	\$ 655,182	\$ —



Employee Assist Prog Fund 0001 — Cost Center 4646 Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	5.0	\$ 655,182	\$ —

Medical Services Fund 0001 — Cost Center 4650 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	19.0	\$ 2,597,797	\$ —
Board Approved Adjustments During FY 2011	—	13	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	65,605	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(13)	—
Subtotal (Current Level Budget)	19.0	\$ 2,663,402	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	19.0	\$ 2,663,402	\$ —

Central Ctr Fund 0001 — Cost Center 4652 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	10.5	\$ 1,129,675	\$ 17,813
Board Approved Adjustments During FY 2011	—	152	(8,100)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	22,214	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(152)	—
Subtotal (Current Level Budget)	10.5	\$ 1,151,889	\$ 9,713
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	10.5	\$ 1,151,889	\$ 9,713



Alexian Health Clinic Fund 0001 — Cost Center 4654 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	7.0	\$ 825,064	\$ 45,000
Board Approved Adjustments During FY 2011	—	—	8,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(94,310)	—
Internal Service Fund Adjustments	—	(5,456)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	6.0	\$ 725,298	\$ 53,000
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	6.0	\$ 725,298	\$ 53,000

Central Valley Clinic Fund 0001 — Cost Center 4655 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	13.0	\$ 1,462,962	\$ 113,000
Board Approved Adjustments During FY 2011	—	2,845	57,500
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	61,576	—
Internal Service Fund Adjustments	—	683	—
Other Required Adjustments	—	(2,845)	—
Subtotal (Current Level Budget)	13.0	\$ 1,525,221	\$ 170,500
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	13.0	\$ 1,525,221	\$ 170,500

South County Clinic Fund 0001 — Cost Center 4657 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	5.0	\$ 659,693	\$ 38,700
Board Approved Adjustments During FY 2011	—	142	60,600
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	138,670	—
Internal Service Fund Adjustments	—	365	—
Other Required Adjustments	—	(142)	—
Subtotal (Current Level Budget)	6.0	\$ 798,728	\$ 99,300



South County Clinic Fund 0001 — Cost Center 4657
Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	6.0	\$ 798,728	\$ 99,300

Justice Svcs Fund 0001 — Cost Center 4670
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	—	\$ 981,176	\$ 1,489,158
Board Approved Adjustments During FY 2011	—	—	(2,000)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	79,506	(60,000)
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 1,060,682	\$ 1,427,158
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 1,060,682	\$ 1,427,158

Contract Svcs Fund 0001 — Cost Center 4671
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	—	\$ 7,409,773	\$ —
Board Approved Adjustments During FY 2011	—	(71,740)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	35,411	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 7,373,444	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 7,373,444	\$ —



SACPA Svcs Fund 0001 — Cost Center 4672 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	—	\$ 2,477,146	\$ —
Board Approved Adjustments During FY 2011	—	(22,616)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 2,454,530	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 2,454,530	\$ —

Basn Svcs Fund 0001 — Cost Center 4673 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	—	\$ 910,884	\$ 1,012,093
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	101,209	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 1,012,093	\$ 1,012,093
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 1,012,093	\$ 1,012,093

Calworks Prog Fund 0001 — Cost Center 4675 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	3.0	\$ —	\$ —
Board Approved Adjustments During FY 2011	—	(33,030)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	450,722	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(437,858)	—
Subtotal (Current Level Budget)	3.0	\$ (20,166)	\$ —



Calworks Prog Fund 0001 — Cost Center 4675
Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	3.0	\$ (20,166)	\$ —

Dependency Drug Treatment Ct Fund 0001 — Cost Center 4676
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	6.0	\$ 1,231,806	\$ —
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	32,292	—
Internal Service Fund Adjustments	—	3,113	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	6.0	\$ 1,267,211	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	6.0	\$ 1,267,211	\$ —

Gateway Assessment Fund 0001 — Cost Center 4677
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	8.0	\$ 700,316	\$ —
Board Approved Adjustments During FY 2011	—	91	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	44,269	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(91)	—
Subtotal (Current Level Budget)	8.0	\$ 744,585	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	8.0	\$ 744,585	\$ —



Offender Treatment Program III - Fund 0001 — Cost Center 4680 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	4.0	\$ 1,000,958	\$ —
Board Approved Adjustments During FY 2011	—	(8,057)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	9,117	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	8,057	—
Subtotal (Current Level Budget)	4.0	\$ 1,010,075	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	4.0	\$ 1,010,075	\$ —

Veterans Drug Court — Cost Center 4682 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	1.0	\$ 292,734	\$ 292,734
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	10,296	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	1.0	\$ 303,030	\$ 292,734
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	1.0	\$ 303,030	\$ 292,734

Comp Drug Court Imp-DDC Fund 0001 — Cost Center 4683 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	2.0	\$ 240,358	\$ 249,181
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	10,296	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	2.0	\$ 250,654	\$ 249,181



Comp Drug Court Imp-DDC Fund 0001 — Cost Center 4683
Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	2.0	\$ 250,654	\$ 249,181

Parolee Reentry Court Grant Fund 0001 — Cost Center 4684
Major Changes to the Budget

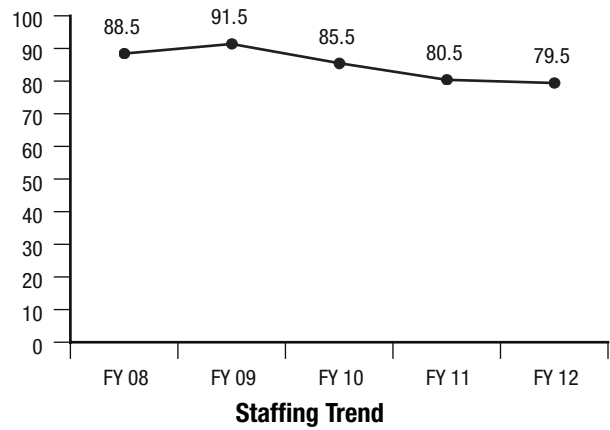
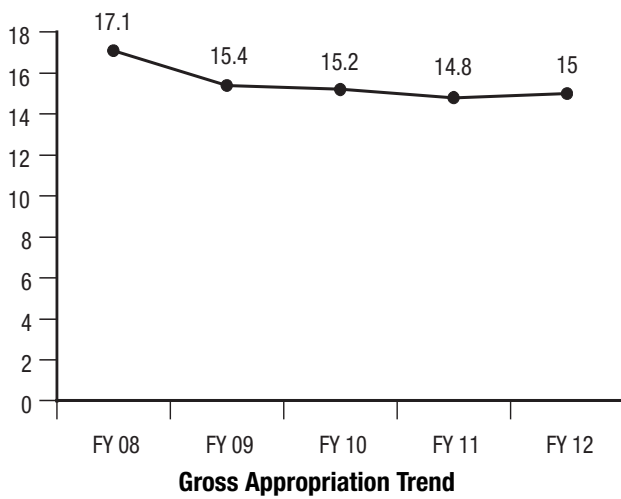
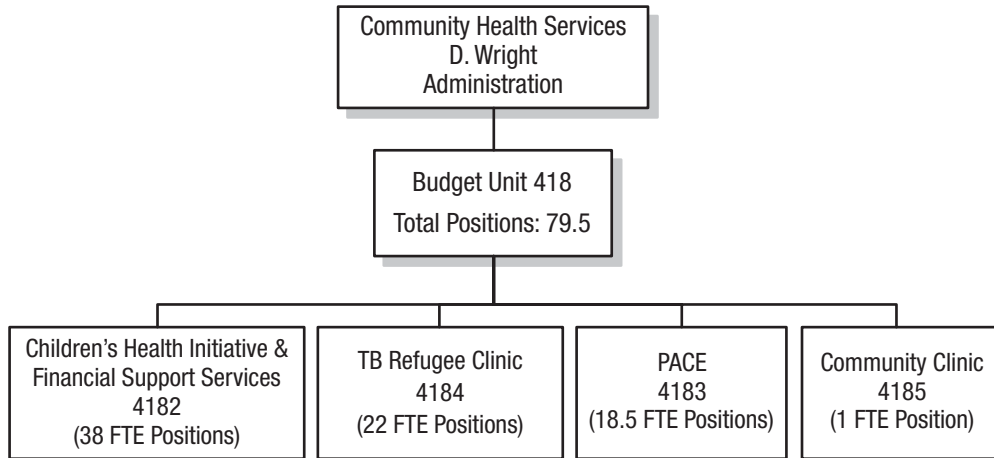
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2011	—	128,000	128,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 128,000	\$ 128,000
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 128,000	\$ 128,000

SAMSHA Treatment for Homeless Fund 0001 — Cost Center 4685
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2011	1.0	315,212	350,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	35,573	—
Internal Service Fund Adjustments	—	37,596	—
Other Required Adjustments	—	(35,573)	—
Subtotal (Current Level Budget)	1.0	\$ 352,808	\$ 350,000
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	1.0	\$ 352,808	\$ 350,000



Community Health Services



Public Purpose

Promote the health and well-being of children and families in Santa Clara County by:

- ➔ Providing access to comprehensive health insurance for all children
- ➔ Providing access to public health clinical services to ensure a healthy community and reduction of health risk



Description of Major Services

Community Health Services (CHS) was created as a department in FY 2000/2001 to include School Linked Services and the Children's Health Initiative (CHI). In FY 2007/2008, three programs were moved from the Public Health Department into CHS to reflect the management and administrative structure of those programs. Also, in FY 2007/2008, due to County deficits the School Linked Services Program was essentially eliminated.

CHS currently performs three unique functions: Financial Support Services (FSS), which increase access to healthcare services for county residents, and revenue for health care services provided by SCVHHS by enrolling children, adults and seniors in appropriate public health insurance programs; Public Health Clinics (PHC), which provides health assessments and treatments for residents with HIV and/or TB; and Community Clinics (CC), which provides financial support to our partners, the community clinics, to assist the county in fulfilling the County's Welfare Institutions Code Section 17000 requirements.

Financial Support Services staff is mainly funded by programs such as Medi-Cal Administrative Activities (MAA), and expense transfer to Valley Medical Center.

In addition, the FSS staff's successful outreach and enrollment of clients positively affects SCVMC, Public Health, Mental Health, and Drug and Alcohol Departments finances. As more clients are converted from uninsured to insured, services provided can be billed to a third party instead of solely using the County's General Fund to fund the service. This is also the case for community-based organizations that serve publicly insured patients, as enrolled patients can also seek care at those locations. Based on an independent consultant's analysis in November 2006, the outreach work of the Financial Support Services staff resulted in net revenue of \$11 million for SCVMC in just one year. The amount would be greater if other SCVHHS departments were included in the analysis.

The trend in state and federal policies has been to make it more difficult for people to qualify for and retain their benefits in public programs, which increases the time FSS staff must spend with each client. The FSS unit's work has also grown with enrollment for Valley Care, a new coverage program for low-income documented residents of Santa Clara County.

CHS includes two clinics: the Ira Greene PACE Clinic and the TB Clinic. The PACE Clinic provides comprehensive HIV/AIDS services, including medical, psychiatric and licensed clinical social work counseling, nutrition, health education, medical case management, and more. The funding for these services is primarily through Federal and State grants (~75%), which require a Maintenance of Effort in continuing County funding. The TB Clinic receives grant funding through TB Control and the State Refugee Health Branch, and is a Federal Qualified Health Center site. Santa Clara County has the fourth highest rate and number of TB cases in the state, and more cases than over 30 states. TB services require a richer mix of staff than a primary care

clinic because of the communicable disease risk, and a greater need for compliance in treatment to protect the public's health. TB Clinic also provides the Refugee Health Assessment for newly arriving refugees, requiring a special language and skill mix.

Also included in CHS is some support of the community clinics. The community clinics face similar funding reduction threats as does SCVHHS. It is important to help community clinics be viable to expand the safety net structure in the county. They have the same mission as SCVMC and are important partners in the healthcare safety net.

Current and Emerging Issues

The Community Health Services Budget Unit is comprised of Financial Support Services (now part of the Patient Access Department), TB Refugee Clinic, PACE Clinic and the Community Clinic grants.

Financial Support Services

The Patient Access Department will continue to provide financial counseling assistance in the areas of: Emergency Department, Express Care, Admitting, Inpatient, Outpatient and Community Clinics. To ensure that patients are financially cleared prior to receiving elective services, a financial clearance center pilot was established at Valley Health Center at Gilroy. The pilot was successful, thus financial clearance centers will be rolled out to two additional primary care clinics in FY 2012. During the roll out for these two clinics, the Center for Leadership will be utilized.

The Patient Access Department is moving toward a pro-active and progressive model of completing the front end processes, registration and financial screening. Appointments for elective services will not be confirmed until all required demographic and financial information is captured, and payer/insurance information is verified.

To support these efforts will require leveraging of technology. Technology initiatives include:

- Better co-ordination between scheduling and registration systems
- Creation of a patient financial database

- Implementation of a Quality Assurance tool

Federal Health Care Reform will require expanded enrollment activities on the part of the Patient Access Department. The first phase will include enrollment of over 30,000 individuals in the Medicaid Coverage Expansion (MCE) project.

TB Clinic

Emerging issues in TB include the fact that SCVMC's patients are often uninsured or underinsured. More of them are homeless as the economy becomes worse. Obtaining medical services for their other medical problems always remains a challenge.

Refugee Health Program

For refugee populations, the major issue is tying them in to ongoing care for the medical problems identified through their initial exams. Refugees lose their Medi-Cal benefits at eight months; dental care for adults is virtually unavailable; mental health care for many of refugees is a priority. Through a partnership with the Centers for Survivors of Torture, on-site screening for refugees who may be suffering from PTSD, anxiety and depression is provided, which has been extremely helpful for our patients.

PACE Clinic

For HIV/AIDS care, there has been an increase in patients as people lose their healthcare insurance with the loss of jobs. The Federal Health Resources and Services Administration has become much more stringent in reporting requirements, which is



challenging with inadequate data collection systems. There is an alarming increase in the incidence of syphilis among PACE patients, which means a significant risk of HIV spread.

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
PACE Clinic	Yes	Mandated	No change.	■
TB Clinic	Yes	Mandated	No change.	■
Community Health Clinics	Yes	Mandated	No change.	■
Children's Health Initiative	Yes	Non-Mandated	No change.	■
Financial Support Services	Yes	Non-Mandated	No change.	■
Administration and Support Services	Yes	Required	A reduction in services and supplies to cover costs of grant writing services will not impact client services.	■

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

County Executive's Recommendation

Administration and Support Services

Transfer Funds for Grant Writing Services: Community Health Services will decrease its contract services budget by \$18,000 and transfer the equivalent amount to the Office of the County Executive's budget to utilize the services of a grant writer.

Background: The Board of Supervisors allocated \$145,000 to the Office of the County Executive in Fiscal Year 2011 of one-time funding for grant writing services. This funding allowed continuation of contracted provisions of grant and professional writing assistance. In Fiscal Year 2012, Community Health Services expects to utilize the grant writing services for the collection of departmental data and information, research, and preparation of grant proposals in order to maintain programs for client services.

Service Impact: A reduction in contract services will not negatively impact the current level of services. Utilizing these services will enhance community health service to clients.

Total Costs: \$0

Decrease Contract Services: \$18,000
 Increase Professional Services: \$18,000



Community Health Services — Budget Unit 418 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
4181	School Linked Svcs Fund 0001	\$ (7,889)	\$ —	\$ —	\$ —	\$ —	—
4182	Children's Hlth Initiative & Outreach Fund 0001	4,068,617	3,572,087	3,649,899	3,646,899	74,812	2.1%
4183	Partners in AIDS Care & Education Fund 0001	1,979,287	1,757,610	1,911,620	1,911,620	154,010	8.8%
4184	TB Refugee Clinic Fund 0001	2,977,120	2,925,459	3,149,573	3,149,573	224,114	7.7%
4185	Community Clinics Fund 0001	3,547,882	3,518,978	3,433,172	3,433,172	(85,806)	-2.4%
Total Net Expenditures		\$ 12,565,018	\$ 11,774,134	\$ 12,144,264	\$ 12,141,264	\$ 367,130	3.1%

Community Health Services — Budget Unit 418 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
4181	School Linked Svcs Fund 0001	\$ (7,889)	\$ —	\$ —	\$ —	\$ —	—
4182	Children's Hlth Initiative & Outreach Fund 0001	5,068,711	4,572,181	4,649,993	4,646,993	74,812	1.6%
4183	Partners in AIDS Care & Education Fund 0001	3,333,833	3,548,790	3,615,358	3,615,358	66,568	1.9%
4184	TB Refugee Clinic Fund 0001	3,242,533	3,174,744	3,276,570	3,276,570	101,826	3.2%
4185	Community Clinics Fund 0001	3,547,882	3,518,978	3,433,172	3,433,172	(85,806)	-2.4%
Total Gross Expenditures		\$ 15,185,071	\$ 14,814,693	\$ 14,975,093	\$ 14,972,093	\$ 157,400	1.1%

Community Health Services — Budget Unit 418 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 9,097,488	\$ 8,562,908	\$ 8,657,400	\$ 8,657,400	\$ 94,492	1.1%
Services And Supplies	6,087,583	6,251,785	6,317,693	6,314,693	62,908	1.0%
Subtotal Expenditures	15,185,071	14,814,693	14,975,093	14,972,093	157,400	1.1%
Expenditure Transfers	(2,620,053)	(3,040,559)	(2,830,829)	(2,830,829)	209,730	-6.9%
Total Net Expenditures	12,565,018	11,774,134	12,144,264	12,141,264	367,130	3.1%



Community Health Services — Budget Unit 418

Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
4182	Children's Hlth Initiative & Outreach Fund 0001	956,060	1,245,687	914,000	914,000	(331,687)	-26.6%
4183	Partners in AIDS Care & Education Fund 0001	1,135,783	1,088,903	1,189,721	1,189,721	100,818	9.3%
4184	TB Refugee Clinic Fund 0001	3,304,544	2,692,413	3,063,300	3,063,300	370,887	13.8%
Total Revenues \$		5,396,387 \$	5,027,003 \$	5,167,021 \$	5,167,021 \$	140,018	2.8%

Children's Hlth Initiative & Outreach Fund 0001 — Cost Center 4182

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	39.0	\$ 3,572,087	\$ 1,245,687
Board Approved Adjustments During FY 2011	-1.0	(131,797)	(331,687)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	53,231	—
Internal Service Fund Adjustments	—	160,457	—
Other Required Adjustments	—	(4,079)	—
Subtotal (Current Level Budget)	38.0	\$ 3,649,899	\$ 914,000
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
FY 2012 Printing Adjustment	—	(3,000)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (3,000)	\$ —
Total Recommendation	38.0	\$ 3,646,899	\$ 914,000

Partners in AIDS Care & Education Fund 0001 — Cost Center 4183

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	18.5	\$ 1,757,610	\$ 1,088,903
Board Approved Adjustments During FY 2011	—	48,896	100,818
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	44,997	—
Internal Service Fund Adjustments	—	59,166	—
Other Required Adjustments	—	951	—
Subtotal (Current Level Budget)	18.5	\$ 1,911,620	\$ 1,189,721
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
The Department will decrease its services and supplies allocation and transfer funds to the Office of the County Executive in order to utilize the services of the grant writer on contract with the Office for the County Executive.	—	18,000	—



Partners in AIDS Care & Education Fund 0001 — Cost Center 4183
Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
1. Transfer Funds for Grant Writing Services	—	(18,000)	—
The Department will decrease its contracts services allocation and transfer funds to the Office of the County Executive in order to utilize the services of the grant writer on contract with the Office for the County Executive.			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	18.5	\$ 1,911,620	\$ 1,189,721

TB Refugee Clinic Fund 0001 — Cost Center 4184
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	22.0	\$ 2,925,459	\$ 2,692,413
Board Approved Adjustments During FY 2011	—	77,501	370,887
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	92,012	—
Internal Service Fund Adjustments	—	55,958	—
Other Required Adjustments	—	(1,357)	—
Subtotal (Current Level Budget)	22.0	\$ 3,149,573	\$ 3,063,300
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	22.0	\$ 3,149,573	\$ 3,063,300

Community Clinics Fund 0001 — Cost Center 4185
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	1.0	\$ 3,518,978	\$ —
Board Approved Adjustments During FY 2011	—	(77,248)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	2,376	—
Internal Service Fund Adjustments	—	(10,934)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	1.0	\$ 3,433,172	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	1.0	\$ 3,433,172	\$ —



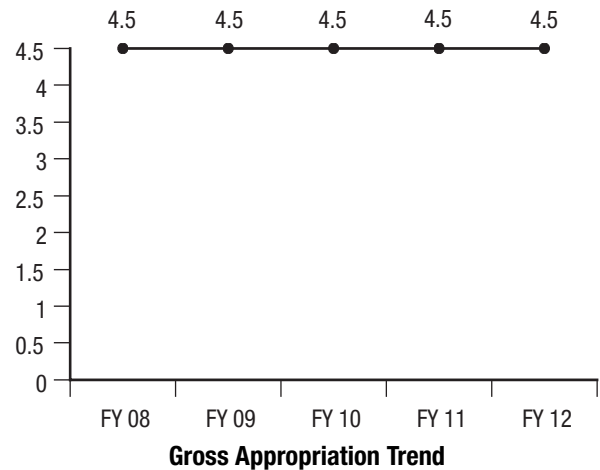
Children's Health Initiative

Overview

The Santa Clara County Board of Supervisors approved the creation of the Children's Health Initiative (CHI) in 2000. The goal of CHI has been to provide comprehensive health, dental and vision coverage for 100% of the uninsured children in Santa Clara County whose families earn 300% of the federal poverty level or below. To meet this goal, CHI established significant program principles:

- Every child in Santa Clara County shall have real access to regular health care as a result of being insured.
- No uninsured child who is a resident of Santa Clara County and whose parents earn at or below 300 percent of the federal poverty level shall be turned away from receiving health coverage.
- The outreach plan shall become a model "best practices" program within the State of California, with elements that include education of families on the appropriate use of benefits and the health care system, and, improvement of enrollment retention.

A key component in the development and success of the CHI was the creation of the Healthy Kids insurance product, which allowed all low-to-moderate income families to access health insurance for their children. Healthy Kids provides a health insurance option for families whose income or status preclude them from enrolling in Medi-Cal or Healthy Families. Since the first child applied for Healthy Kids in 2001, more than 172,000 children have been assisted in enrolling for the three programs. When the CHI was created, 2/3 of the 71,000 uninsured children in the county were eligible for government programs but had not enrolled. This has decreased significantly; now there are only an estimated 18,000 uninsured children in Santa Clara County.



In addition, Santa Clara County's CHI program has been replicated in 29 other counties across the state, demonstrating the success and value of the approach.

Each year since 2000, the Board of Supervisors has allocated \$3,000,000 from Tobacco Settlement Funds to underwrite premiums for children; these funds are leveraged to draw additional funding from cities, foundations, businesses and private philanthropy.

Beginning in 2006, this program began to draw down federal matching funds for health insurance for qualified children in the Healthy Kids program whose families earn between 250-300% of the Federal Poverty Level (FPL) and are legal residents.

Healthy Children — Budget Unit 612 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
6112	Healthy Children Fund 0012	\$ 3,744,343	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ —	—
	Total Net Expenditures	\$ 3,744,343	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ —	—



Healthy Children — Budget Unit 612 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
6112	Healthy Children Fund 0012	\$ 3,744,343	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ —	—
Total Gross Expenditures		\$ 3,744,343	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ —	—

Healthy Children — Budget Unit 612 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Services And Supplies	3,744,343	4,500,000	4,500,000	4,500,000	—	—
Subtotal Expenditures	3,744,343	4,500,000	4,500,000	4,500,000	—	—
Total Net Expenditures	3,744,343	4,500,000	4,500,000	4,500,000	—	—

Healthy Children — Budget Unit 612 Revenues by Cost Center

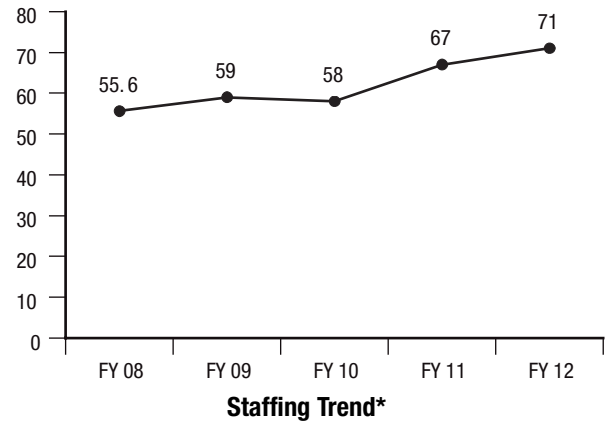
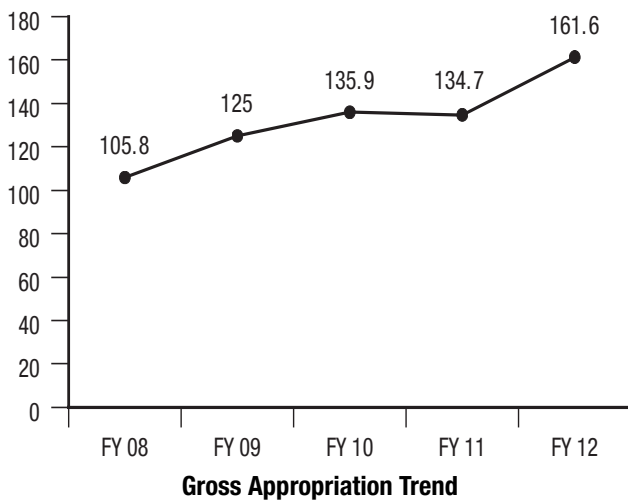
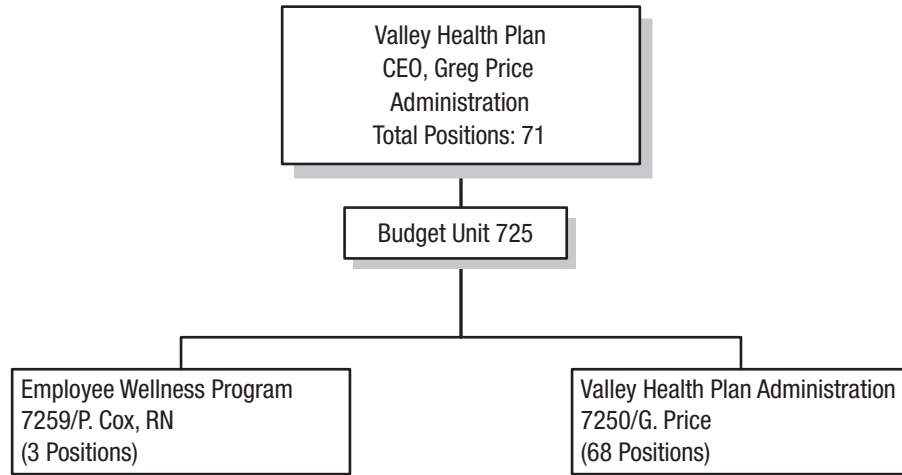
CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
6112	Healthy Children Fund 0012	\$ 3,524,979	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ —	—
Total Revenues		\$ 3,524,979	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ —	—

Healthy Children Fund 0012 — Cost Center 6112 Major Changes to the Budget

	Positions	Appropriations	Revenues
Childrens Health Initiative (Fund Number 0012)			
FY 2011 Approved Budget	—	\$ 4,500,000	\$ 4,500,000
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 4,500,000	\$ 4,500,000
Recommended Changes for FY 2012			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 4,500,000	\$ 4,500,000



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.

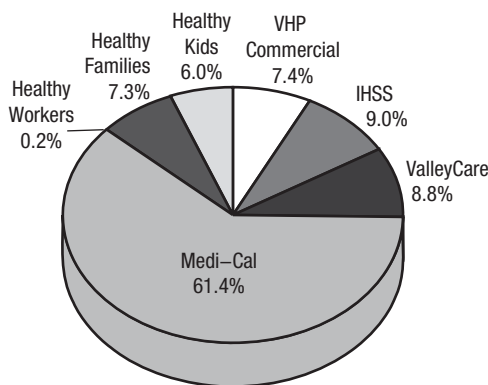


Description of Major Services

Valley Health Plan (VHP) is a State licensed health plan owned and operated by the County of Santa Clara. VHP offers Commercial HMO insurance coverage to County employees, retirees and individual conversions, Council on Aging, First Five Commission, Valley Transit Authority and In Home Support Services Workers (IHSS). VHP also provides managed care services to Santa Clara Valley Medical Center (SCVMC) for Santa Clara Family Health Plan members who are assigned to SCVMC through public programs such as Medi-Cal and Healthy Families, as well as a local product for uninsured children, Healthy Kids and Healthy Workers, a County subsidized program for small employers. VHP also manages the Valley Care, a public program to expand coverage to previously uninsured up to the 200% of federal poverty level. As of February 2011, VHP manages more than 82,000 lives between the six product lines, as shown in the following chart.

The majority of the services provided to VHP enrollees are provided by SCVMC. The VHP network also includes local community clinics, San Jose Medical Group, Santa Clara County Independent Practice Association, Stanford Medical Center, St. Louise Hospital, Lucile Packard Children's Hospital, O'Connor Medical Center and other providers of healthcare for mental health, substance abuse, chiropractic, acupuncture, and related services.

VHP has recognized the need to reposition the health plan and become competitive with the other commercial health plans currently offered to County employees. In order to be an attractive option to employees, VHP's strategy is to expand its network of providers to match the network of the other commercial health plans. In the next fiscal year, VHP will continue to increase its provider network with other physician groups and several new hospitals. VHP will also expand its pharmacy network through an agreement with a Pharmacy Benefit Management organization.



Valley Health Plan Enrollment by Product Line as of February 2011



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		■
Medi-Cal Managed Care	No	Non-Mandated		■
Administration and Support	No	Required	Add 1.0 FTE VHP Medical Director	▲
Commercial Plan	No	Non-Mandated	Service expansion	▲
Commercial IHSS and COA	No	Non-Mandated		■
Healthy Family	No	Non-Mandated		■
Healthy Kids	No	Non-Mandated		■
Employee Wellness Program	Yes	Non-Mandated	Transferred Program from Employee Services Agency.	▲

Impact on Current Level of Service:

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

County Executive's Recommendation

Transfer of Employee Wellness from ESA

Transfer Employee Wellness Program from Employee Services Agency (ESA) The Wellness Program will be transferred to the Valley Health Plan from the Employee Services Agency, consolidating all functions and staff, and capitalizing on available non-General Fund resources. This consolidation plan will do the following:

- Transfer filled 3.0 Health Education Specialists - (\$374,641)
- Transfer funding for services and supplies - (\$57,026)
- Transfer reimbursement through the Health Rate - \$433,152

Background: On August 24, 2010 the Board of Supervisors approved the request to reposition the Employee Wellness Program under the leadership of VHP as an organizing body. The goal was to support the enhancement of employees' mental and physical health, improve job satisfaction, increase employee retention and reduce medical costs for the County, without compromising service levels.

VHP reviewed current wellness activities from various County departments to provide insight into potential interdepartmental collaboration between County agencies and departments, such as the Public Health

Department, Parks and Recreation, Employee Health, the Employee Assistance Program, and VHP. The current program provides a solid foundation of basic wellness activities such as the health fair, employee screenings, fitness classes, and other resources. In addition, the County has a wealth of untapped internal resources that could provide wellness opportunities and provide the building blocks necessary to improve the existing wellness foundation.

Service Impact: VHP will leverage funds and use redirected General Fund resources to create a robust and dynamic multi-pronged approach involving the concerted effort of key stakeholders, partners, and employees. A repositioned Employee Wellness Program will capture the Board of Supervisors' vision in transforming the County into a hub of wellness and healthy living.

Positions Added: 3.0
Ongoing Cost in VHP: \$433,152
Ongoing Savings in ESA: \$433,152
Net General Fund Savings: \$0



▲ Service Expansion

Increase Expenditure, Revenue, and Reimbursement in Service Delivery Areas for Program Expansion Opportunities As VHP moves ahead in transforming itself into a multi-leveled dynamic managed health care system, the following areas will experience increased activity requiring additional resources:

Increase Marketing Expense Budget: In anticipation of a significant revenue opportunity projected to be worth at least \$8.5 million in new plan revenues, VHP has created a specific marketing fund to provide all employees with information about new choices they will have for providers in the VHP network. It is critical that employees understand that these choices include high quality private sector providers that many of them may already be seeing through their existing carrier, and that they would not be required to change providers or use the County healthcare system if they joined VHP.

Total Ongoing Cost: \$500,000

Utilization initiatives increase by \$1,000,000: The utilization budget has been focused on the cost containment infrastructure. Pharmacy expenses are estimated to be \$36 million annually, which VHP is not able to track or manage under the current system, representing approximately 25% of the total medical loss ratio. This recommendation provides for a contract with a pharmacy benefits management company to:

- provide an expanded pharmacy network, as well as to allow access to clinical data on drug usage and financial data to successfully manage drug expenses and health status
- provide an expanded pharmacy network for new commercial members so that they may access Walgreens, CVS and Rite Aide. The SCVMC pharmacy service is one on the top reasons why members terminate their coverage with VHP, therefore the Plan anticipates opportunities to improve member satisfaction.

Total Ongoing Cost: \$1,000,000

Revenue for Management Services at \$692,137: VHP will be managing an additional 28,000 patients as a result of health care reform for Medi-Cal Expansion, the Coverage Initiative, and the Ryan White program. These funds are from SCVMC, and need to be tracked and

expensed, as SCVMC will recover 50% of this cost through a claiming process with the State that requires detailed documentation of this expense.

Total Ongoing Revenue: \$692,137

Reduce Network Expansion Reserve: Valley Health Plan is required to maintain a reserve for unexpected medical expenses as a factor of revenue generation, and is proposing a reduction in the network reserve by moving some of these funds from reserve status to revenue. This reallocation would offset expenses projected to support a network expansion in anticipation of a significant increase of 1,000 commercial subscribers resulting in \$8.5 million dollars in new revenue.

Total Ongoing Reduction: \$807,863

▲ Transfer VHP Medical Director

Executive Medical Director: Due to the formation of a physicians union, five executive positions were created for key physician leaders in the Health and Hospital System. This position was previously an unfunded position in SCVMC. It will now be transferred to VHP, where plans are to fill this position in FY 2012 as the VHP Executive Medical Director.

**Positions Transfer: 1.0
Ongoing Cost: \$288,588**

SCVMC-Valley Health Plan — Budget Unit 725 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
72501	Valley Health Plan Group Fund 0380	137,754,826	132,765,943	158,189,166	158,188,935	25,422,992	19.1%
Total Net Expenditures		\$ 137,754,826	\$ 132,765,943	\$ 158,189,166	\$ 158,188,935	\$ 25,422,992	19.1%

SCVMC-Valley Health Plan — Budget Unit 725 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
7259	VHP-Employee Wellness Program	\$ —	\$ —	\$ 210,770	\$ 643,922	\$ 643,922	—
72501	Valley Health Plan Group Fund 0380	137,760,722	134,728,725	160,232,211	160,924,117	26,195,392	19.4%
Total Gross Expenditures		\$ 137,760,722	\$ 134,728,725	\$ 160,442,981	\$ 161,568,039	\$ 26,839,314	19.9%

SCVMC-Valley Health Plan — Budget Unit 725 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 5,302,919	\$ 6,912,084	\$ 7,046,029	\$ 7,717,225	\$ 805,141	11.6%
Services And Supplies	132,457,803	127,816,641	153,396,952	153,850,814	26,034,173	20.4%
Subtotal Expenditures	137,760,722	134,728,725	160,442,981	161,568,039	26,839,314	19.9%
Expenditure Transfers	(5,896)	(1,962,782)	(2,253,815)	(3,379,104)	(1,416,322)	72.2%
Total Net Expenditures	137,754,826	132,765,943	158,189,166	158,188,935	25,422,992	19.1%

SCVMC-Valley Health Plan — Budget Unit 725 Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
72501	Valley Health Plan Group Fund 0380	142,780,588	132,871,260	158,188,935	158,188,935	25,317,675	19.1%
Total Revenues		\$ 142,780,588	\$ 132,871,260	\$ 158,188,935	\$ 158,188,935	\$ 25,317,675	19.1%



VHP-Employee Wellness Program — Cost Center 7259

Major Changes to the Budget

	Positions	Appropriations	Revenues
VHP-Valley Health Plan (Fund Number 0380)			
FY 2011 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
1. Employee Wellness Transfer from ESA	3.0	—	—
Transfer of 3.0 FTE Health Education Specialists from Employee Services Agency to VHP. Included in this transfer is a portion of the object two budget. Additional object 2 budget for Wellness is contained in the CLB. Costs will be offset by a reimbursement through the Health Rate in the amount of \$433,152.			
Subtotal (Recommended Changes)	3.0	\$ —	\$ —
Total Recommendation	3.0	\$ —	\$ —

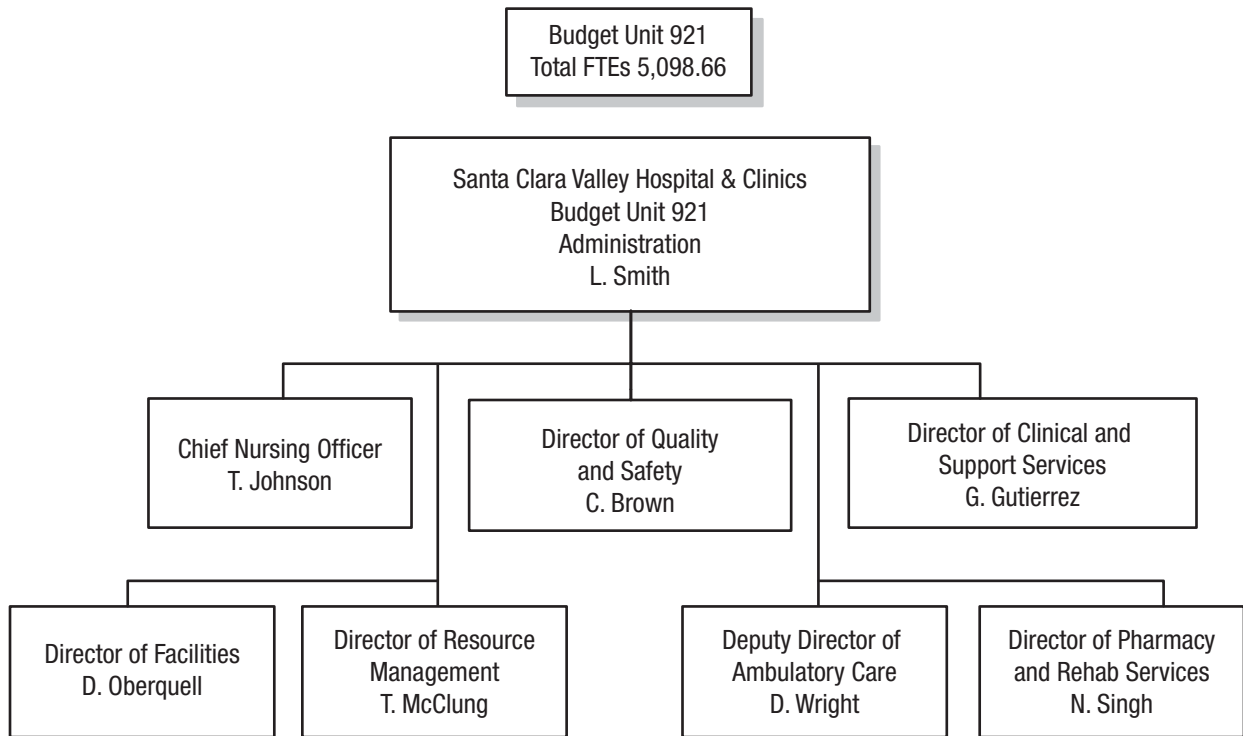
Valley Health Plan Group Fund 0380 — Cost Center 72501

Major Changes to the Budget

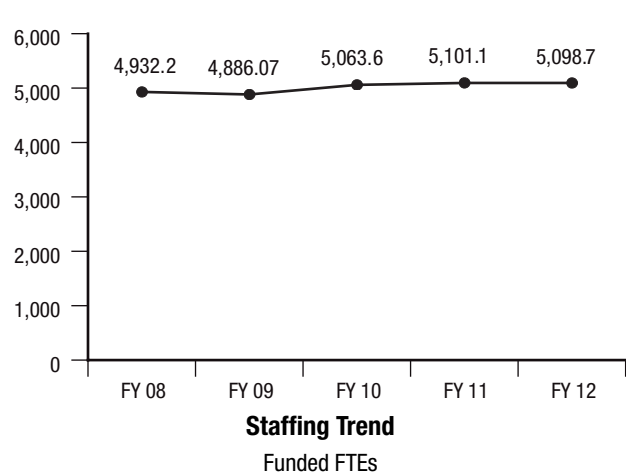
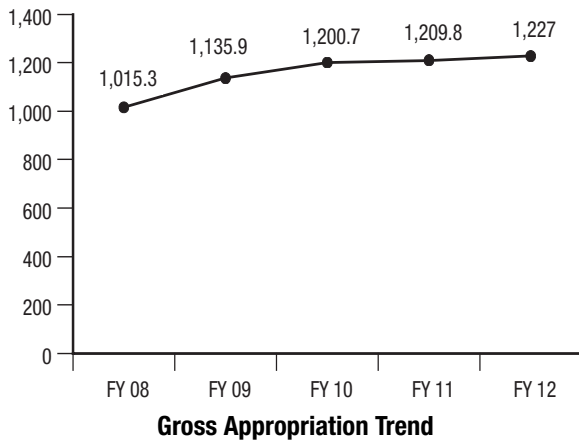
	Positions	Appropriations	Revenues
VHP-Valley Health Plan (Fund Number 0380)			
FY 2011 Approved Budget	67.0	\$ 132,765,943	\$ 132,871,260
Board Approved Adjustments During FY 2011	—	27,153,363	25,317,675
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	133,945	—
Internal Service Fund Adjustments	—	(1,864,085)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	67.0	\$ 158,189,166	\$ 158,188,935
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Adjust Departmental Reimbursement to the Office of the County Executive for Integrated Pest Management Services	—	(231)	—
Decision Packages			
1. VHP Service Expansion	—	—	—
Various program changes and enhancements to the Valley Health Plan budget all offset by corresponding amounts of reduced costs and increased reimbursements.			
2. Add 1.0 FTE VHP Medical Director	1.0	—	—
Add 1.0 FTE VHP Medical Director previously deleted from SCVMC as an unfunded position will be funded by Valley Health Plan. Costs are offset by a reduction in object 2 expenses.			
Subtotal (Recommended Changes)	1.0	\$ (231)	\$ —
Total Recommendation	68.0	\$ 158,188,935	\$ 158,188,935



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.



Description of Major Services

Santa Clara Valley Medical Center (SCVMC), the County's safety net and largest hospital, was founded in 1876. The 574-bed hospital and its ten clinics provide a range of inpatient and ambulatory care to all county residents, regardless of ability to pay. SCVMC is the only hospital in the region that provides advanced services including a head trauma and spinal injury Rehabilitation Center, Regional Burn Center, and a High-Risk Maternity Program.

SCVMC is a critical component of the County's health and hospital system:

- As a base-station hospital, SCVMC provides medical expertise and consultation to ambulances throughout the county.
- The Trauma Center provides the highest level of care, and is San Jose's only pediatric trauma center.
- The Burn-Trauma Center is one of only two Burn-Trauma centers north of Los Angeles.
- The Emergency Department has 24 beds and managed 59,277 visits in FY 2008, and visits are expected to exceed 74,000 by the end of FY 2011.
- The Obstetrics Department delivered 4,741 babies in FY 2010, and will deliver 4,540 babies in FY 2011 based on current projections.

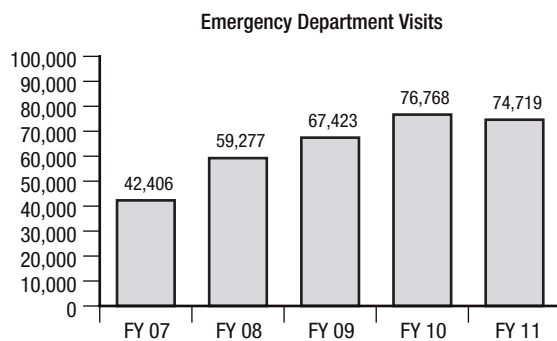
Innovative strategies have enabled SCVMC to continue providing high quality care to county residents during consecutive years of declining revenue. Promoting wellness and providing access to primary and specialty care improves health and reduces more expensive care. Toward that end, the Medical Home Model was pioneered at VHC Silver Creek, focusing on patient-centered continuous and coordinated health care services from a team of providers led by a primary care physician. Health care services provided in a medical home include preventive services, treatment of acute and chronic illness, and help with end-of-life matters. The Medical Home Model has also been expanded to VHC Sunnyvale and VHC Gilroy.

The Medical Home Model is building the base for patient-centered care as envisioned in the Federal Health Care Reform Bill. Through the Model, SCVMC is implementing the future of health care. In addition, California hopes to implement a similarly focused approach to caring for Seniors and Persons with Disabilities enrolled in the Medi-Cal program.

Current and Emerging Issues

Santa Clara Valley Medical Center's (SCVMC) patient population has grown 60% in the last decade, and is projected to grow further with the passage of health care reform. Nearly 1 in 2 of our adult paneled patients has at least one chronic illness, and many of them have multiple chronic diseases and social situations requiring a greater intensity of service.

With the economy still in a recession, SCVMC will continue to be challenged by an increasing demand for services by uninsured and underinsured residents. As people lose their jobs, they lose their health insurance; as others struggle to make mortgage payments, they may choose to forgo health insurance and put off preventative or necessary primary care or specialty health care services. Medications used to control chronic disease may become unaffordable. The demand for SCVMC's emergency department care will likely continue to grow for some time



Medicaid Waiver - MCE

There is good news; the Section 1115 Medicaid Waiver signed in November 2010 allows California to jump-start Health Care Reform through the creation of the Medicaid Coverage Expansion (MCE). Eligible County residents earning at or below 75% of the Federal Poverty Level will be able to enroll in MCE and receive comprehensive health coverage; in 2014, enrollees will be converted to Medi-Cal. Approximately 30,000 residents may enroll in the MCE; this would shift the cost of care for the uninsured from up to 100% County cost to a 50-50 match provided by the federal government.

The County's MCE proposal to the State assumes that the 30,000 enrollees will have the option of choosing a primary care physician within the SCVMC system or one of the community clinics. The intent behind this

coverage is to move patients from receiving episodic care (seeking care when sick) to organized, preventive care through a primary care physician. Currently, SCVMC primary care physician panels can accommodate 6,500 additional patients; system issues are being addressed to help improve patient throughput, helping to create some additional capacity. With the implementation of MCE, SCVMC would convert the grants currently provided to the community clinics (through Budget Unit 418) to payments for services. A transmittal to enact this change would be brought forward when the MCE negotiations are complete.

It is not clear how many of the current APD patients will convert to coverage under MCE. However, with the expansion of coverage and an available federal match, SCVMC expects an increase of \$10 million in revenue in FY 2012.

Health Care Reform

The Patient Protection and Affordable Care Act will phase in Health Care Reform, with some changes being implemented already (extending coverage to children through age 26) and ending rescissions. Other changes will be phased in over time - such as ending lifetime caps on coverage, expanding Medicaid (to 1 million new low income adults in California in 2014), creating an exchange, requiring coverage and offering subsidies, to name just a few. By 2018, it is assumed that 48,000 residents will have become eligible for Medi-Cal and 92,000 County residents will be eligible for subsidies for their coverage. Accountable Care Organizations, Pay-For-Performance, and the Triple Aim are other aspects of Health Care Reform that are rolling out in a variety of ways; together these aspects of Health Care Reform will radically change the nature of health care payments.

The Triple Aim consists of three overarching goals: Better care for individuals - focused on safety, effectiveness, patient-centeredness, timeliness, efficiency, and equity, better health for populations - through education, prevention and primary care, and reducing per-capita costs. The Medicaid Waiver (discussed above) begins to address Pay-For-Performance and the Triple Aim through the Delivery System Reform Incentive Pool (DSRIP).

Delivery System Reform Incentive Pool (DSRIP)

DSRIP is intended to be the catalyst for delivery system improvements through investments in infrastructure, implementation and testing of innovative care models, the achievement of population-focused improvements and realizing urgent improvements in medical care.

DSRIP allows flexibility for each public hospital to respond to its unique circumstances and population. In response to the opportunity afforded under the DSRIP program, SCVMC leadership underwent a process to evaluate the strengths and challenges relative to readiness for health care reform. The projects selected in SCVMC's DSRIP proposal are designed to build upon each other over time and promote the system change desired through health care reform.

The projects selected and submitted to CMS include:

- Category I:
 - Expand Primary Care Capacity and
 - Implement and Utilize Disease Management Registry Functionality.
- Category II:
 - Expand Chronic Care Management Models,
 - Integrate Physical and Behavioral Health Care,
 - Improve Patient Experience, and
 - Redesign for Cost Containment.
- Category III:
 - Patient Care Experience,
 - Care Coordination,
 - Preventative Health, and
 - Medically At Risk population
- Category IV:
 - Severe Sepsis Detection and Management,
 - Central Line-Associated Bloodstream Infection (CLABSI) Prevention,
 - Hospital-Acquired Pressure Ulcer Prevention, and
 - Surgical Complications Core Processes (SCIP).

The above projects, which SCVMC would work on over the next five years, fall into four broad categories: quality; improving capacity and access; integration; and cost effectiveness. The successful completion of these projects and other local efforts underway would position SCVMC for the full implementation of health care reform in 2014. SCVMC has included a major budget initiative in the FY 2012 budget to reassign staff and make other changes needed to implement DSRIP. If all the DSRIP milestones are met, over \$50 million in financial support can be achieved; if the milestones are not met, SCVMC would not be paid.

Revenue, Internal Cost Drivers and Core IT System

With the implementation of MCE and DSRIP being delayed due to an extended negotiation between the State and the Centers for Medicare and Medicaid Services, SCVMC must re-do all of the associated revenue and expense calculations associated with the two programs. MCE (along with increased enrollment expectations for Valley Health Plan) will increase costs and revenue.

SCVMC is cognizant of the various increasing cost factors in the ever-changing climate of health care. Continuous efforts by the department along with partners in Alvarez & Marsal, the Board of Supervisor's Management Auditor, and the Center for Learning and Transformation are striving towards solutions to some of the more immediate concerns in the department such as inefficiency issues, IT Core system concerns, and increasing costs for some staffing models.

A significant improvement would come from the Core IT system review currently underway. A Core IT system is the electronic medical record (EMR). With an EMR, SCVMC will provide more coordinated care and be able to better track outcomes. The federal government provides significant funding to assist hospitals in meeting "meaningful use" guidelines for the EMR. These incentives will disappear if the system does not implement the EMR by 2014.

Costs associated with outside medical services received attention in the April 2011 management audit. SCVMC is working to address the system issues impacting these costs. SCVMC will also be working with Valley Health Plan (VHP) to address ways to decrease outside medical service expenses.

SCVMC's outside medical service costs increase as VHP members assigned to SCVMC receive care elsewhere. VHP acts in an administrative capacity to manage patients that SCVMC is responsible for. As VHP coordinates these patients' care, outside medical services may be required to meet timely access to specialty care, or, the patient may require outside

emergency care. This cost belongs to SCVMC and adds pressure to the General Fund Subsidy. An example may help explain: If a managed care Medi-Cal patient chooses a SCVMC primary care provider, the monthly capitated payment and responsibility for care fall to SCVMC. Should this patient seek care at another emergency room, the bill is SCVMC's to pay.

Proposals and Highlights

Name of Proposal	Highlights and Impacts	Impact on Current Level of Service
Delivery System Reform Incentive Pool (DSRIP)	Participation in this State funded program will garner additional revenues between \$55-60 million annually for five years.	▲
Medicaid Expansion	A new program that will allow the current 20,000+ residents who are not currently eligible for Medi-Cal to gain coverage.	◻
Revenue Cycle Improvement	Working with Alvarez & Marsal to create technology solutions to capture higher revenue returns.	◻
Local Hospital Fee	Instituting new fee to Local Hospitals will garner an additional \$7M in revenue for FY 2012.	◻
Episodic Care	A redistribution of Episodic Care will net a cost savings of nearly \$4.5M with a net increase of 3.08 FTEs.	▲
FPACT Program	Federal reimbursement for qualified patients will net an increase of \$225K in revenue.	■
Procurement Savings	Savings from contract negotiations of \$1,000,000.	◻
Medical Staff Adjustments	Add 6.0 FTE as required for regulatory and accreditation by The Joint Commission.	◻
Physician Services	Add 3.0 FTE to provide improved services delivery and efficiencies with an increase to revenue. The net gain is approximately \$72K.	◻
Cardiology	Add 13.6 FTE to keep up with the demand of cardiology services as the aging population grows. Additional revenue to offset costs.	▲
Mother Infant Care Center (MICC) Adjustments	Delete 2.0 FTE to address reduction of patient census in the MICC.	■
Mental Health Department Pharmacy Savings	Creation of a restricted formulary for Mental Health Department patients for cost efficiency.	◻
Radiology Adjustments	Add net 1.0 FTE to address increases in volume.	▲
Advice Nurse Changes	In alliance with Santa Clara Family Health Plan to change service delivery of nursing advice to patients.	◻
Nursing Overtime Reduction	Nurse managers are balancing their use of overtime as the census decreases.	◻
Coffee Kiosk	Reduce services and supplies budget for a savings of \$20,000.	▲
Executive Management Position Deletions	Delete 3.0 FTE Executive Management positions.	▼
Reduction in Outside Medical Services	Reduce outside contract services for a savings of \$878,359 with no service reductions as the same services will be provided at a lower cost.	◻
Sheriff's Office Security Services for SCVMC Campus	Delete 2.0 FTE in SCVMC Security services as the Sheriff's Office transitions to provide protective services.	◻
Public Health Department: Nursing Visits Changes	Changes due to decrease in CPSP visits.	■

Impact on Current Level of Service:

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



Name of Proposal	Highlights and Impacts	Impact on Current Level of Service
Public Health Department: Finance Manager Position	Placeholder for classification study to add a new position to support Public Health Department fiscal needs.	■
Public Health Department EMS Program Adjustments	Administrative financial adjustment between SCVMC and PHD.	■
Custody Health Pharmacy Budget Adjustments	Reduction in pharmacy costs and corresponding reimbursement.	■
Mental Health Department FQHC Expansion	Transfer 11.0 FTE from MHD for Outpatient Services to take advantage of FQHC status.	▲
Mental Health Department 24 Hour Care	Add 4.5 FTE for MHD 24 Hour Care	■
Mental Health Department Acute Psychiatric Care	Delete 2.0 FTE and corresponding reimbursement for APS.	■
Employee Services Agency Human Resources Transfer	Transfer 31.6 FTE HHS HR to ESA.	◻

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 and reduced SCVMC costs results in a reduced General Fund subsidy for FY 2012:

General Fund Subsidy to SCVMC^a

Subsidy Component	2009	2010	2011	2012 CLB	2012 REC
VLF Revenue	\$60.9	\$49.9	\$51.6	\$49.4	\$49.4
Tobacco Rev	\$12.0	\$12.0	\$12.0	\$12.0	\$12.0
Inmate Care	\$10.9	\$11.4	\$11.4	\$11.4	\$11.4
GF Grant	\$10.9	\$0.0	\$48.0	\$131.2	\$46.6
Total GF Subsidy	\$94.7	\$73.3	\$123.0	\$204.0	\$119.4
Use of SCVMC Reserves	\$181.0	\$117.5	\$0.0	\$0.0	\$0.0

a. \$reflected in millions

General Fund Subsidy in the FY 2012 CLB

The General Fund subsidy increase from \$123 million in the FY 2011 Approved Budget to \$204 million in the FY 2012 Current Level Budget is largely due to the need to replace the use of one-time funds in the FY 2011 budget.

Summary of Base Adjustments to the GF Subsidy^a

Basis for Adjustment	Amount
FY 2011 Approved Budget	\$123.0
Replace One-time FMAP Revenue	\$11.3
Replace One-time Hospital Fee Revenue	\$49.2
Subtotal Replace One-Time FY11 Revenue	\$60.5
Salary and Benefit Base Adjustments	\$22.3
Internal Service Fund Adjustments	\$3.0
FY 2011 Current Year Reductions and State Impacts	(\$12.0)
Reduce Ongoing FMAP Revenue	\$11.4
Other Base Adjustments	(\$2.2)
Subtotal Base Adjustments	\$22.6
VLF Revenue Reduction	(\$2.2)
Total FY 2012 Current Level Budget	\$204.0

a. \$reflected in millions

General Fund Subsidy in the FY 2012 Recommended Budget

The General Fund subsidy is reduced from \$204 million in the base budget to the \$119.4 million recommended level resulting in a savings of \$84.6 million.

Summary of Actions Reducing the Subsidy to SCVMC^a

Basis for Reduction	Amount
FY 2012 Current Level Budget	\$204.0
SCVMC Budget Reductions	(\$81.7)
Sheriff's Office SCVMC Security	\$0.1
Public Health Department Recommendations	\$0.9
Mental Health Department Recommendations	(\$0.3)



Summary of Actions Reducing the Subsidy to SCVMC^a

Basis for Reduction	Amount
Transfer HHS-Human Resources to Employee Services Agency	(\$3.6)
Internal Service Fund reductions	(\$0.03)
Total FY 2012 Recommended Budget	\$119.4

a. \$reflected in millions

▲ Delivery System Reform Incentive Pool (DSRIP)

DSRIP is a Five-Year Commitment

The DSRIP plans are a five-year commitment. If all milestones are achieved, the funding ranges between \$55 and \$60 million per year. There are, however, necessary costs (investments) for SCVMC to meet those milestones.

Recommended augmentations are necessary for the following aspects of DSRIP, Medicaid Coverage Expansion (MCE) and Medical Home programs:

- medical and support staff to provide primary care for chronic disease management functions
- pharmacy specialists, dieticians, and medical assistants will help patients manage their disease and adhere to diet and prescription protocols
- implementing systems for patient registry and cost accounting, creating information technology interfaces and upgrading the data warehouse
- improving reporting capabilities requires added infrastructure in Finance, Information Technology, and Decision Support
- Quality and patient experience improvements require additional organizational support for hospital, clinic and physician services
- expansion of primary and episodic care will require some movement of staff/providers from the inpatient hospital out to regional locations, and the addition of primary care providers

It is important to understand that without the ability to invest in the necessary infrastructure, SCVMC would not be able to achieve the required milestones, and, thus, would jeopardize the County's ability to draw down Federal funding.

A net \$3.7 million increase in appropriations for infrastructure resources (27.4 net FTEs in FY 2012) is recommended in order to leverage an estimated \$55 million in Federal funds.

The table below is an alphabetic summary of all of the position changes related to DSRIP, which are described in more detail in subsequent paragraphs. The added positions are necessary to achieve the required DSRIP milestones. In order to mitigate some of the cost of these added positions, a number of existing positions that are not as critical to milestone achievement are recommended for deletion.

Summary of Position Changes

Code	Job Class	FTE	Amount
B77	Accountant III	1.00	\$87,255
R21	Clinical Dietitian	1.00	\$77,211
S75	Clinical Nurse III	1.00	\$126,972
Q98	Dentist	0.50	\$104,128
R88	Diagnostic Imaging Tech	2.00	\$200,088
C10	Director Pt. Bus. Svcs.	0.00	\$29,727 ^a
B5X	Health Care Program Analyst II	2.00	\$175,968
C84	Health Care Program Manager	1.00	\$94,329
H30	Health Center Manager	1.00	\$168,552
D2E	Health Services Rep	4.30	\$248,764
C13	Healthcare Bus Dev Analyst	1.00	\$102,132
G14	Information Systems Mgr. I	2.00	\$220,356
G12	Information Systems Mgr. II	1.00	\$119,493
H93	Medical Assistant	11.50	\$684,582
Y03	Medical Social Worker II	1.00	\$87,777
S59	Nurse Practitioner	1.50	\$237,114
P40	Pharmacist Specialist	2.00	\$278,136
C87	QI Coordinator	4.00	\$561,864
S01	QI Manager	1.00	\$155,538
Z1D	SCVHHS Assistant Controller	1.00	\$130,950
L34	Sr Facilities Engineer	1.00	\$165,228
W71	Sr Health Care Program Analyst	1.00	\$103,284
M64	Sr Painter	1.00	\$110,000
B9F	Sr. Health Care Financial Analyst	2.00	\$192,690
R74	Sr. Laboratory Assistant	2.00	\$120,258
B3V	Sr. MISA	1.00	\$101,277
S11	Assistant Nurse Manager	-1.00	(\$192,948)
G1B	Call Center Manager	-1.00	(\$159,324)
S75	Cinical Nurse III	-3.60	(\$609,466)
P85	Clinical Audiologist	-0.50	(\$59,322)
R99	Clinical Neuro Tech II	-1.00	(\$99,024)
P77	Dental Hygienist	-0.50	(\$38,568)
M02	Engineering & Scheduling Supv	-1.00	(\$149,712)
J68	Health Info Clerk II	-2.00	(\$166,896)
J77	Health Info Tech II	-1.00	(\$70,452)



Summary of Position Changes

Code	Job Class	FTE	Amount
S93	Hospital Services Asst II	-1.00	(\$76,020)
E28	Messenger Driver	-1.00	(\$70,680)
E60	Mobile Outreach Driver	-0.50	(\$40,788)
S39	Nurse Coordinator	-1.00	(\$194,328)
P47	Optometrist	-0.50	(\$66,174)
S9T	Patient Transporter	-0.80	(\$58,272)
P55	Psychiatrist	-1.00	(\$242,184)
M55	Sr Carpenter	-1.00	(\$110,000)
N95	Sr Hosp Stationary Engineer	-1.00	(\$165,228)
D94	Supv. Account Clerk II	-1.00	(\$80,199)
Total		27.40	\$2,034,088

a. No FTE change. An increased appropriation is recommended to fund a potential increase in salaries and benefits pending the outcome of a reclassification study for this position.

Project Support

Coordinative Support and Reporting: A Health Care Program Manager I (C84) is recommended to perform the coordinating and central reporting role for DSRIP at SCVMC. This position will be the key SCVMC contact/representative with the California Association of Public Hospitals (CAPH), the Centers for Medicare and Medicaid Assistance (CMS), as well as with County agencies. Typical reporting requirements could include over 250 metrics and milestones, due multiple times a year.

Expand Chronic Care Management Model

Centralized Screening Team

A Centralized Screening Team comprised of 2.0 FTE Medical Assistants, 2.3 FTE Health Services Representatives, 1.5 FTE Nurse Practitioners, 2.0 FTE Medical Lab Assistants and 2.0 FTE Diagnostic Imaging Technicians are requested to improve screening rates for selected chronic and preventive care measures by doing the following activities:

- Identify effective clinical preventive and chronic care services.
- Using the disease registry, identify target population to receive these services.
- For patients who may receive care outside the system, capture outside testing results into registry.

- Perform outreach through Interactive Voice Recognition calls, letters, or direct phone contacts to patients on the list.
- Order tests and follow-up on test completions.
- Register the patients for these tests.
- Follow-up with patients who have abnormal test results to ensure that appropriate next steps are taken.

Background: At SCVMC, approximately 45% of currently paneled adult patients have one or more chronic conditions, which will increase as primary care capacity expands. Through this project, SCVMC will expand chronic care management models via direct patient care backed by systems which contain clinical data.

It is widely understood that the current health care model is well-suited to treat acute medical needs, but not at all successful in managing chronic conditions. Inadequate time with care providers, lack of coordination, lack of follow through to ensure the best outcome, and patients who are inadequately trained to manage their illness are among its many deficiencies. In addition, the number of medical students choosing primary care is dropping at an alarming rate.

Care Management

An additional 2.0 FTE Care Managers, 1.0 Dietician and 1.0 Medical Social Worker and 9.5 FTE Medical Assistants are recommended to provide care management activities. Based on a three years of experience with care managers in either the Medical Homes or in the diabetes center, the appropriate caseload per care manager is determined to be approximately 600-750 patients with diabetes. Additionally, to support that caseload, each care manager requires Medical Assistant support. Based on DSRIP primary care expansion goal of 46,000 paneled by FY 2012 and the prevalence rate of diabetes in the panel population, 24%, there will be about 11,000 patients with diabetes in the panel.

Background: DSRIP highlights the implementation of care management activities for people with diabetes in Medical Homes. A key team member of that model is the care manager which can be a nurse coordinator or pharmacist. The role of the care manager is to



collaborate with the primary care physicians and other health professionals on the team to provide care for patients with chronic diseases such as diabetes.

Cost Containment Positions and Improvements

Three cost containment positions are recommended to provide adequate Finance staffing. The recommended positions will help address the Department's current workload, and provide the financial expertise to implement the DSRIP initiatives.

To better position SCVMC to maximize revenue in the era of health care reform, additional positions are recommended in the Finance Department which will reduce the number of direct reports of the CFO and the Controller, freeing each of them to focus on higher level strategic and cost reimbursement priorities.

Assistant Controller: This position fills a technical resource gap in the SCVHHS General Accounting structure. This position will focus on general ledger/cost data to ensure the monthly financial statements are prepared on a timely basis, freeing up existing general accounting resources to work on interfaces to the cost accounting and management reporting systems, as well as the cost accounting implementation. It would allow the Controller to work on revenue management and other areas, allowing the CFO to work on operational and strategic issues so that the DSRIP milestones can be achieved.

Revenue Cycle Director: This position is recommended to provide the appropriate level and span of control required to consolidate patient accounting, admitting and patient access under one position. Cohesive management of these areas will free up the CFO to concentrate on strategic issues related to the DSRIP milestones, implementation of Medicaid Coverage Expansion, and other significant financial initiatives.

Accountant III: This position is recommended to provide management reporting, policy development and monitoring of payroll and timekeeping. The timekeeping function is a key component in monitoring and controlling personnel costs, now overseen in conjunction with nursing.

Senior Health Care Financial Analyst/Cost Accounting: This position will be responsible for maintaining the planned new cost accounting system, and interfacing data to the management reporting system. The position

will provide information to the budget manager and CFO to educate providers within our system of the cost impacts of their decisions. It will also facilitate the measurement of intervention impacts, cost containment for initiatives, and maintain baseline costs for comparison and measurement reporting.

Senior Health Care Financial Analyst/Budget: This position will assist with adequate budget documentation, training materials, and assistance to the budget manager. The additional budget staff would assist department managers with the forecasting and monitoring of departmental expenditures and volumes. Budget analysts would be assigned to hospital, ancillary services, or ambulatory/physicians.

Cost Accounting System for Cost Containment: SCVMC proposes to implement a Cost Accounting System that would apply reasonable, consistent, and accepted costing of services in order to measure cost improvement or containment for the services provided. A cost-accounting system will allow the Department to gauge the financial return on the investment of initiatives.

SCVMC has struggled with cost accounting for several years and currently utilizes basic cost-to-charge ratios that provide general information at a global (departmental) level, but fail to provide meaningful or actionable information at the service and provider level. This deficiency significantly hinders the Department's ability to analyze cost.

Primary Care Expansion and Office of Panel Management

Primary Care Expansion

Increase Panel Capacity, Adding One Health Center Manager at Valley Health Center Milpitas Consistent with the staffing model at other Valley Health Centers, a dedicated Health Center Manager position is recommended for Milpitas. The Health Center Manager (HCM), in collaboration with the Physician Leader, is responsible for clinic management, delivery of patient care, as well as the supervision and performance evaluation of the practice personnel. The HCM is

responsible for outcome metrics, staffing, and maintaining a safe, therapeutic area for patients and staff.

A DSRIP FY 2012 goal is to increase the panel capacity to 46,000. Currently, SCVMC's panel is about 39,000. The majority of the increased capacity will happen at the new Valley Health Center - Milpitas, and will likely result in the full use and operation of the clinic.

Add Positions to Staff an Office of Panel Management:

- 2.0 FTE HSRs to perform the role of Panel Coordinators.

An Office of Panel Management is recommended to expand primary care capacity and formally institutionalize the work and processes related to expansion. This office will be responsible for implementing and managing virtually all aspects related to physician paneling. Involvement and participation from a wide spectrum of decision makers, stakeholders, and those involved with operations has been, and remains, critical. A key task of the Office is to ensure accurate, up-to-date PCP panel information by actively pruning and adding patients to panels.

Improving the Patient Experience

Two positions are recommended to implement, analyze, and develop strategies based on the current needs assessment on improving the patient/family experience, which is the cornerstone to improving clinical outcomes, compliance, and quality. One position is recommended to help improve the patient experience by improving the appearance of medical facilities.

One Senior Healthcare Program Analyst will support the Director of Customer Services to be the SCVMC champion and lead implementer of the initiative.

One Healthcare Program Analyst II will support the data activities associated with the Needs Assessment to identify gaps and opportunities towards improving patient/family experience.

One Painter will keep the facilities looking fresh to help improve the patient experience.

Background: Improving the patient experience is one of the three principal goals of Health Care Reform. The goal of the Improve Patient Experience Project is to

improve the patient, family, and visitor experience in both the acute inpatient and ambulatory care settings. All patients should feel both "cared for" and "cared about." To that end, this project includes evaluation and implementation of needed infrastructure, campaigns, and tools to improve the patient/family experience as well as staff accountability.

Duties include regular review and analysis of patient experience indicators in order to identify opportunities for improvement and to establish specific performance standards, targets, and goals. The expected result is improved patient/family experience and increased staff accountability for patient/family satisfaction.

System Requirements Across DSRIP Categories

Add staff for Two Critical Data Systems: The capture and reporting of data are critical processes under the Delivery System Reform Incentive Pool (DSRIP). A significant portion of future health system funding will now be tied directly to clinical performance outcomes and reporting. To do this, four technical support positions are essential to provide improved Enterprise Data Warehouse (EDW) and Disease Management / Patient Registry tools and deploy, develop, and maintain the systems:

- One Data Modeler/Programmer - Metadata Layer (G12)
- Two DBA/System Administrators - Infrastructure (G14)
- One Business Intelligence (BI) Author/Report Writer - Database Layer (B3V)

Enterprise Data Warehouse

Add one Healthcare Business Development analyst to conduct work necessary for reporting and decision support.

The Enterprise Data Warehouse (EDW) is a critical part of the DSRIP plan to modernize and transform clinical and administrative systems to support quality of care initiatives under the DSRIP plan. Data consolidation will promote operational efficiency, timely reporting, and decision support, achieved through the development of the EDW combined with sophisticated



BI reporting tools, a robust interoperability process, and establishment of a core team for maintenance, enhancements, and requisite technical support.

The EDW addresses a need to provide a fully integrated data repository that captures information from a wide ranging set of data sources, regardless of originating system or source. The EDW is intended to normalize the data for optimal clinical and operational decision-making related reporting, and employ state-of-the-art database technology, security features, and report creation and deployment capabilities. Further, the EDW will leverage existing data exchange standards and standard transactions to ensure compatibility with SCVMC systems.

Disease Management/Patient Registry

Likewise, the Disease Management / Patient Registry (Registry) tools assist clinicians in providing optimal care to their patients, particularly for patients with chronic care needs. These tools can also be used to provide clinicians and administrators with the necessary quality and dashboard data related to DSRIP.

An RFP for a new registry product was developed in the summer of 2009 and is in process. While there is common agreement that a new, comprehensive, integrated registry tool is needed, there are no current plans to address its insufficient technical support. Without a robust, scalable population-management tool that is well-integrated into SCVMC's existing IT infrastructure, many clinical initiatives and the Department's ability to meet the DSRIP clinical milestones will be severely hampered.

Background: Currently, data resides in multiple disconnected systems, and there is no single repository that collects, stores, or reports it. Operational and financial management data are also not captured by any one application. SCVMC must capture these data and then create meaningful reports that can be integrated with data captured in other systems in order to measure outcomes and achieve the DSRIP milestones.

SCVMC currently has a home-grown registry tool that has been used to support a number of chronic care programs, including the diabetes center, pediatric asthma clinic, and stroke program. Over the years, support and development of this platform has been managed by a single individual on contract. This system is being called on now to support new program development, in particular, the Medical Home program

and DSRIP, requiring increased data needs and scalability. However, several key issues, including limited server space, insufficient technical and administrative support, increasing needs of existing and new programs, have hindered the platform's ability to meet the institution's burgeoning data needs. This model is not sustainable.

Inpatient Improvements - Category IV

There are four DSRIP categories in which SCVMC must demonstrate improvements in order to receive payments.

Mandatory Milestones

Sepsis, Central Line-Associated Bloodstream Infection, Surgical Care Improvement Processes and Hospital Acquired Pressure Ulcers

Add Three Staff to Manage the Sepsis initiative: A QI Coordinator and a Resource RN would work together to interact with the clinical team leads for the development and implementation of the screening tools, and, provide education to clinician and interaction in real time. The Resource Nurse would begin to follow patients and work with the lead physician and nurse expert in developing the protocols for the evolution of a sepsis team. In subsequent years another RN and a Nurse Coordinator would need to be added for a formal team, similar to the stroke team.

An Analyst would work on developing the data strategies in collaboration with the QI Coordinator and the clinical team leads.

Best practices, a data collection methodology, a monitoring system for ongoing determination of compliance, current baseline compliance data, a screening tool, and improving the reliability of key processes in the delivery of care to patients will require dedicated guidelines and training of involved personnel.

Background: Sepsis can harm and kill patients, if not treated quickly, and increases ICU length of stay and associated costs. It is critical to avoid causing harm or death to patients seeking care. Nationally, about 25% of public hospital patients with severe sepsis or septic shock die. In 2005, SCVMC's baseline sepsis mortality was 37%. In our reports to the Bay Area Patient Safety Collaborative (BEACON), SCVMC's sepsis mortality has

steadily improved and for the third quarter of 2010 had fallen to 19.2%, but still remains a substantial source of our hospital mortality.

While SCVMC does have a general purpose rapid response team with some training in sepsis management, model institutions have increased their process reliability substantially with multidisciplinary sepsis response teams which our institution will have to explore as a possible improvement intervention in later years of the current 5-year plan, if deemed appropriate.

Add One QI Coordinator for the Central Line-Associated Bloodstream (CLASBI) Infection Milestone: A QI Coordinator is recommended for ensuring this process is appropriate, which requires the skill of a nurse since it is a manual process. This QI Coordinator would also cover the Surgical Care Processes team (see below).

Background: CLASBI can result in avoidable harm or death. In support of our commitment to continuous quality improvement so that patients receive the quality health care, when the Department initiated the program to reduce CLASBI in 2006, the central line infection rate per 1,000 catheter days was 0.4 in the adult intensive care units. The Department has reduced the rate to zero for the last two years (2009 and 2010).

This program would be expanded to patients in telemetry and medical-surgical floors. The program includes: 1) ensuring all elements of the Institute for Healthcare Improvement (IHI) bundle (process elements) are implemented, and, 2) improving monitoring, data collection and reporting. While SCVMC currently reports CLASBI outcomes, there is no monitoring system in place for the IHI bundle process measures. Baseline compliance data is based on a limited sample size, and only in select areas of the hospital which need to be expanded. A data collection methodology would need to be established.

The Surgical Care Improvement Project (SCIP) is a national partnership of organizations focused on improving surgical care by significantly reducing surgical complications.

There is a need for building documentation and educational tools to achieve both compliance in practice and documentation for reporting current measures. This category is also a manual process that requires evaluating process measures, chart extraction

and review. This would be done by the QI Coordinator whose time is split between SCIP and CLASBI initiatives.

Background: The current infection rates in the reportable case categories are acceptable, but improvement is needed in the data collection, coding and analysis. The premise of SCIP is that meaningful reduction of complications requires that surgeons, perioperative nursing, anesthesiologists, infection prevention nurses, pharmacists, and quality managers must work together using sound evidence based process measures to achieve the result of meaningful reduction of surgical complications.

Hospital Acquired Pressure Ulcers (HAPU): Add Two Staff:

- One QI Manager to serve as the Project Manager for Category IV to ensure this multi project QI initiative stays on track and that is also coordinated regarding data needs with the development of the data warehouse. This level is recommended because the team leaders for category IV are practicing physicians and nurse managers.
- One QI Coordinator (QIC) to conduct the design of the process measure monitoring, implementation and data collection coordination across all units. In addition, this QIC would assist the SCIP/CLASBI Coordinator to avoid downtime on any of these data measures.

Background: Hospital Acquired Pressure Ulcers were once considered common, but are now preventable with intensive prevention protocols. Pressure ulcers are painful to the patient, may prolong hospitalization, and for patients requiring placement, it is challenging to find an accepting facility when wound care is required. Costs for prevention and treatment are considerable, and make a significant demand on nursing time. Furthermore, patients with pressure ulcers may have mobility restrictions or be confined to the bed, becoming deconditioned.

The Department desires to decrease the rate of HAPU development and progression. SCVMC's baseline HAPU prevalence rate has been variable since July 2009, ranging between 2 and 4.23. The goal is to decrease to 1.1% over 5 years. A new process will include: 1) monitoring of the IHI bundle process measures (new), 2) monitoring of outcomes (currently done), 3) improving processes (additional, new).

Additional Resource Changes

In addressing the staff resource needs for DSRIP, SCVMC carefully considered which existing positions could be deleted because they are not essential to reaching the DSRIP milestones. That same review resulted in the identification of three situations in which the Department realized that an add/delete action would assure more appropriate staffing for activities not primarily related to DSRIP. Those add/delete actions are included in this recommendation as part of the overall staffing adjustments:

- Delete 0.5 FTE Dental Hygienist and add 0.5 FTE Dentist
- Delete 1.0 FTE Sr. Hospital Stationary Engineer and add 1.0 FTE Sr. Facilities Engineer
- Delete 1.0 FTE Clinical Nurse III and add 1.0 FTE QI Coordinator

Total Savings: \$51,257,913
 Increased Expense: \$3,742,087
 Increased Revenue: \$55,000,000

▲ Medicaid Coverage Expansion

The County of Santa Clara has applied to create a Medicaid Coverage Expansion (MCE) program that would allow 20,000+ residents who are currently ineligible for Medi-Cal to gain coverage and would allow the conversion of the 7,500 Valley Care enrollees into the new program. By moving nearly 30,000 people into MCE, the County's General Fund Contributions to SCVMC, Mental Health, and the Drug and Alcohol Department (DADS) will be matched by 50% Federal funds and the match is uncapped. An estimated \$10,117,916 would be generated in year one and continue to FY 2014. Experience with the Valley Care/Coverage Initiative pilot program demonstrates great public demand for coverage products and is expected to continue.

Currently General Fund expenses that do not draw down a Federal match can now be used to provide claimable services to the newly eligible populations in Mental Health, DADS, and Community Health Services. The anticipated revenues from Federal funds are as follows:

- \$5,117,916 - Mental Health
- \$3,500,000 - Drug and Alcohol Services

- \$1,500,000 - Community Health Services

A project manager is required to oversee the development and implementation of the Program, and execute contracts with community providers to ensure an adequate network to meet MCE requirements.

This recommendation includes a component still under discussion with the Employee Services Agency (ESA): the creation of a manager position to oversee these efforts. The cost of the new position would be mitigated by savings from the deletion of a vacant Licensed Vocational Nurse position. The annual net additional cost is \$43,322 which is included in the budget as a placeholder pending a classification study by ESA to be conducted in early FY 2012. Some expenses for enrollment materials and outreach would be required in order to help find and enroll eligible residents; total expenditures are estimated to be \$100,000, which would be covered through the MCE revenue generated.

Positions Reduced: 1.0
Net Increased Revenue: \$9,974,594
 Increased Expenses: \$143,322
 Increased Revenue: \$10,117,916

▲ End-to-End Revenue Cycle Initiative

SCVMC has been working with Alvarez & Marsal in reorganizing the Santa Clara Valley Health and Hospital System's functionalities related to the managed care contracting process; particularly in the areas of decision support, pricing, modeling, payer denials, and payment compliance. These capabilities will become increasingly important under Health Care Reform.

Currently, there is limited technical/decision support capability to price hospital and physician services under alternate payment methodologies, such as, bundled payments. In addition, there is limited functionality currently available to front end staff for verifying insurance coverage and estimating patient co-insurance/co-payment liabilities. Currently there is no functionality for credit and address verification, and charity care application processing. Absent an integrated end-to-end revenue cycle technology and services solution, SCVMC will have significant financial risk exposure.

SCVMC has solicited an RFP for a registration, quality assurance, credit, address, and eligibility verification system; however, given the current challenges with

finances, cash flow, and overwhelming systems needs, SCVMC is investigating a much more comprehensive solution that can provide the financial benefits/results regardless of these challenges.

The following are the key elements SCVMC seeks in a revenue cycle management partner:

- A fully integrated suite of revenue cycle technologies,
- Full implementation of technologies and workflow,
- Ongoing continuous improvement support,
- A fully at-risk compensation model:
 - No upfront fees for technology or implementation,
 - Payments based solely on sharing in value derived by SCVMC, and
 - A value measurement tool, which isolates operational improvements derived from the partner's services from other factors.
- A staffing model that utilizes existing personnel rather than outsourcing, and
- Assistance in resolving system shortcomings identified by the Financial Clearance CLT team.

SCVMC has identified a vendor and is working with Procurement and County Counsel staff to bring a complete package forward to the Board of Supervisors. Based on a 0.5% increase in the percentage of net patient revenues processed through Patient Business Services, SCVMC would increase net revenues by approximately \$5.7 million. Net of "at risk" compensation, allowing for system integration and ramp up time, SCVMC will realize a net budget solution of \$4 million for FY 2012.

Net Savings: \$4,000,000

Increased Expenses: \$1,700,000

Increased Revenues: \$5,700,000

▲ Local Hospital Fee

The County Executive and SCVHHS administrators were approached in February by representatives of SEIU and its consultants, Sellers and Dorsey, which specializes in healthcare reimbursements, concerning a proposal to enact a local hospital fee. SEIU agreed to

initiate discussions with the other ten hospitals in this county concerning the overall benefits of this proposal to our community.

Federal law permits the creation of hospital fees, so long as fees are broad based and uniformly applied. The fees are collected by an allowable entity (state or county), pooled, sent to the Federal government for a match, and then allocated to participating hospitals. The State or County is permitted to keep a portion of the total revenues (local contribution and Federal match). In order to implement such a fee, the Centers for Medicare and Medicaid Services (CMS) must approve a State Plan Amendment, which can be accomplished through a CMS administrative action. While this proposal would replicate the current State hospital fee, established by SB 1383. There would not be a need for State legislation to proceed. Fees would be assessed on Fee for Service days, managed care days, and Medi-Cal days, per SB 1383, and paid according to SB 1383's methodology.

It is estimated that \$22 million would be collected locally based on the fee's methodology and would draw down a \$15 million match, creating approximately \$37 million for participating hospitals. Of that amount, an estimated \$30 million would be paid out to hospitals (based on the SB1383 methodology) and an estimated \$7 million would be available to Santa Clara County for hospital-related services. (Funds from this hospital fee would be required to be expended in a manner consistent with the fee - thus, the \$7 million is proposed to be utilized for SCVMC.)

Hospitals that would not pay the fee include: SCVMC, El Camino, and Lucile Packard.

Net Increased Revenue: \$7,000,000

▲ Episodic Care Redistribution

A central aim of DSRIP is to promote delivery system redesign such that primary care is provided in the most appropriate and lowest cost setting. SCVMC's DSRIP Plan accomplishes this aim by redirecting hospital-based "Express Care" (ECC) visits away from the high cost setting and out to the regional primary care clinics. This initiative will:

- Eliminate ED provider contract expense for Express Care visits
- Reduce approximately 46,000 Express Care visits

- Reduce the cost of diagnostic testing associated with ECC-based care

In the Ambulatory Care areas, this initiative will:

- Garner a higher reimbursement rate for lower cost services provided in the FQHC setting
- Restructure the SCVMC primary care system to provide same day/next day (Episodic Care) access at each regional clinic
- Increase the total annual visit capacity for Episodic Care at the regional clinics by approximately 53,000 visits, a capacity greater than the 46,000 visits budgeted for Express Care.
- Positions the SCVMC regional clinics for compliance with the terms of the 1115 Medicaid Waiver, which requires urgent primary care appointments be provided within 48-hours of the request.

In addition, this initiative is intended to improve the patient experience and patient outcomes through improved primary care access in the local community. The redirection of services to local clinics would be more convenient for patients and allow SCVMC to receive higher reimbursement at FQHC rates.

By increasing the capacity in the FQHC sites for episodic appointments at the regional clinics, SCVMC would eliminate the need for the hospital-based Express Care Clinic, which would be closed. The providers in the clinics would be a mixture of staff and contract physicians, both of which are less expensive than the contract emergency physicians providing care in the ECC. The reduced physician cost per visit and the incremental FQHC revenue of the redirection result in both a cost savings and a revenue augmentation, while providing care at more, and more convenient, locations.

In order to shift visits from ECC to the ambulatory clinics, episodic/urgent care capacity would need to be enhanced at the clinics. This will require additional staff and cost at the clinics. Again, the revenue offset to the added expense is favorable. Staffing reductions are effective October, 2011.

Summary of Position Changes

Code	Job Class	FTE	Amount
S75	Clinical Nurse III	3.50	\$444,402
D2E	Health Services Rep	5.25	\$303,723
S85	Licensed Vocational Nurse	10.55	\$716,018
S99	Per Diem Clinical Nurse III	0.08	\$9,523
P41	Physician	1.50	\$281,250
S11	Asst Nurse Manager	-1.00	(\$155,007)
S75	Clinical Nurse III	-6.30	(\$876,672)
D2E	Health Services Rep	-4.40	(\$254,549)
S85	Licensed Vocational Nurse	-4.50	(\$313,382)
S75	Overtime - Clinical Nurse III	-0.80	(\$87,957)
S99	Per Diem Clinical Nurse III	-0.80	(\$101,578)
Total		3.08	(\$34,228)

Positions Added: 3.08

Ongoing Net Savings: \$4,484,712

Net reduction in Expenses: \$1,016,215
Increase in Revenue \$3,468,497

▲ Family Planning, Access, Care, and Treatment Program (FPACT) Revenue Enhancement

The FPACT program allows Federal reimbursement for providing reproductive health services for medically indigent (low-income) females and males. FPACT focuses outreach efforts to adults whose incomes at or below 200 percent of the Federal Poverty Level (FPL) and who are at-risk of unintended pregnancy. The program provides pregnancy prevention services, including contraceptives as well as sexually transmitted disease prevention services and education. A significant number of FPACT services provided at Valley Health Centers are denied due to lack of preauthorization.

This initiative would provide focused training to staff in the relevant clinics to: 1) identify services that are FPACT eligible; 2) screen and qualify patients for FPACT; 3) determine when an authorization is necessary and have authorization in hand, before the service is performed.

Increased Revenue: \$225,000

▲ Procurement Contract Savings

The Procurement Department has completed a Request for Proposals for interventional cardiology products. The new vendor agreement is expected to deliver savings of approximately \$184,000 during FY 2012.

Procurement is also in negotiations with several vendors for orthopedic and spinal implant products, and expects to complete these negotiations in June. These contracts will be in place by July 1, 2012, and will generate a further \$816,000 in savings during FY 2012.

These savings will offset the cost of five Procurement Contract Specialist positions in the Procurement Department, which were created through the SCVHHS Procurement Pilot Project.

Ongoing Savings: \$1,000,000

▲ Medical Administration Organized Medical Staff Office

New staffing is necessary in order to correct deficiencies noted in the recent Joint Commission surveys, as well as to implement corrective actions, prepare Evidence of Standards Compliance reports to The Joint Commission (TJC) and provide reliable support for leadership oversight and the functions of the Organized Medical Staff.

- 3.0 FTE Health Care Program Analyst I (B5Y) to provide support for credentialing, privileging, and the mandated Ongoing Professional Practice Evaluation (OPPE) and Focused Professional Practice Evaluation (FPPE), which are the nationally accepted standards for measuring and improving physician performance.
- 1.0 FTE Medical Administrative Assistant I (D79) to provide meeting support.
- 1.0 FTE Quality Improvement Coordinator (C87) to provide clinical coordination of medical staff performance improvement and peer review process.
- 1.0 FTE Quality Improvement Manager (S01) to provide clinical oversight and management of organized medical staff office, operations and functions; coordinate and supervise staff, as well as actively support hospital-wide peer review activities.

The addition of the 6.0 FTEs is necessary to comply with The Joint Commission's direction to Santa Clara Valley Medical Center.

Positions Added: 6.0
Ongoing Cost: \$585,318

▲ Physician Services

The following position augmentations will provide SCVMC the ability to improve the delivery of patient care, provide efficiency; and, in some cases, satisfy mandated requirements. The net financial impact of this proposal in FY 2012 is savings of \$71,836.

- Add 0.2 FTE Extra Help
- Add 0.5 FTE Physician (P41) in Trauma/General Surgery - this positions will provide support to the Trauma Program and General Surgery required due to changes in residency program.
- Add 0.5 FTE Anesthesia Tech - The proposal is to convert a half-code to a full-code. The position is critical to Operating Room efficiencies and patient access.
- Add 1.0 FTE Administrative Services Manager I (B2L) to support SCVMC's Chief Medical Officer (CMO) and Medical Administration; and to provide analytical systems support, supervise and manage various program services and systems under the CMO direction.
- Add 1.0 FTE Senior Health Care Program Analyst (W72) to coordinate and manage mandated Medical Staff Committee Institutional Review Board (IRB) for Clinical Research and supports the IRB Chair.

With revenue generation of physician services and utilizing existing funds in Services and Supplies, this recommendation results in a small net ongoing cost.

Positions Added: 3.20
Net Costs \$71,836

Increase Expense: \$280,325
Increase Revenue: \$208,489

▲ Cardiology

The demand for cardiology services is increasing due to the health, age, and lifestyle of the population. Just in the past four years, the cardiology visit volume has increased 43% from 6,115 to 8,773. This

recommendation aims to right-size the staffing needed to operate inpatient and outpatient cardiology services; and, improve compliance and denial rates for One Day Stays. In addition, it addresses issues recently cited by TJC that must be addressed to maintain our accreditation as well as for maintaining our residency program.

Summary of Staffing Changes

Code	Job Class	FTE	Amount
P41	Physician	2.00	\$631,800
S34	EKG Tech	4.00	\$237,924
S34	EKG Tech - Extra Help	0.60	\$35,689
G50	IT Tech	1.00	\$76,905
S75	Clinical Nurse III	1.00	\$126,972
S75	Clinical Nurse II - Extra Help	0.15	\$19,046
R87	Cath Lab Tech - Extra Help	0.25	\$22,880
H93	Medical Assistant	2.30	\$133,060
D2E	Health Services Rep	2.30	\$133,060
Total		13.60	\$1,417,335

This initiative adds 13.6 FTEs, and will generate revenue (e.g., EKG visits, Stress Tests, Inpatient Consults, and ECHO Readings) to cover the majority of the costs associated with the positions and services and supplies for a net cost of \$258,137.

Positions Added: 13.6
Ongoing Net Cost: \$258,137

Total Net Expense: \$1,444,919
Total Net Revenues: \$1,186,782

Maternal Infant Care Center

During FY 2010 and FY 2011 (year-to-date), the average daily census is continuing to trend downward in the Mother-Infant Care Center (MICC) unit. Through February 2011, the ADC was 57. For the last three months, the ADC was 60 and is below the revised midyear budgeted census of 62. To appropriately staff nurses to patients in MICC and allow the unit to operate within budget, 2.0 FTE are recommended for deletion. Should there be a temporary spike in census, Nursing would adjust staffing to meet the needs.

The length of stay has been reduced by focusing on improving lactation consultation to get mothers home expeditiously.

Positions Reduced: 2.0
Ongoing Savings: \$371,078

Restrict Psychiatric Medication Formulary

SCVMC will establish a restricted formulary for the use of psychiatric medications for non-Medi-Cal patients in all areas of the system. The formulary will select a limited number of cost-effective medications in each of the following categories: anti psychotic agents, antidepressant agents, mood-stabilizing agents, psycho stimulant agents, and anxiolytic agents. Once established, restrictions will be mandatory for prescribing to non-Medi-Cal patients, and strongly encouraged in patients with Medi-Cal. Enforcement will involve pharmacy monitoring, and oversight by the Medical Director/designee to ensure that restricted agents are accessed only as clinically necessary. Psychiatric medication algorithms will be developed and promulgated by the Department of Psychiatry.

Net Savings: \$500,000

Diagnostic Imaging Ultrasound

The SCVMC Department of Radiology - Ultrasound has been using contract labor for approximately three years to meet patient demand. Last year all positions were filled but the need for two contract staff technologists continued due to the increase in volume. Currently SCVMC has over a 100 day wait for an outpatient ultrasound appointment.

The recommendation is to delete 2.0 FTE Radiology Technologist (R8C) and add 3.0 FTE Ultrasound Technologist (S9C) positions, which will significantly address this growing backlog.

The difference in salary for the positions is \$89,103 annually. This additional expense will be offset by a corresponding decrease in use of contract registry labor, saving \$93,750 and generate new revenue of \$200,000, for a net projected savings of \$204,647.

Net Positions Added: 1.0
Ongoing Net Savings: \$204,647

Net Expense Reduction: \$4,647
Increase Revenue: \$200,000

Advice Nurse Services

This recommendation creates a strategic alliance with the County's managed care partner/sister agency - Santa Clara Family Health Plan (SCFHP) to improve

coordination of care for the patients served and share in common. As a licensed health plan, SCFHP is now required to provide Advice Nurse service for its members and will no longer rely on SCVMC to provide this function. Rather, SCFHP has developed its own Advice Nurse function through a contractual relationship with one of the country's largest providers of this service, Carenet, Inc. The approximately 55,000 SCFHP members currently assigned to SCVMC will be directed to the Carenet service effective May 2011. SCVMC's utilization of Carenet will allow for improved service and coordination compared to the existing call center Advice Nurse function.

Today, the SCVMC Advice Nurses providing triage use antiquated systems, which require manual faxing of information to providers in order to apprise them of the interaction with their patient. Carenet offers considerable technological resources and will coordinate with the HHS IS Department to seamlessly integrate data into the Electronic Medical Record, a significant improvement for patients.

The same regulations that compel SCFHP to develop a more robust advice nurse service also pertain to Valley Health Plan's other non-Medi-Cal members (approximately 20,000 in IHSS and other commercial enrollees). Under this proposal, the IHSS and commercial members would access Carenet's services, which include capabilities to address mental health and substance abuse needs. SCVMC does not currently offer these specialty advice services.

The transition of SCFHP's members to the new Advice system and the new regulatory requirements prompted SCVMC to re-evaluate its own advice nurse services because the shift of SCFHP's members away from the SCVMC call center will drastically reduce the call volume, necessitating a reduction in staff. By combining the two advice nurse functions, SCVMC could generate \$1.6 million in savings by eliminating the Advice Nurse staff and creating an appropriation to pay SCFHP for services.

Summary of Staffing Changes

Code	Job Class	FTE	Amount
S2A	Assistant Nurse Mgr	-1.00	(\$206,606)
S75	Clinical Nurse III	-6.00	(\$1,113,234)
S7A	Clinical Nurse III	-1.20	(\$222,647)
S7B	Clinical Nurse III	-1.90	(\$352,524)
S99	Per Diem Clinical Nurse III	0.10	\$16,930
Total		-10.00	(\$1,878,152)

Service Impact: Advice services will no longer be available to general public who are not part of VHP, SCFHP and SCVMC. (It should be noted that there is there no mandate to provide such services to the public and the majority of counties do not offer such services).

Callers will be provided instructions to dial 911 if they facing a medical emergency. The directions will be provided in 9 languages. Further, callers will be granted the opportunity to schedule an appointment in regional "episodic care" units found at each Valley Health Center clinics, so that they may be seen by a licensed clinician. During the hours that clerical staff are available, callers will be assisted in booking episodic care appointments, and manually transferred to the existing urgent care units.

Positions Reduced: 10.0
Net Savings: \$1,641,059

█ Nursing Overtime Reduction

The recommended reduction in the nursing overtime budget is expected to be sustained in FY 2012 based on recent trends. Managers will be held accountable to their budget, including overtime budget.

Nurse managers are focusing on the right balance of providing time off to staff when the census drops on a unit and increasing the utilization of coded floats, extra help and per diem or having staff work over code when the census increases on a unit. In addition, the Nursing Department is working with RNPA to identify the best ways to float nurses between areas where nurses can be trained and have appropriate competency to float.

Net Savings: \$702,190

▲ Dietary - Coffee Kiosk Initiative

In 2008 SCVMC opened a coffee kiosk to supplement its cafeteria operations and add additional revenue. The kiosk is physically located in the West Wing, at approximately the mid-point between the main hospital cafeteria and the Valley Café, a small café with limited seating and menu. The coffee kiosk has been well received by staff and visitors and enjoyed moderate success financially. The coffee kiosk is currently open from 7:30 a.m. to 4:30 p.m. Monday through Friday.

SCVMC will seek a qualified vendor to operate the coffee kiosk seven days week with expanded hours into the evening and weekends, while generating additional revenues for the County. The staff currently assigned to the kiosk will be redeployed to maintain core hospital services and assure that meal tray delivery times occur within acceptable ranges.

The budget for services and supplies is reduced by \$60,000. Revenues, conservatively based on current operations would be reduced by \$40,000, for a net savings of \$20,000. The action will also focus the balance of staffing on core hospital functions, minimizing the use of overtime and improving access to services offered by the coffee kiosk.

Net Savings: \$20,000

▣ Reduce Outside Medical Services

Reduce expense budget for outside medical services. Due to various contract re-negotiations savings in contract services will be realized in FY 2012. Services will continue to be provided to patients at a reduced rate.

Total Ongoing Savings: \$878,359

▼ Delete 3.0 FTE Executive Management Positions

Delete the following Executive Management positions in SCVMC:

- 1.0 FTE Director Center of Nursing Excellence (A83)
- 1.0 FTE Valley Health Plan Medical Director (A4D)

- 1.0 FTE Director of Ambulatory and Community Health Services (A36)

The Director of Nursing Excellence position is an unfunded code. Its deletion will not have any cost savings.

The Valley Health Plan Medical Director is also an unfunded code, however this position will be added into Valley Health Plan's budget to be funded in BU 725, fund 0380.

The Director of Ambulatory and Community Health Services position has been vacant since the beginning of FY 2011 and the duties have been assumed by existing staff. The deletion of this position will create an ongoing savings of \$328,496.

Positions Reduced: 3.0
Net Savings: \$328,496

Additional Recommendations Related to Other County Departments

The following recommendations are related to County Executive recommendations in other County Departments. Each recommendation has an impact on the SCVMC budget.

▲ Sheriff's Office: SCVMC Security Transition

Transition of the SCVMC Security Function to the Sheriff's Office: The Sheriff's Office will be responsible for management of daily security operations for the Santa Clara Valley Medical Center campus.

This recommendation deletes two management positions in SCVMC budget: 1.0 FTE Chief of Protective Services (U94) and 1.0 FTE Assistant Chief of Protective Services (U95) saving \$271,092. A new appropriation of \$379,920 necessary to pay the Sheriff's Office for this service resulting in an overall increased cost of \$108,828 in the SCVMC budget.

The County Executive's recommendations for the Sheriff's Office include the addition of 1.0 FTE Sheriff's Lieutenant position and 1.0 FTE Sheriff's Sergeant position at a cost of \$359,376. SCVMC will provide reimbursement to the Sheriff's Office, including overhead, of \$379,920, resulting in a net savings of \$20,544 in the budget for the Sheriff's Office.

Background: On March 21, 2011, the Health and Hospital Committee (HHC) approved a transmittal regarding the transition of the SCVMC security function to the Sheriff's Office. The HHC Committee directed that this action be handled in the FY 2012 Recommended Budget process, for implementation on July 1, 2011.

Ongoing Net Cost: \$88,284

Positions Added: 2.0 FTE (in BU230-Sheriff's Office)
Ongoing Net Savings in Sheriff's Office: \$20,544

Positions Deleted: 2.0 FTE (in BU921-SCVMC)
Ongoing Net Cost in SCVMC: \$108,828

Public Health Department: PHN Regional Services

Public Health Nursing Regional Services in the Public Health Department reflects a decrease in Comprehensive Perinatal Services Program (CPSP) home visits to align with actual experience. The proposal as a whole represents an increase in revenue of \$1,122,259 as a result of an increase in Targeted Case Management (TCM) activity but SCVMC revenues will be reduced.

Net Cost: \$672,259

See Public Health Department BU 410 for more details.

Public Health Department: Administration and Support Services

Staffing Adjustment for Administrative Functions: In order to respond to current organizational needs and create efficiencies several positions will be deleted in exchange for the addition of other more relevant positions in the Public Health Department.

The recommendation includes a classification study for a Health Care Financial Manager (HCPM) to provide financial direction to ensure conformance with departmental and other policies and procedures. The HCFM will plan, organize, assign, and review the work of staff engaged in budget preparation and monitoring revenue and expense projections, cost and feasibility studies and other financial analyses, cost reporting, audit response, grant and/or cost reimbursement claiming for government and other payors and agencies, general accounting, grants accounting or accounts payable functions, including contract payment reconciliations based on cost reporting,

revenue generation and payment documentation. The position will be added to the SCVMC budget to work with central HHS Finance.

Net Ongoing Costs: \$163,908

Amount is added to SCVMC as a placeholder pending results of a classification study to be conducted by the Employee Services Agency

Public Health Department: Emergency Medical Services (EMS)

Fee increases proposed in the Public Health Department Emergency Medical Services will result in an increased cost of \$39,000 in the SCVMC budget. See discussion of County Executive recommendations in the Public Health Department section of this document.

Net Cost: \$39,000

Mental Health Department: Adult Outpatient Services

Transfer 6.5 FTE Psychiatrists, 4.5 FTE Licensed Psychiatric Technicians and Transfer Mental Health Patients to Federally Qualified Health Care (FQHC) Behavioral Health: This recommendation is designed to achieve savings in the Mental Health Department and improve the productivity of the overall FQHC-Mental Health model by adding Psychiatrists and Mental Health Services Act (MHSA)-funded Licensed Psychiatric Technicians (LPTS) to the FQHC and by retaining billable mental health services for clients in Mental Health Clinics.

Background: In the FY 2010 budget process the Board of Supervisor approved the transfer of 19.5 Mental Health (MHD) clinical and clerical staff and approximately 1,600 patients to three Santa Clara Valley Medical Center (SCVMC) clinics for a savings of over \$4 million in General Funds. The costs of the positions placed in the ambulatory care system were to be offset by revenue generated by the visits in ambulatory care by the psychiatrists and social work staff. In this FY 2010 model, additional revenue was projected beyond the cost of the positions based on the number of visits projected. Over the initial year and a half of implementation, the projected visits fell short of targets, primarily due to the slow start with the re-design of the delivery system, and the change in the service model from a minute-based inclusive service billing model (in

MHD) to a visit-based model, which does not allow same day physician and clinical social work visits (in FQHCs).

Service Impact: The transferred staff added to the FQHC model are expected to contribute significantly to the overall productivity of the model. The visits generated by the Physicians will be incorporated into the overall visit assumptions of the entire FQHC Mental Health team. New visits have been projected conservatively in order to bring the model into alignment with budget and revenue projections. In addition, Licensed Psychiatric Technicians will also be moved into the FQHC clinics to provide critical physician support services currently lacking in the FQHC model. This will free up physician time for more visits. The transfer of psychiatrists and psychiatric technicians to primary care clinics will enhance the system's ability to provide integrated primary care-based psychiatric care, allowing for better coordination of medical treatment and management of patients' physical and mental health.

Positions Added: 11.0 FTE

Net Ongoing Savings: \$326,068

Net Increase Expense: \$1,993,356

Net Increase Revenue: \$2,319,424

For Corresponding Actions see BU412 MHD

Custody Health: Pharmacy

Reduce Pharmaceutical Purchases: Custody Health expenditures to Santa Clara Valley Medical Center (SCVMC) and reimbursement from the Department of Correction (DOC) for inmate pharmaceutical purchases has declined. Based on historical trends and FY 2012 expenditure projections, DOC can reduce its pharmaceutical reimbursements to SCVMC by \$500,000 for inmate pharmaceutical purchases.

Total Savings: \$0

Reduce Revenue \$500,000

Reduce Expense: \$500,000

Mental Health: 24-Hour Care/Community Placement

Reduce the Length of Stay in Acute Inpatient Private Hospitals and Transfer \$1 million to Acute Psychiatric Services (APS): As of December 2010, the Department has been projecting a budget savings of \$1,711,085 in all 24-Hour Care programs with the exception of Acute Psychiatric

Services (APS). However, the Mental Health Department has not been able to address the over spending in APS that is due to a registered nurse staffing ratio requirement at Barbara Arons Pavilion and a higher than budgeted census at Emergency Psychiatric Services. This Recommendation will transfer \$1 million from Institutions for Mental Disease (IMD) to APS (see BU 921 for more details) to properly budget the IMD and APS components of the 24-Hour Care System.

The net savings of \$711,085 in the Mental Health budget is a result of staff actively working to find lower level placements within the community and reducing the length of stay in Acute Inpatient Private Hospitals, IMDs and State Hospitals. In addition the MHD has set up new housing programs through MHSA and has also enrolled some high need 24-Hour Care System clients into Full Service Partnership (FSP) programs.

Service Impact: The Department has established new housing programs and enrolled high need 24-Hour Care System clients into Full Service Partnership (FSP) programs which are "wraparound-like" services that include integrated treatment, social support, and housing support to clients with complex mental health needs. These services afford the client twenty-four hour case management services seven days a week. Service and support will be provided in their housing setting to assist in the client's move to independent housing when necessary. FSP providers also have "flex funds" that can be used to purchase goods and services that support the recovery of the client from mental illness. As a result, clients are placed in lower level facilities and are able to remain within their community.

Positions Added: 4.5

Net Ongoing Savings: \$0

For corresponding actions, see BU 410 MHD

Mental Health: Acute/Emergency Psychiatric Services

Reduce Staffing at Barbara Arons Pavilion (BAP) and Establish a contract for Services with Crestwood Psychiatric Health Facility: Santa Clara Valley Medical Center will delete 1.0 FTE Psychiatric Social Worker and 1.0 FTE Marriage and Family Therapist in BAP. The Mental Health Department will delete the reimbursement to SCVMC for the related position costs. The two positions were originally hired to provide multiple patient services which included direct care in group and

individual therapy settings, initial psychological social evaluations of admitted patients, representation of SCVMC at Superior Court involuntary psychiatric patient hearings, family liaison, and discharge planning. However, the positions have been primarily dedicated to case management and discharge planning since their creation, a function which is currently provided by staff from the 24-Hour Care Management group.

Service Impact: The current duties of case management and discharge planning will be assumed by current nursing, psychology intern and 24-Hour Rehabilitation Counselor staff. Other services, such as therapy settings, evaluations and representation at hearings will be redirected from the MHD outpatient system. These reductions will not result in longer wait times. Slightly less psychotherapy time may be available to patients, but this will be mitigated as much as possible with increased use of psychology interns. Plans are underway to develop a consumer/family liaison function for all hospitals that serve MHD clients. The Department hopes to have these services in place by late Summer 2012.

Ongoing Savings: \$0

For Corresponding Actions see BU410 MHD

Employee Services Agency: Human Resources Operations

Transfer Health & Hospital System Human Resources Department to Employee Services Agency Human Resources Department: Consolidate Human Resources currently budgeted in SCVMC with other programs in Employee Services Agency.

Background: Health & Hospital System Human Resources Department (HHS-HR) currently provides the human resources function for the system. The Department has 31.6 positions. The recommendation is to transfer/reallocate the 31.6 positions and funding for services and supplies assigned to HHS-HR from Santa Clara Valley Medical Center's Budget Unit 921 to the Employee Services Agency's Budget Unit 130 effective July 1, 2011.

Santa Clara Valley Health & Hospital System currently has the only decentralized, full service Human Resources function in the County. HHS-HR is responsible for maintenance of the classification plan for HHS classifications, recruitment for HHS-specific

positions, the full scope of Service Center responsibilities including the processing of human resources transactions, as well as facilitating reasonable accommodation placements for employees. The Human Resources Manager, SCVHHS, has traditionally reported to HHS-Management.

Summary of Transferred Positions

FTE	Code	Position Description
1.0	A2W	Human Resources Manager-SCHVHHS
1.0	B2Y	Admin Support Officer II (ACE)
3.0	D49	Office Specialist II
16.0	D5D	Human Resources Assistant II
1.0	D67	Supervising Personnel Services Clerk
2.0	H15	Sr Human Resources Analyst
6.0	H16	Human Resources Analyst
0.6	S80	Admin Nurse II
1.0	X19	Admin Assistant (ACE)
31.6		Total Transferred Positions

- Transfer \$3,397,522 in funding for salaries and employee benefits.
- Transfer \$161,053 in funding for services and supplies expenses.

Service Impact: This consolidation with Employee Services Agency will enhance efficiencies, standardize processes, facilitate communication and provide for adequate supervision and coverage. It will also allow for more flexible staffing during times of budget difficulties and high workload and will enhance the Employee Services Agency's accountability for compliance with applicable ordinances, Merit System Rules and other legal requirements.

Positions Reduced: 31.6

Total Ongoing Costs: \$0

Increased Expenditures in BU 130: \$3,558,575

Decreased Expenditures in BU 921: \$3,558,575

Internal Service Fund Adjustments

The following adjustments are administrative adjustments from various Internal Service Funds that touch SCVMC's budget:

- County Executive's Office Integrated Pest Management - \$5,331
- Information Systems Department - (\$5,778)



- Data Processing Voice Retained Earnings (One-time) - (\$31,259)

Net Savings: \$31,706

\$31,259 is One-Time savings

Santa Clara Valley Medical Center Statement of Revenues and Expenses Summary

	FY 2011 Approved	FY 2012 Recommended	Difference	Percent Difference
FTEs & Statistics				
Payroll FTEs	5,101.07	5,098.66	(2.41)	-0.05%
Total Patient Days	119,939	116,241.6	(3,697.4)	-3.1%
Average Daily Census (ADC)	328.6	317.6	(11.0)	-3.4%
Acute Outpatient Observation ADC	14.4	13.8	(0.6)	-4.2%
Outpatient Visits	950,685	938,618	(12,067)	-1.3%
Operations				
Net Patient Revenue	882,832,543	902,050,984	19,218,441	2.2%
Realignment	8,905,750	9,153,038	247,288	2.8%
Other	46,657,204	46,844,556	187,352	0.4%
Total Revenue	938,395,497	958,048,578	19,653,081	2.1%
Expenses				
Payroll/Personnel	732,707,366	754,555,306	21,847,940	3.0%
Services and Supplies	288,765,682	278,286,095	(10,479,587)	-3.6%
County Overhead	16,004,817	17,600,426	1,595,609	10%
Depreciation	38,728,669	38,728,669	0	0%
Transfers	(32,230,983)	(30,393,026)	1,837,957	5.7%
Interest Expense Net of Income	24,814,973	24,885,347	70,374	0.3%
Total Expenses	1,068,790,524	1,083,662,817	14,872,293	1.4%
Operating Income/(Loss)	(130,395,028)	(125,614,239)	4,780,789	3.7%
Transfers				
Vehicle License Fee	51,577,000	49,400,000	(2,177,000)	-4.2%
Tobacco Settlement	12,000,000	12,000,000	0	0%
Inmate Medical Care at SCVMC	11,399,451	11,399,451	0	0%
General Fund Grant	53,887,081	46,568,293	(1,483,788)	-3.1%
Total County General Fund Subsidy	128,863,532	119,367,744	(3,660,788)	-3.0%
Operating Transfers	(5,040,051)	(5,040,051)	0	0%
Bond Super Funds	0	0	0	0%
Total Transfers	123,823,481	114,327,693	(9,495,788)	-7.7%
Net Income/(Loss)	(6,571,546)	(6,571,546)	0	0%



Santa Clara Valley Medical Center — Budget Unit 921 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
6846	SCVMC Capital Fund 0059	\$ 74,897,594	\$ 5,000,000	\$ 6,258,721	\$ 6,258,721	\$ 1,258,721	25.2%
6849	SCVMC Fixed Assets & Debt Svc Fund 0060	29,557,801	38,728,669	41,665,823	41,665,823	2,937,154	7.6%
6862	SCVMC Intergovernmental Trfs Fund 0060	—	60,000,000	60,000,000	60,000,000	—	—
92106	SCVMC Operations Fund 0060	1,028,868,860	1,073,830,575	1,088,449,204	1,088,702,868	14,872,293	1.4%
Total Net Expenditures		\$ 1,133,324,255	\$ 1,177,559,244	\$ 1,196,373,748	\$ 1,196,627,412	\$ 19,068,168	1.6%

Santa Clara Valley Medical Center — Budget Unit 921 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
6846	SCVMC Capital Fund 0059	\$ 74,897,594	\$ 5,000,000	\$ 6,258,721	\$ 6,258,721	\$ 1,258,721	25.2%
6849	SCVMC Fixed Assets & Debt Svc Fund 0060	29,557,801	38,728,669	41,665,823	41,665,823	2,937,154	7.6%
6862	SCVMC Intergovernmental Trfs Fund 0060	—	60,000,000	60,000,000	60,000,000	—	—
92106	SCVMC Operations Fund 0060	1,059,239,089	1,106,061,558	1,118,842,230	1,119,095,894	13,034,336	1.2%
Total Gross Expenditures		\$ 1,163,694,484	\$ 1,209,790,227	\$ 1,226,766,774	\$ 1,227,020,438	\$ 17,230,211	1.4%

Santa Clara Valley Medical Center — Budget Unit 921 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 731,670,748	\$ 732,707,366	\$ 754,032,026	\$ 754,555,306	\$ 21,847,940	3.0%
Services And Supplies	306,814,400	304,872,499	296,242,537	295,972,921	(8,899,578)	-2.9%
Other Charges	19,883,852	46,746,933	47,585,349	47,585,349	838,416	1.8%
Fixed Assets	89,371,390	55,423,378	57,608,090	57,608,090	2,184,712	3.9%
Operating/Equity Transfers	15,954,094	70,040,051	71,298,772	71,298,772	1,258,721	1.8%
Subtotal Expenditures	1,163,694,484	1,209,790,227	1,226,766,774	1,227,020,438	17,230,211	1.4%
Expenditure Transfers	(30,370,230)	(32,230,983)	(30,393,026)	(30,393,026)	1,837,957	-5.7%
Total Net Expenditures	1,133,324,255	1,177,559,244	1,196,373,748	1,196,627,412	19,068,168	1.6%



Santa Clara Valley Medical Center — Budget Unit 921

Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
6846	SCVMC Capital Fund 0059	\$ 82,113,386	\$ 5,000,000	\$ 6,258,721	\$ 6,258,721	\$ 1,258,721	25.2%
6849	SCVMC Fixed Assets & Debt Svc Fund 0060	5,267,015	38,728,669	38,728,669	38,728,669	—	—
6862	SCVMC Intergovernmental Trfs Fund 0060	—	60,000,000	60,000,000	60,000,000	—	—
92106	SCVMC Operations Fund 0060	1,085,339,756	1,067,259,029	1,081,877,658	1,082,131,322	14,872,293	1.4%
Total Revenues		\$ 1,172,720,157	\$ 1,170,987,698	\$ 1,186,865,048	\$ 1,187,118,712	\$ 16,131,014	1.4%

SCVMC Capital Fund 0059 — Cost Center 6846

Major Changes to the Budget

	Positions	Appropriations	Revenues
VMC Capital Projects (Fund Number 0059)			
FY 2011 Approved Budget	—	\$ 5,000,000	\$ 5,000,000
Board Approved Adjustments During FY 2011	—	1,274,321	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(15,600)	1,258,721
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 6,258,721	\$ 6,258,721
Recommended Changes for FY 2012			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 6,258,721	\$ 6,258,721

SCVMC Fixed Assets & Debt Svc Fund 0060 — Cost Center 6849

Major Changes to the Budget

	Positions	Appropriations	Revenues
VMC Enterprise Fund (Fund Number 0060)			
FY 2011 Approved Budget	—	\$ 38,728,669	\$ 38,728,669
Board Approved Adjustments During FY 2011	—	1,678,433	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	1,258,721	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 41,665,823	\$ 38,728,669
Recommended Changes for FY 2012			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 41,665,823	\$ 38,728,669



SCVMC Intergovernmental Trfs Fund 0060 — Cost Center 6862 Major Changes to the Budget

	Positions	Appropriations	Revenues
VMC Enterprise Fund (Fund Number 0060)			
FY 2011 Approved Budget	—	\$ 60,000,000	\$ 60,000,000
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 60,000,000	\$ 60,000,000
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 60,000,000	\$ 60,000,000

SCVMC Operations Fund 0060 — Cost Center 92106 Major Changes to the Budget

	Positions	Appropriations	Revenues
VMC Enterprise Fund (Fund Number 0060)			
FY 2011 Approved Budget	5,101.1	\$ 1,073,830,575	\$ 1,067,259,029
Board Approved Adjustments During FY 2011	-16.8	(12,662,450)	(64,780,695)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-0.2	22,780,280	—
Internal Service Fund Adjustments	—	4,965,523	79,399,324
Other Required Adjustments	0.2	(464,724)	—
Subtotal (Current Level Budget)	5,084.3	\$ 1,088,449,204	\$ 1,081,877,658
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Cost Recovery from Mental Health Department for Behavioral Health Services.	—	—	407,424
Reduce Acute Psychiatry Services	—	—	(355,072)
MICC	—	—	(371,078)
S/O - VMC Security Proposal	—	—	108,828
PHD Increased CPSP Visits	—	—	672,259
Procurement Contract Savings	—	—	(1,000,000)
Medical Staff Requirements	—	—	585,318
Coffee Kiosk Change	—	—	(20,000)
PHD New Finance Position	—	—	163,908
PHD EMS Program Adjustments	—	—	39,000
CEO IPM Adjustments	—	—	5,331
Increase Revenue from FPACT Program	—	—	(225,000)
Nursing Overtime Reduction	—	—	(702,190)
Administrative Position Changes	—	—	(328,498)
Physician Services	—	—	71,836
Advice Nurse Contract	—	—	(1,641,059)
DSRIP Ongoing Savings	—	—	(51,257,913)
Cardiology	—	—	258,138



SCVMC Operations Fund 0060 — Cost Center 92106
Major Changes to the Budget

	Positions	Appropriations	Revenues
ISD DP Adjustment	—	—	(5,778)
ESA Human Resources Transfer	—	—	(3,558,575)
One-time Rebate of Data Processing and Voice Communications Retained Earnings	—	—	(31,259)
Medi-Cal Expansion Ongoing Savings	—	—	(9,974,594)
Mental Health Pharmaceutical	—	—	(500,000)
Cost Recovery from Mental Health Department for 24-Hour Care Services.	—	—	1,000,000
Reduce Pharmaceutical Payment to Valley Medical Center	—	—	(500,000)
Revenue Cycle Improvements	—	—	(4,000,000)
Local Hospital Fee	—	—	(7,000,000)
Episodic Care	—	—	(4,484,712)
Radiology Adjustments	—	—	(204,647)
REC Reduce Outside Medical Costs	—	—	(878,359)
MHD FQHC Behavioral Health Expansion	—	—	(326,068)
FY 2012 Data Processing Adjustment	—	(5,778)	—
Adjust Departmental Reimbursement to the Office of the County Executive for Integrated Pest Management Services	—	5,331	—
One-time Rebate of Voice Rate Retained Earnings	—	(115)	—
Transfer HHS-HR Budget from SCVMC to ESA HR	—	(8,012)	—
One-time Rebate of DP Retained Earnings	—	(31,144)	—
Decision Packages			
1. Increase Revenue from FPACT Program	—	—	225,000
The Family Planning, Access, Care, and Treatment Program (FPACT) program allows Federal reimbursement for providing reproductive health services for medically indigent (low-income) females and males. FPACT focuses outreach efforts to adults whose incomes at or below 200 percent of the Federal Poverty Level (FPL) and who are at-risk of unintended pregnancy.			
2. Procurement Contract Savings	—	(1,000,000)	—
The Procurement Department has completed a Request for Proposals for interventional cardiology products. The new vendor agreement is expected to deliver savings of approximately \$184,000 during FY2012. Procurement is also in negotiations with several vendors for orthopedic and spinal implant products, and expects to complete these negotiations in June, 2011 and have these contracts in place by July 1 2012, which would generate a further \$816,000 in expense reduction during FY2012.			
3. Medical Staff Office Requirements	6.0	585,318	—
In order for SCVMC to meet regulatory and accreditation requirements by The Joint Commission (TJC) as well as to provide minimal and reliable support for leadership oversight and the functions of the Organized Medical Staff, the following augmentation of staffing is necessary in order to correct deficiencies noted in the recent TJC surveys. It is expected that SCVMC will be implementing corrective actions, such as this initiative, and prepare Evidence of Standards Compliance reports to The Joint Commission.			
4. Physician Services	3.2	280,325	208,489
SCVMC will improve the delivery of patient care, provide efficiency; and, in some cases, satisfy mandated requirements. The net financial impact of this proposal in FY2012 is savings of \$71,836.			
5. Episodic Care	3.1	(1,016,215)	3,468,497
By increasing the capacity in the FQHC sites for episodic appointments at the regional clinics, VMC would eliminate the need for the hospital-based Express Care Clinic, which would be closed. The providers in the clinics would be a mixture of staff and contract physicians, both of which are less expensive than the contract emergency physicians providing care in the ECC. The reduced physician cost per visit and the incremental FQHC revenue of the redirection result in both a cost savings and a revenue augmentation, while providing care at more, and more convenient, locations. In order to shift visits from ECC to the ambulatory clinics, episodic/urgent care capacity would need to be enhanced at the clinics. This would require additional staff and cost at the clinics. Again, the revenue offset to the added expense is favorable. The proposal would reduce expenditure on contracted physicians, generate savings of approximately \$1.0 million, shift FTEs from the Express Care Clinic to the various Valley Health Centers while increasing FTEs by 3.0 in total, and generate increased revenue totaling \$3.47 million in FY2011.			



SCVMC Operations Fund 0060 — Cost Center 92106

Major Changes to the Budget

	Positions	Appropriations	Revenues
6. Delete 3.0 FTE Executive Management Positions	-3.0	(328,498)	—
Delete 1.0 FTE A4D VHP Medical Director and 1.0 FTE A83 Director of Nursing Excellence positions. Both positions are unfunded and vacant. The VHP Medical Director will be added to the Valley Health Plan budget to be funded. Delete 1.0 FTE funded vacant Director of Ambulatory and Community Health Services.			
7. Reduce Outside Medical Services	—	(878,359)	—
Reduce outside medical expense.			
8. Deliver System Reform Incentive Pool (DSRIP)	27.4	3,742,087	55,000,000
The Delivery System Reform Incentive Pool (DSRIP) is a five-year commitment for milestones to be achieved the funding ranges between \$55 and \$60 million per fiscal year. For these milestones to be achieved there are necessary investments for SCVMC to meet those milestones. This proposal represents all the additional investments required to receive the \$55 million in DSRIP revenue for FY 2012.			
9. MHD: 24 Hour Care Reduction	4.5	1,000,000	—
The Mental Health Department is actively working to find lower level placements within the community in order to reduce the length of stay in Acute Inpatient Private Hospital beds, IMDs, and State Hospital beds, which are costly. In addition, the Department will transfer \$1 million to Acute Psychiatric Services to address the over-spending issues (registered nurse staffing ration requirements at Barbara Arons Pavilion and a higher than budgeted census at Emergency Psychiatric Services. These two actions will properly size the APS and IMD components of the 24-Hour Care System. This action represents the changes in SCVMC related to the Mental Health Department proposal.			
10. MHD: Reduce Psychiatric Social Worker and Ambulance Expense	-2.0	(355,072)	—
The Mental Health Department (MHD) will delete reimbursement to Santa Clara Valley Medical Center (SCVMC) for the costs related to 1.0 FTE Psychiatric Social Worker and 1.0 FTE Marriage and Family Therapist in BAP. The two positions were originally hired to provide multiple patient services which included direct care in group and individual therapy settings, initial psychological social evaluations of admitted patients, representation of SCVMC at Superior Court involuntary psychiatric patient hearings, family liaison, and discharge planning. However, the positions have been primarily dedicated to case management and discharge planning since their creation, a function which is currently provided by staff from the 24-Hour Care Management group.			
11. PHD: Decreased Public Health Nurse CPSP Visits	—	—	(672,259)
Decrease revenue due to decrease in visits in the Comprehensive Perinatal Service Program (CPSP) in the Public Health Department.			
12. New PHD Finance Position	—	163,908	—
This amount reflects a placeholder for an FY2012 for a classification study to add a Public Health Finance Manager.			
13. PHD: EMS Program Adjustments	—	39,000	—
Increase for Public Health Department Emergency Management Services program adjustments. This increase is specifically for fee increases paid out of SCVMC.			
14. Reduce Nursing Overtime in MICC	-4.8	(702,190)	—
The proposed reduction in the nursing overtime budget is expected to be sustained in FY12 based on recent trends, pursuant to the focus on reducing overtime. The experience January through February showed a reduction in nursing overtime; this trend should continue in the future and in FY12. Managers will be held accountable to their budget, including overtime budget.			
15. Coffee Kiosk Change	—	(60,000)	(40,000)
This proposal enables SCVMC to reduce its services and supplies budget by \$60,000. In addition, it is estimated that revenues conservatively based on current operations would be reduced by \$40,000 for a net savings impact of \$20,000.			
16. Mother and Infant Care Center Reduction	-2.0	(371,078)	—
To appropriately staff nurses to patients in MICC, 2.0 FTE should be reduced. An estimated two RN staff would be impacted. If these positions are not reduced, then it is expected that MICC will run over budget. Should there be a temporary spike in census, Nursing would adjust staffing to meet the needs.			
17. Mental Health Pharmaceutical Savings	—	(500,000)	—
SCVMC will establish a restricted formulary for the use of psychiatric medications for non-Medi-Cal patients in all areas of the system. The formulary would select a limited number of cost-effective medications in several various categories.			
18. Radiology Adjustments	1.0	(4,647)	200,000
This proposal is to convert two funded vacant R8C radiology technologist positions to three S9C Ultrasound positions, which would significantly address this growing backlog. The difference in salary for the positions would be \$208,452 annually. The exchange of positions however would be offset by a corresponding decrease in use of contract registry labor of \$125,000 (year to date \$205,228), and increased revenues, for a net projected savings in FY2012 of \$204,647.			



SCVMC Operations Fund 0060 — Cost Center 92106
Major Changes to the Budget

	Positions	Appropriations	Revenues
19. Medi-Cal Expansion	—	143,322	10,117,916
<p>The County of Santa Clara has applied to create a Medicaid Coverage Expansion (MCE) program that would allow 20,000+ residents who are currently ineligible for Medi-Cal to gain coverage and would allow the conversion of the 7,500 Valley Care enrollees into the new program. By moving nearly 30,000 people into MCE, the County's General Fund Contributions to SCVMC, Mental Health, and DADS will be matched by 50% Federal funds and the match is uncapped. An estimated \$10,122,000 would be generated year 1 and continue to 2014. Experience with the Valley Care/Coverage Initiative pilot program demonstrates great public demand for coverage products and is expected to continue. There are currently General Fund expenses that do not draw down a Federal match. They can now be used to provide claimable services to the newly eligible populations in Mental Health, DADS, and Community Health Services.</p>			
20. Revenue Cycle Improvements	—	1,700,000	5,700,000
<p>SCVMC has been working with Alvarez & Marsal in reorganizing the Santa Clara Valley Health and Hospital System's functionalities related to the managed care contracting process; particularly in the areas of decision support, pricing, modeling, payer denials, and payment compliance. This proposal reflects these ongoing efforts for revenue cycle improvement as related to the above components.</p>			
21. Local Hospital Fee	—	—	7,000,000
<p>Federal law permits the creation of hospital fees, so long as fees are broad based and uniformly applied. The fees are collected by an allowable entity (state or county), pooled, sent to the Federal government for a match, and then allocated to participating hospitals. The State or County is permitted to keep a portion of the total revenues (local contribution and Federal match). In order to implement such a fee, the Centers for Medicare and Medicaid Services (CMS) must approve a State Plan Amendment, which can be accomplished through a CMS administrative action. While this proposal would replicate the current State hospital fee, established by SB 1383, we would not need State legislation to proceed. Fees would be assessed on Fee for Service days, managed care days, and Medi-Cal days, per SB 1383, and paid according to SB1383's methodology.</p> <p>It is estimated that \$22 million would be collected locally based on the fee's methodology and would draw down a \$15 million match, creating approximately \$37 million for participating hospitals. Of that amount, an estimated \$30 million would be paid out to hospitals (based on the SB1383 methodology) and an estimated \$7 million would be available to the County for hospital-related services. (Funds from this hospital fee would be required to be expended in a manner consistent with the fee; thus, the \$7 million is proposed to be utilized for SCVMC.)</p>			
22. Custody Health: Reduce Pharmaceutical Expenses	—	(500,000)	—
<p>Pharmacy expenditures have been reduced through Custody Health due to lower expenditure projects based on historical trends.</p>			
23. MHD: FQHC Behavioral Health Expansion	11.0	1,993,356	1,912,000
<p>Add 11.0 various FTE from Mental Health Department to SCVMC to take advantage of Federally Qualified Health Center pricing for Behavioral Health expenses.</p>			
24. Cardiology	13.6	1,444,919	1,186,781
<p>This initiative would add 13.6 FTEs, and it would generate revenue (e.g., EKG visits, Stress Tests, Inpatient Consults, and ECHO Readings) to cover the majority of the costs associated with the positions and Object 2 expenses for a net cost of \$258,137.</p>			
25. Security Services	-2.0	108,828	—
<p>Delete 2.0 FTE positions in SCVMC Security as part of the Sheriff's Office proposal to take over the daily operations of the SCVMC campus patrol.</p>			
26. Transfer HHS-HR Resources to ESA-HR	-31.6	(3,550,563)	—
<p>Transfer 31.6 FTES and related object 2 expense budget from HHS Human Resources to consolidate with Employee Services Agency. This consolidation with Employee Services Agency will enhance efficiencies, standardize processes, facilitate communication and provide for adequate supervision and coverage. It will also allow for more flexible staffing during times of budget difficulties and high workload and will enhance the Employee Services Agency's accountability for compliance with applicable ordinances, Merit System Rules and other legal requirements.</p>			
27. Advice Nurse Contract	-10.0	(1,641,059)	—
<p>This proposal would seek a strategic alliance with our managed care partner/sister agency Santa Clara Family Health Plan (SCFHP) to improve coordination of care for the patients we serve and share in common. This proposal included Object 1 reductions totaling \$1,878,152, and new purchased services costs of \$360,000 which would be partially offset by other Object 2 reductions of \$122,907. Total annual savings would be \$1,641,059.</p>			
Subtotal (Recommended Changes)	14.4	\$ 253,664	\$ 253,664
Total Recommendation	5,098.7	\$ 1,088,702,868	\$ 1,082,131,322





Section 5: Housing, Land Use, Environment & Transportation

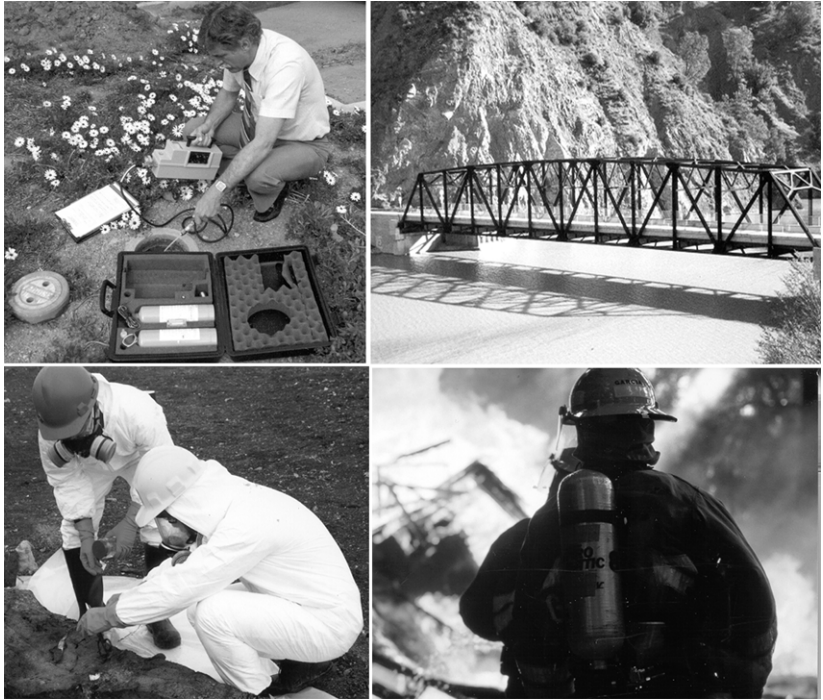
Section 5: Housing, Land Use, Environment & Transportation



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

Housing, Land Use, Environment & Transportation

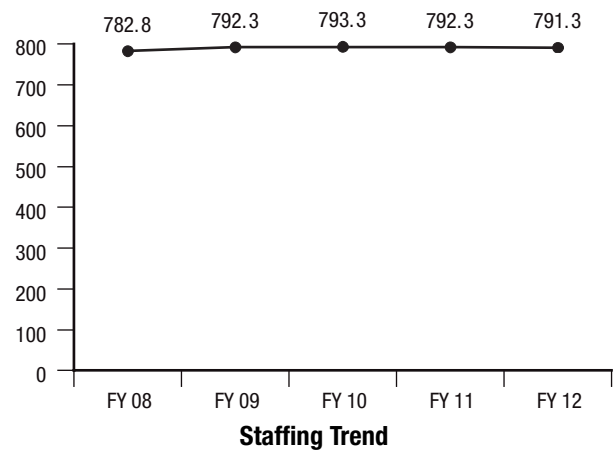
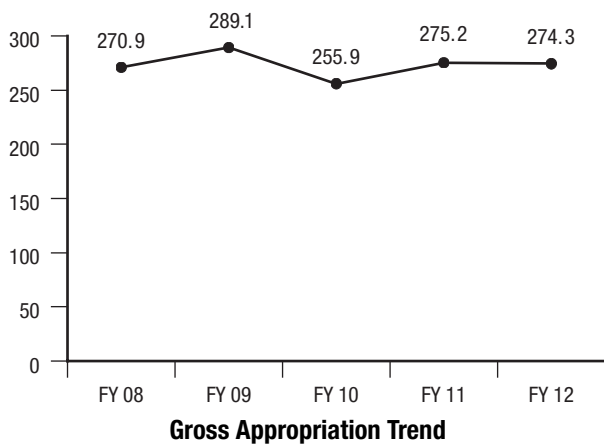
Planning and Development
Budget Unit 260

Roads and Airports Departments
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 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
260	Department of Planning and Development	\$ 13,134,640	\$ 12,621,834	\$ 13,075,026	\$ 12,471,712	\$ (150,122)	-1.2%
168	Office of Affordable Housing	6,099,250	8,495,008	6,178,311	5,966,055	(2,528,953)	-29.8%
710	Parks and Recreation Department	63,735,029	51,862,465	35,331,046	45,469,324	(6,393,141)	-12.3%
262	Agriculture and Environmental Mgmt	8,896,591	9,152,165	9,289,098	9,102,581	(49,584)	-0.5%
261	Department of Environmental Health	18,911,757	21,240,739	21,768,302	22,408,056	1,167,317	5.5%
411	Vector Control District	8,027,223	6,525,840	6,758,990	6,781,187	255,347	3.9%
603	Roads & Airports Department - Roads	46,192,698	44,159,339	41,664,982	49,957,748	5,798,409	13.1%
608	Roads & Airports Dept - Airports	3,144,036	3,159,701	3,080,014	3,084,636	(75,065)	-2.4%
904	Santa Clara County Fire Dept	79,698,549	80,939,667	81,858,326	82,584,375	1,644,708	2.0%
979	Los Altos Hills County Fire District	9,413,007	22,436,481	21,948,185	21,948,185	(488,296)	-2.2%
980	South Santa Clara County Fire District	4,962,731	6,371,157	5,877,913	6,177,913	(193,244)	-3.0%
Total Net Expenditures		\$ 262,215,510	\$ 266,964,396	\$ 246,830,193	\$ 265,951,772	\$ (1,012,624)	-0.4%

Gross Expenditures By Department

BU	Department Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
260	Department of Planning and Development	\$ 13,481,947	\$ 13,079,011	\$ 13,378,926	\$ 12,820,598	\$ (258,413)	-2.0%
168	Office of Affordable Housing	7,193,230	9,525,100	7,356,332	6,949,450	(2,575,650)	-27.0%
710	Parks and Recreation Department	64,902,212	53,562,465	37,031,046	47,169,324	(6,393,141)	-11.9%
262	Agriculture and Environmental Mgmt	9,318,605	9,517,723	9,691,656	9,617,924	100,201	1.1%
261	Department of Environmental Health	19,317,551	21,544,338	22,202,313	22,842,067	1,297,729	6.0%
411	Vector Control District	8,081,222	6,525,840	6,758,990	6,781,187	255,347	3.9%
603	Roads & Airports Department - Roads	48,016,588	47,159,339	41,664,982	52,957,748	5,798,409	12.3%
608	Roads & Airports Dept - Airports	3,144,036	3,159,701	3,080,014	3,084,636	(75,065)	-2.4%
904	Santa Clara County Fire Dept	81,012,430	82,351,107	83,193,626	83,919,675	1,568,568	1.9%
979	Los Altos Hills County Fire District	9,413,007	22,436,481	21,948,185	21,948,185	(488,296)	-2.2%
980	South Santa Clara County Fire District	4,962,731	6,371,157	5,877,913	6,177,913	(193,244)	-3.0%
Total Gross Expenditures		\$ 268,843,558	\$ 275,232,262	\$ 252,183,983	\$ 274,268,707	\$ (963,555)	-0.4%

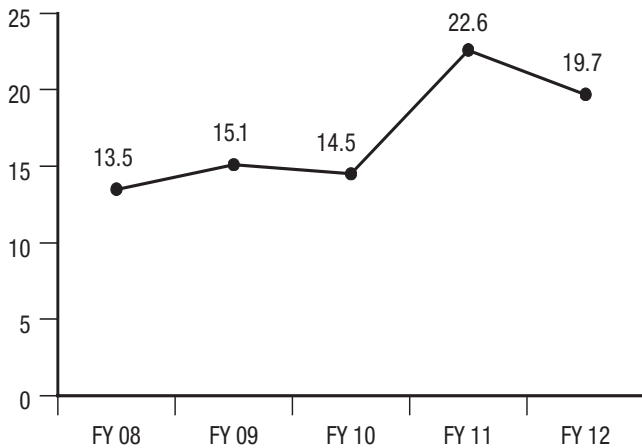
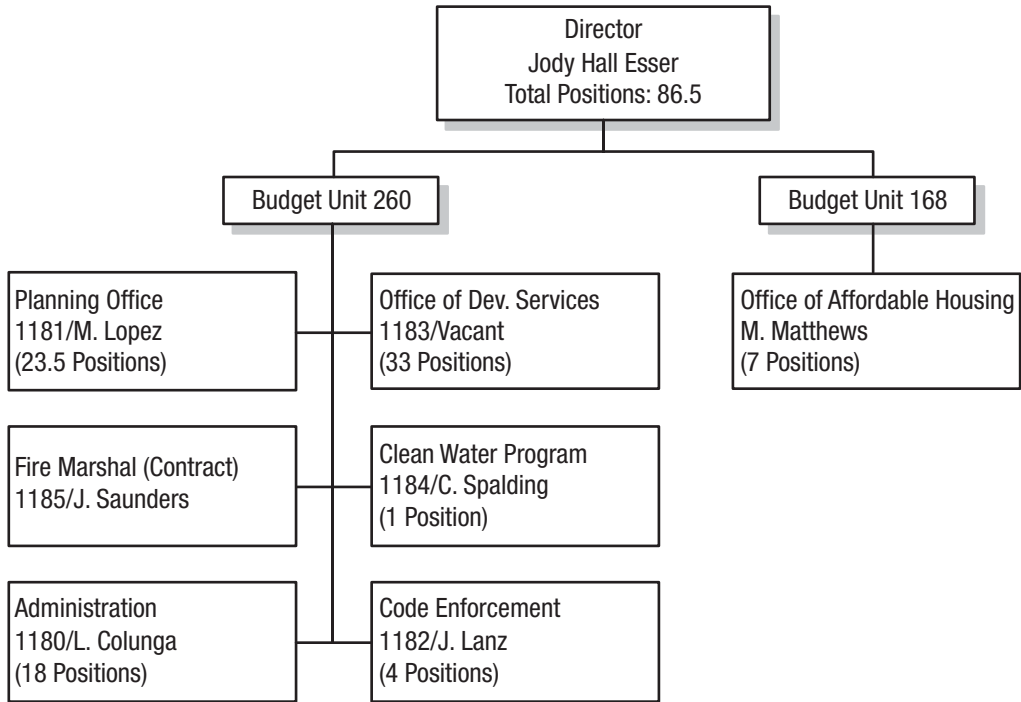


Revenues By Department

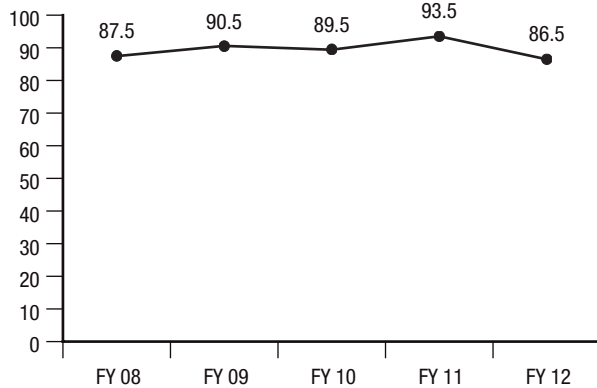
BU	Department Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
260	Department of Planning and Development	\$ 7,406,346	\$ 8,024,273	\$ 6,650,116	\$ 6,686,116	\$ (1,338,157)	-16.7%
168	Office of Affordable Housing	6,448,936	7,219,777	5,782,832	5,824,832	(1,394,945)	-19.3%
710	Parks and Recreation Department	51,835,973	45,040,996	45,774,701	46,024,701	983,705	2.2%
262	Agriculture and Environmental Mgmt	7,187,534	6,658,623	6,391,905	6,530,005	(128,618)	-1.9%
261	Department of Environmental Health	17,922,333	18,637,268	18,868,954	20,211,954	1,574,686	8.4%
411	Vector Control District	7,138,178	7,065,688	7,100,688	7,100,688	35,000	0.5%
603	Roads & Airports Department - Roads	62,769,122	44,261,961	40,429,552	45,250,368	988,407	2.2%
608	Roads & Airports Dept - Airports	3,306,767	3,132,483	3,068,682	3,068,682	(63,801)	-2.0%
904	Santa Clara County Fire Dept	79,739,614	79,282,600	79,282,500	79,282,500	(100)	0.0%
979	Los Altos Hills County Fire District	7,384,261	9,139,000	7,605,000	7,605,000	(1,534,000)	-16.8%
980	South Santa Clara County Fire District	4,305,852	4,538,301	4,590,597	4,590,597	52,296	1.2%
Total Revenues		\$ 255,444,917	\$ 233,000,970	\$ 225,545,527	\$ 232,175,443	\$ (825,527)	-0.4%



Department of Planning and Development



Gross Appropriation Trend



Staffing Trend



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**



Description of Major Services

Services provided by the Department of Planning & Development include implementation of the General Plan, issuance of Building Permits and completion of Permit Inspections, review and approval of Planning & Zoning Applications, administration of the Williamson Act and Open Space Easement Program, Historic Preservation, application for and inspection of Land Development Engineering permits, Code Enforcement, Surveying, administration of the Clean Water Program and services provided by the Fire Marshal.

In FY 2011, the Office of Affordable Housing was transferred to the Department of Planning & Development. This office administers a number of state and local housing programs as well as the Federal Community Development Block Grant (CDBG) and HOME programs for the unincorporated County and seven cities. Programs include financial assistance for new affordable housing units, first time homebuyers, eligible homeowners for housing rehabilitation, and non-profit agencies providing housing related services.

Office of Affordable Housing

The Office of Affordable Housing (OAH) provides loans and grants for the development of new affordable housing units for the County's "special populations" – extremely low income households, seniors, at-risk youth, the disabled, the mentally ill, and the homeless.

Since 2002, the County has provided a total of \$43.5 million to 55 community based organizations (CBOs) that build affordable housing or provide housing related services. During that time, 1,925 new housing units have been created that provide permanent affordable to these populations.

OAH also administers Federal Community Development Block Grant (CDBG) and HOME funds for seven smaller cities and the unincorporated areas of the County. The average annual grant is \$2 million, which is sub-granted to CBOs for services. Through the CDBG Program, the County administers \$1.2 million in Federal stimulus funds for housing construction and rental assistance for those most affected by the economic recession. OAH also offers a Housing Rehab Program providing low interest loans to low income homeowners to make health and safety improvements to their homes. Qualifying first time homebuyers are also able to obtain down payment assistance federal Mortgage Credit Certificates through the Office.

In 2011, the Office of Affordable Housing shifted all of its programs to a web-based grants and loan management system. This change will streamline and simplify the entire process of applying for and receiving grants and loans from the County. The result will be reduced administrative costs for both the County and the

organizations that receive funding. It will also result in more accurate and timely reporting of all loans and grants.

Building Inspection Office

The Building Inspection Office continues to ensure that the built environment is safe, accessible and in compliance with the County's building codes and land use requirements. The office issues building permits for construction of new buildings and remodels, additions and other alterations of existing buildings in Santa Clara County. Comprehensive review of plans and documents submitted in the application process help make certain that proposed projects get the best start possible while inspections performed during construction help bring the projects to successful completion.

Williamson Act

The County sustains a variety of viable agricultural operations that continue to flourish, such as cattle production, row crops, orchards, grape and wine production, and nurseries. Since the late 1960's, the County has been an active participant in the Williamson Act, a statewide program that enables private landowners to contract with local governments to voluntarily restrict their land to agricultural use and compatible uses in return for a reduced property assessment, resulting in lower property taxes. As of December 2010, approximately 349,000 acres of land in unincorporated Santa Clara County are restricted by Williamson Act Contracts.

Open Space Easement Agreements

The County's Open Space Easement Program allows unincorporated county property owners to apply to transfer their Williamson Act land into an open space easement to preserve the natural or scenic character of the open space land. Since 2006, over 4,000 acres under Williamson Act contract have been transferred into open space easements, which allow limited uses of the land but require that 95% of the parcel be maintained in open space use.

Historic Preservation Program

Stewardship of Santa Clara County's historic resources, with their unique opportunities and challenges, is the focus of the Historic Preservation Program. The County's General Plan policies and strategies for historic resources serve as the backbone of the program, which identifies and evaluates historic properties, and

prevents or minimizes adverse impacts. The County is one of only a few California counties to earn certification from the Department of the Interior as a Certified Local Government.

General Plan Update: Housing Element

The Planning Office successfully completed the 2009-2014 Housing Element Update for the County of Santa Clara. The Board of Supervisors adopted the revised Housing Element on August 24, 2010, and the State Department of Housing and Community Development (HCD) certified it as being in full compliance with State housing element law in November 2010. The Housing Element is one of seven required elements of a General Plan and addresses the housing needs of a jurisdiction, in this case the unincorporated areas of Santa Clara County. It must be updated every five years or as otherwise determined by the State HCD.

The next cycle for updating the Housing Element is for the years 2014-2022. It is an eight year cycle, in contrast to previous statutes for a five year cycle. The preliminary phases of the next Housing Element update have begun, in conjunction with the regional planning efforts being undertaken that are related to SB 375 requirements for a Sustainable Communities Strategy (SCS). County staff is participating in the next Regional Housing Needs Allocation process (RHNA), through ABAG's Housing Methodology Committee and other discussion forums. That process will continue through 2012. The County will also be participating with the 15 cities and Stanford University to develop new cooperative processes and mechanisms for jointly addressing the RHNA among the county's jurisdictions, in lieu of forming a RHNA subregion.

General Plan Update: Health and Wellness Element

The County has begun the process of incrementally updating various elements of the General Plan by initiating the creation of a Health and Wellness Element. It will essentially be a new element that incorporates certain portions of the existing Health & Safety Chapters, and establishes new goals, policies, and implementation measures to promote general public health through a comprehensive planning approach. It will address land use issues, transportation and mobility, physical activity, prevention, air quality, access to health care and healthy food choices, and promoting local agriculture and food supply, among other additional subjects. There is currently a very significant

and growing emphasis on achieving improved public health through comprehensive planning in the field of public health throughout the nation. The process for creating the new Health Element will take approximately 2-3 years. Planning Department staff are coordinating the effort in collaboration with the County's Public Health Department and various other related agencies, stakeholders, and non-governmental entities.

Regional Planning Involvement

Santa Clara County Planning Department staff is becoming increasingly involved in the regional planning efforts being undertaken by ABAG and other regional agencies to develop a Sustainable Communities Strategy as part of SB 375 implementation. This unprecedented opportunity for regional planning will be instrumental in defining a consistent regional approach to environmental, economic and social equity issues that are fundamental to achieving a sustainable Bay Region. It will develop means at the regional level for achieving targets for greenhouse gas emission reductions over the next 25 years, as well as promoting smart growth, affordable housing, resource conservation, and improved access to and use of alternative transportation modes. The SCS will be developed over the course of 2011-2013.

Urban Island Annexations

Annexation of the County's urban unincorporated islands is a major goal of the County General Plan. Islands are unincorporated areas located within a city's Urban Service Area, and may be entirely or partially surrounded by incorporated cities. Island annexation reduces County service costs, promotes efficient urban service delivery, provides for more logical city boundaries, and facilitates the cities' ability to plan for and approve new housing and other development in a manner consistent with city General Plans and development regulations. Annexation also enables residents to vote and actively participate in municipal elections, decision-making, and planning for the improvement of neighborhoods and surrounding areas.

Last year, San Jose annexed four large islands and took action to complete the annexation of a fifth large island by June 2011 if no further steps are taken to allow the island, named Cambrian 36, to annex to Campbell. San Jose and the County will further discuss the potential issues for annexation of islands greater than 150 acres. Eight islands of greater than 150 acres remain in San

Jose's Urban Service Area. Three are primarily residential: Cambrian Park, Burbank, and Alum Rock. Several more consist primarily of County-owned park lands or portions thereof, and the eighth is the County Fairgrounds property. The County will continue outreach and discussion with all cities in which urban islands remain, in conjunction with the Local Agency Formation Commission, to facilitate annexations.

Quarry Regulation

The State Surface Mine and Reclamation Act (SMARA) and County Zoning Regulations require surface mines to have and to implement reclamation plans. The County currently has eight mines that are subject to SMARA. All eight mines within unincorporated Santa Clara County have reclamation plans approved by the County. One of these mines, the Permanente Quarry, is currently processing two amendments to its reclamation plan.

Currently, five mines are active operations that extract and sell minerals used primarily in construction. The remaining three mines are being reclaimed, but no further mineral harvesting is taking place within them. Each year, County staff inspects the mines for compliance with their reclamation plans, prepares the annual inspection reports, and files those reports with the State Office of Mine Reclamation.

Code Enforcement

The Code Enforcement Program is responsible for the enforcement of the County Ordinance Code related to land use. It has continued to expand with the creation of a division within the Department coordinating the efforts of the building, planning, fire, and housing divisions, in addition to providing liaison services to other county agencies such as Environmental Health and Roads and Airports. The Division responds to citizen complaints and other department referrals systematically to inspect each site for possible code violations and notifies the responsible parties when violations are verified. Currently, two Building Inspectors support this Division on a rotational basis.

Building Inspectors and Zoning Investigators work with property owners and other responsible parties to bring sites back into compliance with code requirements. This frequently involves onsite meetings and telephone conversations to discuss possible resolutions to problems in addition to identifying issues that must be abated. Once an agreement has been reached, a follow

up inspection is conducted to insure violations have been corrected and no outstanding issues remain. This process has resulted in a majority of violations being resolved through voluntary compliance and a better understanding of the land development process by our clients.

Historically, those who failed to bring their properties into compliance with applicable ordinance code were issued citations and cases were resolved through criminal court actions. The Division now uses an Administrative Fee and Fine program that processes unresolved violations through the issuance of fines and hearings. This program has resulted in several longstanding cases being resolved through a system much better equipped to deal with complicated land use issues than criminal prosecution. The Division also administers the Administrative Hearing Process for appeals of several ordinance code violations not associated with the Department of Planning and Development, such as the Social Host Ordinance, enforced by the Sheriff's Office, and the Department of Agriculture's Weed Abatement Program. The Code Enforcement Division continues to work with the Office of the District Attorney and the Office of the County Counsel to represent the County on civil and criminal land use issues being processed through the courts, providing investigative services and offering expert testimony as required.

Water Resources

As mandated by State and Federal law, the County's Clean Water Program was created to maintain the County's compliance with a National Pollutant Discharge Elimination System (NPDES) Storm Water

Discharge Permit and to promote storm water pollution prevention. Penalties for non-compliance with an NPDES permit are severe.

On October 14, 2009, the Municipal Regional NPDES Permit (MRP) was adopted to replace the 2001 NPDES Permit for North County. The current MRP includes scheduled additional requirements, in both the County's own roads, parks and other special development projects and in the review of private development projects which are implemented in phases and become increasingly stringent. Santa Clara County obtained a second mandated NPDES permit for the South County (Pajaro River/Monterey Bay Watershed Area) on April 5, 2010. The County is embarking on the second year of the five year Stormwater Management Plan (similar in nature to the MRP in the North County) on May 1, 2011. The Stormwater Management Plan is also implemented in phases over the 5 year period and becomes more stringent as scheduled requirements come into effect.

Fire Marshal

The County contracts with the Santa Clara County Central Fire Protection District for Fire Marshal services. In coordination with Planning & Development Services, the Fire Marshal's Office reviews land use applications for compliance with fire department access and fire protection water supply regulations. Plan review for fire code compliance is conducted as part of the building and fire code permitting process, followed by inspections to ensure compliance with approved plans for both private and County-owned/occupied construction. Annual inspections are also conducted on all County-owned or leased facilities and at Stanford University. The Fire Marshal is responsible for code enforcement in areas not covered by a fire district which adopts a fire code.

Current and Emerging Issues

In early FY 2012, the Office of Affordable Housing (OAH) staff will relocate from the first floor of the Charcot facility to the Planning and Development office space on the 7th floor of 70 West Hedding Street. The Property Management Division of the Facilities and Fleet Department is in the early stages of receiving quotes from the vendors involved in the move of seven OAH staff members, and the reconfiguration of the office space at Hedding Street to accommodate them.

Preliminary figures indicate that moving costs and workstation reconfiguration will be in the range of \$27,000 to \$29,000.

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		■
Clean Water Program	Yes	Mandated		■
Monument Preservation	Yes	Mandated		■
Administration and Support	Yes	Required	Deleting 1.0 Clerical Office Supervisor in the support unit will require some reconfiguration of support services delivery.	▣
Fire Marshal	Yes	Mandated		■
Planning Services	Yes	Mandated	Deleting two positions will add workload to remaining Planning staff, and may affect ability to perform EIR work for other County departments.	▼
Building Inspection	No	Mandated	Deleting 1.0 Building Inspector will add workload to remaining inspector staff, and may result in occasional code enforcement delays.	▼
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	New Land Development Engineering fees will provide reimbursement for work already being performed	■
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	Deleting 1.0 Associate Plan Check Engineer will add workload to remaining engineering staff, but the current reduction in Stanford projects will help mitigate impact.	▼
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



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 - Office of Affordable Housing	Yes	Required	Deleting 1.0 support staff may result in longer customer response times in all housing programs, and will add workload to remaining staff.	▼
Affordable Housing Fund	No	Non-Mandated		■
Housing and Community Development	No	Non-Mandated	Deleting 1.0 Management Analyst will shift workload to two remaining analysts; the new grants management program will help mitigate the workload.	▼
HOME Investment Partnership	No	Non-Mandated		■
REHAB - Rehabilitation Programs	No	Non-Mandated		■
MCC/Housing Bond Programs	No	Non-Mandated	New Mortgage Credit Certificate fees will provide reimbursement for work already being performed	■
Mortgage & Rental Assistance	No	Non-Mandated		■

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

County Executive's Recommendation

Administration and Support

Delete 1.0 FTE Clerical Office Supervisor: The reduction in support staff of 3 FTE Office Specialist III positions has reduced the need for supervision.

Service Impact: With the deletion of the Clerical Office Supervisor, support staff will consist of 7 Office Specialist III positions and one Board Clerk I, all of which will be supervised by an Administrative Support Officer II. In addition, it is anticipated the Office of Affordable Housing staff will relocate to the Planning and Development office space at Hedding Street early in FY 2012, which will add one more Office Specialist to the staff. The Department plans to fill one existing vacant Office Specialist III position in order to continue to provide support services with minimal impact on services.

Position Deleted: 1.0
Ongoing Savings: \$94,264

Reduce Notary Differential Funding: Eliminate premium pay currently earned by two employees for notary services, in the total amount of \$2,400.

Service Impact: The Department will reduce the number of employees providing notary services from six to four employees. While the remaining employees will each need to provide additional notary services, the workload increase is expected to be manageable.

Ongoing Savings: \$2,400

Planning Office

Delete 1.0 FTE Planner III: This position provided expertise in Environmental Impact Report (EIR) work until it was vacated in March 2011.

Service Impact: Elimination of this position will leave fifteen Planner II and III positions in the Planning Office. The deletion may result in a reduction in the ability to contract with other County departments for EIR work. The Senior Planner will be called upon to mentor and oversee the work of remaining planning staff as they gain this expertise and assume the workload of this position.

Position Deleted: 1.0
Ongoing Savings: \$135,624

Delete 1.0 FTE Program Manager I: This position staffed the Historic Heritage Commission and administered the Williamson Act, Open Space Easement, and Historic Preservation Programs, until it was vacated in March 2011.

Service Impact: The duties will be assigned to two existing Planner III positions. Because of the potential risk to pending projects, a small \$10,000 contract was effected through the end of FY 2011 to provide a more seamless transition and transfer of information to other Planning staff. The deletion of this position, along with the Planner III position mentioned above, will leave fifteen Planner II and III positions in the Planning Office. Remaining staff will have increased workloads as duties are redistributed.

Position Deleted: 1.0
Ongoing Savings: \$138,828

Delete 1.0 FTE Associate Plan Check Engineer: One-time bridge funding is requested for time period July 1 - September 30, 2011 to allow a delay in the deletion of this position.

Service Impact: Delaying the deletion of the position for a three month period will allow the incumbent the opportunity to compete for the Senior Plan Check Engineer position that will become available, for internal recruitment only, in the coming months. When the position is deleted, the workload will be redistributed to the four remaining associate level positions and one Senior Plan check engineer. Certain projects have been completed at Stanford and will result in a slightly reduced workload. The Department anticipates minimal impact with these changes.

Position Deleted: 1.0
Ongoing Net Savings: \$156,360
One-time Bridge Funding: \$39,090

Office of Development Services

Delete 1.0 FTE Building Inspector: One-time bridge funding is requested for time period July 1 - September 30, 2011 to allow a delay in the deletion of this position.

Service Impact: Delaying the deletion of the position for a three month period will allow the incumbent the opportunity to compete for the Senior Building Inspector position that will become available, for internal recruitment only, in the coming months. When the position is deleted, the Department will be left with nine Building Inspectors and three Senior Building Inspectors. The workload of the deleted position will be reassigned among the three senior inspectors and seven of the inspectors. The two inspectors who perform code enforcement on a rotational basis will not be assigned additional work, unless unusual inspection demands develop. The additional workload on existing staff may necessitate a minimal extension in turnaround time for inspections. If inspection demand peaks, a reduction in Code Enforcement field inspections may also occur, presenting a moderate program impact.

Position Deleted: 1.0
Ongoing Net Savings: \$146,640
One-time Bridge Funding: \$36,660

Office of Development Services

One-Time Reimbursement: Increase the reimbursement from the Survey Monument Fund by \$44,986 on a one-time basis.

Service Impact: The County Surveyor has reviewed appropriate expenditures and the fund balance, and recommends a one-time increase in reimbursement to the General Fund for anticipated Surveyor Office activities related to monument preservation. There is no service impact associated with this action.

One-time Savings: \$44,986

Recognize New Revenue: Recognize ongoing revenue and expenditures as a result of the following fee increases and adjustments:

- Land Development Engineering Fees - \$33,000 (Fund 0001)
- MCC Application Fees - \$42,000 (Fund 0208)
- Increase revenues and expenditures for oversize copies - \$3,000 (Fund 0001)
- Restricted Information Technology Enhancement Fees - \$140,000 (Fund 0001 - Restricted)



Service Impact: In order to more closely achieve full cost recovery, the Department has proposed new fees and fee adjustments for FY 2012. These fee increases will be recommended to the Board of Supervisors for approval in Spring 2011, to become effective July 10, 2011. The Land Development and Engineering (LDE) fees are related to services in the areas of grading violation coordination, floodplain review, use permit renewal, and application review. The MCC fee relates to time required to review, approve and process Mortgage Credit Certificate applications. The oversize copy fee and related expenditure appropriation will cover the County's cost to a vendor to provide copies of oversized plans needed by various divisions for review of projects.

The Restricted IT Enhancement fee is an additional 3% fee for a variety of services throughout the Department, and will be used to fund projects that are specifically intended to enhance customer service through new and innovative technology. This is an extension of the 3% fee currently in place for all building inspection permit fees, as approved by the Board of Supervisors in January 2011.

Ongoing Savings: \$36,000
Ongoing Cost: \$3,000

Fund 0001 LDE Revenue: \$33,000
 Fund 0001 Revenue and Expenditures for oversize copies: \$3,000
 Fund 0208 MCC Revenue: \$42,000
 Fund 0001 Restricted IT Enhancement Fund Revenue: \$140,000

Office of Affordable Housing (OAH)

Delete 2.0 FTE in Office of Affordable Housing:

- 1.0 Management Analyst
- 1.0 Office Specialist III

Service Impact: The Management Analyst position has had lead responsibility for the Urban County CDBG Program for many years. This will be shared primarily between the remaining Management Analyst and the Senior Management Analyst, who have been cross-training with the incumbent over the past several months. In addition, the Department executed a contract in March 2011 for web-based grants management of all CDBG funds, which will reduce the administrative workload by streamlining the grant applications, evaluations, payment requests and reporting functions.

The Office Specialist III position has had primary support responsibility for the Urban County CDBG Program and also shares reception, clerical and support duties. Some duties will be consolidated within the existing Department support staff when OAH moves to the main office at Hedding Street, and the new grants management program described above will offer some workload relief. However, the reduction in OAH support from two office specialists to one may result in longer customer response times in all housing programs.

OAH Administrative Costs and General Fund Support: The program has several housing funds that are restricted by the source of the funding. The administration of these funds and the projects or programs they support are the responsibility of OAH staff. All administrative costs, including staff costs, are budgeted in the General Fund, and each of the restricted funds reimburse the General Fund for the administrative cost based upon an allocation of staff time. In some cases the administrative cost exceeds the restricted fund's allowable administrative expense. Historically the General Fund and the Affordable Housing Fund 0196 have absorbed costs that cannot be charged to restricted funds because of this cap on allowable administrative expense.

The goal has been to reduce administrative costs to a level that allows OAH to operate without any General Fund support. Additionally, although the Board has previously approved the use of a maximum of \$300,000 from the Affordable Housing Fund (AHF) for administrative costs, the department also strives to minimize reliance on the AHF in order to maximize the availability of fund for projects and programs.

The table below illustrates the impact of the proposed staffing reduction on both the General Fund and the AHF. With this proposal, OAH has met the goal of using no General Fund monies for administrative costs. Furthermore, the use of AHF monies for administrative costs will be reduced from \$300,000 to \$98,823, saving \$201,177. The County is aware of a possible reduction in funding from the Federal Housing and Community Development Block Grants (CDBG) in FY 2012, which



could result in a reduction of funding for administrative costs from this source. A reduction in CDBG funding will likely require an increased draw on the AHF.

	FY 2012 Base	FY 2012 Recommended	Change
GF Expense	\$1,195,651	\$983,395	-\$212,256 ^a
Reimbursement			
AHF Fund 0196	\$300,000	\$98,823	-\$201,177
Other Funds	\$878,021	\$884,572	\$6,551
Total Reimb.	\$1,178,021	\$983,395	-\$194,626
Net GF Cost	\$17,630	0	-\$17,630

a. \$204,681 reduction from deletion of 2.0 FTE and \$7,575 cost reduction proposed by ISD.

Ongoing General Fund Savings \$17,630

Ongoing Savings to AHF Fund 0196: \$201,177

Department of Planning and Development — Budget Unit 260 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1179	Surveyor Monument Fund 0366	\$ 16,738	\$ 55,000	\$ 55,000	\$ 99,986	\$ 44,986	81.8%
1180	Planning and Dev Admin Fund 0001	1,812,711	1,368,539	1,464,400	1,464,400	95,861	7.0%
26001	Planning & Development Fund 0001	11,305,191	11,198,295	11,555,626	10,907,326	(290,969)	-2.6%
Total Net Expenditures		\$ 13,134,640	\$ 12,621,834	\$ 13,075,026	\$ 12,471,712	(150,122)	-1.2%

Department of Planning and Development — Budget Unit 260 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1179	Surveyor Monument Fund 0366	\$ 16,738	\$ 55,000	\$ 55,000	\$ 99,986	\$ 44,986	81.8%
1180	Planning and Dev Admin Fund 0001	1,812,711	1,368,539	1,483,286	1,483,286	114,747	8.4%
26001	Planning & Development Fund 0001	11,652,498	11,655,472	11,840,640	11,237,326	(418,146)	-3.6%
Total Gross Expenditures		\$ 13,481,947	\$ 13,079,011	\$ 13,378,926	\$ 12,820,598	(258,413)	-2.0%



Department of Planning and Development — Budget Unit 260 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 11,053,783	\$ 10,724,490	\$ 11,017,788	\$ 10,417,422	\$ (307,068)	-2.9%
Services And Supplies	2,419,308	2,354,521	2,361,138	2,403,176	48,655	2.1%
Fixed Assets	8,856	—	—	—	—	—
Subtotal Expenditures	13,481,947	13,079,011	13,378,926	12,820,598	(258,413)	-2.0%
Expenditure Transfers	(347,307)	(457,177)	(303,900)	(348,886)	108,291	-23.7%
Total Net Expenditures	13,134,640	12,621,834	13,075,026	12,471,712	(150,122)	-1.2%

Department of Planning and Development — Budget Unit 260 Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1179	Surveyor Monument Fund 0366	\$ 63,010	\$ 47,865	\$ 52,000	\$ 52,000	\$ 4,135	8.6%
1180	Planning and Dev Admin Fund 0001	724	140	—	—	(140)	-100.0%
26001	Planning & Development Fund 0001	7,342,612	7,976,268	6,598,116	6,634,116	(1,342,152)	-16.8%
	Total Revenues	\$ 7,406,346	\$ 8,024,273	\$ 6,650,116	\$ 6,686,116	\$ (1,338,157)	-16.7%

Surveyor Monument Fund 0366 — Cost Center 1179 Major Changes to the Budget

	Positions	Appropriations	Revenues
Survey Monument Preservation Fund (Fund Number 0366)			
FY 2011 Approved Budget	—	\$ 55,000	\$ 47,865
Board Approved Adjustments During FY 2011	—	—	4,135
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 55,000	\$ 52,000
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
1. Increase Expenditure Allocation for Surveyor's Services	—	44,986	—
Increase expenditure allocation for Professional and Specialized Services, in order to reimburse the General Fund for Surveyor's services. The increased allocation will be drawn from the Surveyor's Monument Fund balance.			
Subtotal (Recommended Changes)	—	\$ 44,986	\$ —
Total Recommendation	—	\$ 99,986	\$ 52,000



Planning and Dev Admin Fund 0001 — Cost Center 1180
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	8.0	\$ 1,368,539	\$ 140
Board Approved Adjustments During FY 2011	—	14,540	(140)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	38,238	—
Internal Service Fund Adjustments	—	47,883	—
Other Required Adjustments	—	(4,800)	—
Subtotal (Current Level Budget)	8.0	\$ 1,464,400	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	8.0	\$ 1,464,400	\$ —

Planning & Development Fund 0001 — Cost Center 26001
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	77.5	\$ 11,198,295	\$ 7,976,268
Board Approved Adjustments During FY 2011	-1.0	74,271	(1,378,152)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	314,205	—
Internal Service Fund Adjustments	—	(89,396)	—
Other Required Adjustments	—	58,251	—
Subtotal (Current Level Budget)	76.5	\$ 11,555,626	\$ 6,598,116
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
FY 2012 Data Processing Adjustment	—	(141)	—
One-time Rebate of Voice Rate Retained Earnings	—	(2,960)	—
FY 2012 Voice Rate Adjustment	—	(2,430)	—
One-time Rebate of DP Retained Earnings	—	(417)	—
Decision Packages			
1. New Land Development and Engineering Fee	—	3,000	36,000
Add new fees for client services provided by the Land Development and Engineering Office in the amount of \$33,000. Also add \$3,000 in new revenues and expenditures to cover the County costs to a vendor to provide copies of oversized plans that staff are required to review.			



Planning & Development Fund 0001 — Cost Center 26001

Major Changes to the Budget

	Positions	Appropriations	Revenues
2. Delete 5.0 FTE	-5.0	(597,966)	—
Delete 5.0 FTE as follows:			
◆ 1.0 Associate Plan Check Engineer			
◆ 1.0 Building Inspector			
◆ 1.0 Clerical Officer Supervisor			
◆ 1.0 Planner III			
◆ 1.0 Program Manager			
Add bridge funding of 3 months each for the 1.0 Associate Plan Check Engineer position and the 1.0 Building Inspector position listed above, to allow these positions to remain until September 30, 2011. The delay will allow the employees in these positions the opportunity to compete for promotional opportunities that will become vacant in the coming months. The positions will be deleted effective October 1, 2011.			
3. Reduce Premium Pay	—	(2,400)	—
Reduce premium pay for notary differential for two employees in the total amount of \$2,400.			
4. One-time reimbursement from Survey Monument Fund	—	(44,986)	—
One-time reimbursement from the Survey Monument Fund for Surveyor staff services.			
Subtotal (Recommended Changes)	-5.0	\$ (648,300)	\$ 36,000
Total Recommendation	71.5	\$ 10,907,326	\$ 6,634,116
Survey Monument Preservation Fund (Fund Number 0366)			
FY 2011 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ —	\$ —

Office of Affordable Housing — Budget Unit 168

Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1119	Mortgage & Rental Asst Fund 0198	\$ —	\$ 13,275	\$ —	\$ —	\$ (13,275)	-100.0%
1161	HCD Home Fund 0038	614,547	962,397	1,106,134	1,106,134	143,737	14.9%
1162	HCD Rehab Fund 0036	603,549	723,000	565,000	565,000	(158,000)	-21.9%
1167	HCD Rental Rehab Fund 0029	3,524	32,000	32,000	32,000	—	—
1168	Housing And Comm Dev Fund 0035	2,128,638	2,145,979	2,065,253	2,065,253	(80,726)	-3.8%
1169	Housing Bond Prog Fund 0208	189,559	161,925	163,662	170,205	8,280	5.1%
1170	OAH Admin Fund 0001	895,223	66,673	17,630	—	(66,673)	-100.0%



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

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1174	Housing Set Aside Fund 0196	1,396,236	906,759	358,640	157,463	(749,296)	-82.6%
1175	Los Gatos - Rhab Revolving Loan-Fund 0101	169,144	265,000	—	—	(265,000)	-100.0%
1176	Saratoga Rehab Revolving Loan-Fund 0102	98,830	40,000	150,000	150,000	110,000	275.0%
1178	CalHome Resue Account Fund 0104	—	900,000	45,000	45,000	(855,000)	-95.0%
9859	Stanford Affordable Housing Fund 0289	—	2,278,000	1,674,992	1,675,000	(603,000)	-26.5%
Total Net Expenditures		\$ 6,099,250	\$ 8,495,008	\$ 6,178,311	\$ 5,966,055	(2,528,953)	-29.8%

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

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1119	Mortgage & Rental Asst Fund 0198	\$ —	\$ 13,275	\$ —	\$ —	\$ (13,275)	-100.0%
1161	HCD Home Fund 0038	614,547	962,397	1,106,134	1,106,134	143,737	14.9%
1162	HCD Rehab Fund 0036	603,549	723,000	565,000	565,000	(158,000)	-21.9%
1167	HCD Rental Rehab Fund 0029	3,524	32,000	32,000	32,000	—	—
1168	Housing And Comm Dev Fund 0035	2,128,638	2,145,979	2,065,253	2,065,253	(80,726)	-3.8%
1169	Housing Bond Prog Fund 0208	189,559	161,925	163,662	170,205	8,280	5.1%
1170	OAH Admin Fund 0001	1,959,261	1,096,765	1,195,651	983,395	(113,370)	-10.3%
1174	Housing Set Aside Fund 0196	1,426,178	906,759	358,640	157,463	(749,296)	-82.6%
1175	Los Gatos - Rhab Revolving Loan-Fund 0101	169,144	265,000	—	—	(265,000)	-100.0%
1176	Saratoga Rehab Revolving Loan-Fund 0102	98,830	40,000	150,000	150,000	110,000	275.0%
1178	CalHome Resue Account Fund 0104	—	900,000	45,000	45,000	(855,000)	-95.0%
9859	Stanford Affordable Housing Fund 0289	—	2,278,000	1,674,992	1,675,000	(603,000)	-26.5%
Total Gross Expenditures		\$ 7,193,230	\$ 9,525,100	\$ 7,356,332	\$ 6,949,450	(2,575,650)	-27.0%



Office of Affordable Housing — Budget Unit 168 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 1,027,383	\$ 919,468	\$ 1,015,024	\$ 810,343	\$ (109,125)	-11.9%
Services And Supplies	4,711,002	7,837,798	6,041,308	5,839,107	(1,998,691)	-25.5%
Operating/Equity Transfers	1,454,844	767,834	300,000	300,000	(467,834)	-60.9%
Subtotal Expenditures	7,193,230	9,525,100	7,356,332	6,949,450	(2,575,650)	-27.0%
Expenditure Transfers	(1,093,980)	(1,030,092)	(1,178,021)	(983,395)	46,697	-4.5%
Total Net Expenditures	6,099,250	8,495,008	6,178,311	5,966,055	(2,528,953)	-29.8%

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

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1119	Mortgage & Rental Asst Fund 0198	\$ 33	\$ —	\$ —	\$ —	\$ —	—
1132	Homeless Concerns Fund 0001	36	—	—	—	—	—
1161	HCD Home Fund 0038	616,439	892,397	1,116,727	1,116,727	224,330	25.1%
1162	HCD Rehab Fund 0036	563,836	723,000	565,000	565,000	(158,000)	-21.9%
1167	HCD Rental Rehab Fund 0029	35,441	32,000	32,000	32,000	—	—
1168	Housing And Comm Dev Fund 0035	2,127,885	1,909,105	2,009,105	2,009,105	100,000	5.2%
1169	Housing Bond Prog Fund 0208	180,660	165,000	145,000	187,000	22,000	13.3%
1170	OAH Admin Fund 0001	14,351	13,275	—	—	(13,275)	-100.0%
1174	Housing Set Aside Fund 0196	817,996	270,000	70,000	70,000	(200,000)	-74.1%
1175	Los Gatos - Rhab Revolving Loan-Fund 0101	213,091	265,000	—	—	(265,000)	-100.0%
1176	Saratoga Rehab Revolving Loan-Fund 0102	60	50,000	150,000	150,000	100,000	200.0%
1177	Los Altos Rehab Revolving Loan-Fund 0103	10,164	—	—	—	—	—
1178	CalHome Resue Account Fund 0104	236	900,000	45,000	45,000	(855,000)	-95.0%
9859	Stanford Affordable Housing Fund 0289	1,868,710	2,000,000	1,650,000	1,650,000	(350,000)	-17.5%
	Total Revenues	\$ 6,448,936	\$ 7,219,777	\$ 5,782,832	\$ 5,824,832	\$ (1,394,945)	-19.3%

Mortgage & Rental Asst Fund 0198 — Cost Center 1119 Major Changes to the Budget

	Positions	Appropriations	Revenues
Mortgage and Rental Assistance (Fund Number 0198)			
FY 2011 Approved Budget	—	\$ 13,275	\$ —
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—



Mortgage & Rental Asst Fund 0198 — Cost Center 1119 Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	(13,275)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ —	\$ —

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

	Positions	Appropriations	Revenues
Home Investment Partnership Program (Fund Number 0038)			
FY 2011 Approved Budget	—	\$ 962,397	\$ 892,397
Board Approved Adjustments During FY 2011	—	143,737	224,330
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 1,106,134	\$ 1,116,727
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 1,106,134	\$ 1,116,727

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

	Positions	Appropriations	Revenues
Unincorporated Area Rehabilitation (Fund Number 0036)			
FY 2011 Approved Budget	—	\$ 723,000	\$ 723,000
Board Approved Adjustments During FY 2011	—	(158,000)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	(158,000)
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 565,000	\$ 565,000
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 565,000	\$ 565,000



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

	Positions	Appropriations	Revenues
Rental Rehabilitation Program (Fund Number 0029)			
FY 2011 Approved Budget	—	\$ 32,000	\$ 32,000
Board Approved Adjustments During FY 2011	—	(1,200)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	1,200	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 32,000	\$ 32,000
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 32,000	\$ 32,000

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

	Positions	Appropriations	Revenues
Housing Community Development Fund (Fund Number 0035)			
FY 2011 Approved Budget	—	\$ 2,145,979	\$ 1,909,105
Board Approved Adjustments During FY 2011	—	—	100,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(80,726)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 2,065,253	\$ 2,009,105
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 2,065,253	\$ 2,009,105

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

	Positions	Appropriations	Revenues
Developer Application Fund (Fund Number 0208)			
FY 2011 Approved Budget	—	\$ 161,925	\$ 165,000
Board Approved Adjustments During FY 2011	—	—	(20,000)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	1,737	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 163,662	\$ 145,000
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			



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

	Positions	Appropriations	Revenues
Adjust Charge for OAH Overhead	—	6,543	—
Decision Packages			
1. Increase MCC Application Fee	—	—	42,000
Increase the application fee for the Mortgage Credit Certificate Program			
Subtotal (Recommended Changes)	—	\$ 6,543	\$ 42,000
Total Recommendation	—	\$ 170,205	\$ 187,000

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

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	8.0	\$ 66,673	\$ 13,275
Board Approved Adjustments During FY 2011	1.0	54,320	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	21,474	—
Internal Service Fund Adjustments	—	(140,359)	(13,275)
Other Required Adjustments	—	15,522	—
Subtotal (Current Level Budget)	9.0	\$ 17,630	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Adjust Charge for OAH Overhead	—	194,626	—
FY 2012 Data Processing Adjustment	—	24	—
One-time Rebate of Voice Rate Retained Earnings	—	(577)	—
FY 2012 Voice Rate Adjustment	—	2	—
One-time Rebate of DP Retained Earnings	—	(7,024)	—
Decision Packages			
1. Delete 2 Positions	-2.0	(204,681)	—
Delete 2.0 FTE:			
◆ 1.0 Management Analyst			
◆ 1.0 Office Specialist III			
Subtotal (Recommended Changes)	-2.0	\$ (17,630)	\$ —
Total Recommendation	7.0	\$ —	\$ —

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

	Positions	Appropriations	Revenues
Set Aside housing Fund (Fund Number 0196)			
FY 2011 Approved Budget	—	\$ 906,759	\$ 270,000
Board Approved Adjustments During FY 2011	—	(250,000)	(200,000)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(298,119)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 358,640	\$ 70,000



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

	Positions	Appropriations	Revenues
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Adjust Charge for OAH Overhead	—	(201,177)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (201,177)	\$ —
Total Recommendation	—	\$ 157,463	\$ 70,000

Los Gatos - Rhab Revolving Loan-Fund 0101 — Cost Center 1175 Major Changes to the Budget

	Positions	Appropriations	Revenues
Los Gatos Rehab Revolving Loan (Fund Number 0101)			
FY 2011 Approved Budget	—	\$ 265,000	\$ 265,000
Board Approved Adjustments During FY 2011	—	(265,000)	(265,000)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ —	\$ —

Saratoga Rehab Revolving Loan-Fund 0102 — Cost Center 1176 Major Changes to the Budget

	Positions	Appropriations	Revenues
Saratoga Rehab Revolving Loan (Fund Number 0102)			
FY 2011 Approved Budget	—	\$ 40,000	\$ 50,000
Board Approved Adjustments During FY 2011	—	110,000	100,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 150,000	\$ 150,000
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 150,000	\$ 150,000



CalHome Resue Account Fund 0104 — Cost Center 1178
Major Changes to the Budget

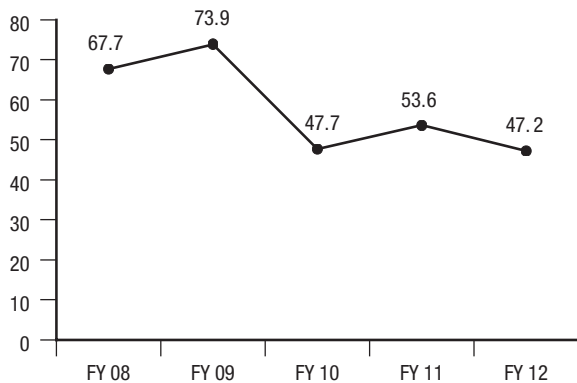
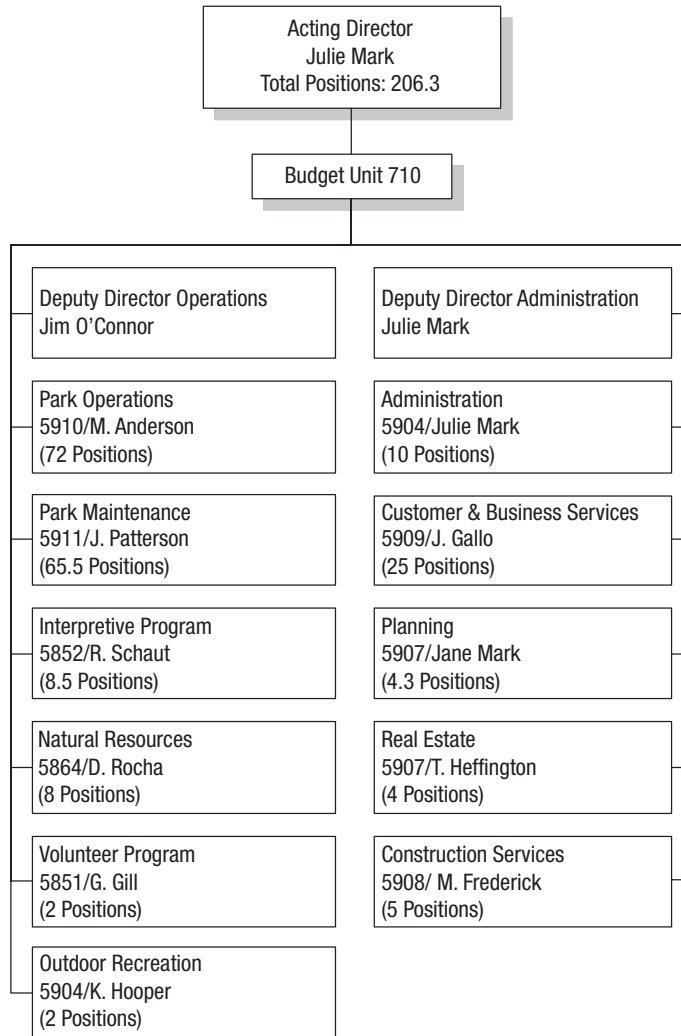
	Positions	Appropriations	Revenues
CalHome Resue Account (Fund Number 0104)			
FY 2011 Approved Budget	—	\$ 900,000	\$ 900,000
Board Approved Adjustments During FY 2011	—	(900,000)	(855,000)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	45,000	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 45,000	\$ 45,000
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 45,000	\$ 45,000

Stanford Affordable Housing Fund 0289 — Cost Center 9859
Major Changes to the Budget

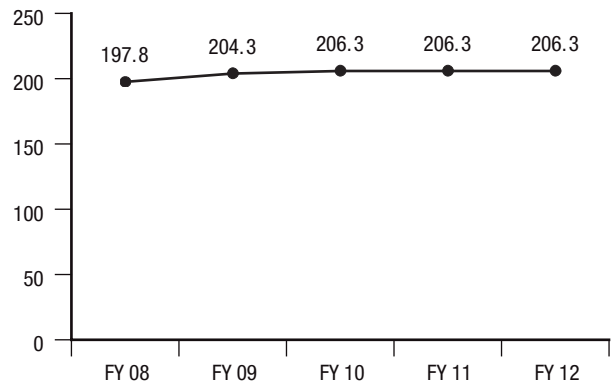
	Positions	Appropriations	Revenues
Stanford Affordable Housing Trust Fund (Fund Number 0289)			
FY 2011 Approved Budget	—	\$ 2,278,000	\$ 2,000,000
Board Approved Adjustments During FY 2011	—	(628,000)	(350,000)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	24,992	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 1,674,992	\$ 1,650,000
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Adjust Charge for OAH Overhead	—	8	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 8	\$ —
Total Recommendation	—	\$ 1,675,000	\$ 1,650,000



Department of Parks and Recreation



Gross Appropriation Trend



Staffing Trend

In previous years, the operating transfer was counted as revenue within this budget. The accounting system was corrected to account for the actual operating budget.



Public Purpose

- ➔ Provide, protect, and preserve regional parklands for the enjoyment, education, and inspiration of this and future generations



Description of Major Services

The Department of Parks and Recreation administers the County's parks and recreation programs, operates and maintains 28 diverse parks, and works with other jurisdictions to develop complementary park and recreation facilities and programs. The Department maintains more than 46,000 land acres and 3,640 lake acres. Other facilities include:

- 4 major interpretive facilities and one museum
- 3 off-leash dog facilities
- 10 reservoirs with four operating boat launches
- 5 campgrounds, including a total of 244 individual campsites, 62 RV campsites, 12 group campsites, 8 equestrian campsites, 6 amphitheaters, 3 RV dump stations, and 4 shower facilities.
- 40 group picnic facilities, including 16 covered structures
- 2 golf courses
- Unique facilities such as the velodrome (bike racing arena), fly-casting ponds, sport practice shooting range, off-road motorcycle park and disc golf course
- 62 restroom facilities
- 265 miles of trails, including 36 miles of paved trails
- 25 miles of paved roads and 135 paved parking lots for a total of 4,938 spaces
- 10 water systems that are entirely built and operated by the Parks staff
- 72 vehicle bridges and 40 foot bridges
- 91 acres of irrigated lawn and landscaped areas

The Park Charter Fund

Since 1972, the County residents have demonstrated a commitment to regional parks through the establishment and renewal of the Park Charter Fund (Section 604 of the County Charter). The residents have voted favorably six times to set aside a certain percentage of the County's property tax dollars for parkland acquisition, development, maintenance and operation. The Park Charter Fund is not a new or additional tax, but rather a set-aside of existing property tax dollars collected by the County. Most recently, the

voters renewed the Park Charter fund in June 2006 with an overwhelming 71% passing rate. At that time, voters approved a \$0.01425 per \$100 assessed valuation set-aside that commenced July 2009 and continues until June 2021. The greatest use of the Park Charter Fund is for ongoing operations and maintenance expenses with 15% of the Fund dedicated to land acquisition and 5% to Capital Improvements.

Current and Emerging Issues

Martial Cottle Park Master Plan

Martial Cottle Park is a 287.54 acre property located in south San Jose, bounded by Branham Lane, Snell Avenue, Chynoweth Avenue and Highway 85. The project site is comprised of three parcels, of which one is owned by the State of California (136.52 acres) and two are owned by the County of Santa Clara (120.12 acres). A 30.9-acre site located at the southeast corner of the project site remains as private property under the prior owner's retained Life Estate, as described in the property transfer agreement between the County and the Park donor. In the future, the Life Estate will become part of the Park as the fourth parcel, but this area is currently not included in the project.

As part of the 2003 Joint Powers and Operating Agreement between the State and the County, the County is responsible to plan, develop and operate the entire property as a public historic agricultural park where the State will provide technical assistance and participate in the planning process. The grant deed for both the State-owned and County-owned parcels stipulates that portions of the land will remain in agriculture in perpetuity, will be open to the public and depict the working agricultural heritage of the valley, dating from the 1850s into the 20th century.

The Donor's vision for Martial Cottle Park is that it be jointly developed, operated and maintained as a single park unit. The establishment of the Park is intended to provide recreational and educational resources that honor the Donor's intent to preserve and educate visitors about Santa Clara Valley's agricultural history. The Park's agricultural uses would be a component of educational and interpretive programming about the agricultural history of the Santa Clara Valley.

The main uses of Martial Cottle Park would include recreational facilities and trails, educational and interpretive programming related to the site's cultural and natural resources and agricultural production that relates to the site's history. Over half of the Park would be in agricultural production capable of providing food for local and regional markets using sustainable farming

practices. The Park's agricultural facilities would include on-site marketing opportunities for farmers, as well as facilities for produce storage.

Recreational activities within the Park would be passive, supported by a trail network through agricultural land and through the enhanced seasonal wetlands, and by picnic grounds and day use facilities. A visitor center, a multi-use outdoor pavilion, grassy area, and picnic areas would serve as community space for events and gatherings.

The site's natural resources would be enhanced through the restoration of seasonal wetland habitat along the Canoas Creek channel, the retention of existing trees, and the establishment of diverse hedgerows. A small native plant nursery located on site would provide plants to support on site and regional habitat enhancement efforts. As part of the agricultural education programming, the Park would include interpretive signage along trails and at key points of interest, demonstration gardens and agricultural facilities oriented toward youth.

In fall 2010, the County Parks and Recreation Department and California State Parks completed a combined State Park General Plan and County Park Master Plan ("Park Plan") and Environmental Impact Report for Martial Cottle Park, which fulfills the Joint Powers and Operating Agreement between the State and the County. The Board of Supervisors certified the Environmental Impact Report, adopted the Mitigation Monitoring and Reporting Program, and approved the Park Plan project on February 8, 2011. Subsequently, the California State Park and Recreation Commission considered the environmental findings and adopted the Park Plan project on March 2, 2011.

With the project approvals, the Parks and Recreation Department will take the lead with Phase I implementation of the Park Plan project. The department previously established a capital reserve of \$20 million to fund the first phase, which includes: the main park entrance, unpaved service roads, non-vehicular access points; park-wide utilities such as water, electricity and gas infrastructure; park and recreation amenities such as multi-use trails and landscaped buffers, restrooms, picnic areas, a parking area; and preparation of the agricultural leased areas and cooperative management areas, including irrigation

systems and basic infrastructure for utilities to facilitate the agricultural components of the Park Plan. Development of Phase I is estimated to cost between \$20-25 million. In terms of the future operations and maintenance, the Department plans to eventually fund new positions to staff this new park.

Guadalupe River Watershed Mercury Total Maximum Daily Load (TMDL) Project

The Guadalupe watershed has been on the impaired list for mercury contamination for several years. A Total Maximum Daily Load (TMDL) study is conducted once a water body has been determined to be impaired according to regulations issued by the Environmental Protection Agency (EPA) under the federal Clean Water Act. A mercury TMDL study for the entire San Francisco Bay was approved by the State Water Resources Board in 2007 and established standards for mercury in fish tissue as well as source load standards for the bay. Final action by the State Water Resources Board on the standards was taken on November 11, 2009 to adopt the plan.

On June 18, 2009, the San Francisco Bay Regional Water Quality (SFB-RWQCB) issued to Santa Clara County two separate orders under Water Code section 13267 for technical reports regarding the potential erosion of mining wastes into surface waters of the Guadalupe River Watershed from Almaden Quicksilver County Park and the development of a coordinated monitoring plan.

The Department complied with both orders by submitting a technical report characterizing areas of erosion in Almaden Quicksilver County Park by December 31, 2010 and completing a coordinated monitoring plan by June 15, 2010. The parties named to develop and submit a coordinated monitoring plan (Santa Clara Valley Water District, the Midpeninsula Regional Open Space District, and the Guadalupe Rubbish Disposal Company) also agreed to share the costs of implementation of the plan. The Board of Supervisors approved the cost sharing agreement on November 9, 2010.

SFB-RWQCB had a number of additional comments and changes to the report, and Parks staff has agreed to modify it by December 31, 2011. The next step is the development of project scope(s) that are appropriate controls to contain any eroding mining waste from entering surface waters inside Almaden Quicksilver County Park. The coordinated monitoring plan is also in

the implementation phase, and the consultant is currently in the process of obtaining a permit to allow for the collection of fish at several locations in order to test tissue as defined in the plan.

Santa Clara Valley Habitat Conservation Plan/Natural Community Conservation Plan

In 2001 and as part of the approval of a series of local development projects, the United States Fish and Wildlife Service (USFWS) and the California Department of Fish and Game (CDFG), required the County of Santa Clara, City of San Jose, Santa Clara Valley Water District, and the Santa Clara Valley Transportation Agency to undertake development of a Habitat Conservation Plan (HCP) for Santa Clara County. The HCP was undertaken so that local agencies could address the cumulative and indirect effects of future private and public sector development and maintenance and operations projects on federally listed endangered species.

Four local partners (County of Santa Clara, City of San Jose, Santa Clara Valley Water District and Santa Clara Valley Transportation Agency) have entered into agreement with the USFWS and CDFG to develop both a Habitat Conservation Plan under Federal endangered species law and a Natural Community Conservation Plan (NCCP) under State law. In 2005, the National Marine Fisheries Service joined these wildlife agencies and agreed to participate regarding endangered fish species. In addition, at the same time the cities of Gilroy and Morgan Hill agreed to join as local partners.

The HCP/NCCP evaluates the likely endangered species related impacts of future public and private sector development including County operations and maintenance work. Currently, projects that need endangered species related permits from the State and/or Federal wildlife agencies must undergo a lengthy review process to obtain required permits to conduct the specific work. An approved HCP/NCCP would provide a broad permit to allow specific activities to take place over a 50-year term without the need for individual project review and separate permits, including projects such as bridge replacement, roadside brush clearing, and park trail work.

The public draft of the HCP/NCCP is in circulation and staff has been collecting comments and concerns from multiple stakeholder groups. The Board has been actively involved in discussions throughout plan development and recently directed the Administration



to obtain additional information related to significant issues such as the equity of fees for rural development, the use of conservation easements, and some unresolved issues with the wildlife agencies.

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
Acquisition Fund	No	Mandated	Annual augmentation will reserve funds for future parkland acquisitions.	■
Administration	No	Mandated		■
Capital Improvement Program & Dedicated Development Fund	No	Mandated	Funding will allow new capital improvement projects that improve infrastructure and park user experiences.	▲
Customer & Business Services	No	Required		■
Historical Heritage Fund	No	Mandated	Annual augmentation, no change to current level funding.	■
Interpretive Program	No	Required		■
Maintenance Division	No	Mandated	Funding will replace aging fixed assets and improve the turnaround time for maintenance projects.	▲
Marketing and Development	No	Required		■
Natural Resources Management	No	Mandated		■
Outdoor Recreation Program	No	Mandated		■
Operations Division	No	Mandated	New All Terrain Vehicle will aid in rescue of injured park users along hillside trails at Coyote Lake Harvey Bear County Park.	▲
Planning and Development	No	Mandated		■

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

County Executive's Recommendation

Acquisition Holding Account

One-time Appropriation for Parkland Acquisition: This appropriation is comprised of the 15% set aside of the voter-approved Park Charter Fund for the acquisition of future parklands, as well as revenue from the sale of various easements.

Service Impact: This appropriation fulfills the Board-approved plan of 1995 and other policies and guidelines developed to meet future recreation demands and

maintain the County's natural resources through numerous strategies and actions, one of which is the expansion of the regional park system.

One-Time Cost: \$6,000,000

One-Time Appropriation for Labor Cost Distribution: This allocation sets aside labor costs associated with projects.

One-Time Cost: \$100,000



Historical Heritage Commission Grant Program

One-time Appropriation for Historical Heritage Grant Program: In 1990 the Board of Supervisors established this grant program to promote historical preservation and the awareness of significant cultural, historical and archeological resources within the County. Funding for this program is achieved through the dedication of a portion of the Park Charter Fund for this program. Grant announcements for new funding occur in the spring of each year.

Service Impact: Funding will be available to qualified designated historic resources in the County. The appropriation is for the same amount as last year.

One-time Appropriation: \$90,000

Operations and Maintenance

One-time Appropriation for Fixed Asset Purchases: This appropriation will be used to purchase the following equipment:

- Crawler Tractor with Cab - \$165,000
- Skip Loader Tractor - \$80,000
- Mower - \$56,000
- Aerator - \$32,000
- Trailer: \$8,000
- All-Terrain Vehicle - \$7,000

Service Impact: The skip load tractor, tractor with cab, and mower all replace aging equipment as part of the Department's replacement plan. The aerator will replace an existing unit, purchased 12 years ago, that

has become unreliable and has high ongoing maintenance costs. The trailer will facilitate movement of large tractors from park to park, which will reduce travel time and increase staff safety by not having to drive the tractor to the worksite. The all-terrain vehicle will be used primarily for public safety patrols, emergency rescues, and resource management projects at Coyote Lake Harvey Bear County Park.

One-time Cost: \$348,000

Capital Projects

One-Time Appropriation for Capital Projects: A number of capital projects have been identified for FY 2012. Funding for these projects come from the Dedicated Development and the Capital Improvement Fund of the Park Charter Fund. The selection of projects was based upon the following criteria:

- health and safety needs
- requirements from regulatory agencies
- threat of loss of use
- essential park operations
- meets Department's Strategic Plan objectives
- leverages the capital improvement funds to the greatest extent possible
- potential for revenue generation

These projects are described in more detail in the table below.

One-time Cost: \$3,585,000

One-time Revenue: \$250,000

\$250,000 Revenue is for the Martial Cottle Project

Fiscal Year 2012 Capital Projects	Amount
Systemwide Equestrian Improvement - project will provide equestrian-related improvements as identified by the Equestrian Feasibility Study, at parks with equestrian trail access. Improvements include water troughs, warm-up corrals, or other amenities to facilitate public equestrian trails.	\$50,000
Preventative Maintenance Phase III - ongoing program renovates and upgrades park restrooms, bridges and kiosks. This phase includes completing restroom renovations and bridge restoration or replacement projects.	\$250,000
Chitactac Restroom Replacement - existing restroom at this site has exceeded its serviceable life and needs to be replaced with a new restroom building.	\$60,000
Motorcycle Park Site Plan - project will develop a site plan of the park that integrates the existing multiple site uses with the park's natural resources to guide future development of the facility.	\$100,000



Fiscal Year 2012 Capital Projects	Amount
Santa Teresa Grazing Plan Implementation - implement the required infrastructure needed to support a cattle grazing program as identified in the park's grazing plan. Due to regulatory requirements, the Department needed to complete a grazing plan as a method to suppress non-native grasses growing on the serpentine soils. Grazing removes non-natives and allows native grasses to re-establish and become habitat for endangered species such as the bay checkerspot butterfly.	\$250,000
Welch Hurst Feasibility Study - funding will allow staff to conduct a study of the building's future uses. Given its landmark status and the need for extensive rehabilitation, the Department needs to understand re-use opportunities prior to embarking on a renovation project.	\$150,000
Administration Office Carpet Replacement - funding will provide carpeting for the Department's administrative offices as the carpet has exceeded its useful life and replacement squares are no longer available.	\$75,000
Yurts Implementation Phase II - implement a second phase of yurts in a County park following the success of the first phase constructed in Mount Madonna County Park.	\$400,000
Marital Cottle Perimeter Buffer Design - Department is the recipient of a \$250,000 federal earmark grant from the Department of Housing and Urban Development. The grant funds will be used to design the buffer and perimeter trail components of the park.	\$250,000
Labor Cost Distribution - this allocation sets aside labor costs associated with the capital projects identified above.	\$1,600,000
Contingency Reserve - annual allocation used to augment CIP projects as needed.	\$400,000
Total	\$3,585,000

Parks and Recreation Department — Budget Unit 710 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
5852	Interpretive Program Fund 0039	\$ 976,068	\$ 1,087,253	\$ 1,160,599	\$ 1,160,599	\$ 73,346	6.7%
5864	Natural Resource Mgt Fund 0039	678,067	680,923	688,599	688,599	7,676	1.1%
5900	Parks Dedicated Development Fund 0064	188,826	2,389,291	216,028	1,876,028	(513,263)	-21.5%
5901	Parks Capital Improvement Fund 0056	8,811,513	6,945,000	62,960	1,737,960	(5,207,040)	-75.0%
5902	Parks Hist Heritage Fund 0065	233,874	90,000	—	90,000	—	—
5903	Parks Acquisition Fund 0066	21,366,355	8,093,496	241,076	6,341,076	(1,752,420)	-21.7%
5905	Parks Capital Improve Grant Fund 0067	235,251	—	—	250,000	250,000	—
5907	Planning & Dev Fund 0039	946,113	1,662,616	1,691,002	1,691,002	28,386	1.7%
71010	Administration Fund 0039	2,802,273	2,730,010	2,853,590	2,853,590	123,580	4.5%
71011	Customer & Business Svcs Fund 0039	5,968,748	4,959,863	5,056,524	5,039,039	79,176	1.6%
71013	Park Operations Fund 0039	11,902,864	12,120,881	12,152,156	12,397,156	276,275	2.3%
71014	Park Maintenance Fund 0039	9,625,075	11,103,132	11,208,512	11,344,275	241,143	2.2%
Total Net Expenditures		\$ 63,735,029	\$ 51,862,465	\$ 35,331,046	\$ 45,469,324	\$ (6,393,141)	-12.3%



Parks and Recreation Department — Budget Unit 710
Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
5852	Interpretive Program Fund 0039	\$ 976,068	\$ 1,087,253	\$ 1,160,599	\$ 1,160,599	\$ 73,346	6.7%
5864	Natural Resource Mgt Fund 0039	682,126	680,923	688,599	688,599	7,676	1.1%
5900	Parks Dedicated Development Fund 0064	188,826	2,389,291	216,028	1,876,028	(513,263)	-21.5%
5901	Parks Capital Improvement Fund 0056	8,811,513	6,945,000	62,960	1,737,960	(5,207,040)	-75.0%
5902	Parks Hist Heritage Fund 0065	233,874	90,000	—	90,000	—	—
5903	Parks Acquisition Fund 0066	21,366,355	8,093,496	241,076	6,341,076	(1,752,420)	-21.7%
5905	Parks Capital Improve Grant Fund 0067	235,251	—	—	250,000	250,000	—
5907	Planning & Dev Fund 0039	1,182,117	1,662,616	1,691,002	1,691,002	28,386	1.7%
71010	Administration Fund 0039	2,813,419	2,730,010	2,853,590	2,853,590	123,580	4.5%
71011	Customer & Business Svcs Fund 0039	5,968,748	6,659,863	6,756,524	6,739,039	79,176	1.2%
71013	Park Operations Fund 0039	11,902,864	12,120,881	12,152,156	12,397,156	276,275	2.3%
71014	Park Maintenance Fund 0039	10,541,051	11,103,132	11,208,512	11,344,275	241,143	2.2%
Total Gross Expenditures		\$ 64,902,212	\$ 53,562,465	\$ 37,031,046	\$ 47,169,324	\$ (6,393,141)	-11.9%

Parks and Recreation Department — Budget Unit 710
Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 21,462,432	\$ 22,461,390	\$ 23,230,601	\$ 23,230,601	\$ 769,211	3.4%
Services And Supplies	11,442,662	11,725,635	11,569,245	11,584,523	(141,112)	-1.2%
Other Charges	—	350,000	291,200	291,200	(58,800)	-16.8%
Fixed Assets	30,780,417	17,085,440	—	10,123,000	(6,962,440)	-40.8%
Operating/Equity Transfers	1,216,701	1,690,000	1,690,000	1,690,000	—	—
Reserves	—	250,000	250,000	250,000	—	—
Subtotal Expenditures	64,902,212	53,562,465	37,031,046	47,169,324	(6,393,141)	-11.9%
Expenditure Transfers	(1,167,183)	(1,700,000)	(1,700,000)	(1,700,000)	—	—
Total Net Expenditures	63,735,029	51,862,465	35,331,046	45,469,324	(6,393,141)	-12.3%



Parks and Recreation Department — Budget Unit 710

Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
5852	Interpretive Program Fund 0039	\$ —	\$ 7,000	\$ —	\$ —	\$ (7,000)	-100.0%
5900	Parks Dedicated Development Fund 0064	1,903,105	1,847,513	1,890,648	1,890,648	43,135	2.3%
5901	Parks Capital Improvement Fund 0056	5,007,964	1,600,000	1,600,000	1,600,000	—	—
5902	Parks Hist Heritage Fund 0065	90,000	90,000	90,000	90,000	—	—
5903	Parks Acquisition Fund 0066	7,734,661	5,542,539	5,671,945	5,671,945	129,406	2.3%
5905	Parks Capital Improve Grant Fund 0067	269,067	—	—	250,000	250,000	—
5906	Parks Interest Fund 0068	882,467	1,300,000	1,100,000	1,100,000	(200,000)	-15.4%
5907	Planning & Dev Fund 0039	1,413,258	1,520,000	1,395,000	1,395,000	(125,000)	-8.2%
71010	Administration Fund 0039	32,614	32,930	32,930	32,930	—	—
71011	Customer & Business Svcs Fund 0039	33,734,462	33,101,014	33,994,178	33,994,178	893,164	2.7%
71013	Park Operations Fund 0039	768,366	—	—	—	—	—
71014	Park Maintenance Fund 0039	11	—	—	—	—	—
Total Revenues		\$ 51,835,973	\$ 45,040,996	\$ 45,774,701	\$ 46,024,701	\$ 983,705	2.2%

Interpretive Program Fund 0039 — Cost Center 5852

Major Changes to the Budget

	Positions	Appropriations	Revenues
County Park Charter Fund (Fund Number 0039)			
FY 2011 Approved Budget	8.5	\$ 1,087,253	\$ 7,000
Board Approved Adjustments During FY 2011	—	28,650	(7,000)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	50,388	—
Internal Service Fund Adjustments	—	(5,692)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	8.5	\$ 1,160,599	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	8.5	\$ 1,160,599	\$ —

Natural Resource Mgt Fund 0039 — Cost Center 5864

Major Changes to the Budget

	Positions	Appropriations	Revenues
County Park Charter Fund (Fund Number 0039)			
FY 2011 Approved Budget	4.0	\$ 680,923	\$ —
Board Approved Adjustments During FY 2011	—	(3,925)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	18,142	—



Natural Resource Mgt Fund 0039 — Cost Center 5864 Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	(6,541)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	4.0	\$ 688,599	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	4.0	\$ 688,599	\$ —

Parks Dedicated Development Fund 0064 — Cost Center 5900 Major Changes to the Budget

	Positions	Appropriations	Revenues
County Park Fund - Development (Fund Number 0064)			
FY 2011 Approved Budget	—	\$ 2,389,291	\$ 1,847,513
Board Approved Adjustments During FY 2011	—	(2,149,357)	43,135
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(23,906)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 216,028	\$ 1,890,648
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
1. One-Time Expenditure for Various Capital Projects	—	1,660,000	—
One-time expenditure allocation for the following capital improvement projects:			
◆ System-wide equestrian improvement - \$50,000			
◆ Preventative Maintenance Phase III - \$250,000			
◆ Chitactac restroom replacement - \$60,000			
◆ Motorcycle Park Site Plan - \$100,000			
◆ Santa Teresa grazing plan implementation - \$250,000			
◆ Welch Hurst feasibility study - \$150,000			
◆ Yurts Implementation Phase II - \$400,000			
◆ Capital Improvement Plan (CIP) Contingency - \$400,000			
Subtotal (Recommended Changes)	—	\$ 1,660,000	\$ —
Total Recommendation	—	\$ 1,876,028	\$ 1,890,648

Parks Capital Improvement Fund 0056 — Cost Center 5901 Major Changes to the Budget

	Positions	Appropriations	Revenues
County Park Fund-Discretionary (Fund Number 0056)			
FY 2011 Approved Budget	—	\$ 6,945,000	\$ 1,600,000
Board Approved Adjustments During FY 2011	—	(6,895,000)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—



Parks Capital Improvement Fund 0056 — Cost Center 5901 Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	12,960	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 62,960	\$ 1,600,000
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
1. One-Time Expenditure for Various Capital Projects	—	1,675,000	—
One-time expenditure allocations for capital projects:			
◆ Labor Distribution - \$1,600,000			
◆ Replace carpet in Parks Administration office - \$75,000			
Subtotal (Recommended Changes)	—	\$ 1,675,000	\$ —
Total Recommendation	—	\$ 1,737,960	\$ 1,600,000

Parks Hist Heritage Fund 0065 — Cost Center 5902 Major Changes to the Budget

	Positions	Appropriations	Revenues
Historical Heritage Projects (Fund Number 0065)			
FY 2011 Approved Budget	—	\$ 90,000	\$ 90,000
Board Approved Adjustments During FY 2011	—	(90,000)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ 90,000
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
1. One-Time Expenditure for Historic Heritage Commission Project	—	90,000	—
One-time capital projects expenditure for Historic Heritage Commission Projects (Grants).			
Subtotal (Recommended Changes)	—	\$ 90,000	\$ —
Total Recommendation	—	\$ 90,000	\$ 90,000

Parks Acquisition Fund 0066 — Cost Center 5903 Major Changes to the Budget

	Positions	Appropriations	Revenues
County Park Fund - Acquisition (Fund Number 0066)			
FY 2011 Approved Budget	—	\$ 8,093,496	\$ 5,542,539
Board Approved Adjustments During FY 2011	—	(7,848,512)	129,406
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(3,908)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 241,076	\$ 5,671,945



Parks Acquisition Fund 0066 — Cost Center 5903
Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
1. One-Time Capital Projects Expenditure	—	6,100,000	—
One-time capital projects expenditure allocation for the land acquisition holding account in the amount of \$6,000,000, and associated labor distribution costs in the amount of \$100,000.			
Subtotal (Recommended Changes)	—	\$ 6,100,000	\$ —
Total Recommendation	—	\$ 6,341,076	\$ 5,671,945

Parks Capital Improve Grant Fund 0067 — Cost Center 5905
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Park Fund - Grants (Fund Number 0067)			
FY 2011 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
1. One-time revenue and expenditure allocation for capital project	—	250,000	250,000
One-time revenue and capital project expenditure allocation for Martial Cottle Perimeter Buffer Design in the amount of \$250,000.			
Subtotal (Recommended Changes)	—	\$ 250,000	\$ 250,000
Total Recommendation	—	\$ 250,000	\$ 250,000

Parks Interest Fund 0068 — Cost Center 5906
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Park Fund - Interest (Fund Number 0068)			
FY 2011 Approved Budget	—	\$ —	\$ 1,300,000
Board Approved Adjustments During FY 2011	—	—	(200,000)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ 1,100,000
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ —	\$ 1,100,000



Planning & Dev Fund 0039 — Cost Center 5907 Major Changes to the Budget

	Positions	Appropriations	Revenues
County Park Charter Fund (Fund Number 0039)			
FY 2011 Approved Budget	8.3	\$ 1,662,616	\$ 1,520,000
Board Approved Adjustments During FY 2011	—	(12,550)	(125,000)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	40,936	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	8.3	\$ 1,691,002	\$ 1,395,000
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	8.3	\$ 1,691,002	\$ 1,395,000

Administration Fund 0039 — Cost Center 71010 Major Changes to the Budget

	Positions	Appropriations	Revenues
County Park Charter Fund (Fund Number 0039)			
FY 2011 Approved Budget	11.0	\$ 2,730,010	\$ 32,930
Board Approved Adjustments During FY 2011	—	49,000	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	59,580	—
Internal Service Fund Adjustments	—	15,000	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	11.0	\$ 2,853,590	\$ 32,930
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	11.0	\$ 2,853,590	\$ 32,930

Customer & Business Svcs Fund 0039 — Cost Center 71011 Major Changes to the Budget

	Positions	Appropriations	Revenues
County Park Charter Fund (Fund Number 0039)			
FY 2011 Approved Budget	25.0	\$ 4,959,863	\$ 33,101,014
Board Approved Adjustments During FY 2011	—	730	893,164
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	108,653	—
Internal Service Fund Adjustments	—	(12,722)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	25.0	\$ 5,056,524	\$ 33,994,178
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			



Customer & Business Svcs Fund 0039 — Cost Center 71011 Major Changes to the Budget

	Positions	Appropriations	Revenues
FY 2012 Data Processing Adjustment	—	175	—
One-time Rebate of Voice Rate Retained Earnings	—	(2,342)	—
FY 2012 Voice Rate Adjustment	—	29	—
One-time Rebate of DP Retained Earnings	—	(15,347)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (17,485)	\$ —
Total Recommendation	25.0	\$ 5,039,039	\$ 33,994,178

Park Operations Fund 0039 — Cost Center 71013 Major Changes to the Budget

	Positions	Appropriations	Revenues
County Park Charter Fund (Fund Number 0039)			
FY 2011 Approved Budget	75.0	\$ 12,120,881	\$ —
Board Approved Adjustments During FY 2011	—	(37,038)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	233,941	—
Internal Service Fund Adjustments	—	(165,628)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	75.0	\$ 12,152,156	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
1. Fixed Asset Purchases	—	245,000	—
Purchase equipment in the total amount of \$252,000, as follows:			
◆ Skip Loader Tractor - \$80,000			
◆ Crawler Tractor - \$165,000			
◆ All Terrain Vehicle - \$7,000			
Subtotal (Recommended Changes)	—	\$ 245,000	\$ —
Total Recommendation	75.0	\$ 12,397,156	\$ —

Park Maintenance Fund 0039 — Cost Center 71014 Major Changes to the Budget

	Positions	Appropriations	Revenues
County Park Charter Fund (Fund Number 0039)			
FY 2011 Approved Budget	74.5	\$ 11,103,132	\$ —
Board Approved Adjustments During FY 2011	—	(57,771)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	257,571	—
Internal Service Fund Adjustments	—	(94,420)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	74.5	\$ 11,208,512	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			

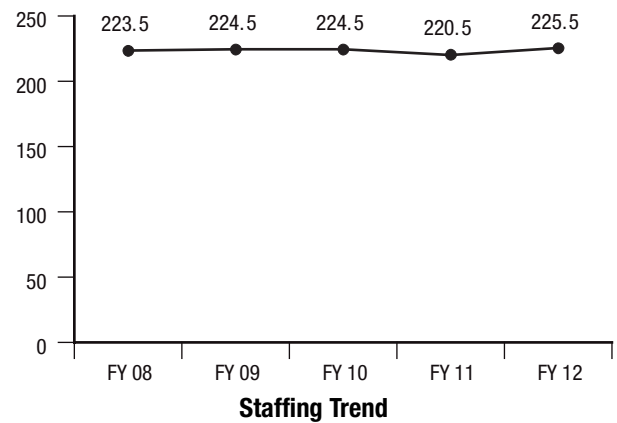
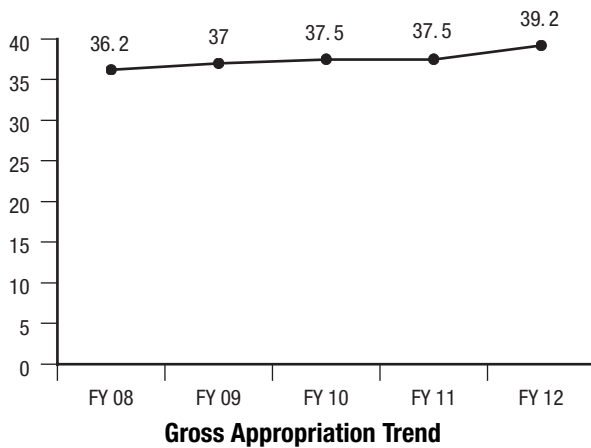
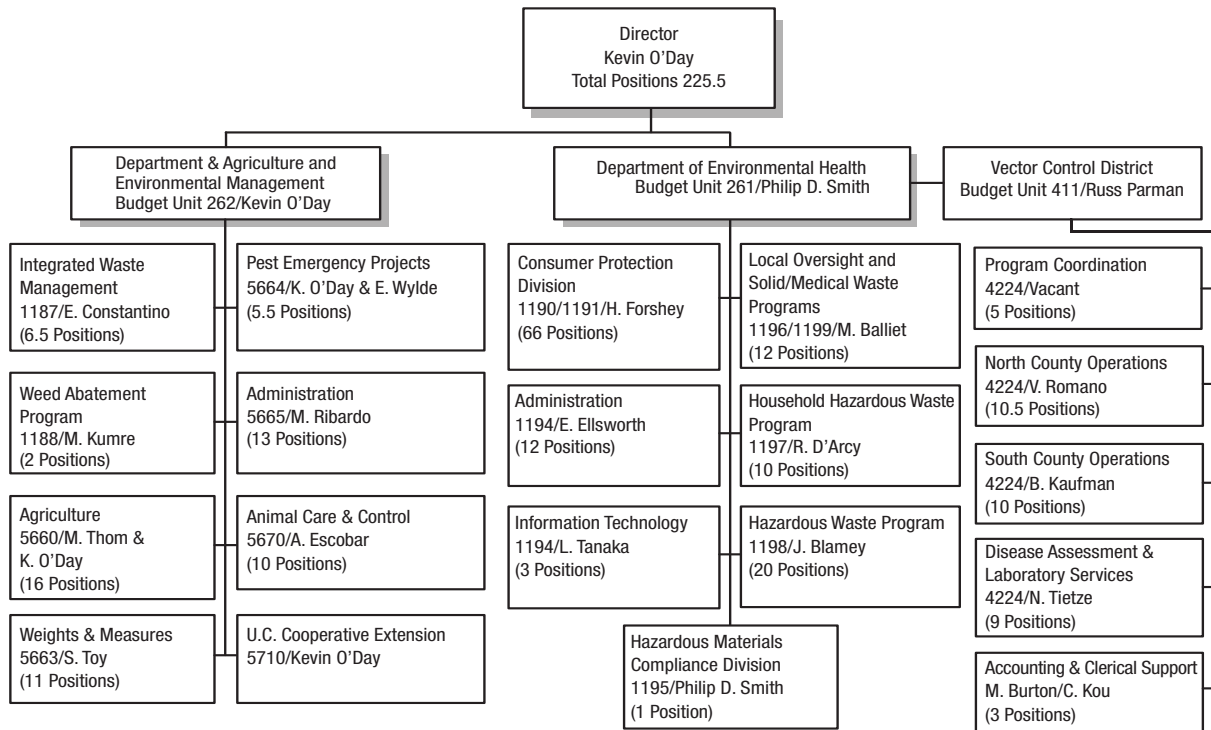


Park Maintenance Fund 0039 — Cost Center 71014
Major Changes to the Budget

	Positions	Appropriations	Revenues
Adjust Departmental Reimbursement to the Office of the County Executive for Integrated Pest Management Services	—	32,763	—
Decision Packages			
1. Fixed Asset Purchases	—	96,000	—
Purchase the following maintenance equipment for a total of \$96,000:			
◆ Mower - \$56,000			
◆ Aerator - \$32,000			
◆ Trailer - \$8,000			
Subtotal (Recommended Changes)	—	\$ 128,763	\$ —
Total Recommendation	74.5	\$ 11,344,275	\$ —



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



Description of Major Services

The mission of the Department of Agriculture and Environmental Management is to:

- Promote and protect the agricultural industry of the County and its environment
- Ensure the health and safety of the County's citizens and foster confidence and equity in the marketplace
- Prevent, preserve and improve the environmental factors affecting the community's health and safety
- Protect public health and safety by detecting and minimizing vector-borne disease, abating mosquitoes, and assisting the public in resolving problems with rodents, wildlife, and insects of medical significance.

The mission is accomplished through education and the fair and uniform enforcement of laws, regulations, and ordinances enacted by the people of the State of California and the County of Santa Clara.

The Department includes the following major programs:

- Agriculture and Environmental Management
- Department of Environmental Health
- Vector Control District

Agriculture and Environmental Management

The Department enforces State and local laws and ordinances related to agriculture production, equity in the marketplace, animals, weed abatement and recycling and waste diversion.

The major services of the Department include:

- Ensure legal, responsible, and judicious use of pesticides by farmers, pest control companies, government, industry, and the general public
- Prevent the introduction, establishment and spread of pests and diseases
- Test and certify all commercial weighing and measuring devices within the County, including gas pumps, retail checkout stands, and taxi meters
- Inspect price verification systems (scanners) in retail businesses. The Weights & Measures division is responsible for protecting both buyers and sellers by inspecting and testing various commercial devices

to insure their accuracy. These inspections are mandated by the State and conducted in accordance with State regulations and procedures.

- Protect the public from diseased and vicious animals, and provide sheltering and adoption services for homeless animals at the County's animal shelter in San Martin. The Division currently provides service to over 93,000 residents of the unincorporated area of the County and also operates dead animal pick-up service for the Roads Department and the public at large.
- Implement and monitor the County's integrated waste management plan and provide staff support to the Board's Recycling and Waste Reduction Commission
- Inspect private parcels for minimum fire and safety standards
- Administer a Memorandum of Understanding with the University of California Cooperative Extension for research and education in agriculture, rangeland management, nutrition and youth development

Department of Environmental Health

The Department enforces various State laws to protect the consumer and public from food-borne illnesses, contamination of the drinking water supply, and childhood lead poisoning. It also provides hazardous materials enforcement and collection.

The major services of the Department include:

- Inspect and issue permits to retail food facilities, such as restaurants, markets, bars and food vehicles to prevent food-borne illnesses
- Inspect public swimming pools and spas to prevent the transmission of disease and illness and to ensure public safety
- Issue permits for private sewer systems and inspect drinking water sources from individual or private wells
- Conduct public outreach and environmental monitoring of potential childhood lead exposures
- Conduct household hazardous waste collection and solid medical waste enforcement programs

- Monitor the handling, storage, and transportation of hazardous materials and hazardous waste
- Oversee clean-up of petroleum contaminated properties

Vector Control District

The District protects health and safety through the surveillance and treatment of vectors that carry diseases, such as mosquitoes, rodents, ticks, fleas and wildlife.

The major services of the District include:

- Provide surveillance and treatment of residential areas for mosquitoes to protect against West Nile Virus and other mosquito-borne diseases
- Inspect and abate mosquito habitats within streams, marshlands and storm catch basins Countywide
- Provide wildlife management services when health and safety are at risk
- Participate in the South Bay Salt Pond Restoration Project in the lower area of San Francisco Bay

Current and Emerging Issues

European Grapevine Moth

In September 2010, an infestation of European Grapevine Moth was discovered in southern Santa Clara County, leading to the establishment of an emergency eradication program and agricultural quarantine. Native to Mediterranean Europe, the European Grapevine Moth was first found in the United States in September 2009 in the Napa Valley. Statewide trapping ensued, and moths were found in a number of counties, including Sonoma, Solano, Mendocino, San Joaquin, Merced and Fresno. Quarantine restrictions are now in place in each of these counties.

In Santa Clara County, the area under quarantine is approximately 94 square miles extending from Morgan Hill to Gilroy. The quarantine affects 39 commercial grape growers and approximately 620 acres of wine grapes. Santa Clara County has more than 1,516 acres of vineyards with a gross annual crop value of \$6,983,000.

Grapes are the preferred host of European Grapevine Moth. Larvae (worms) feed inside the fruit and within the fruit clusters. This feeding causes significant damage to the fruit and exposes it to secondary fungal infections. This pest will also occasionally feed on the flower and fruit of other crops such as blackberry, cherry, kiwi, olive, nectarine, persimmon, plum and pomegranate.

With Federal and State funding support, the County's agricultural biologists are working closely with growers to eradicate European Grapevine Moth from the County. Eradication efforts include enforcing

restrictions on the movement of grapes, coordinating grower treatments of commercial vineyards and intensive trapping throughout Santa Clara County.

Transfer of San Jose Hazardous Materials Program to the Certified Unified Program Agency

The Hazardous Materials Compliance Division within the Department of Environmental Health (DEH) is the Certified Unified Program Agency, or CUPA for Santa Clara County, and is responsible for implementing and consolidating six state environmental programs within the county. The City of San Jose, under a Participating Agency Agreement, has been implementing several Unified Program elements. However, the City has been unable to implement the programs satisfactorily and has requested to transfer the Unified Programs to DEH. As a CUPA, the County is required by State law to implement the Unified Programs.

In May 2009, the City of San Jose expressed its interest in transferring portions of the Unified Programs to DEH. The letter cited a 2008 audit of the Unified Program that found deficiencies in the City's implementation of several programs. A follow-up audit in 2010 showed that deficiencies continued to remain in the City's execution of the Unified Program. The City was then placed on a Program Improvement Agreement and provided with a timetable to correct the deficiencies. However, the City was unable to correct the deficiencies and also



continued to have difficulty in meeting State-mandated inspection frequencies in the Underground Storage Tank and Hazardous Materials Business Plan Programs.

After consulting with the California Environmental Protection Agency, DEH staff determined that it would be appropriate for the County CUPA to assume the administration of all the Unified Program elements currently administered by the City. Following several meetings between the City Fire Department management and County staff, the City staff also recommended transitioning the Unified Programs to the County CUPA. On April 5, 2011, the City Council approved a new Agreement terminating the existing County/City Agreement, and consequently, the City's role as a Participating Agency. The Unified Program elements currently implemented by the City include:

- Hazardous Materials Business Plan Program
- Hazardous Materials Inventory Statement
- Underground Storage Tank Program
- Single Fee System (billing and permitting of CUPA programs)

Transitioning the Unified Program to DEH will result in the addition of approximately 1,700 new businesses and 285 new underground fuel storage tank facilities to the County's CUPA inventory. DEH will recover program costs through issuance of annual permits and associated fees. Permit fees will allow for full cost recovery and will be consistent with other geographical areas in which DEH implements the Unified Program.

Preliminary data from the City's permitting activities suggests that DEH will generate approximately \$579,000 in the Underground Storage Tank Program and \$764,000 in the Hazardous Materials Business Plan Program. Initially, DEH requests an additional three Hazardous Materials Specialist II/I positions and will transfer one Hazardous Materials Technician position to the program to ensure program staffing will be adequate to comply with the State-mandated frequency of inspections. During FY 2012, a full analysis of service levels, revenue and expenditures will be conducted to determine whether additional staffing or other resources are required.

Single-Use Carryout Bags

Single-use carryout bags present significant environmental and fiscal impacts to the community and to local governments. According to the Santa Clara

Valley Urban Runoff Pollution Prevention Program, 60% of the litter found in Bay Area creeks is plastic. Litter collection for beaches, state highways, cities and counties cost the State \$303.2 million each year.

In FY 2011, the Department of Agriculture and Environmental Management engaged in outreach and educational efforts and met with stakeholders, special interest groups and individuals to gain perspective on the single-use carryout bag issue. In mid-2011, staff will report back to the Board of Supervisors with an ordinance to ban single-use carryout bags in unincorporated Santa Clara County. Over the past few years, reusable bags have become widely available to residents at minimal or no cost, thus mitigating the financial impact a ban on single-use carryout bags may have on residents.

On-Site Sewage Disposal Ordinance

The Department of Environmental Health continues to work with the Department of Planning and Development to review and develop options to amend the County Ordinance and General Plan regulating individual on-site wastewater treatment and disposal systems in the County. Existing provisions severely restrict the types of wastewater treatment and disposal systems that are allowed on rural properties. The Department anticipates its review and development of options will be presented for Board consideration in Spring 2012.

Extended Producer Responsibility

Household Hazardous Waste staff continues to support statewide efforts to advance Extended Producer Responsibility. "Extended Producer Responsibility" means whoever designs, produces, sells or uses a product takes responsibility for minimizing its environmental impact through all stages of the product's life cycle. The producer, having the greatest ability to minimize impacts, has the most responsibility.

Department staff are working with the California Product Stewardship Council to advance new legislation for end-of-life management of problem products. With the recent passage of AB 1343, recycling and disposal costs of unused and unwanted paint currently paid for by local government will become the responsibility of the manufacturer.

In FY 2012, HHW staff will continue working with Paint Care, a non-profit product stewardship organization, to recruit private sector paint collection venues

throughout the County. This is a continuation and expansion of the Retail-take-it-Back network for fluorescent lamps and batteries and will deliver very convenient services to residents of the County. A reduction in paint recycling costs of approximately \$500,000 may be realized by FY 2013.

Mosquitoes and Others Vectors of Concern

In North America, West Nile Virus (WNV) was first found in the northeastern United States in 1999. Since then, more than 28,000 cases of infection with WNV have been detected in 47 states, including California. Since 2004, 15 human cases of West Nile Virus (WNV) have been reported in Santa Clara County. Most people that are infected with WNV do not become ill or have only mild to moderate symptoms known as West Nile Fever. In some cases the virus can cause a more serious condition called encephalitis, an inflammation of the brain, which is potentially fatal.

In 2010, there were 110 confirmed symptomatic human cases of WNV in California, of which five were fatal. In Santa Clara County, ongoing WNV detections in birds and squirrels indicate persistent viral transmission within urban areas during the warmer months. During June 2010, dead bird reports peaked at three times higher than the seasonal average, and 10 positive mosquito samples were collected during the first two weeks of July. Three ground fogging operations were conducted in FY 2011.

The District's aerial surveillance program for backyard breeding sources will continue in FY 2012, as it has proven to be of significant benefit in rapidly identifying neglected swimming pools. The District will also continue to monitor sentinel chicken flocks throughout the county, test dead-birds, monitor mosquito-breeding areas, and will continue educational outreach to the community.

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 Programs				
Administration and Support	Yes	Required	Computer replacement will be delayed.	▼
Administration and Support	Yes	Required	Delete 1.0 Information Services Manager and transfer Information Technology function to ISD to provide efficiencies and leverage resources.	▣
Agricultural Services	Yes	Mandated	Transfer IT maintenance contract to ISD to provide efficiencies and leverage resources.	▣
Agricultural Services	Yes	Mandated	Call duty reduced, but comp time or shift changes will accommodate customers.	▣
Agricultural Services	Yes	Mandated	New farm labor contractor fee.	▣
Animal Services	Yes	Mandated	Spay/Neuter Program will rely more on donations; marketing of new website and outreach planned to increase donations.	▣
Animal Services	Yes	Mandated	New livestock recovery fee.	▣
Integrated Waste Management	Yes	Mandated		■
University of CA, Cooperative Extension	Yes	Non-Mandated	Alternative County storage areas identified to save cost of storing supplies.	▣
Weights and Measures	Yes	Mandated	Increases in registration and new business fees, and the addition of one new inspector will generate additional revenue and enhance program.	▲

Non-General Fund Programs

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
Consumer Protection Division - Fund 0030	No	Mandated		■
Environmental Health Administration and Support - Fund 0030	No	Required		■
Graffiti and Litter Abatement - Fund 0037	No	Mandated		■
Green Business Fund 0037	No	Mandated		■
Hazardous Materials Program - Fund 0030	No	Mandated	Transfer San Jose Hazardous Materials Program to the County Certified Unified Program Agency (CUPA) and add 3.0 Hazardous Materials Specialist II/I positions.	▣
Hazardous Materials Program - Fund 0030	No	Mandated	Add 1.0 Sr. Office Specialist position to the Local Oversight Program and transfer 1.0 Hazardous Materials Technician to the Hazardous Materials Program CUPA, to more appropriately staff both programs.	▣
Household Hazardous Waste Program - Fund 0030	No	Mandated		■
Integrated Waste Management - Fund 0037	No	Mandated		■
Local Oversight Program - Fund 0030	No	Mandated		■
Vector Control District - Fund 0028	No	Mandated		■
Weed Abatement - Fund 31	No	Mandated		■

Impact on Current Level of Service:

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

County Executive's Recommendation

▣ Administration - Information Technology

Transfer the Information Technology Services function to the Information Services Department (ISD): Eliminate 1.0 vacant Information Systems Manager I position and reimburse ISD for ongoing information technology (IT) support to the Agriculture and Environmental Management Department (AEM).

Service Impact: When the sole information technology position for the Department became vacant, AEM worked with ISD to realize efficiencies by consolidating its IT function within ISD. The level of IT services to the department is not expected to change as a result of the consolidation, even though it will no longer be provided by an in-house employee. While the proposal adds a small cost to the General Fund, it is anticipated this

arrangement will achieve efficiencies from a Countywide perspective, relating to the consolidation of support services and IT decision making within a specialized department dedicated to information technology services. The proposal also allows ISD to make position changes within its department that will leverage its resources to better serve County departments beyond AEM.

Position Deleted: 1.0

Ongoing Cost: \$12,103

Ongoing Position Savings: \$159,982

Ongoing Reimbursement to ISD: \$172,085

(See additional budget detail in BU 145)



Administration - New Reimbursement

Establish Overhead Reimbursement for Pest Emergency

Projects: In the past, State revenue for specific pest emergency projects was budgeted as revenue in the Agriculture Division, Fund 0001, but reimbursement for the associated administrative overhead charges was not budgeted in the Administration Division, Fund 0001. This proposal budgets the reimbursement for overhead charges, for a net positive effect to the budget of \$90,000.

Service Impact: There is no impact to pest emergency projects as a result of budgeting overhead charges related to the administration of the program. These overhead charges are an allowable cost against the State funding received.

Ongoing Savings: \$90,000

Sale of Fleet Vehicle to Vector Control District: The Vector Control District (Fund 0028) offered to purchase a used Fleet-owned vehicle no longer needed by the AEM Department, in lieu of purchasing a new vehicle to replace an aging vehicle. This generates a one-time savings of \$22,785 and an ongoing savings of \$5,280 for related Fleet services.

Service Impact: There is no impact related to this proposal. AEM worked with the Fleet Department and the District to arrange the purchase by the District.

One-Time Savings: \$22,785

Ongoing Savings: \$5,280

One-time Cost to Fund 0028: \$22,785

Ongoing Cost to Fund 0028: \$5,280

Administration - Services and Supplies

Reduce Services and Supplies: Reduce expenditure allocations for the following:

- PC Hardware - \$5,000
- Communications and Telephone Service - \$5,000
- Office Expense - \$5,500
- Auto Mileage - \$1,200

Service Impact: In order to realize these reductions, computer replacement will be delayed. Cell phone usage will be assessed to identify additional contractual savings, office supply expenditures will be decreased by

using the centralized computer in lieu of individual printers, and staff will reduce auto mileage by utilizing web-conferencing, Go-To Meeting, conference calls, etc.

Ongoing Savings: \$16,700

Agriculture

Reduce Temporary Employees and Call Duty: Reduce usage of temporary employees and the amount of call-back time for Agriculture staff, in order to save \$18,500 in expenditure.

Service Impact: Temporary help usage will be scaled back and regular employees will perform needed tasks. For weekend or evening events that require call duty, employees may choose compensation time instead of overtime pay for additional hours worked. Also, a shifting of regular duty hours will be considered. Both options are currently being explored.

Ongoing Savings: \$18,500

Transfer Maintenance of Software to ISD: Eliminate a contract with an outside vendor for maintenance of the time capture software program and transfer the maintenance responsibility to ISD, for ongoing savings of \$12,000.

Service Impact: ISD has agreed to maintain the time capture software program for the Agriculture Division as part of the IT support it will be providing throughout the Department. This will not result in any change in service level to Agriculture staff or customers.

Ongoing Savings: \$12,000

New Fee for Farm Labor Contractor Registration: A new fee in the amount of \$25 will be charged to farm labor contractors when they register annually with the County Agricultural Commissioner. This July 1, 2011 fee increase will be recommended to the Board of Supervisors for approval in spring 2011.

Service Impact: Farm labor contractors operating in each county are required to register with the County Agricultural Commissioner, and many counties throughout the State charge a fee to reimburse the cost of processing the registration. This fee will reimburse

the cost to process each registration and will have minimal impact to farm labor contractors. The Department anticipates 45 registrations annually.

Ongoing Savings: \$1,100

▲ Weights and Measures

Add 1.0 FTE Weights & Measures Inspector III/II/I, Reduce Temporary Employee Hours, and Recognize \$100,000 in Additional Revenue: This proposal will add an inspector position that will bring in \$60,000 in revenue for the Price Verification Program and \$40,000 in revenue for the Device Registration Program. The \$79,044 cost of the position will also allow a reduction in extra help hours that will result in a savings of \$9,700 in extra help expenditure.

Service Impact: The new position will have the capacity to identify additional businesses to be added to the device registration inventory, as well as point of sale scanners to be added to the Price Verification Program. Adding these businesses will offer increased protection to consumers and business owners alike. The new position will also decrease the amount of extra help hours needed in the Division which will lead to more efficient, cost effective operations.

Position Added: 1.0
Ongoing Savings: \$30,656

Cost of Position: \$79,044
Increase Revenue: \$100,000
Reduce Extra Help: \$9,700

Restructure Price Verification: Recognize \$35,500 in additional revenue by establishing an inspection fee of \$495 for businesses with 10 or more scanners, in order to recover the cost of inspections at businesses with large numbers of point-of-sale scanners.

Service Impact: Under the current fee structure, businesses are charged \$200 in inspection fees if they have 1-3 scanners at a store, and \$300 if there are 4 or more scanners. However, stores with 10 or more scanners take longer to inspect as the inspections require larger sample sizes. This proposal will charge a higher fee to these businesses to recover the inspection cost. The service level to the businesses being inspected will not change, but the additional funding will allow

the program to be more fully supported. This July 1, 2011 fee increase will be recommended to the Board of Supervisors for approval in spring 2011.

Ongoing Savings: \$35,500

▣ Animal Care and Control

Establish Livestock Recovery Fee: A cost-recovery fee will be charged to the owner when stray livestock is recovered and returned to the owner's property.

Service Impact: The service of livestock return and recovery will continue to be provided; however, owners will now be charged a fee for service when livestock are returned and their property is made secure again by Animal Care and Control staff. This July 1, 2011 fee increase will be recommended to the Board of Supervisors for approval in spring 2011.

Ongoing Savings: \$1,500

Reduce Overtime Cost for On-call Response: Save \$5,000 annually by adjusting Animal Control Officer shifts so there is always an officer on duty between 7:00 a.m. to 6:00 p.m.

Service Impact: Overtime can be reduced by slightly staggering shifts to accommodate calls from 7:00 a.m. to 8:00 a.m. and from 5:00 p.m. to 6:00 p.m. within regular shift hours. The current regular shift hours are 8:00 a.m. to 5:00 p.m. The proposal has been discussed with affected staff and with SEIU Local 521. There is no service impact to the customer.

Ongoing Savings: \$5,000

Reduce Funding for Low-Cost Spay/Neuter Program: The continued increase in donations to the spay/neuter program may help offset the reduction in County funding.

Service Impact: The division has implemented on-line donations and is working with a marketing firm and with ISD to develop outreach measures. It is anticipated that the increased donations will allow a reduction of General Fund support without any decrease in service.

Ongoing Savings: \$21,000

U.C. Cooperative Extension

Reduce Expenditures in the U.C. Coop. Extension Program: Reduce annual storage costs by \$7,000 and annual office expenses by \$3,000.

Service Impact: Through the Center for Leadership and Transformation (CLT) process, the MORE Team (Maximizing Our Resources Effectively) was formed, composed of mid-managers who attended the CLT training in November 2010. The team identified solutions to eliminate the rental of three storage pods, for an annual savings of \$7,000. The contents of one pod will be stored in sheds at the Animal Shelter in San Martin, while another pod was cleaned out and deemed unnecessary. The expense of the third pod was assumed by the Master Gardener's Volunteer Group. In addition to these savings, AEM staff worked with UC Administration to identify printing costs and office supplies that could be reduced, for an additional annual savings of \$3,000.

Ongoing Savings \$10,000

Dept. of Environmental Health - Fund 0030

Transfer San Jose Hazardous Materials Program to the County Certified Unified Program Agency (CUPA): The City of San Jose is unable to continue to implement several Unified Program elements satisfactorily, and has requested to transfer these programs to the Department of Environmental Health (DEH). The budgetary actions involved include:

- Add 3.0 FTE Hazardous Materials Specialist II/I - \$465,012
- Add 1.0 Senior Office Specialist - \$87,144
- Add 3 Vehicles - \$82,500
- Add Services and Supplies Appropriation - \$23,172
- Increase Revenues - \$1,343,000

Service Impact: On April 5, 2011, the San Jose City Council approved a new agreement terminating the existing County/City agreement, and consequently, the City's role as a Participating Agency. The Board of Supervisors is expected to approve this action and to assume the City's former responsibility in early May 2011. (See Emerging Issues section for more detail). Transitioning the Unified Program to DEH will add

approximately 1,700 new businesses and 285 new underground fuel storage tanks to the County's CUPA inventory. DEH will recover program costs through the issuance of annual permits and associated fees. It is anticipated DEH will generate revenues of \$579,000 in the Underground Storage Tank Program and \$764,000 in the Hazardous Materials Business Plan Program.

It is anticipated that 3.0 Hazardous Materials Specialist II/I positions and 1.0 Hazardous Materials Technician position will be needed to perform the additional workload. In an unrelated reorganization effort in the DEH Local Oversight Program (LOP), management has been working with the Employee Services Agency to delete a Hazardous Technician position and add a Senior Office Specialist position in order to achieve the proper level of staffing support. Rather than deleting a technician position in one area of the Department only to add it back into another, DEH proposes to assign the existing Hazardous Materials Technician position to the new CUPA role and requests a Senior Office Specialist position be added in order to complete the existing reorganization effort in LOP. During FY 2012, a full analysis of service levels, revenue and expenditures will be conducted to determine whether additional staffing or other resources are required for the new CUPA responsibility.

Positions Added: 4.0

Total Savings: \$685,172

Ongoing New Revenue: \$1,343,000

Positions Cost: \$552,156

Ongoing Services and Supplies Cost: \$23,172

One-time Vehicle Cost: \$82,500

Agriculture and Environmental Mgmt — Budget Unit 262 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1187	Integrated Waste Mgt Fund 0037	\$ 1,356,139	\$ 1,225,962	\$ 1,248,654	\$ 1,247,562	\$ 21,600	1.8%
1188	Weed Abatement Fund 0031	589,154	920,130	898,501	898,491	(21,639)	-2.4%
5660	Agriculture Fund 0001	1,614,820	1,926,270	1,943,649	1,913,149	(13,121)	-0.7%
5663	Weights & Measures Fund 0001	1,036,996	1,084,509	1,113,601	1,182,945	98,436	9.1%
5664	Pierces Disease Control Prog Fund 0001	1,043,001	774,435	879,507	879,507	105,072	13.6%
5665	Administration Fund 0001	1,718,256	1,733,247	1,696,255	1,507,996	(225,251)	-13.0%
5670	Animal Control Fund 0001	1,467,706	1,362,612	1,383,931	1,357,931	(4,681)	-0.3%
5710	U.C. Cooperative Ext Fund 0001	70,519	125,000	125,000	115,000	(10,000)	-8.0%
Total Net Expenditures		\$ 8,896,591	\$ 9,152,165	\$ 9,289,098	\$ 9,102,581	\$ (49,584)	-0.5%

Agriculture and Environmental Mgmt — Budget Unit 262 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1187	Integrated Waste Mgt Fund 0037	\$ 1,356,139	\$ 1,225,962	\$ 1,248,654	\$ 1,247,562	\$ 21,600	1.8%
1188	Weed Abatement Fund 0031	589,154	920,130	935,501	935,491	15,361	1.7%
5660	Agriculture Fund 0001	1,614,820	1,926,270	1,943,649	1,913,149	(13,121)	-0.7%
5663	Weights & Measures Fund 0001	1,036,996	1,084,509	1,113,601	1,182,945	98,436	9.1%
5664	Pierces Disease Control Prog Fund 0001	1,043,001	774,435	879,507	879,507	105,072	13.6%
5665	Administration Fund 0001	2,096,710	2,048,805	2,011,813	1,936,339	(112,466)	-5.5%
5670	Animal Control Fund 0001	1,511,266	1,412,612	1,433,931	1,407,931	(4,681)	-0.3%
5710	U.C. Cooperative Ext Fund 0001	70,519	125,000	125,000	115,000	(10,000)	-8.0%
Total Gross Expenditures		\$ 9,318,605	\$ 9,517,723	\$ 9,691,656	\$ 9,617,924	\$ 100,201	1.1%

Agriculture and Environmental Mgmt — Budget Unit 262 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 6,706,044	\$ 6,555,887	\$ 6,806,637	\$ 6,692,499	\$ 136,612	2.1%
Services And Supplies	2,602,342	2,929,136	2,852,319	2,892,725	(36,411)	-1.2%
Other Charges	(389)	22,000	22,000	22,000	—	—
Operating/Equity Transfers	10,609	10,700	10,700	10,700	—	—
Subtotal Expenditures	9,318,605	9,517,723	9,691,656	9,617,924	100,201	1.1%
Expenditure Transfers	(422,014)	(365,558)	(402,558)	(515,343)	(149,785)	41.0%
Total Net Expenditures	8,896,591	9,152,165	9,289,098	9,102,581	(49,584)	-0.5%



Agriculture and Environmental Mgmt — Budget Unit 262

Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1187	Integrated Waste Mgt Fund 0037	\$ 1,247,538	\$ 1,250,983	\$ 1,185,933	\$ 1,185,933	\$ (65,050)	-5.2%
1188	Weed Abatement Fund 0031	705,180	714,000	640,000	640,000	(74,000)	-10.4%
5660	Agriculture Fund 0001	1,755,687	1,575,140	1,479,972	1,481,072	(94,068)	-6.0%
5663	Weights & Measures Fund 0001	1,252,868	1,204,000	1,204,000	1,339,500	135,500	11.3%
5664	Pierces Disease Control Prog Fund 0001	1,043,001	768,500	909,000	909,000	140,500	18.3%
5665	Administration Fund 0001	1,632	—	67,000	67,000	67,000	—
5666	Integrated Waste Mgt Fran Fund 0001	849,199	890,000	650,000	650,000	(240,000)	-27.0%
5670	Animal Control Fund 0001	332,430	256,000	256,000	257,500	1,500	0.6%
Total Revenues		\$ 7,187,534	\$ 6,658,623	\$ 6,391,905	\$ 6,530,005	\$ (128,618)	-1.9%

Integrated Waste Mgt Fund 0037 — Cost Center 1187

Major Changes to the Budget

	Positions	Appropriations	Revenues
Integrated Waste Management Fund (Fund Number 0037)			
FY 2011 Approved Budget	6.5	\$ 1,225,962	\$ 1,250,983
Board Approved Adjustments During FY 2011	—	(13,000)	(65,050)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	23,772	—
Internal Service Fund Adjustments	—	11,920	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	6.5	\$ 1,248,654	\$ 1,185,933
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Adjust Departmental Reimbursement to the Office of the County Executive for Integrated Pest Management Services	—	(42)	—
One-time Rebate of Voice Rate Retained Earnings	—	(1,070)	—
FY 2012 Voice Rate Adjustment	—	20	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (1,092)	\$ —
Total Recommendation	6.5	\$ 1,247,562	\$ 1,185,933

Weed Abatement Fund 0031 — Cost Center 1188

Major Changes to the Budget

	Positions	Appropriations	Revenues
Weed Abatement (Fund Number 0031)			
FY 2011 Approved Budget	2.0	\$ 920,130	\$ 714,000
Board Approved Adjustments During FY 2011	—	—	(74,000)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	6,312	—



Weed Abatement Fund 0031 — Cost Center 1188 Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	(27,941)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	2.0	\$ 898,501	\$ 640,000
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Adjust Departmental Reimbursement to the Office of the County Executive for Integrated Pest Management Services	—	(10)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (10)	\$ —
Total Recommendation	2.0	\$ 898,491	\$ 640,000

Agriculture Fund 0001 — Cost Center 5660 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	16.5	\$ 1,926,270	\$ 1,575,140
Board Approved Adjustments During FY 2011	-0.5	(48,048)	(95,168)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	41,852	—
Internal Service Fund Adjustments	—	21,931	—
Other Required Adjustments	—	1,644	—
Subtotal (Current Level Budget)	16.0	\$ 1,943,649	\$ 1,479,972
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
1. Reduce Temporary Employees and Call Back Time	—	(18,500)	—
Reduce temporary employee hours to reduce cost by \$5,000, and review departmental procedures to reduce call-back time for Agriculture staff for a cost savings of \$13,500.			
2. Transfer Software Maintenance to ISD	—	(12,000)	—
Transfer maintenance of the department's time capture software program from an outside vendor to ISD staff.			
3. New Fee for Farm Labor Contractors	—	—	1,100
Charge a new \$25 annual registration fee to farm labor contractors.			
Subtotal (Recommended Changes)	—	\$ (30,500)	\$ 1,100
Total Recommendation	16.0	\$ 1,913,149	\$ 1,481,072

Weights & Measures Fund 0001 — Cost Center 5663 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	10.0	\$ 1,084,509	\$ 1,204,000
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	52,576	—
Internal Service Fund Adjustments	—	(23,484)	—



Weights & Measures Fund 0001 — Cost Center 5663 Major Changes to the Budget

	Positions	Appropriations	Revenues
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	10.0	\$ 1,113,601	\$ 1,204,000
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
1. Restructure Fees in Weights and Measures Division	—	—	35,500
Restructure the Price Verification Registration Fees for businesses with ten or more scanners to recoup the cost of inspections, for a cost savings of \$35,500.			
2. Reduce Expenditures in Weights and Measures Division	1.0	69,344	100,000
Add 1.0 Weights and Measures Inspector I/II/III to identify additional revenue opportunities, and recognize the associated new revenues for a net ongoing savings. In addition, reduce temporary employees expenditures by \$9,700 due to the addition of the new position.			
Subtotal (Recommended Changes)	1.0	\$ 69,344	\$ 135,500
Total Recommendation	11.0	\$ 1,182,945	\$ 1,339,500

Pierces Disease Control Prog Fund 0001 — Cost Center 5664 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	4.0	\$ 774,435	\$ 768,500
Board Approved Adjustments During FY 2011	1.5	103,284	140,500
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	28,034	—
Internal Service Fund Adjustments	—	(14,403)	—
Other Required Adjustments	—	(11,843)	—
Subtotal (Current Level Budget)	5.5	\$ 879,507	\$ 909,000
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	5.5	\$ 879,507	\$ 909,000

Administration Fund 0001 — Cost Center 5665 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	14.0	\$ 1,733,247	\$ —
Board Approved Adjustments During FY 2011	—	(11,756)	67,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(3,755)	—
Internal Service Fund Adjustments	—	(20,737)	—
Other Required Adjustments	—	(744)	—
Subtotal (Current Level Budget)	14.0	\$ 1,696,255	\$ 67,000
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
FY 2012 Data Processing Adjustment	—	172,085	—



Administration Fund 0001 — Cost Center 5665

Major Changes to the Budget

	Positions	Appropriations	Revenues
Move one-time rebate of Voice Rate Retained Earnings from 5710 to 5665	—	(128)	—
FY 2012 Fleet Reduction	—	(5,280)	—
One-time Rebate of DP Retained Earnings	—	(65,469)	—
Decision Packages			
1. Delete 1.0 FTE Information Systems Manager I	-1.0	(159,982)	—
Deletion of 1.0 FTE Information Systems Manager I is part of a collaboration between AEM and the Information Services Department, whereby the work formerly performed by the incumbent before she retired will now be performed by ISD staff. ISD will charge AEM for all IT services, which will be performed by ISD staff. (See also BU 145)			
2. Reduce Services and Supplies Expenditures in Administration	—	(16,700)	—
Reduce the following expenditures:			
◆ PC Hardware - \$5,000			
◆ Communications and Telephone Services - \$5,000			
◆ Office Expense - \$5,500			
◆ Auto Mileage - \$1,200			
3. Overhead Reimbursement from State	—	(90,000)	—
Establish a new reimbursement from the State for overhead costs related to specific pest eradication programs, including GWSS and European Grape Vine Moth programs.			
4. Sale of Vehicle to Vector Control District	—	(22,785)	—
The Vector Control District (BU 411) has offered to purchase a vehicle that AEM no longer requires, for a one-time savings of \$22,785 in the AEM budget. (See BU 411 also).			
Subtotal (Recommended Changes)	-1.0	\$ (188,259)	\$ —
Total Recommendation	13.0	\$ 1,507,996	\$ 67,000

Integrated Waste Mgt Fran Fund 0001 — Cost Center 5666

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	—	\$ —	\$ 890,000
Board Approved Adjustments During FY 2011	—	—	(240,000)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ 650,000
Recommended Changes for FY 2012			
Internal Service Fund Adjustments	—	—	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ —	\$ 650,000



Animal Control Fund 0001 — Cost Center 5670 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	10.0	\$ 1,362,612	\$ 256,000
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	56,922	—
Internal Service Fund Adjustments	—	(35,603)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	10.0	\$ 1,383,931	\$ 256,000
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
1. New Livestock Recovery Fee	—	—	1,500
Establish a new Livestock Recovery and Return to Owner Fee. This service is currently performed at no charge to the owner.			
2. Reduce General Fund Support to Spay Neuter Program	—	(21,000)	—
Reduce general fund support by \$21,000, as donations to the program will help offset the reduction in County funding.			
3. Reduce Overtime in Animal Care & Control Unit	—	(5,000)	—
Reduce overtime budget by adjusting Animal Control Officer shifts in response to times of heaviest on-call responses			
Subtotal (Recommended Changes)	—	\$ (26,000)	\$ 1,500
Total Recommendation	10.0	\$ 1,357,931	\$ 257,500

U.C. Cooperative Ext Fund 0001 — Cost Center 5710 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	—	\$ 125,000	\$ —
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 125,000	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Move one-time rebate of Voice Rate Retained Earnings from 5710 to 5665	—	128	—
One-time Rebate of Voice Rate Retained Earnings	—	(128)	—
Decision Packages			
1. Reduce Services and Supplies Expenditures in UC Cooperative Extension Program	—	(10,000)	—
Reduce the following expenses in the UC Cooperative Program:			
◆ Reduce rented supply storage space - \$7,000			
◆ Reduce office supplies and printing costs - \$3,000			
Subtotal (Recommended Changes)	—	\$ (10,000)	\$ —
Total Recommendation	—	\$ 115,000	\$ —



Department of Environmental Health — Budget Unit 261 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1194	DEH - Admin Fund 0030	\$ 2,370,610	\$ 2,737,571	\$ 2,852,596	\$ 2,834,522	\$ 96,951	3.5%
26102	EHS - Planning Fund 0030	8,689,426	9,185,453	9,479,618	9,479,618	294,165	3.2%
26103	Toxics, Solid & Haz Materials Fund 0030	7,851,721	9,317,715	9,436,088	10,093,916	776,201	8.3%
Total Net Expenditures		\$ 18,911,757	\$ 21,240,739	\$ 21,768,302	\$ 22,408,056	\$ 1,167,317	5.5%

Department of Environmental Health — Budget Unit 261 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1194	DEH - Admin Fund 0030	\$ 2,707,673	\$ 2,987,571	\$ 3,207,596	\$ 3,189,522	\$ 201,951	6.8%
26102	EHS - Planning Fund 0030	8,758,157	9,239,052	9,558,629	9,558,629	319,577	3.5%
26103	Toxics, Solid & Haz Materials Fund 0030	7,851,721	9,317,715	9,436,088	10,093,916	776,201	8.3%
Total Gross Expenditures		\$ 19,317,551	\$ 21,544,338	\$ 22,202,313	\$ 22,842,067	\$ 1,297,729	6.0%

Department of Environmental Health — Budget Unit 261 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 14,886,969	\$ 15,740,502	\$ 16,233,078	\$ 16,785,234	\$ 1,044,732	6.6%
Services And Supplies	4,235,294	5,803,836	5,969,235	5,974,333	170,497	2.9%
Fixed Assets	195,288	—	—	82,500	82,500	—
Subtotal Expenditures	19,317,551	21,544,338	22,202,313	22,842,067	1,297,729	6.0%
Expenditure Transfers	(405,795)	(303,599)	(434,011)	(434,011)	(130,412)	43.0%
Total Net Expenditures	18,911,757	21,240,739	21,768,302	22,408,056	1,167,317	5.5%

Department of Environmental Health — Budget Unit 261 Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
1194	DEH - Admin Fund 0030	\$ 114,735	\$ 135,091	\$ 75,387	\$ 75,387	\$ (59,704)	-44.2%
26102	EHS - Planning Fund 0030	9,295,838	9,737,193	9,619,683	9,619,683	(117,510)	-1.2%
26103	Toxics, Solid & Haz Materials Fund 0030	8,511,759	8,764,984	9,173,884	10,516,884	1,751,900	20.0%
Total Revenues		\$ 17,922,333	\$ 18,637,268	\$ 18,868,954	\$ 20,211,954	\$ 1,574,686	8.4%



DEH - Admin Fund 0030 — Cost Center 1194 Major Changes to the Budget

	Positions	Appropriations	Revenues
Environmental Health (Fund Number 0030)			
FY 2011 Approved Budget	13.0	\$ 2,737,571	\$ 135,091
Board Approved Adjustments During FY 2011	—	(105,000)	(59,704)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	40,706	—
Internal Service Fund Adjustments	—	179,319	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	13.0	\$ 2,852,596	\$ 75,387
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
FY 2012 Data Processing Adjustment	—	(4,477)	—
Adjust Departmental Reimbursement to the Office of the County Executive for Integrated Pest Management Services	—	(632)	—
One-time Rebate of Voice Rate Retained Earnings	—	(2,913)	—
FY 2012 Voice Rate Adjustment	—	(1,533)	—
One-time Rebate of DP Retained Earnings	—	(8,519)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (18,074)	\$ —
Total Recommendation	13.0	\$ 2,834,522	\$ 75,387

EHS - Planning Fund 0030 — Cost Center 26102 Major Changes to the Budget

	Positions	Appropriations	Revenues
Environmental Health (Fund Number 0030)			
FY 2011 Approved Budget	67.0	\$ 9,185,453	\$ 9,737,193
Board Approved Adjustments During FY 2011	—	(25,412)	(117,510)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	321,189	—
Internal Service Fund Adjustments	—	(1,612)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	67.0	\$ 9,479,618	\$ 9,619,683
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	67.0	\$ 9,479,618	\$ 9,619,683

Toxics, Solid & Haz Materials Fund 0030 — Cost Center 26103 Major Changes to the Budget

	Positions	Appropriations	Revenues
Environmental Health (Fund Number 0030)			
FY 2011 Approved Budget	40.0	\$ 9,317,715	\$ 8,764,984
Board Approved Adjustments During FY 2011	—	(4,080)	408,900
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	106,550	—



Toxics, Solid & Haz Materials Fund 0030 — Cost Center 26103

Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	(8,228)	—
Other Required Adjustments	—	24,131	—
Subtotal (Current Level Budget)	40.0	\$ 9,436,088	\$ 9,173,884
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
1. Transfer San Jose Hazardous Materials Program to the CUPA	4.0	657,828	1,343,000
Transfer the San Jose Hazardous Materials Program to the CUPA, including the following:			
◆ Add 3.0 FTE Hazardous Materials Specialist II			
◆ Add 1.0 Senior Office Specialist			
◆ Purchase 3.0 Vehicles - \$82,500			
◆ Services and Supplies - \$11,172			
◆ Professional and Specialized Services - \$8,000			
◆ Office Expense - \$4,000			
Subtotal (Recommended Changes)	4.0	\$ 657,828	\$ 1,343,000
Total Recommendation	44.0	\$ 10,093,916	\$ 10,516,884

Vector Control District — Budget Unit 411

Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
4224	Vector Control Fund 0028	\$ 8,027,223	\$ 6,525,840	\$ 6,758,990	\$ 6,781,187	\$ 255,347	3.9%
	Total Net Expenditures	\$ 8,027,223	\$ 6,525,840	\$ 6,758,990	\$ 6,781,187	\$ 255,347	3.9%

Vector Control District — Budget Unit 411

Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
4224	Vector Control Fund 0028	\$ 8,081,222	\$ 6,525,840	\$ 6,758,990	\$ 6,781,187	\$ 255,347	3.9%
	Total Gross Expenditures	\$ 8,081,222	\$ 6,525,840	\$ 6,758,990	\$ 6,781,187	\$ 255,347	3.9%



Vector Control District — Budget Unit 411 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 3,609,013	\$ 3,694,211	\$ 3,836,542	\$ 3,836,542	\$ 142,331	3.9%
Services And Supplies	1,328,505	2,451,629	2,542,448	2,541,860	90,231	3.7%
Other Charges	352,331	380,000	380,000	380,000	—	—
Fixed Assets	74,373	—	—	22,785	22,785	—
Operating/Equity Transfers	2,717,000	—	—	—	—	—
Subtotal Expenditures	8,081,222	6,525,840	6,758,990	6,781,187	255,347	3.9%
Expenditure Transfers	(53,999)	—	—	—	—	—
Total Net Expenditures	8,027,223	6,525,840	6,758,990	6,781,187	255,347	3.9%

Vector Control District — Budget Unit 411 Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
4224	Vector Control Fund 0028	\$ 7,135,193	\$ 7,061,928	\$ 7,097,988	\$ 7,097,988	\$ 36,060	0.5%
4225	Vector Control Fund 0199	2,986	3,760	2,700	2,700	(1,060)	-28.2%
	Total Revenues	\$ 7,138,178	\$ 7,065,688	\$ 7,100,688	\$ 7,100,688	\$ 35,000	0.5%

Vector Control Fund 0028 — Cost Center 4224 Major Changes to the Budget

	Positions	Appropriations	Revenues
Vector Control District (Fund Number 0028)			
FY 2011 Approved Budget	37.5	\$ 6,525,840	\$ 7,061,928
Board Approved Adjustments During FY 2011	—	—	36,060
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	142,331	—
Internal Service Fund Adjustments	—	118,819	—
Other Required Adjustments	—	(28,000)	—
Subtotal (Current Level Budget)	37.5	\$ 6,758,990	\$ 7,097,988
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Adjust Departmental Reimbursement to the Office of the County Executive for Integrated Pest Management Services	—	(214)	—
One-time Rebate of Voice Rate Retained Earnings	—	(376)	—
FY 2012 Voice Rate Adjustment	—	2	—
Decision Packages			
1. Purchase Vehicle from AEM	—	22,785	—
The Vector Control District (BU 411) has offered to purchase a vehicle that the Agricultural and Environmental Management Department no longer requires, to replace a District vehicle that is no longer useable. This is a one-time cost of \$22,785 to the Vector Control District budget. (See BU 262 also).			
Subtotal (Recommended Changes)	—	\$ 22,197	\$ —
Total Recommendation	37.5	\$ 6,781,187	\$ 7,097,988

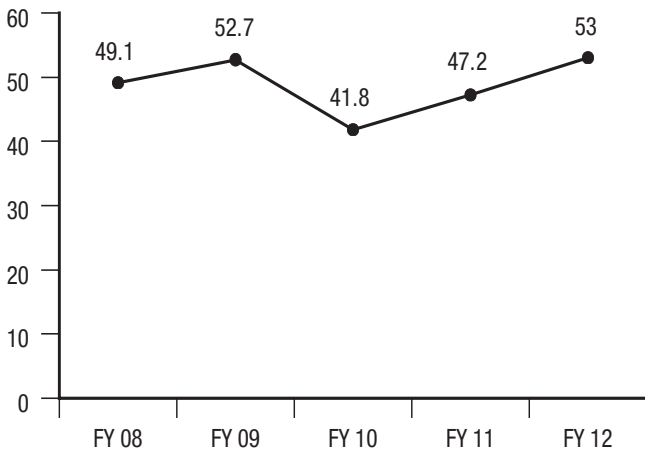
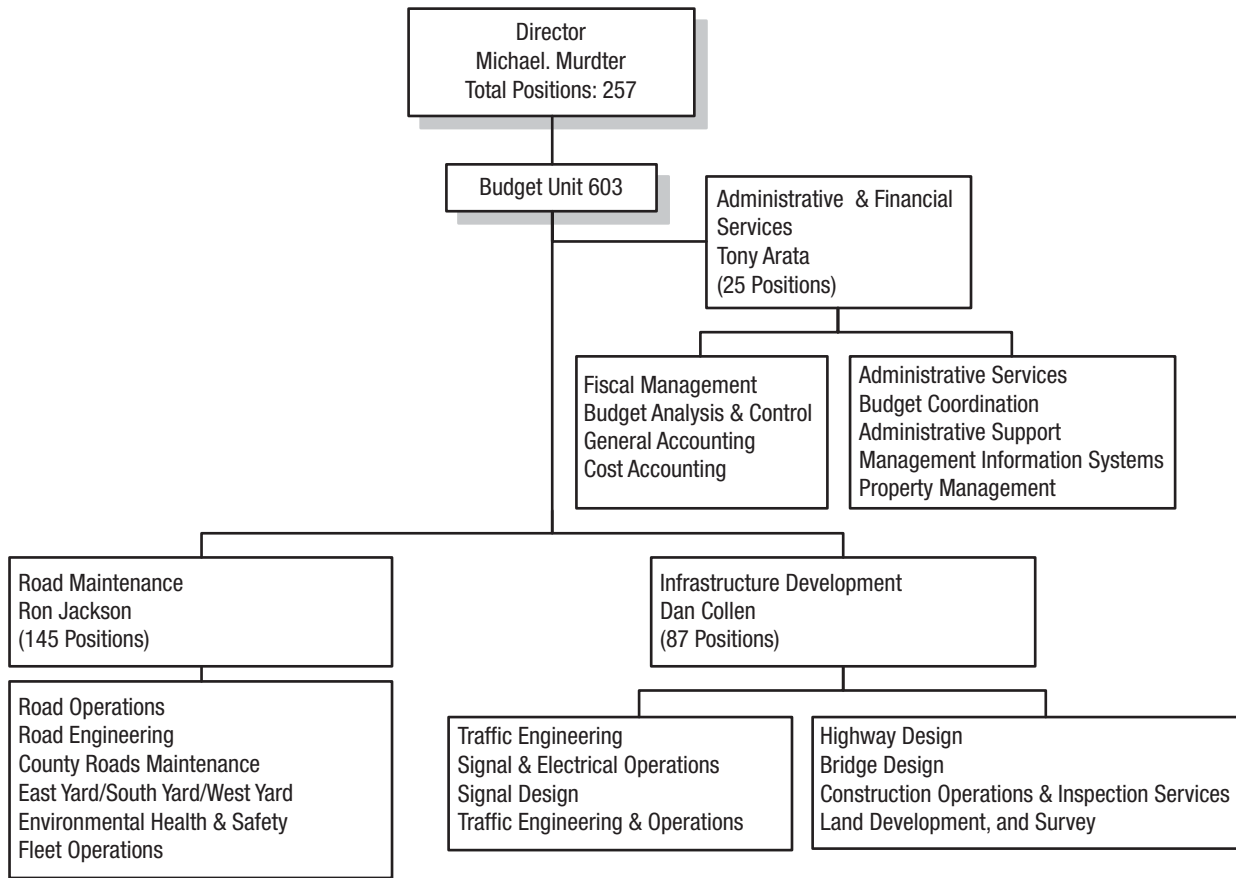


Vector Control Fund 0199 — Cost Center 4225
Major Changes to the Budget

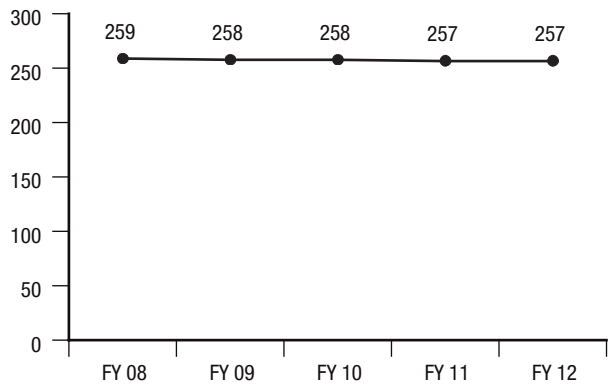
	Positions	Appropriations	Revenues
VCD Capital Fund (Fund Number 0199)			
FY 2011 Approved Budget	—	\$ —	\$ 3,760
Board Approved Adjustments During FY 2011	—	—	(1,060)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ 2,700
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ —	\$ 2,700



Roads Department



Gross Appropriation Trend



Staffing Trend



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**



Description of Major Services

The Department maintains and operates approximately 646 miles of expressway and rural and urban roadways in the unincorporated areas, including:

- 23 miles of sound walls
- 172 bridges
- 39 miles of carpool lanes
- 160 signalized intersections
- 4,500 street lights

- 25,000 regulatory signs, and
- 2,185 drain inlets

The County of Santa Clara is the only County in the State of California that maintains its own expressway system. The mission of the Department is to maintain, operate and enhance the County's roadways and promote the economic vitality and the quality of life of the County by ensuring the safety of the traveling public and accommodating road travelers.

The Department achieves this mission through three main functional areas: traffic management, infrastructure development, and property management.

Traffic Management

Traffic is managed by:

- Providing ongoing roadway monitoring, traffic engineering services as needed or in conjunction with Capital Improvement Projects
- Optimizing traffic signal timing
- Installing and maintaining traffic control devices to mitigate recurrent traffic congestion

Road and Expressway Infrastructure Improvement

Road and expressway infrastructure is preserved by:

- Maintaining, repairing and replacing paved surfaces, bridges and traffic signals

- Repairing and replacing road signage, pavement striping, road markings and street lights
- Maintaining and improving other road features to ensure safety and minimize life-cycle costs

Property Management

Property is managed by providing land development, survey, inspection, permit and property services in a responsive and effective manner.

The Property Section handles the disposal of surplus property, acquisition of property rights necessary for capital projects, development of surplus properties for revenue-generating purposes, vacation applications, and numerous other property-related transactions such as temporary rights of entry, etc.

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	The School Crossing Guard program will continue for an additional year.	■
Capital Projects	No	Mandated	Capital projects will improve infrastructure and ensure greater safety on the roadways.	▲
Fleet Maintenance	No	Required	Funding will enable Department to replace aging equipment in compliance with the State mandate.	▲
Infrastructure Development	No	Mandated	Duties of deleted position have been absorbed by existing staff.	■
Road Maintenance	No	Mandated	Labor cost reimbursement prevents double-counting of costs associated with capital projects.	▲
Road Operations	No	Mandated	Health and safety of staff and the County's resources will be maintained.	▲
Traffic Engineering	No	Mandated		■

Impact on Current Level of Service:

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

County Executive's Recommendation

The Department's main source of funding is derived from state excise taxes on gasoline through a predetermined formula. The gas tax is not indexed for

inflation, and subsequently not keeping pace with the increasing cost of carrying out the Department's operations.

Other sources of funding include state and local grants. The Department has identified several capital projects that qualify for this funding. Revenue is also derived from the sale of real or excess property.

▲ Fleet Maintenance

One-time Expenditure Allocation for Fixed Asset Purchases: Available fund balance will be used to purchase a combination of new and used vehicles and equipment to replace or upgrade aging fixed assets.

FY 2012 Fixed Assets

Item	Quantity	Estimated Cost
4WD Hybrid SUV	3	\$105,000
Truck - 3/4 Ton	7	\$210,000
Truck - 1 Ton	1	\$40,000
Cone Truck - 1 Ton	1	\$45,000
Utility Truck - 1 Ton	2	\$80,000
Frost Loader	1	\$150,000
Patch Truck	1	\$150,000
10 Wheeler Dump	1	\$160,000
Trash Compactor	1	\$150,000
Transport	1	\$150,000
Trailer	2	\$25,000
Mower	2	\$220,000
Chipper	1	\$50,000
Total	24	\$1,535,000

▲ Infrastructure Development

Add 1.0 FTE Transportation Planning Program Manager position: A new job classification is recommended to address planning needs for expressways (with outreach and collaboration with policy makers), transportation policy monitoring, coordination with other county departments such as Parks and Recreation for grant applications, and other various planning functions and initiatives, including the Department's Strategic Plan.

Service Impact: The addition of a new position will allow the Department to eliminate the use of a series of contracts for services with a planning consultant.

Total Positions Added: 1.0
Total Ongoing Cost: \$154,596

▼ Traffic Engineering and Operations

Delete 1.0 FTE Engineering Technician I/II position: Savings from this deletion will reduce overall expenditures.

Service Impact: The duties assigned to this position have been absorbed by staff within the division.

Positions Deleted: 1.0
Total Ongoing Savings: \$90,864

▲ Road Maintenance

One-time Labor Cost Adjustment for Capital Projects: This action recognizes various one-time reimbursements of labor costs charged to individual projects. This is a technical adjustment for accounting purposes.

Service Impact: This action ensures accurate labor costs and prevents double-counting of program costs.

One-time Reimbursement: \$3,000,000

▲ Road Fleet Maintenance

One-time Expenditure Allocation for Installation of Telematics in Various Roads Department Vehicles: This funding allocation is required to install telemetric (or GPS - Global Positioning System) devices in various vehicles for vehicle tracking and to locate equipment in remote locations.

One-time Cost: \$97,000

▲ Capital Projects

One-time Funding for Capital Projects: Capital projects totalling \$9,647,100 have been identified for the fiscal year. These include rehabilitation and repairs to several expressways; level of service improvements; bridge repair and rehabilitation; spot safety, highway signals and bicycle route improvements. The projects are listed in full below. About 50%, or \$4,820,816, of the total project cost is funded by the 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 balance will cover the additional \$4,826,284 needed to complete the projects.

Capital Projects

FY 2012 Projects	Revenue	Road Fund Impact	Total Appropriation
Central Expressway	\$0	\$50,000	\$50,000
Various Locations	\$0	\$30,000	\$30,000
FY12 Striping, Markings, Markers	\$0	\$125,000	\$125,000
FY12 Metal Beam Guard Rail	\$0	\$125,000	\$125,000
FY12 Pedestrian Ramps	\$0	\$125,000	\$125,000
Soundwall Repair and Replacement	\$0	\$250,000	\$250,000
Battery Backup Systems	\$0	\$250,000	\$250,000
Lawrence and Capitol Expressways Signal Timing Project	\$128,000	\$32,000	\$160,000
Miscellaneous Road Operations JOC Project	\$0	\$500,000	\$500,000
Professional and Special Services - Expressway Study	\$0	\$1,000,000	\$1,000,000
Expressway Pedestrian Program	\$0	\$150,000	\$150,000
SB & WB San Martin Depot - Llagas & SB Monterey Phase 2	\$75,000	\$0	\$75,000
Central Expressway	\$0	\$100,000	\$100,000
Page Mill & Highway 280	\$0	\$200,000	\$200,000
Central Expressway Auxiliary Lanes - Phase 2 East Bound	\$0	\$300,000	\$300,000
Montague @ Highway 680 Interchange Improvements PSR	\$0	\$20,000	\$20,000
Montague @ Highway 101 Interchange Improvements PSR	\$0	\$550,000	\$550,000
Isabel Creek Bridge at San Antonio Valley Road (37C0089)	\$495,768	\$134,232	\$630,000
Little Uvas Creek Bridge at Uvas Road (37C-095)	\$53,118	\$26,882	\$80,000
Llagas Creek Bridge at Uvas Road (37C-096)	\$88,530	\$31,470	\$120,000
Uvas Creek Bridge at Uvas Road (37C-094)	\$53,118	\$26,882	\$80,000
Stevens Canyon Mitigation & Monitoring (37C-576 & 577)	\$39,839	\$20,161	\$60,000
Loyola Drive/Foothill Expressway (37C0117)	\$70,824	\$29,176	\$100,000
Lakedale POC at Lawrence Expressway (Bridge 37C-208)	\$150,501	\$69,499	\$220,000
Red Fox Creek Bridge @ New Avenue (37C-172)	\$97,383	\$52,617	\$150,000
Various Bridge Replacement and Scour Protection Projects	\$3,568,735	\$628,365	\$4,197,100
Total	\$4,820,816	\$4,826,284	\$9,647,100

Roads & Airports Department - Roads — Budget Unit 603
Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
60020	Roads Capital Improvement Fund 0020	\$ 11,928,581	\$ 6,465,350	\$ 465,196	\$ 10,037,296	\$ 3,571,946	55.2%
60023	Roads Fund 0023	33,974,084	37,253,989	40,684,786	39,405,452	2,151,463	5.8%
61528	County Lighting District Fund 1528	290,033	415,000	490,000	490,000	75,000	18.1%
61620	El Matador District Fund 1620	—	25,000	25,000	25,000	—	—
	Total Net Expenditures	\$ 46,192,698	\$ 44,159,339	\$ 41,664,982	\$ 49,957,748	\$ 5,798,409	13.1%



Roads & Airports Department - Roads — Budget Unit 603 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
60020	Roads Capital Improvement Fund 0020	\$ 10,686,023	\$ 6,465,350	\$ 465,196	\$ 10,037,296	\$ 3,571,946	55.2%
60023	Roads Fund 0023	37,040,532	40,253,989	40,684,786	42,405,452	2,151,463	5.3%
61528	County Lighting District Fund 1528	290,033	415,000	490,000	490,000	75,000	18.1%
61620	El Matador District Fund 1620	—	25,000	25,000	25,000	—	—
Total Gross Expenditures		\$ 48,016,588	\$ 47,159,339	\$ 41,664,982	\$ 52,957,748	\$ 5,798,409	12.3%

Roads & Airports Department - Roads — Budget Unit 603 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 26,115,475	\$ 28,169,794	\$ 29,148,563	\$ 29,212,295	\$ 1,042,501	3.7%
Services And Supplies	10,445,614	11,223,195	12,350,223	12,472,157	1,248,962	11.1%
Fixed Assets	12,698,058	7,766,350	166,196	11,273,296	3,506,946	45.2%
Subtotal Expenditures	48,016,588	47,159,339	41,664,982	52,957,748	5,798,409	12.3%
Expenditure Transfers	(3,066,448)	(3,000,000)	—	(3,000,000)	—	—
Total Net Expenditures	46,192,698	44,159,339	41,664,982	49,957,748	5,798,409	13.1%

Roads & Airports Department - Roads — Budget Unit 603 Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
60020	Roads Capital Improvement Fund 0020	\$ 25,771,847	\$ 1,899,246	\$ 423,000	\$ 5,243,816	\$ 3,344,570	176.1%
60023	Roads Fund 0023	36,666,067	42,000,715	39,644,552	39,644,552	(2,356,163)	-5.6%
61528	County Lighting District Fund 1528	330,902	361,000	361,000	361,000	—	—
61620	El Matador District Fund 1620	306	1,000	1,000	1,000	—	—
Total Revenues		\$ 62,769,122	\$ 44,261,961	\$ 40,429,552	\$ 45,250,368	\$ 988,407	2.2%

Roads Capital Improvement Fund 0020 — Cost Center 60020 Major Changes to the Budget

	Positions	Appropriations	Revenues
Road CIP (Fund Number 0020)			
FY 2011 Approved Budget	—	\$ 6,465,350	\$ 1,899,246
Board Approved Adjustments During FY 2011	—	(6,000,154)	(1,447,442)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—



Roads Capital Improvement Fund 0020 — Cost Center 60020

Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	—	(28,804)
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 465,196	\$ 423,000
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
1. One-time Expenditure for Bridge Safety Project	—	150,000	97,383
One time expenditure allocation for bridge safety project at Red Fox Creek Bridge at New Avenue (37C-172).			
2. One-time Expenditure for Various Bridge Repair & Maintenance Projects	—	4,197,100	3,568,735
One-time expenditure allocation for bridge replacement and scour protection projects at various locations.			
3. One-time Expenditure for Pedestrian and Bicycle Projects	—	80,000	—
One-time expenditure allocation for various pedestrian and bicycle projects:			
◆ Central Expressway - \$50,000			
◆ Various locations - \$30,000			
4. One-time Expenditure for Road Safety Projects	—	625,000	—
One time expenditure allocation for pedestrian ramps, striping, markings, markers, metal beam guard rails, and soundwall repair and replacement.			
5. One-time Expenditure for Battery Backup Systems for Highway Signals	—	250,000	—
One-time expenditure allocation for battery backup systems for highway signals.			
6. One-time Expenditure for Signal Synchronization and Intelligent Transportation System Projects	—	160,000	128,000
One-time expenditure allocation for the Lawrence and Capitol Expressways signal timing projects.			
7. One-time Expenditure for Various Road Operations JOC Project	—	500,000	—
One-time expenditure allocation for various road operations JOC projects.			
8. One-time Expenditure for Professional and Special Services	—	1,000,000	—
One-time expenditure allocation for professional and special services - expressway study.			
9. One-time Expenditure for Pedestrian Projects	—	150,000	75,000
One-time expenditure allocation for various expressway pedestrian programs.			
10. One-time Expenditure for Pavement Management	—	100,000	—
One-time expenditure allocation for pavement management for Central Expressway.			
11. One-time Expenditure for Level of Service Improvement Projects	—	500,000	—
One-time expenditure allocation for improving the level of service for the following projects:			
◆ Page Mill & Highway 280 - \$200,000			
◆ Central Expressway Auxiliary Lanes - Phase 2 East Bound - \$300,000.			
12. One-time Expenditure for Interchange Improvements	—	570,000	—
One-time expenditure allocation for improving the interchange for the following projects:			
◆ Montague at Highway 680 Interchange - \$20,000			
◆ Montague at Highway 101 Interchange - \$550,000.			



Roads Capital Improvement Fund 0020 — Cost Center 60020

Major Changes to the Budget

	Positions	Appropriations	Revenues
13. One-time Expenditure for Bridge Rehabilitation and Replacement Projects	—	1,070,000	801,197
One-time expenditure allocation for bridge rehabilitation and replacement projects at various locations.			
14. One-time Expenditure for Bridge Seismic Retrofit Project	—	220,000	150,501
One-time expenditure allocation for bridge seismic retrofit at Lakedale POC - Lawrence Expressway (Bridge 37C-208).			
Subtotal (Recommended Changes)	—	\$ 9,572,100	\$ 4,820,816
Total Recommendation	—	\$ 10,037,296	\$ 5,243,816

Roads Fund 0023 — Cost Center 60023

Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 2011 Approved Budget	257.0	\$ 37,253,989	\$ 42,000,715
Board Approved Adjustments During FY 2011	—	1,162,232	(2,385,512)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	978,769	—
Internal Service Fund Adjustments	—	1,206,946	29,349
Other Required Adjustments	—	82,850	—
Subtotal (Current Level Budget)	257.0	\$ 40,684,786	\$ 39,644,552
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Adjust Departmental Reimbursement to the Office of the County Executive for Integrated Pest Management Services	—	26,481	—
One-time Rebate of Voice Rate Retained Earnings	—	(1,549)	—
FY 2012 Voice Rate Adjustment	—	2	—
Decision Packages			
1. One-time Labor Cost Adjustments for Capital Projects.	—	(3,000,000)	—
One-time adjustment of labor cost reimbursements for capital projects charged to individual projects to ensure accurate labor costs and prevent double-counting.			
2. One-time Expenditure to Replace 33 units of equipment/vehicles.	—	1,535,000	—
One-time expenditure allocation for replacement of 24 units of equipment/vehicles that have come to the end of their useful life. These fixed assets include Hybrid SUVs, trucks, frost loader, mower, and a trash compactor.			
3. Intallation of Telemetrics to various Roads Department vehicles.	—	97,000	—
One-time expenditure allocation for installation of telemetrics (or GPS) in various Roads Department vehicles for vehicle tracking and to locate equipment in remote locations.			
4. Delete 1.0 FTE Engineering Technician II Position in the Infrastructure Development Division	-1.0	(90,864)	—
Delete 1.0 FTE Engineering Technician II position in the Traffic Engineering and Operations Division.			
5. Add New Position	1.0	154,596	—
Add 1.0 FTE Transportation Planning Program Manager. This is a new classification in the Infrastructure Development Division.			
Subtotal (Recommended Changes)	—	\$ (1,279,334)	\$ —
Total Recommendation	257.0	\$ 39,405,452	\$ 39,644,552



County Lighting District Fund 1528 — Cost Center 61528 Major Changes to the Budget

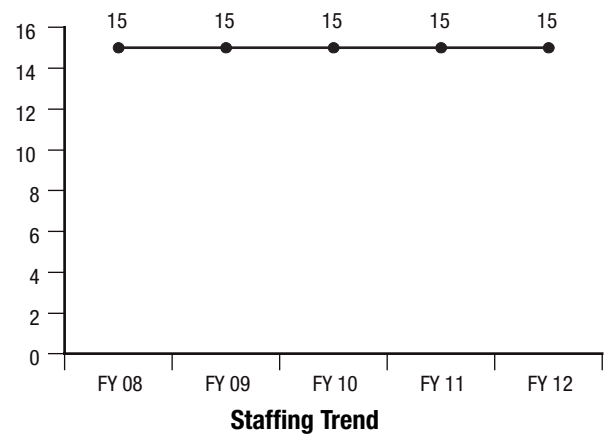
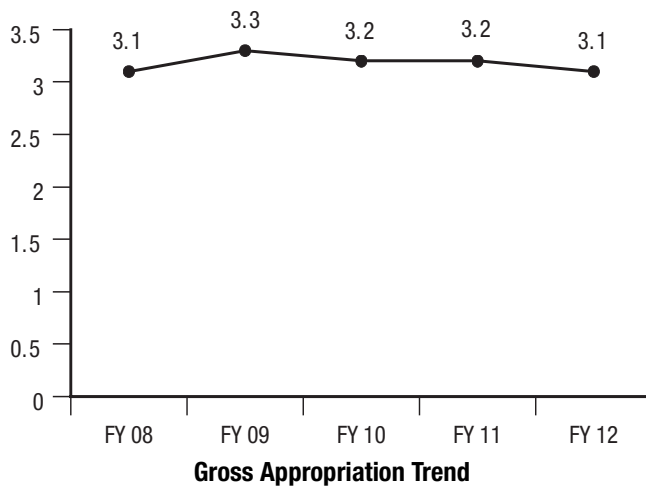
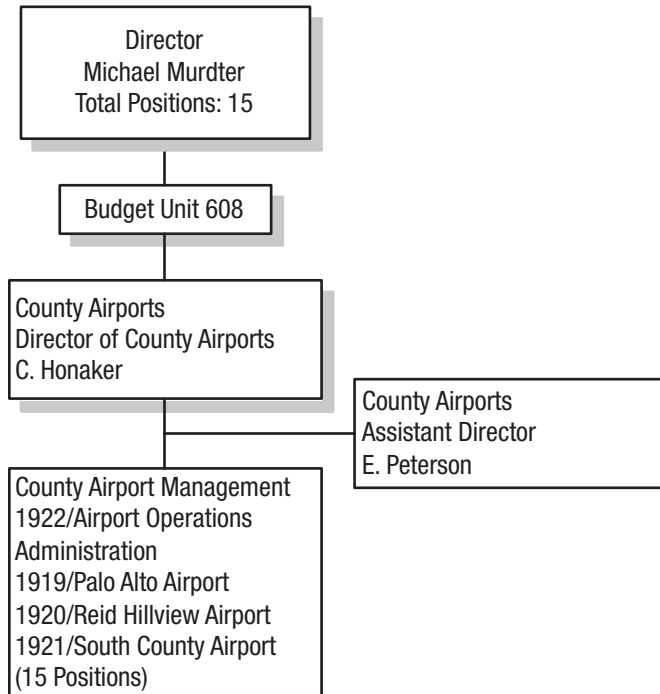
	Positions	Appropriations	Revenues
County Lighting Service Fund (Fund Number 1528)			
FY 2011 Approved Budget	—	\$ 415,000	\$ 361,000
Board Approved Adjustments During FY 2011	—	45,000	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	30,000	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 490,000	\$ 361,000
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 490,000	\$ 361,000

El Matador District Fund 1620 — Cost Center 61620 Major Changes to the Budget

	Positions	Appropriations	Revenues
El Matador Drive Maint (Fund Number 1620)			
FY 2011 Approved Budget	—	\$ 25,000	\$ 1,000
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 25,000	\$ 1,000
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 25,000	\$ 1,000



Airports Department



Section 5: Housing, Land Use, Environment & Transportation



Public Purpose

- ➔ **Promote the economic and social vitality of the County by meeting the needs of the General Aviation (GA) community and the traveling public**



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 manages three airports: Palo Alto, Reid-Hillview, and South County Airports, comprised of:

- 7 miles of runways and taxiways
- 245 aircraft hangars, and
- 648 open aircraft tie-down storage spaces

Operations 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, Operations Management provides community and education services, business planning, noise abatement and special event services, as well as support to the Airport Commission.

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.

Capital 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.

With the help of FAA grant funding, the Department is nearing completion of two projects to acoustically insulate a number of nearby homes and install a Noise Monitoring System as part of ongoing noise mitigation measures at Reid-Hillview Airport. The Department also received an FAA grant for a project to install an Automated Weather Observation System at the South County Airport which should be completed early in the

new fiscal year. In the upcoming year, the Department will be applying for grants at each airport for pavement repair and airfield marking and signage.

Current and Emerging Issues

The primary issue facing the Airport Enterprise Fund (AEF) is the steep drop in activity at the County's General Aviation airports, which translates into reduced demand for aircraft storage and fuel. Revenue from aircraft storage and fuel flowage fees comprises 75% of total AEF revenue. Projected FY 2012 revenue reflects an automatic 1.042% CPI increase in aircraft storage rates effective July 1, 2011 as provided for in the Board-adopted resolution establishing fees and charges at the County airports.

Environmental documentation for the draft Master Plan for Reid-Hillview Airport is currently being developed. Execution of the Master Plan will depend heavily on the future availability of FAA grant funding for capital improvement projects.

Unlike Reid-Hillview and South County airports, which are owned and operated by the County, Palo Alto Airport is owned by the City of Palo Alto and operated by the County under a 50-year lease that expires in 2017. The City is exploring the feasibility of terminating the lease and taking over airport operations within the next three years. As of the writing of this proposal, discussions have not been concluded.

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		■
Property Management	No	Mandated		■
Capital Projects	No	Mandated		■

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

County Executive's Recommendation

Maintain current level budget for Fiscal Year 2012.

Roads & Airports Dept - Airports — Budget Unit 608 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
60805	Airports Operations	\$ 3,144,036	\$ 3,159,701	\$ 3,080,014	\$ 3,084,636	\$ (75,065)	-2.4%
	Total Net Expenditures	\$ 3,144,036	\$ 3,159,701	\$ 3,080,014	\$ 3,084,636	\$ (75,065)	-2.4%



Roads & Airports Dept - Airports — Budget Unit 608 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
60805	Airports Operations	\$ 3,144,036	\$ 3,159,701	\$ 3,080,014	\$ 3,084,636	\$ (75,065)	-2.4%
	Total Gross Expenditures	\$ 3,144,036	\$ 3,159,701	\$ 3,080,014	\$ 3,084,636	\$ (75,065)	-2.4%

Roads & Airports Dept - Airports — Budget Unit 608 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 1,402,381	\$ 1,491,579	\$ 1,498,795	\$ 1,498,795	\$ 7,216	0.5%
Services And Supplies	1,117,644	1,247,727	1,160,824	1,165,446	(82,281)	-6.6%
Other Charges	255,595	420,395	420,395	420,395	—	—
Fixed Assets	368,416	—	—	—	—	—
Subtotal Expenditures	3,144,036	3,159,701	3,080,014	3,084,636	(75,065)	-2.4%
Total Net Expenditures	3,144,036	3,159,701	3,080,014	3,084,636	(75,065)	-2.4%

Roads & Airports Dept - Airports — Budget Unit 608 Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
60805	Airports Operations	\$ 3,306,767	\$ 3,132,483	\$ 3,068,682	\$ 3,068,682	\$ (63,801)	-2.0%
	Total Revenues	\$ 3,306,767	\$ 3,132,483	\$ 3,068,682	\$ 3,068,682	\$ (63,801)	-2.0%

Airports Operations — Cost Center 60805 Major Changes to the Budget

	Positions	Appropriations	Revenues
Reid Hillview Special Aviation Fund (Fund Number 0053)			
FY 2011 Approved Budget	—	\$ 0	\$ —
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 0	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 0	\$ —
Palo Alto Special Aviation Fund (Fund Number 0054)			



Airports Operations — Cost Center 60805

Major Changes to the Budget

	Positions	Appropriations	Revenues
FY 2011 Approved Budget	—	\$ 0	\$ —
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 0	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 0	\$ —
South County Special Aviation Fund (Fund Number 0055)			
FY 2011 Approved Budget	—	\$ 0	\$ —
Board Approved Adjustments During FY 2011	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 0	\$ —
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 0	\$ —
Airport Enterprise Fund (Fund Number 0061)			
FY 2011 Approved Budget	15.0	\$ 3,159,700	\$ 3,132,483
Board Approved Adjustments During FY 2011	—	(147,241)	(63,801)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	7,216	—
Internal Service Fund Adjustments	—	47,118	—
Other Required Adjustments	—	13,220	—
Subtotal (Current Level Budget)	15.0	\$ 3,080,013	\$ 3,068,682
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Adjust Departmental Reimbursement to the Office of the County Executive for Integrated Pest Management Services	—	4,622	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 4,622	\$ —
Total Recommendation	15.0	\$ 3,084,635	\$ 3,068,682



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 246,000 residents in the communities of Campbell, Cupertino, Los Altos, Monte Sereno, Morgan Hill, 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 also known as the Santa Clara County Fire Department.

Health and Safety Code Section 13862 empowers the Department to provide services for fire protection, rescue, emergency medical (including advanced life support), 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.

Revenues include local property taxes, contract revenues, Homeowners Property Tax Replacement, supplemental property taxes, and miscellaneous revenues.

Los Altos Hills County Fire District

The Los Altos Hills County Fire District is empowered to establish, equip, and maintain a fire department. It may enter into contracts for the purpose of fire protection and may perform any or all activities necessary for the prevention of fires. The Board of Supervisors, as a governing body, appoints seven district commissioners for four-year terms.

The District provides fire protection 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, Homeowners Property Tax Replacement, supplemental property taxes, and miscellaneous revenues.

South Santa Clara County Fire District

The South Santa Clara County Fire District operates under the provisions of the California Health and Safety Code commencing at Section 13801. The Board of Supervisors, as the governing body, appoints seven district commissioners to four-year terms.

The District is empowered to establish, equip, and maintain a fire department. It may enter into contracts for the purpose of fire protection and may perform any or all activities necessary for the prevention of fires. The district provides fire protection, first responder defibrillator medical services, and advanced life support to the unincorporated rural areas of South Santa Clara County.

The District includes the unincorporated County area south of Metcalf Road and serves approximately 35,000 County residents. The district 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.

County Executive's Recommendation

Central Fire Protection District

The Central Fire Protection District proposes a budget that anticipates using \$3,301,875 in fund balance from FY 2011. The revenues and expenses will be adjusted in the Final Budget if necessary, pending the calculation of actual available fund balance.

Fixed Assets

The Central Fire Protection District Recommends the Following Fixed Asset Purchases in FY 2012:

Fixed Assets

Description:	Amount
Networking Equipment	\$160,000
Automobiles and Vans	\$129,000
Computers and Servers	\$106,500
Thermal Imaging Cameras	\$70,000

Fixed Assets

HVAC Improvements	\$42,700
Carpet Replacement - Various Locations	\$28,900
Major Roof Repairs	\$25,000
HazMat Monitoring Equipment	\$33,000
Shop Equipment	\$22,500
Parking Lot	\$20,000
Extractor	\$16,000
Exercise Equipment	\$15,000
Confined Space Communications Kit	\$13,000
Station Exhaust System Modifications	\$11,700
Radios (for individual fire fighters), Emtrac (traffic pre-emptors on signal lights), and Ringdown equipment (alarm system activated at fire stations by dispatches from County Communications)	\$8,500
Fire Station Phone System Replacement	\$7,500
Records Management System	\$6,000



Fixed Assets

Apparatus Bay Lights	\$5,000
Shredder (Department of Justice approved)	\$2,500
Hose Storage Rack	\$2,000
Total:	\$724,900

Total One-time Fixed Assets: \$724,900

**Summary of Central Fire Protection
District Budget — FY 2012**

Resources	Amount
FY 2011 Revenues	\$79,282,500
Estimated Fund Balance as of 6/30/10	\$3,301,875
Total Revenue plus Fund Balance	\$82,584,375
Expenses	Amount
Salaries and Benefits	\$68,518,400
Services and Supplies	\$12,640,587
Other Charges - Debt Service and Interest	\$535,788
Fixed Assets	\$724,900
Operating/Equity Transfers	\$1,500,000
Reimbursements	(\$1,335,300)
Total Expense	\$82,584,375

**Central Fire Protection District Job Classes and
Salary Ranges effective July 1, 2011**

	Positions	Step 1 Monthly	Step 5 Monthly
Administrative Support Officer I or	1	5,527.84	6,719.12
Administrative Support Officer II or		6,633.41	8,062.95
Administrative Support Officer III		7,628.45	9,272.42
Administrative Support Officer I or	1	5,527.84	6,719.12
Administrative Support Officer II		6,633.41	8,062.95
Arson Investigator I or	1	8,995.93	10,934.62
Arson Investigator II		10,104.03	12,281.50
Assistant Fire Chief	1	14,608.43	18,644.37
Assistant County Fire Marshal (c)	1	10,957.06	13,318.38
Associate Fire Protection Engineer or	2	7,771.02	9,445.73
Fire Protection Engineer		8,772.63	10,663.18
Associate Public Education Officer A or	1	6,357.05	7,727.03
Associate Public Education Officer B		7,628.45	9,272.42
Battalion Chief or	13	11,840.80	14,392.56

**Central Fire Protection District Job Classes and
Salary Ranges effective July 1, 2011**

	Positions	Step 1 Monthly	Step 5 Monthly
Battalion Chief - Probationary		10,957.06	13,318.38
Business Services Associate	1	5,445.39	6,618.91
Chief Fire Investigator	1	10,957.06	13,318.38
Construction Coordinator	1	8,981.91	10,917.57
Continued Employment Program Position	2	7,771.02	9,445.70
Deputy Chief	4	13,202.19	16,047.35
Deputy Fire Marshal I (c) or	13	7,771.02	9,445.70
Deputy Fire Marshal II (c)		8,772.63	10,663.18
Director Of Business Services	1	12,827.72	15,592.19
Emergency Services Coordinator	2	7,771.02	9,445.73
Firefighter/Engineer (a)	164	7,771.02	9,445.73
Fire Captain (b) (d)	73	9,325.07	11,334.80
Fire Chief	1	16,227.30	20,710.50
Fire Mechanic or	3	8,165.32	9,925.00
Fire Mechanic I or		5,955.13	7,238.50
Fire Mechanic II		7,146.19	8,686.24
General Maintenance Craftsworker or	2	8,165.32	9,925.00
General Maintenance Craftsworker Hired After 11/22/04		5,940.58	7,220.81
Hazardous Materials Program Supervisor	1	9,713.65	11,807.01
Hazardous Materials Specialist	2	8,772.63	10,663.18
Information Systems Manager	1	8,936.60	10,862.49
Information Systems Network Analyst	1	7,338.12	8,890.36
Management Analyst or	1	7,628.45	9,272.42
Management Analyst A or		5,527.84	6,719.12
Management Analyst B		6,633.41	8,062.95
Office Assistant I or	4	4,090.49	4,797.20
Office Assistant II		4,499.53	5,469.22
Personnel Services Manager	1	10,104.03	12,281.50
Public Education Officer	1	8,772.63	10,663.18
Secretary	4	5,445.39	6,618.91
Senior Deputy Fire Marshal (c)	3	9,476.79	11,519.10
Senior Emergency Services Coordinator	1	8,772.63	10,663.18
Senior Fire Mechanic	1	8,573.59	10,421.25
Senior Hazardous Materials Specialist	1	9,713.65	11,807.01



Central Fire Protection District Job Classes and Salary Ranges effective July 1, 2011

	Positions	Step 1 Monthly	Step 5 Monthly
Supply Services Assistant	1	5,683.58	6,908.43
Supply Services Specialist	1	7,388.63	8,980.92
Total Positions	313		

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.

b. In addition to base salary, Captains who retain their paramedic qualifications are eligible to receive a dollar differential as per the MOA.

c. In addition to base salary, incumbents in these classes might be eligible for a fire command/suppression differential depending on assignment and qualifications.

d. 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 14, 2011.

Los Altos Hills County Fire District

The Los Altos Hills Fire District has proposed a budget that anticipates at least a \$3,343,185 million fund balance from FY 2011. The revenues and expenses will be adjusted in the Final Budget if necessary, pending the calculation of actual fund balance. The proposed budget was approved by the Los Altos Hills County Fire District Commission and includes a reserve of \$11 million.

Summary of Los Altos Hills County Fire District Budget - FY 2012

Resources	Amount
FY 2012 Revenues	\$7,605,000
Available Reserves	\$11,000,000
Estimated Fund Balance as of 6/30/11	\$3,343,185
Total Revenue plus Fund Balance	\$21,948,185
Expenses	Amount
Salaries and Benefits - Contract Out	\$0
Services and Supplies	\$10,948,185
Reserves - budgeted	\$11,000,000
Total Expense	\$21,948,185

South Santa Clara County Fire District

The South Santa Clara County Fire District is proposing a budget that anticipates using at least \$1,587,316 in fund balance from FY 2011. The revenues and expenses will be adjusted in the Final Budget if necessary, pending the calculation of actual fund balance.

Fixed Assets

The South Santa Clara County Fire District Recommends the Following Fixed Asset Purchases in FY 2012:

- 28 Wildland Personal Protection Equipment sets to meet new National Fire Protection Association standards - \$30,000
- 4 Thermal Imagers - \$70,000
- Structure at Station 3 for up to three employees - \$200,000

Total One-time Fixed Assets: \$300,000

Summary of South Santa Clara County Fire District Budget - FY 2012

Resources	Amount
FY 2012 Revenues	\$4,590,597
Available Reserves	0
Estimated Fund Balance as of 6/30/11	\$1,587,316
Total Revenue plus Fund Balance	\$6,177,913
Expenses	Amount
Salaries and Benefits - Contract Out	\$0
Services and Supplies	\$5,837,654
Fixed Assets	\$300,000
Operating/Equity Transfers	\$40,259
Subtotal Operating Expense	\$6,177,913
Reserves	0
Total Expense	\$6,177,913

Santa Clara County Fire Dept — Budget Unit 904 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
9104	CFD Admin Gen Dist Fund 1524	\$ 24,502,826	\$ 80,939,667	\$ 81,858,326	\$ 82,584,375	\$ 1,644,708	2.0%
9144	General Support Svcs Fund 1524	1,674,018	—	—	—	—	—
90403	Operations Div Fund 1524	48,095,526	—	—	—	—	—
90404	Training Div Fund 1524	1,561,424	—	—	—	—	—
90405	Prevention Div Fund 1524	3,864,755	—	—	—	—	—
Total Net Expenditures		\$ 79,698,549	\$ 80,939,667	\$ 81,858,326	\$ 82,584,375	\$ 1,644,708	2.0%

Santa Clara County Fire Dept — Budget Unit 904 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
9104	CFD Admin Gen Dist Fund 1524	\$ 25,816,706	\$ 82,351,107	\$ 83,193,626	\$ 83,919,675	\$ 1,568,568	1.9%
9144	General Support Svcs Fund 1524	1,674,018	—	—	—	—	—
90403	Operations Div Fund 1524	48,095,526	—	—	—	—	—
90404	Training Div Fund 1524	1,561,424	—	—	—	—	—
90405	Prevention Div Fund 1524	3,864,755	—	—	—	—	—
Total Gross Expenditures		\$ 81,012,430	\$ 82,351,107	\$ 83,193,626	\$ 83,919,675	\$ 1,568,568	1.9%

Santa Clara County Fire Dept — Budget Unit 904 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Salaries And Employee Benefits	\$ 64,258,413	\$ 65,990,690	\$ 68,518,400	\$ 68,518,400	\$ 2,527,710	3.8%
Services And Supplies	12,320,795	13,484,232	12,639,438	12,640,587	(843,645)	-6.3%
Other Charges	422,798	482,935	535,788	535,788	52,853	10.9%
Fixed Assets	2,810,423	1,073,250	—	724,900	(348,350)	-32.5%
Operating/Equity Transfers	1,200,000	1,320,000	1,500,000	1,500,000	180,000	13.6%
Subtotal Expenditures	81,012,430	82,351,107	83,193,626	83,919,675	1,568,568	1.9%
Expenditure Transfers	(1,313,880)	(1,411,440)	(1,335,300)	(1,335,300)	76,140	-5.4%
Total Net Expenditures	79,698,549	80,939,667	81,858,326	82,584,375	1,644,708	2.0%



Santa Clara County Fire Dept — Budget Unit 904
Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
9104	CFD Admin Gen Dist Fund 1524	\$ 79,240,827	\$ 79,282,600	\$ 79,282,500	\$ 79,282,500	\$ (100)	0.0%
90403	Operations Div Fund 1524	7,155	—	—	—	—	—
90405	Prevention Div Fund 1524	491,633	—	—	—	—	—
Total Revenues		\$ 79,739,614	\$ 79,282,600	\$ 79,282,500	\$ 79,282,500	\$ (100)	0.0%

CFD Admin Gen Dist Fund 1524 — Cost Center 9104
Major Changes to the Budget

	Positions	Appropriations	Revenues
Central Fire District (Fund Number 1524)			
FY 2011 Approved Budget	—	\$ 80,939,667	\$ 79,282,600
Board Approved Adjustments During FY 2011	—	39,997,213	(100)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	2,527,710	—
Internal Service Fund Adjustments	—	194,046	—
Other Required Adjustments	—	(41,800,310)	—
Subtotal (Current Level Budget)	—	\$ 81,858,326	\$ 79,282,500
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Reduce Dispatch Services-Internal	—	(1,786)	—
FY 2012 Data Processing Adjustment	—	3,409	—
One-time Rebate of Voice Rate Retained Earnings	—	(57)	—
One-time Rebate of DP Retained Earnings	—	(417)	—



CFD Admin Gen Dist Fund 1524 — Cost Center 9104

Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
1. One-time Fixed Assets Expenditures	—	724,900	—
Allocate one-time funding for the follow fixed asset expenditures:			
◆ \$160,000 - Networking Equipment			
◆ \$129,000 - Vehicles: Autos & Vans			
◆ \$106,500 Computers/Servers			
◆ \$70,100 - Thermal Imaging Cameras (7)			
◆ \$42,700 - HVAC Improvements			
◆ \$33,000 - HazMat Monitoring Equipment			
◆ \$28,900 - Carpet Replacement			
◆ \$25,000 - Major Roof Repairs			
◆ \$22,500 - Shop Equipment			
◆ \$20,000 - Parking Lot			
◆ \$16,000 - Extractor			
◆ \$15,000 - Excercise Equipment			
◆ \$13,000 - Confined Space Communications Kit			
◆ \$11,700 - Station Exhaust System Modifications			
◆ \$8,500 Radios, Emtrac, Ringdown Equipment			
◆ \$7,500 - Fire Station Phone System Replacement			
◆ \$6,000 - Records Management System			
◆ \$5,000 - Apparatus Bay Lights			
◆ \$2,500 - Shredder			
◆ \$2,000 - Hose Storage Rack			
Subtotal (Recommended Changes)	—	\$ 726,049	\$ —
Total Recommendation	—	\$ 82,584,375	\$ 79,282,500

Los Altos Hills County Fire District — Budget Unit 979

Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
9114	Los Altos Co Fire Protect Dist Fund 1606	\$ 9,413,007	\$ 22,436,481	\$ 21,948,185	\$ 21,948,185	\$ (488,296)	-2.2%
	Total Net Expenditures	\$ 9,413,007	\$ 22,436,481	\$ 21,948,185	\$ 21,948,185	\$ (488,296)	-2.2%



Los Altos Hills County Fire District — Budget Unit 979 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
9114	Los Altos Co Fire Protect Dist Fund 1606	\$ 9,413,007	\$ 22,436,481	\$ 21,948,185	\$ 21,948,185	\$ (488,296)	-2.2%
Total Gross Expenditures		\$ 9,413,007	\$ 22,436,481	\$ 21,948,185	\$ 21,948,185	\$ (488,296)	-2.2%

Los Altos Hills County Fire District — Budget Unit 979 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Services And Supplies	9,413,007	11,436,481	10,948,185	10,948,185	(488,296)	-4.3%
Reserves	—	11,000,000	11,000,000	11,000,000	—	—
Subtotal Expenditures	9,413,007	22,436,481	21,948,185	21,948,185	(488,296)	-2.2%
Total Net Expenditures	9,413,007	22,436,481	21,948,185	21,948,185	(488,296)	-2.2%

Los Altos Hills County Fire District — Budget Unit 979 Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
9114	Los Altos Co Fire Protect Dist Fund 1606	\$ 7,384,261	\$ 9,139,000	\$ 7,605,000	\$ 7,605,000	\$ (1,534,000)	-16.8%
Total Revenues		\$ 7,384,261	\$ 9,139,000	\$ 7,605,000	\$ 7,605,000	\$ (1,534,000)	-16.8%

Los Altos Co Fire Protect Dist Fund 1606 — Cost Center 9114 Major Changes to the Budget

	Positions	Appropriations	Revenues
Los Altos Fire District (Fund Number 1606)			
FY 2011 Approved Budget	—	\$ 22,436,481	\$ 9,139,000
Board Approved Adjustments During FY 2011	—	(488,546)	(1,534,000)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	250	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 21,948,185	\$ 7,605,000
Recommended Changes for FY 2012			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 21,948,185	\$ 7,605,000



South Santa Clara County Fire District — Budget Unit 980 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
9118	South Santa Clara Co Fire Dist Fund 1574	\$ 4,808,256	\$ 5,816,380	\$ 5,684,316	\$ 5,784,316	\$ (32,064)	-0.6%
9120	South Santa Clara Co Fire Dist Fund 1574	154,476	189,777	193,597	193,597	3,820	2.0%
9121	Gen Reserve-Spec Dist Mitigation Fund 1575	—	365,000	—	200,000	(165,000)	-45.2%
Total Net Expenditures		\$ 4,962,731	\$ 6,371,157	\$ 5,877,913	\$ 6,177,913	\$ (193,244)	-3.0%

South Santa Clara County Fire District — Budget Unit 980 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
9118	South Santa Clara Co Fire Dist Fund 1574	\$ 4,808,256	\$ 5,816,380	\$ 5,684,316	\$ 5,784,316	\$ (32,064)	-0.6%
9120	South Santa Clara Co Fire Dist Fund 1574	154,476	189,777	193,597	193,597	3,820	2.0%
9121	Gen Reserve-Spec Dist Mitigation Fund 1575	—	365,000	—	200,000	(165,000)	-45.2%
Total Gross Expenditures		\$ 4,962,731	\$ 6,371,157	\$ 5,877,913	\$ 6,177,913	\$ (193,244)	-3.0%

South Santa Clara County Fire District — Budget Unit 980 Expenditures by Object

Object	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
Services And Supplies	4,398,087	5,911,157	5,837,654	5,837,654	(73,503)	-1.2%
Other Charges	—	—	40,259	40,259	40,259	—
Fixed Assets	564,644	260,000	—	300,000	40,000	15.4%
Reserves	—	200,000	—	—	(200,000)	-100.0%
Subtotal Expenditures	4,962,731	6,371,157	5,877,913	6,177,913	(193,244)	-3.0%
Total Net Expenditures	4,962,731	6,371,157	5,877,913	6,177,913	(193,244)	-3.0%



South Santa Clara County Fire District — Budget Unit 980 Revenues by Cost Center

CC	Cost Center Name	FY 2010 Actuals	FY 2011 Approved	FY 2012 Base Budget	FY 2012 Recommended	Amount Chg From FY 2011 Approved	% Chg From FY 2011 Approved
9118	South Santa Clara Co Fire Dist Fund 1574	\$ 4,111,704	\$ 4,297,524	\$ 4,349,000	\$ 4,349,000	\$ 51,476	1.2%
9120	South Santa Clara Co Fire Dist Fund 1574	172,992	189,777	193,597	193,597	3,820	2.0%
9121	Gen Reserve-Spec Dist Mitigation Fund 1575	21,157	51,000	48,000	48,000	(3,000)	-5.9%
Total Revenues		\$ 4,305,852	\$ 4,538,301	\$ 4,590,597	\$ 4,590,597	\$ 52,296	1.2%

South Santa Clara Co Fire Dist Fund 1574 — Cost Center 9118 Major Changes to the Budget

	Positions	Appropriations	Revenues
So. Santa Clara County Fire (Fund Number 1574)			
FY 2011 Approved Budget	—	\$ 5,816,380	\$ 4,297,524
Board Approved Adjustments During FY 2011	—	(126,731)	51,476
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(5,333)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 5,684,316	\$ 4,349,000
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
1. One-Time Expenditure for Fixed Assets	—	100,000	—
One-time expenditure to purchase the following:			
◆ \$70,000 - 4 Thermal Imagers			
◆ \$30,000 - 28 Wildland Personal Protective Equipment Sets to meet new National Fire Protection Association standards			
Subtotal (Recommended Changes)	—	\$ 100,000	\$ —
Total Recommendation	—	\$ 5,784,316	\$ 4,349,000

South Santa Clara Co Fire Dist Fund 1574 — Cost Center 9120 Major Changes to the Budget

	Positions	Appropriations	Revenues
So. Santa Clara County Fire (Fund Number 1574)			
FY 2011 Approved Budget	—	\$ 189,777	\$ 189,777
Board Approved Adjustments During FY 2011	—	3,820	3,820
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 193,597	\$ 193,597



South Santa Clara Co Fire Dist Fund 1574 — Cost Center 9120
Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 193,597	\$ 193,597

Gen Reserve-Spec Dist Mitigation Fund 1575 — Cost Center 9121
Major Changes to the Budget

	Positions	Appropriations	Revenues
Self County Mitigation Fee Fund (Fund Number 1575)			
FY 2011 Approved Budget	—	\$ 365,000	\$ 51,000
Board Approved Adjustments During FY 2011	—	(365,000)	(3,000)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ 48,000
Recommended Changes for FY 2012			
Internal Service Fund Adjustments			
Decision Packages			
1. One-time Expenditure for Fixed Assets	—	200,000	—
One-time expenditure for an addition to a structure at Station 3 to accommodate up to three staff people.			
Subtotal (Recommended Changes)	—	\$ 200,000	\$ —
Total Recommendation	—	\$ 200,000	\$ 48,000



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 2012 Final Budget process based on a calculation of actual fund balance as of June 30, 2011.

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 2010 Actual		FY 2011 Approved		FY 2012 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9809	Court Temp Construction Restricted Fund 0213	\$ 0	\$ (132,080)	\$ 4,367,050	\$ 2,588,583	\$ 4,367,050	\$ 2,588,583
9810	Justice Facility Temp Construction Rs Fund 0214	2,000,000	1,568,484	9,550,241	2,675,016	9,550,241	2,675,016
9841	Justice Asst Grant Fund 0202	166,817	2,143	158,943	0	158,943	0
9860	Veteran Services Special Lic Pft Fee Fund 0248	0	1,525	0	0	0	0
9861	State Prop 35 Aid (SACPA) Fund 0325	0	0	0	3,729,397	0	0

Assessor Restricted Funds

CC	Cost Center Name	FY 2010 Actual		FY 2011 Approved		FY 2012 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9800	Assessor's Modernization Fund 0265	\$ 0	\$ 125,721	\$ 545,523	\$ 0	\$ 545,523	\$ 0
9801	AB 818 SCPTAP Grant Fund 0269	707,784	5,008,645	6,320,511	100,000	3,788,441	100,000

Controller-Treasurer Restricted Funds

CC	Cost Center Name	FY 2010 Actual		FY 2011 Approved		FY 2012 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9813	San Jose RDA Delegated Restricted Fund 1623	\$ 0	\$ 8,408,545	\$ 200,000	\$ 140,000	\$ 200,000	\$ 130,000

Tax Collector Restricted Funds

CC	Cost Center Name	FY 2010 Actual		FY 2011 Approved		FY 2012 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9851	Delinquent Property Tax Fund 1474	\$ 500,000	\$ 666,080	\$ 500,000	\$ 500,000	\$ 450,000	\$ 500,000



Debt Service Restricted Funds

CC	Cost Center Name	FY 2010 Actual		FY 2011 Approved		FY 2012 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9815	1992 COPS-Interest Restricted Fund 0254	\$ 0	\$ (69,626)	\$ 150,000	\$ 150,000	\$ 67,000	\$ 0

District Attorney Department Restricted Funds

CC	Cost Center Name	FY 2010 Actual		FY 2011 Approved		FY 2012 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9814	Control Substance Tests Restricted Fund 0227	\$ 357,100	\$ 351,250	\$ 430,000	\$ 430,000	\$ 430,000	\$ 430,000
9816	Health & Safety 11489 Forfeiture Rs Fund 0238	196,603	25,084	556,570	32,142	391,970	32,287
9817	Consumer Fraud Restricted Fund 0264	493	0	803,045	0	0	0
9819	Asset Forfeiture Proceeds Dist Rs Fund 0336	40,000	19,943	101,547	27,786	125,363	30,992
9821	Dispute Resolution Prog Restricted Fund 0345	379,999	397,505	494,168	381,476	522,126	381,344
9822	Federally Forfeited Proerty Restricted Fund 0417	190,235	5,161	341,606	4,417	70,442	666
9842	Consumer Protection & Unfair Comp Fund 0264	424,225	987,214	4,046,194	400,000	2,458,226	1,775,877
9844	DA Workplace Safety Fund 0264	0	0	200,000	0	0	0
9856	Escheated Victim Restitution Fund 0339	76,881	198	95,720	95,720	65,312	65,312
9857	DNA Identification County Share Fund 0230	570,155	659,954	1,106,196	581,727	1,276,559	628,906
9866	DEA Federal Asset Forfeiture Fund 0333	0	0	558,356	80,194	413,850	123,678

District Attorney Crime Lab Restricted Funds

CC	Cost Center Name	FY 2010 Actual		FY 2011 Approved		FY 2012 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9823	Crime Lab Drug Analysis Restricted Fund 0233	\$ 387,743	\$ 402,870	\$ 562,998	\$ 550,000	\$ 582,771	\$ 550,000

Sheriff's Department Restricted Funds

CC	Cost Center Name	FY 2010 Actual		FY 2011 Approved		FY 2012 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9805	Asset Forfeiture Restricted Fund 0335	\$ 0	\$ 1,149	\$ 112,000	\$ 16,500	\$ 112,000	\$ 16,500
9806	Sheriff Donation Restricted Fund 0346	0	0	167,000	2,500	167,000	2,500
9807	Civil Assessment Restricted Fund 0403	8,978	197,670	1,574,860	316,200	1,574,860	316,200
9808	Federally Forfeited Prop Restricted Fund 0427	0	432,151	1,204,495	229,495	1,204,495	229,495
9843	SCC Justice Training Ctr Fund 0431	0	950,931	575,000	0	575,000	0



Department Of Correction Restricted Funds

CC	Cost Center Name	FY 2010 Actual		FY 2011 Approved		FY 2012 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9812	SB 924 Annual Training Restricted Fund 0277	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0

Probation Department Restricted Funds

CC	Cost Center Name	FY 2010 Actual		FY 2011 Approved		FY 2012 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9845	Healthy Returns Initiative Fund 0362	\$ 420,601	\$ 4,259	\$ 0	\$ 0	\$ 0	0
9858	SB1246 DV Trust Fund Probation Fund 0378	56,340	65,620	60,000	60,000	60,000	60,000

DCSS Special Revenue Fund

CC	Cost Center Name	FY 2010 Actual		FY 2011 Approved		FY 2012 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
3803	Child Support Services Programs Fund 0195	\$ 0	\$ 0	\$ 36,904,125	\$ 36,904,125	\$ 36,800,941	\$ 36,800,941

Social Services Agency Restricted Funds

CC	Cost Center Name	FY 2010 Actual		FY 2011 Approved		FY 2012 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9824	County Children's Restricted Fund 0210	\$ 423,318	\$ 503,027	\$ 975,197	\$ 500,000	\$ 977,067	\$ 500,000
9825	Domestic Violence Prog Restricted Fund 0231	200,000	203,159	1,200,030	218,000	1,200,030	218,000
9863	SSA-ARRA TANF ECF Fund 0241	0	0	0	0	0	0

Public Health Restricted Funds

CC	Cost Center Name	FY 2010 Actual		FY 2011 Approved		FY 2012 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9830	AIDS Education Prog Restricted Fund 0356	\$ 48,521	\$ 53,314	\$ 405,537	\$ 0	\$ 405,537	0
9831	Health Dept Donations Restricted Fund 0358	156,353	58,782	2,019,319	500,000	1,469,795	500,000
9832	Tobacco Education Restricted Fund 0369	530,361	633,693	1,214,530	464,501	1,214,530	464,501
9833	Joe Camel Mangini Settlement R Fund 0373	0	573	0	9,000	0	9,000
9834	Public Health Bioterrorism Resp R Fund 0377	1,837,928	1,737,014	2,733,994	1,589,293	2,680,284	1,535,583
9852	BT Hospital Prep Program Fund 0424	1,060,290	1,064,382	737,229	737,229	726,124	726,124
9853	Pandemic Flu Preparedness Fund 0425	3,665,234	4,111,309	123,064	123,064	98,000	98,000
9854	EMS Fines & Penalties	945,583	529,374	700,000	700,000	0	700,000



Mental Health Department Restricted Funds

CC	Cost Center Name	FY 2010 Actual		FY 2011 Approved		FY 2012 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9835	David W Morrison Donation Restricted Fund 0344	\$ 0	\$ 3	\$ 0	\$ 0	\$ 0	\$ 0
9839	MH Donation Restricted Fund 0357	762	1,760	10,304	12,000	10,304	12,000
9846	MHSA CSS Other Services Fund 0446	38,000,000	19,736,814	44,302,545	44,201,932	45,729,646	47,454,714
9847	MHSA Prevention Restricted Fund 0447	500,000	11,386,541	1,095,911	733,459	10,830,844	10,468,392
9848	MH Svcs Act CSS Housing Restricted Fund 0448	0	30,301	3,309,394	287,121	5,135,075	1,988,187
9849	MH Svcs Act Capital & IT Restricted Fund 0449	0	0	6,363,239	6,363,239	6,363,239	6,363,239
9850	MS Svcs Act Ed & Training Restricted Fund 0445	500,000	9,294,049	2,805,719	2,805,515	2,805,719	2,805,515
9855	MHSA Prudent Reserve Fund 0374	0	6,584,093	4,700,000	4,700,000	4,700,000	4,700,000
9864	MHSS PEI Tech Asset Fund 0452	0	0	1,640,812	1,640,812	1,640,812	1,640,812
9865	MHSA Innovation Fund 0453	0	0	50,000	50,000	4,937,228	4,937,228

Dept of Alcohol & Drug Programs Restricted Funds

CC	Cost Center Name	FY 2010 Actual		FY 2011 Approved		FY 2012 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9827	Drunk Driver Prevention Fees Restricted F0201	\$ 105,000	\$ 84,786	\$ 118,396	\$ 105,000	\$ 58,396	\$ 45,000
9828	Alcohol AB541 Restricted Fund 0221	133,000	176,666	191,789	190,000	191,789	190,000
9829	Statham AB2086 Restricted Fund 0222	217,000	224,957	199,010	192,000	229,010	222,000
9836	Drug Abuse Restricted Fund 0212	183,258	149,252	151,842	123,600	126,842	123,600
9837	Alcohol Abuse Education & Prev R Fund 0219	206,000	206,672	182,597	180,500	205,130	228,033
9840	DADS Donation Restricted Fund 0359	0	9	1,152	40	1,152	40
9862	Justice Assistance Fund 0211	0	0	0	0	0	0





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 2012 Budget Timeline

Nov.	Dec	Jan.	Feb.	Mar	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.
Preparation of Current Level Budget											
Mid Year Budget Review											
Department FY 2012 Budget Requests Submitted to County Executive											
Staff Analysis of Budget											
FY 2012 Budget Review Meetings with County Executive											
FY 2012 Recommended Budget Prepared											
FY 2012 Recommended Budget Released to Public											
FY 2012 Budget Workshops, May 18-20, 2011											
Santa Clara County Board of Supervisors Budget Hearings and Adoption, June 14-18, 2011											
Implementation of FY 2012 Budget becomes Effective July 1, 2011											
FY 2012 Final Budget Prepared for Release in September, 2011											

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 2012 runs from July 1, 2011 to June 30, 2012. 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 2011.”

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 2012”:

- **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 2012”

The *total* budget in each cost center recommended for FY 2012 is at the bottom of each of the cost center pages.

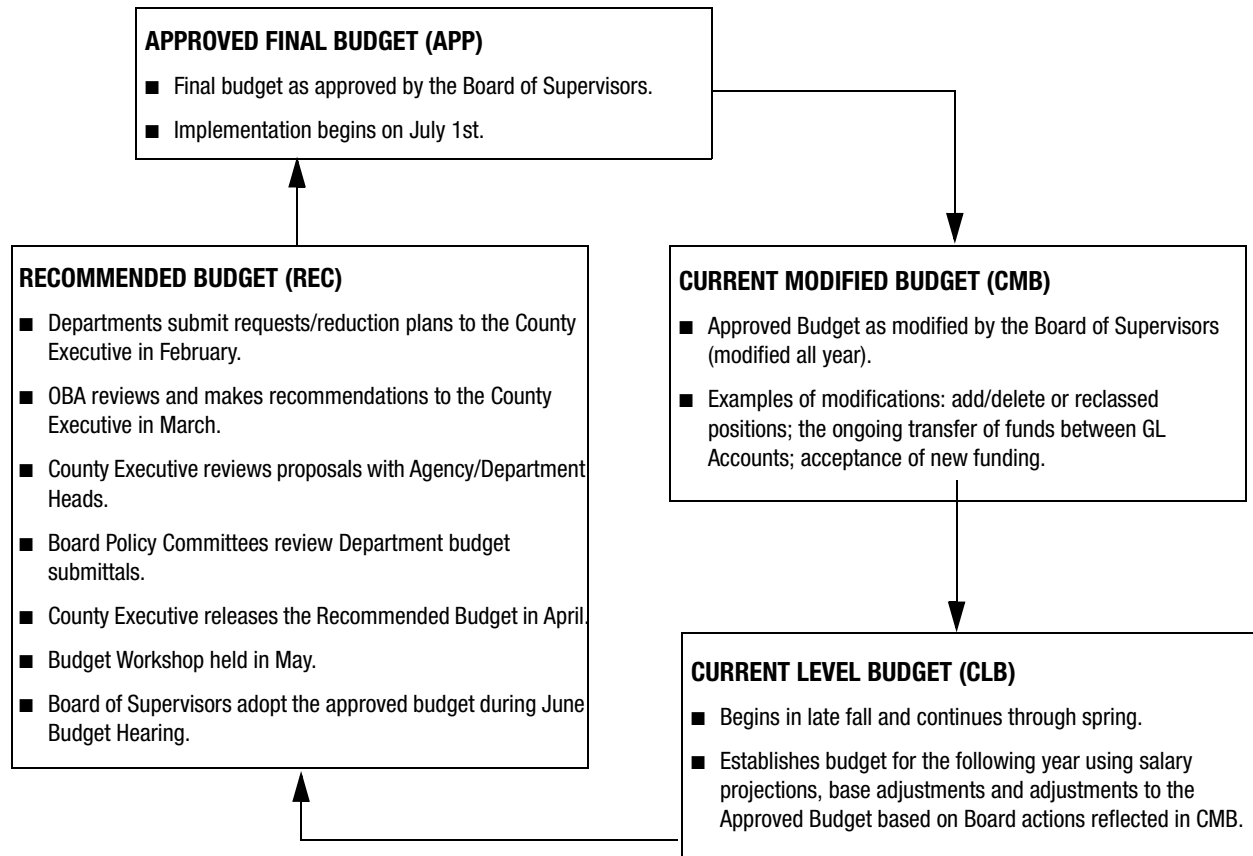
Final or Approved Budget:

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

U.C. Cooperative Ext Fund 0001 — Cost Center 5710

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

Major Changes to the Budget

Positions, Appropriations, and Revenues - Starting with increases or decreases during FY 2011, and, recommended increases or decreases for FY 2012.

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2011 Approved Budget	0.5	109,698	-
Board Approved Adjustments During FY 2011	-	46,902	-
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-0.5	(34,854)	-
Internal Service Funds Adjustment	-	4,100	-
Other Required Adjustments	-	(846)	-
Subtotal (Current Level Budget)	-	125,000	-
Recommended Changes for FY 2011			
Internal Service Fund Adjustment	-	-	-
Establishment of MOU with UCCE Beginning FY 2012	-	(23,531)	-
Decision Packages	-	-	-
1. New Contractual Agreement with University of California Cooperative Extension	-	23,531	-
<small>Existing appropriations for Services and Supplies and extra help are reallocated to a single appropriation for contract services, with no net increased cost over the FY 2012 Current Level Budget. The Department will establish a Memorandum of Understanding with the University of California Cooperative Extension for the support and maintenance of a Cooperative Agricultural Extension Program in the County in the amount of \$125,000 annually.</small>			
Subtotal (Recommended Changes)	-	-	-
Total Recommendation	0	125,000	-

Annotations:

- Adjustments to this cost center, approved by the Board of Supervisors during FY 2011.** (Points to Board Approved Adjustments During FY 2011)
- Salary and benefit changes required to maintain the current program services.** (Points to Salary and Benefit Adjustments)
- Internal Service Funds (ISF) adjustments required to maintain the current program services. This line reflects the fiscal impact of ISF rate changes and the annualization of any partial year changes approved by the Board in FY 2011.** (Points to Internal Service Funds Adjustment)
- All other adjustments required to maintain the current program services. Typical changes include: removal of one-time appropriations granted by the Board in FY 2011, annualization of partial year changes approved by the Board in FY 2011, adjustments to revenues to reflect FY 2012 factors.** (Points to Other Required Adjustments)
- Reflects the total positions, appropriations, and revenues necessary to maintain the FY 2011 level of service in FY 2012.** (Points to Subtotal (Current Level Budget))
- Subtotal of all changes recommended by the County Executive for FY 2012.** (Points to Subtotal (Recommended Changes))
- County Executive recommended changes to the current level of service for FY 2012.** (Points to Total Recommendation)
- Total positions, appropriations, and revenues necessary to fund the recommended level of service for this cost center in FY 2011. If no further action is taken by the Board of Supervisors at Budget Hearings, this line becomes the Approved Budget level for FY 2012.** (Points to Total Recommendation)
- Subtotal of FY 2011 Approved Budget levels and all adjustments to annualize for FY 2012.** (Points to Total Recommendation)



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.

California Environmental Quality Act (CEQA)

Statute that requires state and local agencies to identify the significant environmental impacts of their actions and to avoid or mitigate those impacts, if feasible. A public agency must comply with CEQA when it undertakes an activity defined by CEQA as a project.

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, 2011 (FY 2012). The recommended for FY 2012 is 5%.

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.”

The Leadership in Energy and Environmental Design (LEED)

Green Building Rating System, developed by the U.S. Green Building Council (USGBC), provides a suite of standards for environmentally sustainable construction.

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 2011 but not in FY 2012.

Ongoing

Refers to revenues or expenditures which are expected to recur from one fiscal year to the next e.g. in FY 2011, FY 2012, 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 521 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)

Department	FY 2010 Actual	FY 2011 Approved	FY 2012 Base	FY 2012 Recommended	\$ Change from FY 2011 Approved	% Change from FY 2011 Approved
Supervisorial District #1	\$4,692	\$4,571	\$4,571	\$4,571		
Supervisorial District #2	\$94,550	\$4,571	\$4,571	\$4,571		
Supervisorial District #3	\$6,465	\$4,571	\$4,571	\$4,571		
Supervisorial District #4		\$4,571	\$4,571	\$4,571		
Supervisorial District #5	\$89,008	\$4,571	\$4,571	\$4,571		
Clerk-Board of Supervisors	\$70,572					
County Executive	\$16,166					
Assessor	\$130,327	\$186,437	\$215,633	\$215,633	\$29,196	15.7%
Procurement	\$37,588					
County Counsel	\$271,778					
Registrar of Voters	\$1,207,878	\$2,114,126	\$2,114,126	\$1,917,126	(\$197,000)	-9.3%
Information Services	\$114,798	\$38,143	\$38,143	\$38,143		
Communications Department	\$27,949					
Facilities Department	\$117,027					
Fleet Services	\$26,428	\$11,484	\$11,484	\$11,484		
County Library	\$1,293,890	\$1,218,098	\$1,087,550	\$1,087,550	(\$130,548)	-10.7%
Human Resources, LR, and EOED	\$152,473	\$9,054	\$9,054	\$9,054		
Risk Management Department	\$20,423	\$15,198	\$15,198	\$15,198		
Controller-Treasurer	\$128,393	\$9,360	\$9,360	\$3,360	(\$6,000)	-64.1%
Tax Collector	\$162,967	\$99,010	\$99,010	\$105,010	\$6,000	6.1%
County Recorder		\$45,898	\$45,898	\$45,898		
Department of Revenue	\$70,630					
District Attorney	\$511,915	\$41,149	\$41,149	\$41,149		
Public Defender	\$439,059	\$600,416	\$600,416	\$543,914	(\$56,502)	-9.4%
Office of Pretrial Services	\$139,250	\$177,301	\$177,301	\$167,301	(\$10,000)	-5.6%
Sheriff's Department	\$1,725,509	\$492,955	\$492,955	\$492,955		
Sheriff's DOC Contract	\$99,323					
Department of Correction	\$307,406	\$3,504	\$3,504	\$3,504		
Probation Department	\$2,987,601	\$1,195,249	\$1,195,249	\$1,195,249		
Dept of Child Support Services	\$105,455					
Social Services Agency	\$1,219,723	\$558,312	\$589,614	\$604,614	\$46,302	8.3%
Nutrition Services to Aged	\$12,906		\$5,425	\$5,425	\$5,425	
Public Health	\$886,016	\$322,724	\$438,418	\$438,418	\$115,694	35.8%
Mental Health Department	\$465,200	\$314,904	\$671,540	\$671,540	\$356,636	113.3%
Custody Health Services	\$4,907,837	\$1,937,918	\$3,882,263	\$3,812,263	\$1,874,345	96.7%
Department of Alcohol & Drug Services	\$136,714	\$55,198	\$55,198	\$55,198		
Community Health Services	\$108,296	\$93,462	\$108,462	\$108,462	\$15,000	16.0%



Budgeted Extra Help Resources (General Ledger Account #5101100)

Department	FY 2010 Actual	FY 2011 Approved	FY 2012 Base	FY 2012 Recommended	\$ Change from FY 2011 Approved	% Change from FY 2011 Approved
Santa Clara Valley Medical Center	\$30,215,618	\$13,789,148	\$13,890,398	\$14,039,032	\$249,884	1.8%
Department Of Planning And Development	\$27,112					
Parks and Recreation Department	\$638,516	\$681,819	\$681,819	\$681,819		
Department of Environmental Health	\$79,693	\$394,594	\$394,594	\$394,594		
Agriculture & Environmental Managementt	\$47,645	\$141,883	\$141,883	\$127,183	(\$14,700)	-10.4%
Vector Control District	\$17,870	\$5,000	\$33,000	\$33,000	\$28,000	560.0%
Roads & Airports Department - Roads	\$98,117	\$104,200	\$114,200	\$114,200	\$10,000	9.6%
Roads & Airports Dept - Airports	\$6,390	\$12,500	\$6,000	\$6,000	(\$6,500)	-52.0%
Santa Clara County Fire Department	\$272,994	\$200,000	\$320,000	\$320,000	\$120,000	60.0%
Countywide Total	\$49,500,167	\$24,891,899	\$27,511,699	\$27,327,131	\$2,435,232	9.8%



List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 2009 Approved	FY 2010 Approved	FY 2011 Approved	Amount as of April 2011
Advent Group Ministries, Inc.	Alcohol/Drug	498,150	337,113	337,113	337,113
Alcohol Recovery Homes	Alcohol/Drug	4,613,995	1,796,565	1,816,327	2,133,271
Asian Amer Community Involvement	Alcohol/Drug	415,404	106,229	106,229	106,229
Asian American Recovery Services	Alcohol/Drug	746,783	537,828	746,984	746,984
Blue Sky	Alcohol/Drug	109,385	0	0	0
Catholic Charities	Alcohol/Drug	159,632	0	0	0
Community Hlth Awareness Cncl (CHAC)	Alcohol/Drug	73,255	73,255	36,628	48,837
Countywide Alcohol and Drug Services, Inc.	Alcohol/Drug	390,105	281,364	390,783	390,783
Crossroads	Alcohol/Drug	323,694	219,600	305,000	305,000
Family & Children Services (FCS)	Alcohol/Drug	671,744	779,149	1,082,152	1,082,152
Gardner Family Care Corporation	Alcohol/Drug	1,185,629	680,779	979,484	979,484
Horizon Services Inc.	Alcohol/Drug	881,395	894,819	1,242,803	1,242,803
Indian Health Center	Alcohol/Drug	199,365	232,200	322,500	322,500
InnVision	Alcohol/Drug	198,106	84,883	117,893	117,893
Our Common Ground	Alcohol/Drug	0	145,329	145,329	145,329
Pathway Society	Alcohol/Drug	2,069,586	2,147,152	2,966,371	3,088,371
Project Ninety	Alcohol/Drug	674,774	579,963	805,504	805,504
Asian American Community Involvement	Community Health Services	162,322	162,322	162,322	162,322
Gardner Family Health Network	Community Health Services	1,032,663	1,032,663	1,032,663	1,032,663
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	780,758	780,758	780,758	780,758
Planned Parenthood Mar Monte	Community Health Services	683,668	683,668	683,668	683,668
Women's Health Alliance	Community Health Services	68,177	68,177	68,177	68,177
Catholic Charities of Santa Clara County	District Attorney	29,400	24,400	0	0
Center for Non-Profit Media	District Attorney	25,000	7,955	0	0
Central YMCA	District Attorney	13,477	16,145	0	0
Community Crime Prevention Associates	District Attorney	8,000	6,000	0	0
Fresh Lifeliness for Youth	District Attorney	25,000	10,000	0	0
Project Sentinel (Mediation)	District Attorney	73,143	73,143	73,143	0
Silicon Valley FACES (Spousal Abuse)	District Attorney	57,143	0	0	0
Silicon Valley FACES (Victim Witness)	District Attorney	70,400	1,908,676	1,990,131	1,148,766
Correctional Institutions Chaplaincy Ministries	DOC	165,000	165,000	165,000	152,500
Friends Outside	DOC	157,876	200,000	200,000	200,000
Hands On Sign Language Services	DOC	5,000	5,000	0	0
VTF Services	DOC	5,000	0	0	0
Purple Language Services	Employee Service Agency	3,679	3,485	3,485	900
Silicon Valley Independent Living Center	Employee Service Agency	293,590	264,590	264,590	176,394
Achieve	Mental Health	865,531	378,850	378,850	378,850
Ali Baba Riviera / Oasis Care	Mental Health	1,278,626	1,053,824	1,053,824	1,053,824
Alum Rock	Mental Health	0	0	839,266	839,266
Asian Amer Community Involvement	Mental Health	1,042,932	783,677	783,677	783,677
Bill Wilson	Mental Health	0	0	700,755	700,755
Catholic Charities	Mental Health	544,736	419,287	419,287	419,286
Chamberlain's Mental Health Services	Mental Health	365,515	277,194	277,194	277,194

Appendix

List of General-Funded Community-Based Organizations



County of Santa Clara
FY 2012 Recommended Budget

List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 2009 Approved	FY 2010 Approved	FY 2011 Approved	Amount as of April 2011
Children's Health Council	Mental Health	278,613	237,683	237,683	237,683
City of San Jose/Grace Baptist	Mental Health	222,227	67,893	98,312	98,312
Community Solutions	Mental Health	1,147,495	828,632	1,096,987	1,096,987
Eastern European Services Agency	Mental Health	155,417	119,360	119,360	0
Eastfield Ming Quong	Mental Health	4,203,442	2,711,851	2,711,851	2,711,848
Emergency Housing Consortium	Mental Health	134,695	0	400,000	614,348
Family and Children's Services	Mental Health	493,869	330,570	330,570	330,571
Gardner Family Care Corp.	Mental Health	2,567,424	1,745,551	1,745,551	1,745,551
HOPE Rehabilitation Services	Mental Health	423,708	308,439	308,439	308,439
Indian Health Center	Mental Health	228,744	171,019	171,018	171,018
InnVision The Way Home	Mental Health	506,653	0	0	0
Mekong Community Center	Mental Health	249,020	176,891	176,891	176,891
MH Advocacy Project - SC Co Bar Assoc	Mental Health	382,186	382,186	382,186	382,186
Momentum (Formerly Alliance for Community Care)	Mental Health	10,886,411	5,873,424	5,977,953	5,977,953
Rebekah Children's Services	Mental Health	625,399	468,221	522,222	522,222
Seneca	Mental Health	0	2,206	0	0
Ujima Adult & Family Services	Mental Health	402,672	190,558	175,300	175,300
Victor Treatment	Mental Health	0	54,553	269,189	214,634
Alum Rock Counseling Center	Probation	204,540	0	0	0
Alum Rock Counseling Center - Youth Intervention (APA)	Probation	59,450	59,450	0	0
Breakout Prison Outreach (CYO) - Gang Intervention	Probation	23,702	23,702	0	0
Catholic Charities - Foster Grandparents	Probation	9,999	0	0	0
Challenge Learning Center	Probation	4,793	0	0	0
Community Solutions - Youth Intervention - Countywide	Probation	452,877	452,877	0	0
Correctional Institution Chaplaincy	Probation	26,266	26,266	0	0
Fresh Lifelines for Youth - Education (APA)	Probation	22,292	21,218	0	0
Fresh Lifelines for Youth - ERC	Probation	54,571	0	0	0
Gardner Family Care Corporation	Probation	41,800	41,800	0	0
Law Foundation of Silicon Valley	Probation	104,318	99,292	0	0
Missouri Youth Services Institute	Probation	114,000	0	0	0
Morrissey/Compton Educational Center	Probation	55,839	55,839	0	0
Pathway Society - Substance Abuse	Probation	173,190	173,191	0	0
Peace-It-Together	Probation	40,460	40,460	0	0
Seniors Council - Foster Grandparents	Probation	0	9,999	0	0
Sentencing Alternatives Program, Inc.	Probation	191,584	191,584	180,051	180,051
Support Network for Battered Women	Probation	59,518	59,518	0	0
Unity Care Group	Probation	0	39,032	0	0
YWCA of Silicon Valley	Probation	0	0	0	0
Asian Amer Community Involvement	Public Health	0	0	18,000	18,000
Bill Wilson Center	Public Health	0	0	23,000	23,000
Community Health Awareness Council	Public Health	0	0	6,500	6,500
Planned Parenthood Mar Monte	Public Health	0	0	150,000	150,000



List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 2009 Approved	FY 2010 Approved	FY 2011 Approved	Amount as of April 2011
Advent Group Ministries - Step Up! Program Consortium	Social Svcs Gen Fund Contracts	37,876	37,876	37,876	37,876
Alum Rock Counseling Center Child Abuse prevention Case Management Services	Social Svcs Gen Fund Contracts	45,000	45,000	45,000	45,000
Asian American for Community Involvement (AACI) Senior Wellness Program	Social Svcs Gen Fund Contracts	38,504	38,504	38,504	38,504
Asian American for Community Involvement (AACI) Youth After School Program	Social Svcs Gen Fund Contracts	25,000	25,000	25,000	25,000
Asian Americans for Community Involvement (AACI) - Domestic Violence Prgm	Social Svcs Gen Fund Contracts	22,326	22,326	22,326	22,326
Avenidas/Rose Kleiner Senior Health Center	Social Svcs Gen Fund Contracts	55,911	55,911	55,911	55,911
Bay Area Legal Aid/Legal Assistance to Low-income Disabled Adults Project	Social Svcs Gen Fund Contracts	48,451	48,451	48,451	48,451
Bill Wilson Center - 24-7 Youth Crisis Line /24-7 Youth Safety Network	Social Svcs Gen Fund Contracts	27,055	27,055	27,055	27,055
Bill Wilson Center - Centre Cares	Social Svcs Gen Fund Contracts	80,017	80,017	80,017	80,017
Bill Wilson Center - Power through Choices Pregnancy Prevention & Education	Social Svcs Gen Fund Contracts	50,000	50,000	50,000	50,000
Bill Wilson Center - Transitional Housing for Youth Collaboration	Social Svcs Gen Fund Contracts	25,000	25,000	25,000	25,000
Bill Wilson Center - Youth Work Consortium	Social Svcs Gen Fund Contracts	76,833	76,833	76,833	76,833
Catholic Charities - A Positive Response to Healthcare Challenges Consortium	Social Svcs Gen Fund Contracts	27,055	27,055	27,055	27,055
Catholic Charities - Day Break Caregivers Services Programs	Social Svcs Gen Fund Contracts	31,310	31,310	31,310	31,310
Catholic Charities - Grandparent Caregiver Program/Kinship Resource Center	Social Svcs Gen Fund Contracts	27,055	27,055	27,055	27,055
Catholic Charities - Leadership, Ethnic and Academic Pride (LEAP Project)	Social Svcs Gen Fund Contracts	63,166	63,166	63,166	63,166
Child Advocates of Silicon Valley - Court Designated Child Advocates	Social Svcs Gen Fund Contracts	55,000	55,000	55,000	55,000
Community Health Awareness Council- Outlet Program	Social Svcs Gen Fund Contracts	25,000	25,000	25,000	25,000
Community Health Awareness Council- Village Wellness	Social Svcs Gen Fund Contracts	51,469	51,469	51,469	51,469
Community Solutions-Domestic Violence Support Services	Social Svcs Gen Fund Contracts	60,084	60,084	60,084	60,084
Community Svcs Agency of Mountain View & Los Altos - Integrated Senior Case Management	Social Svcs Gen Fund Contracts	25,750	27,750	27,750	27,750
Deaf Counseling Advocacy & Referral Agency (DCARA) - Deaf for Self Sufficient	Social Svcs Gen Fund Contracts	36,167	36,167	36,167	36,167

Appendix

List of General-Funded Community-Based Organizations



County of Santa Clara
FY 2012 Recommended Budget

List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 2009 Approved	FY 2010 Approved	FY 2011 Approved	Amount as of April 2011
Deaf Counseling Advocacy & Referral Agency (DCARA) - Parent Connections	Social Svcs Gen Fund Contracts	27,055	27,055	27,055	27,055
Emergency Housing Consortium (dba EHC Life Builders) - FEED Project	Social Svcs Gen Fund Contracts	58,675	0	0	0
Emergency Housing Consortium (dba EHC Life Builders) - Reception Center	Social Svcs Gen Fund Contracts	38,146	96,821	96,821	96,821
Emergency Housing Consortium (dba EHC Life Builders)/Shelter & Support	Social Svcs Gen Fund Contracts	48,501	48,501	48,501	48,501
Family and Children Services - FAST/Families & School Together Program	Social Svcs Gen Fund Contracts	45,240	45,240	45,240	45,240
Family Supportive Housing, Inc. - San Jose Family Shelter	Social Svcs Gen Fund Contracts	27,055	27,055	27,055	27,055
Fresh Lifelines for Youth (FLY) - Legal Eagle Program	Social Svcs Gen Fund Contracts	63,188	63,188	63,188	63,188
Fresh Lifelines for Youth (FLY) - South County Program	Social Svcs Gen Fund Contracts	33,750	33,750	33,750	33,750
Friends Outside in Santa Clara County - Family Services	Social Svcs Gen Fund Contracts	25,000	25,000	0	0
Friends Outside in Santa Clara County - Steps Ahead Home Visitation Program	Social Svcs Gen Fund Contracts	27,055	27,055	0	0
Gardner Family Health Network-Adult Day Health Care	Social Svcs Gen Fund Contracts	0	0	64,577	64,577
Health Trust - Family Health Insurance	Social Svcs Gen Fund Contracts	48,698	48,698	48,698	48,698
Health Trust, The - Case Management Services for HOPWA Clients	Social Svcs Gen Fund Contracts	97,500	97,500	97,500	97,500
Health Trust, The - Meals on Wheels	Social Svcs Gen Fund Contracts	56,250	56,250	56,250	56,250
Indian Health Center - Coordinating Care for American Indian Elders	Social Svcs Gen Fund Contracts	43,287	43,287	43,287	43,287
Inn Vision- Family Place/(Georgia Travis Center)	Social Svcs Gen Fund Contracts	32,438	32,438	32,438	32,438
Inn Vision- Montgomery Shelter	Social Svcs Gen Fund Contracts	45,405	45,405	45,405	45,405
Inn Vision-Commercial Street Inn	Social Svcs Gen Fund Contracts	33,022	33,022	33,022	33,022
InnVision - Safe Haven II for Homeless Mentally Ill	Social Svcs Gen Fund Contracts	27,055	27,055	27,055	27,055
Japanese American Community Services (Yu-ai Kai)/Minority Senior	Social Svcs Gen Fund Contracts	150,000	150,000	150,000	150,000
Live Oak Adult Day Care	Social Svcs Gen Fund Contracts	81,163	81,163	81,163	81,163
Loaves and Fishes Family Kitchen/Loaves & Fishes Food & Nutrition Project	Social Svcs Gen Fund Contracts	43,287	43,287	43,287	43,287
Mexican American Community Services (MACSA) - Adult Day Health Care	Social Svcs Gen Fund Contracts	64,577	64,577	0	0
Mexican American Community Services- Zero Drop-Out Youth Academy	Social Svcs Gen Fund Contracts	118,895	118,895	118,895	118,895
Next Door Solutions to Domestic Violence	Social Svcs Gen Fund Contracts	107,167	107,167	107,167	107,167



List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 2009 Approved	FY 2010 Approved	FY 2011 Approved	Amount as of April 2011
Outreach & Escort (Senior Outreach Program)	Social Svcs Gen Fund Contracts	64,578	64,578	64,578	64,578
Parents Helping Parents, Inc. /ITECH Center	Social Svcs Gen Fund Contracts	25,000	25,000	25,000	25,000
Respite & Research for Alzheimer's Disease/Alzheimer's Activity Center	Social Svcs Gen Fund Contracts	49,937	49,937	49,937	49,937
Sacred Heart Community Services - Families First	Social Svcs Gen Fund Contracts	48,698	48,698	48,698	48,698
Sacred Heart Community Services (Community Food Program)	Social Svcs Gen Fund Contracts	33,874	33,874	33,874	33,874
Santa Clara Unified School District - Skills Plus Program	Social Svcs Gen Fund Contracts	32,466	32,466	32,466	32,466
Second Start Learning Disabilities Program, Inc. - Newton Program General Fund	Social Svcs Gen Fund Contracts	25,000	25,000	25,000	25,000
Senior Adults Legal Assistance (SALA)/Legal Assistance to Elders	Social Svcs Gen Fund Contracts	39,765	39,765	39,765	39,765
Services for Brain-Injury	Social Svcs Gen Fund Contracts	0	0	44,722	44,722
St. Joseph's Family Center (Children/Youth)/Children & Family Services	Social Svcs Gen Fund Contracts	74,510	74,510	74,510	74,510
St. Joseph's Family Center (Housing Services)/Homeless Stabilization & Em	Social Svcs Gen Fund Contracts	58,385	58,385	58,385	58,385
Sunnyvale Community Services - Comprehensive Emergency Assistance	Social Svcs Gen Fund Contracts	43,287	43,287	43,287	43,287
Support Network for Battered Women - Project Right Response/Domestic Violence	Social Svcs Gen Fund Contracts	20,983	20,983	0	0
Unity Care Group, Inc., The - Foster Care & High Risk Youth Leadership Program Consortium	Social Svcs Gen Fund Contracts	27,054	27,054	27,054	27,054
Unity Care Group, Inc., The - Transitional Housing for Youth Collaboration	Social Svcs Gen Fund Contracts	41,000	41,000	41,000	41,000
Vietnamese Voluntary Foundation, Inc. (VIVO) - Vietnamese Elderly Consortium	Social Svcs Gen Fund Contracts	33,825	33,825	33,825	33,825
VISTA Center for the Blind & Visually Impaired (formerly Peninsula Center for the Blind and Visually	Social Svcs Gen Fund Contracts	27,054	27,054	27,054	27,054
West Valley Community Services, Inc. - Emergency Assistance Program	Social Svcs Gen Fund Contracts	50,000	50,000	50,000	50,000
YWCA of Silicon Valley - Domestic Violence Program	Social Svcs Gen Fund Contracts	0	0	20,983	20,983
YWCA of Silicon Valley - Youth Wellness Program	Social Svcs Gen Fund Contracts	52,500	52,500	52,500	52,500
Catholic Charities - Citizenship Services - South County	Social Svcs PII	33,545	33,545	33,545	33,545
Catholic Charities - Immigration Legal Services as a Path to Citizenship	Social Svcs PII	136,581	136,581	136,581	136,581
Center for Employment Center (CET) - Immigration Legal Services as Path to Citizenship	Social Svcs PII	103,685	103,685	103,685	103,685

Appendix

List of General-Funded Community-Based Organizations



County of Santa Clara
FY 2012 Recommended Budget

List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 2009 Approved	FY 2010 Approved	FY 2011 Approved	Amount as of April 2011
Center for Employment Center (CET) - Legal Support for Citizenship	Social Svcs PII	43,284	43,284	43,284	43,284
Center for Employment Training (CET) - Citizenship Services	Social Svcs PII	53,319	53,319	53,319	53,319
Collins, Franci - Immigrantinfo.org Web Site Maintenance	Social Svcs PII	13,879	13,879	13,879	13,879
International Rescue committee (IRC) - Immigration Legal Services as Path to Citizenship	Social Svcs PII	52,531	52,531	52,531	52,531
Sacred Heart Community Services - Citizenship Services	Social Svcs PII	26,266	26,266	26,266	26,266
Santa Clara County Asian Law Alliance (ALA) - Citizenship Services	Social Svcs PII	26,266	26,266	26,266	26,266
Santa Clara County Asian Law Alliance (ALA) - Community Education and Civic Engagement	Social Svcs PII	33,663	33,663	33,663	33,663
Santa Clara County Asian Law Alliance (ALA) - Immigration Legal Services as a Path to Citizenship	Social Svcs PII	25,134	25,134	25,134	25,134
Santa Clara County Asian Law Alliance (ALA) - Legal Support for Citizenship	Social Svcs PII	43,285	43,285	43,285	43,285
Santa Clara University - Immigration Legal Services as a Path to Citizenship	Social Svcs PII	31,519	31,519	31,519	31,519
Services, Immigrant Rights and Education Network (SIREN) - Citizenship Services	Social Svcs PII	88,530	88,530	88,530	88,530
Services, Immigrant Rights and Education Network (SIREN) - Community Education and Civic Engagement	Social Svcs PII	21,919	21,919	21,919	21,919
Services, Immigrant Rights and Education Network (SIREN) - Immigrant Assistance Hot Line	Social Svcs PII	45,991	45,991	45,991	45,991
Alum Rock Counseling Center	Social Svcs SOS Network	851,644	851,644	0	0
Bill Wilson Center	Social Svcs SOS Network	700,755	700,755	0	0
Community Solutions	Social Svcs SOS Network	268,356	268,356	0	0
Asian Americans for Community Involvement	Social Svcs Sr Nutrition Prog Contracts	56,203	53,744	56,713	56,713
Bateman (Formerly Compass Group USA, Inc.) Frozen Meals	Social Svcs Sr Nutrition Prog Contracts	1,520,000	1,614,448	1,576,440	1,576,440
Catholic Charities	Social Svcs Sr Nutrition Prog Contracts	426,558	423,085	419,832	419,832
City of Campbell	Social Svcs Sr Nutrition Prog Contracts	46,971	45,316	45,853	45,853
City of Milpitas	Social Svcs Sr Nutrition Prog Contracts	164,741	175,099	171,277	171,277
City of San Jose	Social Svcs Sr Nutrition Prog Contracts	1,214,385	1,210,875	1,114,249	1,106,895
City of Santa Clara	Social Svcs Sr Nutrition Prog Contracts	119,687	117,619	124,415	126,690
Community Services Agency of Mountain View & Los Altos	Social Svcs Sr Nutrition Prog Contracts	164,101	169,829	173,543	173,543



List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 2009 Approved	FY 2010 Approved	FY 2011 Approved	Amount as of April 2011
First Methodist Church of Sunnyvale	Social Svcs Sr Nutrition Prog Contracts	284,541	242,306	220,220	220,220
India Community Center - Milpitas	Social Svcs Sr Nutrition Prog Contracts	71,402	62,832	64,880	64,880
Japanese American Community Senior (Yu-Ai Kai)	Social Svcs Sr Nutrition Prog Contracts	200,303	187,321	205,074	205,074
Korean American Community Services Inc.	Social Svcs Sr Nutrition Prog Contracts	80,076	80,885	83,785	83,785
La Comida de California	Social Svcs Sr Nutrition Prog Contracts	244,453	220,058	223,445	223,445
Los Gatos United Methodist Church	Social Svcs Sr Nutrition Prog Contracts	108,309	102,568	110,834	110,834
Northside	Social Svcs Sr Nutrition Prog Contracts	0	0	114,643	114,643
Outreach & Escort (Senior Nutrition Transportation Services)	Social Svcs Sr Nutrition Prog Contracts	129,950	129,950	142,945	142,945
Portuguese Org. for Social Services	Social Svcs Sr Nutrition Prog Contracts	80,437	82,290	88,160	88,160
Salvation Army	Social Svcs Sr Nutrition Prog Contracts	127,476	120,860	137,453	137,453
Santa Clara Valley Blind Center	Social Svcs Sr Nutrition Prog Contracts	9,363	11,284	13,389	13,389
Self Help for the Elderly of Santa Clara County	Social Svcs Sr Nutrition Prog Contracts	275,020	280,606	284,774	284,774
YMCA Morgan Hill	Social Svcs Sr. Nutrition Prog	116,475	120,111	124,257	124,257
Mother's Milk Bank	Special Programs	56,087	0	0	0
Total:		57,212,841	43,838,841	46,250,494	45,719,209



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 2011 Positions		FY 2012	Amount
											Approved	Adjusted	Recommended	Change
														from FY
														2011
														Approved
Legislative And Executive														
101	Supervisorial District #1													
	1101	Supervisorial Dist #1 Fund 0001												
		A01	Supervisor			1.0	1.0		1.0	0.0				
		W52	Board Aide-U			7.0	7.0		7.0	0.0				
101					Total	8.0	8.0		8.0	0.0				
102	Supervisorial District #2													
	1102	Supervisorial Dist #2 Fund 0001												
		A01	Supervisor			1.0	1.0		1.0	0.0				
		W52	Board Aide-U			7.0	7.0		7.0	0.0				
102					Total	8.0	8.0		8.0	0.0				
103	Supervisorial District #3													
	1103	Supervisorial Dist #3 Fund 0001												
		A01	Supervisor			1.0	1.0		1.0	0.0				
		W52	Board Aide-U			7.0	7.0		7.0	0.0				
103					Total	8.0	8.0		8.0	0.0				
104	Supervisorial District #4													
	1104	Supervisorial Dist #4 Fund 0001												
		A01	Supervisor			1.0	1.0		1.0	0.0				
		W52	Board Aide-U			7.0	7.0		7.0	0.0				
104					Total	8.0	8.0		8.0	0.0				
105	Supervisorial District #5													
	1105	Supervisorial Dist #5 Fund 0001												
		A01	Supervisor			1.0	1.0		1.0	0.0				
		W52	Board Aide-U			7.0	7.0		7.0	0.0				
105					Total	8.0	8.0		8.0	0.0				
106	Clerk-Board Of Supervisors													
	1106	Clerk Of The Board Fund 0001												
		A05	Clerk of Board of Supervisors			1.0	1.0		1.0	0.0				
		B48	Div Mgr-Clerk of The Board			1.0	1.0		1.0	0.0				
		B53	Bus Mgr-Clerk of The Board			1.0	1.0		1.0	0.0				
		D09	Office Specialist III			2.5	2.5		2.5	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			6.0	6.0		6.0	0.0				
		D71	Chief Deputy-Clk of Board			1.0	1.0		1.0	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				
		J82	Board Records Assistant II			1.0	1.0		1.0	0.0				
		J83	Board Records Assistant I			1.0	1.0		1.0	0.0				
		J84	Records Mgr-Clerk of The Board			1.0	1.0		1.0	0.0				



Finance and Government Operations (Continued)

Agency Name					Amount	
Budget Unit Number and Name					Change	
Cost Center Number and Name					from FY	
Index Number and Name		FY 2011 Positions		FY 2012	2011	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	V31 Office Specialist III-U	1.0	1.0	0.0	-1.0	
	V64 Office Specialist I-U	2.0	2.0	0.0	-2.0	
	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	
1173	SB 813 Admin Fund 0001					
	D09 Office Specialist III	2.0	2.0	2.0	0.0	
	D55 Board Clerk I	4.0	4.0	4.0	0.0	
	V31 Office Specialist III-U	2.0	2.0	0.0	-2.0	
106	Total	36.5	36.5	31.5	-5.0	
107	County Executive					
10717	County Executive Admin Fund 0001					
	A02 County Executive-U	1.0	1.0	1.0	0.0	
	A10 Deputy County Executive	3.0	3.0	3.0	0.0	
	A1C Chief Operating Officer	1.0	1.0	1.0	0.0	
	A1P Principal Exec Adv to Co Exec	1.0	0.0	0.0	-1.0	
	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	
	B1P Mgmt Analyst	1.0	1.0	1.0	0.0	
	B1R Assoc Mgmt Analyst B	0.0	0.0	0.0	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	
	B3N Program Mgr II	1.5	1.5	1.5	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	
	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	
	B9P Census/Redistricting Prog Mgr	1.0	1.0	1.0	0.0	
	C08 Sr Executive Assistant	2.0	2.0	2.0	0.0	
	C60 Admin Assistant	1.0	1.0	1.0	0.0	
	C98 Public Communications Spec	3.0	2.0	2.0	-1.0	
	C9B Social Media Specialist	0.0	0.0	0.0	0.0	
	D09 Office Specialist III	1.0	1.0	1.0	0.0	
	D2F Account Clerk II-ACE	1.0	0.0	0.0	-1.0	
	D96 Accountant Assistant	0.0	1.0	1.0	1.0	
	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	
	J45 Graphic Designer II	1.0	1.0	1.0	0.0	
	L49 Climate Chg/Sustain Prog Mgr	1.0	0.0	0.0	-1.0	
	L83 Planner III	0.0	0.0	0.0	0.0	
	N08 Asset Development Manager	1.0	1.0	1.0	0.0	
	Q07 Program Mgr II-U	1.0	1.0	0.0	-1.0	
	Q19 Legislative Representative-U	1.0	1.0	1.0	0.0	
	W1P Mgmt Analyst-U	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 2011 Positions		FY 2012	2011		
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	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	1.0	1.0	1.0	0.0	
	X12	Office Specialist III-ACE	1.0	1.0	1.0	0.0	
1220	Budget And Analysis Fund 0001						
	A2B	Budget Director	1.0	1.0	1.0	0.0	
	C63	Principal Budget & Policy Anal	2.0	2.0	2.0	0.0	
	C64	Budget & Public Policy Analyst	9.0	9.0	9.0	0.0	
	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	3.0	3.0	2.0	-1.0	
2530	Office Of Emergency Svcs Fund 0001						
	B06	Sr Emergency Planning Coord	2.0	2.0	1.0	-1.0	
	B10	Emergency Planning Coord	2.0	2.0	2.0	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	
	B3N	Program Mgr II	1.0	1.0	1.0	0.0	
	B6E	Dir of Emergency Preparedness	1.0	1.0	1.0	0.0	
	C29	Exec Assistant I	1.0	1.0	1.0	0.0	
	D97	Account Clerk II	0.5	0.5	0.5	0.0	
	L23	Emergency Svc Prog Mgr	1.0	1.0	1.0	0.0	
2532	Office of Sustainability Fund 0001						
	B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0	
	B3N	Program Mgr II	0.0	0.0	0.0	0.0	
	K4A	Mgr, Office of Sustainability	1.0	1.0	1.0	0.0	
5700	Human Relations Fund 0001						
	B14	Human Relations Coord III	2.0	2.0	2.0	0.0	
	B16	Human Relations Coord II	3.0	3.0	2.0	-1.0	
	B17	Human Relations Mgr	1.0	1.0	1.0	0.0	
	B4P	Omnibudsperson Prog Coord	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	
107			Total	78.5	75.5	70.5	-8.0
113	Local Agency Formation Comm-LAFCO						
1114	Local Agency Formation Comm Fund 0019						
	D4F	LAFCO Analyst	1.0	1.0	1.0	0.0	
	D5F	LAFCO Office Specialist	1.0	1.0	1.0	0.0	
	D6F	LAFCO Executive Officer	1.0	1.0	1.0	0.0	
113			Total	3.0	3.0	3.0	0.0
115	Assessor						
1150	Assessor-Admin Fund 0001						
	A28	Assessor-U	1.0	1.0	1.0	0.0	



Finance and Government Operations (Continued)

Agency Name						Amount	
Budget Unit Number and Name						Change	
Cost Center Number and Name						from FY	
Index Number and Name				FY 2011 Positions		FY 2012	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	2011	
	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		
	A9A Special Asst to the Assessor	1.0	1.0	1.0	0.0		
	B1N Sr Mgmt Analyst	1.0	1.0	1.0	0.0		
	D09 Office Specialist III	1.0	1.0	1.0	0.0		
	D5D Human Resources Asst II	1.0	1.0	1.0	0.0		
	D97 Account Clerk II	1.0	1.0	1.0	0.0		
	D98 Account Clerk I	1.0	1.0	1.0	0.0		
	W51 Confidential Secretary-ACE-U	1.0	1.0	1.0	0.0		
1151	Assessor-Standards Fund 0001						
	C42 Chief Assessment Standards Sv	1.0	1.0	1.0	0.0		
	C80 Supv Appraisal Data Coord	1.0	1.0	1.0	0.0		
	D51 Office Specialist I	1.0	1.0	1.0	0.0		
	D82 Appraisal Data Coord	4.0	4.0	4.0	0.0		
1152	Assessor-Exemptions Fund 0001						
	C61 Exemption Supervisor	1.0	1.0	1.0	0.0		
	C62 Exemption Investigator	2.0	2.0	2.0	0.0		
	D83 Sr Assessment Clerk	6.0	6.0	6.0	0.0		
	D86 Supv Assessment Clerk	1.0	1.0	1.0	0.0		
1153	Assessor-Services Fund 0001						
	C37 Assessment Roll Admin	1.0	0.0	0.0	-1.0		
	C4C Assist Chief Assessmt SSE Div	0.0	1.0	1.0	1.0		
	C65 Property Transfer Examiner	9.0	9.0	9.0	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		
	D83 Sr Assessment Clerk	9.0	9.0	9.0	0.0		
	D86 Supv Assessment Clerk	2.0	2.0	2.0	0.0		
	D88 Assessment Clerk	1.0	1.0	1.0	0.0		
	D92 Property & Title ID Technician	6.0	6.0	6.0	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	1.0	1.0	1.0	0.0		
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	26.0	28.0	28.0	2.0		
	C50 Appraiser II	26.0	26.0	26.0	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	5.0	5.0	-1.0		



Finance and Government Operations (Continued)

Agency Name							
Budget Unit Number and Name						Amount Change from FY 2011	
Cost Center Number and Name							
Index Number and Name		FY 2011 Positions		FY 2012			
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	D51	Office Specialist I	1.0	0.0	0.0	-1.0	
	D82	Appraisal Data Coord	1.0	1.0	1.0	0.0	
	D88	Assessment Clerk	4.0	4.0	4.0	0.0	
	T40	Appraiser III	8.0	8.0	8.0	0.0	
1155	Personal Property Fund 0001						
	B79	Auditor-Appraiser	13.0	13.0	13.0	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	23.0	23.0	23.0	0.0	
	D09	Office Specialist III	2.0	2.0	2.0	0.0	
	D34	Supv Clerk	1.0	1.0	1.0	0.0	
	D49	Office Specialist II	4.0	4.0	4.0	0.0	
	D82	Appraisal Data Coord	2.0	2.0	2.0	0.0	
	D88	Assessment Clerk	7.0	7.0	7.0	0.0	
	D96	Accountant Assistant	4.0	4.0	4.0	0.0	
	X09	Sr Office Specialist	1.0	1.0	1.0	0.0	
1156	Assessor-Systems Fund 0001						
	A1J	Assessor'S Office Info Sys Mgr	1.0	1.0	1.0	0.0	
	B1N	Sr Mgmt Analyst	4.0	3.0	3.0	-1.0	
	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	
1157	State/Co Prop Tax Admin Prg Fund 0001						
	Q33	Information Systems Mgr I-U	1.0	0.0	0.0	-1.0	
115			Total	243.0	241.0	241.0	-2.0
118	Procurement						
2300	Procurement Dept Fund 0001						
	A25	Director of Procurement	1.0	1.0	1.0	0.0	
	B1N	Sr Mgmt Analyst	3.0	3.0	3.0	0.0	
	B3N	Program Mgr II	1.0	1.0	1.0	0.0	
	G20	Asst Director of Procurement	1.0	1.0	0.0	-1.0	
	C31	Buyer III	8.0	8.0	8.0	0.0	
	C32	Buyer II	1.0	1.0	1.0	0.0	
	D49	Office Specialist II	1.0	1.0	1.0	0.0	
	G2P	Procurement Sys Mgr	1.0	1.0	1.0	0.0	
	G76	Sr Warehouse Materials Handler	1.0	1.0	1.0	0.0	
	P07	Procurement Manager	3.0	3.0	3.0	0.0	
	P09	Procurement Contracts Spec	5.0	5.0	10.0	5.0	
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
	X1P	Procurement Contracts Spec-U	5.0	5.0	0.0	-5.0	
118			Total	32.0	32.0	31.0	-1.0
120	County Counsel						



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 2011 Positions		FY 2012		2011	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
1110	Counsel Indigent Defense Fund 0001						
	D66 Legal Secretary II	1.0	1.0	1.0	0.0		
	D96 Accountant Assistant	1.0	1.0	1.0	0.0		
	G51 Information Sys Tech I	0.5	0.5	0.5	0.0		
	U27 Attorney IV-County Counsel	2.5	2.5	2.5	0.0		
	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	1.0	1.0	1.0	0.0		
1120	County Counsel Admin 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		
	B96 Dept Fiscal Officer	1.0	1.0	1.0	0.0		
	D09 Office Specialist III	1.0	1.0	1.0	0.0		
	D24 Law Clerk	0.0	0.0	0.0	0.0		
	D49 Office Specialist II	1.0	1.0	1.0	0.0		
	D66 Legal Secretary II	7.0	7.0	7.0	0.0		
	D7D Legal Secretary II-ACE-W/O/Sh	5.0	5.0	5.0	0.0		
	D96 Accountant Assistant	2.0	2.0	2.0	0.0		
	G12 Information Systems Manager II	1.0	1.0	1.0	0.0		
	G28 Information Systems Analyst II	1.0	1.0	1.0	0.0		
	Q77 Attorney III-County Counsel-U	0.0	0.0	1.0	1.0		
	U27 Attorney IV-County Counsel	34.0	34.0	32.5	-1.5		
	U28 Attorney III-County Counsel	0.0	0.0	0.0	0.0		
	U32 Attorney I-County Counsel	0.0	0.0	0.0	0.0		
	V73 Sr Paralegal	7.0	7.0	7.0	0.0		
	V82 Supervising Paralegal	1.0	1.0	1.0	0.0		
	W51 Confidential Secretary-ACE-U	1.0	1.0	1.0	0.0		
1121	Julian Street Office Fund 0001						
	D09 Office Specialist III	5.0	5.0	5.0	0.0		
	D49 Office Specialist II	1.0	1.0	1.0	0.0		
	D51 Office Specialist I	1.0	1.0	0.0	-1.0		
	D66 Legal Secretary II	7.0	7.0	6.5	-0.5		
	D7B Legal Secretary I-ACE-W/O/Sh	1.0	1.0	1.0	0.0		
	U27 Attorney IV-County Counsel	22.0	22.0	22.0	0.0		
	V73 Sr Paralegal	10.0	10.0	10.0	0.0		
	V82 Supervising Paralegal	2.0	2.0	2.0	0.0		
120		Total	126.0	126.0	124.0	-2.0	
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	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 2011 Positions		FY 2012	2011	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	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	0.0	-1.0	
	B96 Dept Fiscal Officer	1.0	1.0	1.0	0.0	
	D09 Office Specialist III	1.0	1.0	1.0	0.0	
	D49 Office Specialist II	2.5	2.5	2.5	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	
	G56 Precinct Operations Supervisor	1.0	1.0	0.0	-1.0	
	G63 Election Process Supv II	1.0	1.0	0.0	-1.0	
	G71 Precinct Planning Specialist	1.0	1.0	1.0	0.0	
	G7D Election Systems Technician II	2.0	2.0	2.0	0.0	
	G86 Election Services Coord	1.0	1.0	1.0	0.0	
	G90 Election Division Coordinator	8.0	8.0	8.0	0.0	
	G97 Election Specialist	8.0	8.0	6.0	-2.0	
	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	
	G7D Election Systems Technician II	2.0	2.0	2.0	0.0	
	G97 Election Specialist	2.0	2.0	2.0	0.0	
	X09 Sr Office Specialist	3.0	3.0	2.0	-1.0	
140	Total	47.5	47.5	40.5	-7.0	
145	Information Services					
14501	Information Services Fund 0001					
	A1F Chief Information Officer	1.0	1.0	1.0	0.0	
	B1R Assoc Mgmt Analyst B	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	1.0	1.0	1.0	0.0	
	G44 County Networks Manager	1.0	1.0	1.0	0.0	
	G45 Senior Network Engineer	1.0	1.0	1.0	0.0	
	G46 Network Engineer	5.0	5.0	4.0	-1.0	
	G49 IT Planner/Architect	3.0	3.0	3.0	0.0	
	G5C Network Operations Supervisors	1.0	1.0	0.0	-1.0	
	G60 Network Engineer Associate	1.0	1.0	1.0	0.0	
	G7F App & Joint App Dev Spec	2.0	2.0	2.0	0.0	
	G85 Sr Business Info Tech Consult	3.0	2.0	2.0	-1.0	
	G8D County Info Tech Sec Ofc	0.0	1.0	1.0	1.0	
	K63 Geographic Info Sys Mgr	1.0	1.0	1.0	0.0	
	K7C GIS Analyst Supervisor	1.0	1.0	1.0	0.0	
	K7G Geographic Info Sys Analyst	2.0	2.0	2.0	0.0	
	K80 Geographic Info System Tech I	1.0	1.0	1.0	0.0	
	X15 Exec Assistant II-ACE	1.0	1.0	1.0	0.0	
14574	Information Services Fund 0074					



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 2011 Positions		FY 2012	2011	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
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	
B2M	Senior Database Administrator	6.0	6.0	6.0	0.0	
B2N	Admin Support Officer III	1.0	1.0	1.0	0.0	
B2S	Data Base Admin Mgr	1.0	1.0	1.0	0.0	
B2U	Data Base Administrator	1.0	1.0	1.0	0.0	
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	
B77	Accountant III	1.0	1.0	1.0	0.0	
B78	Accountant II	1.0	1.0	1.0	0.0	
C29	Exec Assistant I	1.0	1.0	0.0	-1.0	
D09	Office Specialist III	3.0	3.0	3.0	0.0	
D12	Data Processing Contrl Tech II	3.0	3.0	3.0	0.0	
D61	Sr Dp Equipment Operator	1.0	1.0	1.0	0.0	
D96	Accountant Assistant	1.0	1.0	1.0	0.0	
E20	Telecom Services Specialist	2.0	2.0	2.0	0.0	
E27	Telecommunications Ops Mgr	1.0	1.0	1.0	0.0	
F68	Enterprise ITPS Manager	1.0	1.0	1.0	0.0	
G02	Asst Tech Planning & Ctl 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	2.0	2.0	2.0	0.0	
G07	Sr Programming Analyst	9.0	9.0	9.0	0.0	
G0A	Enterprise Content Manager	1.0	1.0	1.0	0.0	
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	3.0	3.0	3.0	0.0	
G26	Sr Systems Software Engineer	9.0	9.0	9.0	0.0	
G38	Information Systems Tech III	1.0	1.0	1.0	0.0	
G3A	Sr Info Technology Proj Mgr	4.0	5.0	5.0	1.0	
G3L	Quality Assurance Engineer	1.0	1.0	0.0	-1.0	
G49	IT Planner/Architect	5.0	5.0	4.0	-1.0	
G50	Information Sys Tech II	5.0	5.0	5.0	0.0	
G54	Project Support Svcs Mgr	1.0	1.0	1.0	0.0	
G5E	Software Engineer IV	11.0	11.0	11.0	0.0	
G5F	Software Engineer III	21.0	21.0	21.0	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	
G7F	App & Joint App Dev Spec	2.0	2.0	2.0	0.0	
G85	Sr Business Info Tech Consult	1.0	0.0	1.0	0.0	
G89	Call Center Coordinator	3.0	3.0	3.0	0.0	
K13	Assoc Telecommunications Tech	1.0	1.0	1.0	0.0	
K16	Telephone Services Engineer	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 2011 Positions		FY 2012		2011	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	K18	Sr Telephone Technician	1.0	1.0	1.0	0.0	
	K26	Communications Cable Installer	4.0	4.0	0.0	-4.0	
	K35	Local Area Network Analyst II	10.0	10.0	10.0	0.0	
	L35	Telecommunications Tech	6.0	6.0	6.0	0.0	
	Q70	Sr. Business It Consultant-U	3.0	3.0	3.0	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	2.0	2.0	2.0	0.0	
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	
145		Total	199.0	199.0	191.0	-8.0	
190	Communications Department						
2550	Communications Dispatching/Admin Fund 0001						
	A40	Communications Dir	1.0	1.0	1.0	0.0	
	B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0	
	B36	County Communications Asst Dir	1.0	1.0	1.0	0.0	
	B76	Sr Accountant	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	27.0	27.0	27.0	0.0	
	G94	Communications Dispatcher I	14.0	14.0	14.0	0.0	
	G9A	Communications Dispatcher III	37.0	37.0	37.0	0.0	
	K79	GEOGRAPHIC INFO SYSTEM TECH II	0.0	0.0	0.0	0.0	
	K7G	Geographic Info Sys Analyst	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	
	G38	Information Systems Tech III	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	
	L36	Associate Com Sys Tech	1.0	1.0	1.0	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 2011 Positions		FY 2012	Amount
										Approved	Adjusted	Recommended	Change
										Approved	Adjusted	Recommended	from FY
										Approved	Adjusted	Recommended	2011
										Approved	Adjusted	Recommended	Approved
				L37				Communications Systems Tech		4.0	4.0	4.0	0.0
190								Total		112.0	112.0	112.0	0.0
263								Facilities Department					
				2309				FAC Utilities Fund 0001					
						D97		Account Clerk II		1.0	1.0	1.0	0.0
						L47		Utility Program Analyst		1.0	1.0	1.0	0.0
						L48		Utilities Engr/Prog Mrg		1.0	1.0	1.0	0.0
						L49		Climate Chg/Sustain Prog Mgr		0.0	1.0	1.0	1.0
				26301				Facilities Admin Fund 0001					
						A53		Dir, Facilities and Fleet		1.0	1.0	1.0	0.0
						B1P		Mgmt Analyst		1.0	1.0	1.0	0.0
						B1R		Assoc Mgmt Analyst B		2.0	2.0	1.0	-1.0
						B76		Sr Accountant		2.0	2.0	2.0	0.0
						B77		Accountant III		1.0	1.0	0.0	-1.0
						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		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	5.0	-1.0
						D97		Account Clerk II		3.0	3.0	1.0	-2.0
						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
						H17		Utility Worker		0.0	0.0	0.0	0.0
						M37		Dep Dir, Facilities & Fleet		1.0	1.0	1.0	0.0
				26302				Capital Programs Division					
						B1P		Mgmt Analyst		1.0	1.0	0.0	-1.0
						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
						C12		Dep Dir, Fac & Fleet-Cap Progs		1.0	1.0	1.0	0.0
						C29		Exec Assistant I		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	9.0	0.0
						N31		Sr Construction Inspector		4.0	4.0	0.0	-4.0
				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	0.0	-1.0
						C73		Assoc Real Estate Agent		1.0	1.0	1.0	0.0
						D96		Accountant Assistant		1.0	1.0	0.0	-1.0
						G76		Sr Warehouse Materials Handler		2.0	2.0	0.0	-2.0
						W1R		Assoc Mgmt Analyst B-U		1.0	0.0	0.0	-1.0
						Z78		Manager of Real Estate Assets		1.0	1.0	1.0	0.0
				26304				Building Operations-Fund 0001					
						B2J		Admin Services Mgr II		1.0	1.0	1.0	0.0
						B5M		Maintenance Project Manager		2.0	2.0	2.0	0.0



Finance and Government Operations (Continued)

Agency Name							
Budget Unit Number and Name						Amount Change from FY 2011	
Cost Center Number and Name							
Index Number and Name		FY 2011 Positions		FY 2012			
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
C29	Exec Assistant I	1.0	1.0	1.0	0.0		
D09	Office Specialist III	2.0	2.0	1.0	-1.0		
D97	Account Clerk II	4.0	4.0	4.0	0.0		
G28	Information Systems Analyst II	1.0	1.0	1.0	0.0		
G38	Information Systems Tech III	2.0	2.0	2.0	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	2.0	0.0		
H17	Utility Worker	4.0	4.0	3.0	-1.0		
H18	Janitor	38.0	40.0	40.0	2.0		
H28	Gardener	6.0	6.0	0.0	-6.0		
K94	Electronic Repair Technician	6.0	6.0	6.0	0.0		
L18	Asst Civil Engineer	1.0	1.0	1.0	0.0		
L34	Sr Facilities Engineer	1.0	1.0	1.0	0.0		
M05	Bldg Ops Supv	7.0	7.0	3.0	-4.0		
M10	Work Center Mgr	3.0	3.0	5.0	2.0		
M12	Elevator Technician II	1.0	1.0	1.0	0.0		
M32	Tile Setter	1.0	1.0	0.0	-1.0		
M35	Parking Patrol Coord	1.0	1.0	1.0	0.0		
M38	Parking Lot Checker	1.0	1.0	0.0	-1.0		
M39	Dep Dir, Fac & Fleet-Bldg Ops	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	18.0	18.0	17.0	-1.0		
M51	Carpenter	11.0	11.0	11.0	0.0		
M56	Genl Maint Mech III	6.0	6.0	6.0	0.0		
M59	Electrician	16.0	16.0	13.0	-3.0		
M63	Sr Electrician	0.0	0.0	1.0	1.0		
M65	Elevator Mechanic	3.0	3.0	3.0	0.0		
M68	Painter	8.0	8.0	6.0	-2.0		
M71	Roofer	4.0	4.0	4.0	0.0		
M75	Plumber	14.0	14.0	13.0	-1.0		
M81	Refrigeration Mechanic	14.0	14.0	13.0	-1.0		
M83	Locksmith	3.0	3.0	2.0	-1.0		
M92	Sr Refrigeration Mechanic	0.0	0.0	1.0	1.0		
263		Total	241.0	243.0	210.0	-31.0	
135	Fleet Services						
2321	Fleet Operating Fund 0070						
B1N	Sr Mgmt Analyst	0.0	0.0	0.0	0.0		
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	16.0	16.0	15.0	-1.0		
M18	Heavy Equipment Mech Helper	4.0	4.0	3.0	-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 2011 Positions		FY 2012	2011	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	M19 Automotive Mechanic	9.0	9.0	9.0	0.0	
	M21 Fleet Maintenance Supervisor	4.0	4.0	3.0	-1.0	
	M24 Automotive Attendant	7.0	7.0	6.0	-1.0	
	M26 Automotive Parts Coord	4.0	4.0	4.0	0.0	
	M28 Emergency Vehicle Equip Inst	2.0	2.0	2.0	0.0	
	M2M Fleet Operations Manager	1.0	1.0	0.0	-1.0	
	M2S Fleet Logistics Supervisor	1.0	1.0	1.0	0.0	
	M33 Auto Body Repair Shop Fore	1.0	1.0	1.0	0.0	
135	Total	55.0	55.0	50.0	-5.0	
610	County Library Headquarters					
5556	Library Admin Fund 0025					
	A38 County Librarian	1.0	1.0	1.0	0.0	
	B2K Admin Serv Mgr III-2D	1.0	1.0	1.0	0.0	
	B2P Admin Support Officer II	1.0	1.0	1.0	0.0	
	B3N Program Mgr II	1.0	1.0	1.0	0.0	
	C19 Exec Assistant II	1.0	1.0	1.0	0.0	
	D5D Human Resources Asst II	2.0	2.0	2.0	0.0	
	D97 Account Clerk II	2.5	2.5	2.5	0.0	
	E28 Messenger Driver	1.0	1.0	1.0	0.0	
	E40 Library Assistant II	2.5	2.5	2.5	0.0	
	E4J Elect Resources Librarian II	1.5	1.5	1.5	0.0	
	E54 Library Clerk II	0.5	0.5	0.5	0.0	
	G77 Warehouse Materials Handler	2.5	2.5	2.0	-0.5	
	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	0.0	0.0	-1.0	
	J41 Library Services Manager	0.0	2.0	2.0	2.0	
	J42 Adult Services Mgr	1.0	0.0	0.0	-1.0	
	J46 Graphic Designer I	0.5	0.5	0.5	0.0	
	J54 Deputy County Librarian	2.0	2.0	2.0	0.0	
	J63 Librarian II	2.0	2.0	2.0	0.0	
	W92 Librarian II-U	2.0	1.0	0.0	-2.0	
5559	Cupertino Library Fund 0025					
	E16 Library Page	4.0	5.0	5.0	1.0	
	E39 Sr Library Clerk	3.0	3.0	2.0	-1.0	
	E40 Library Assistant II	0.5	0.5	0.5	0.0	
	E54 Library Clerk II	8.5	7.0	7.0	-1.5	
	J55 Community Library Supervisor	1.0	1.0	1.0	0.0	
	J59 Library Circulation Supv	1.0	1.0	1.0	0.0	
	J62 Program Librarian	2.0	2.0	2.0	0.0	
	J63 Librarian II	10.5	11.0	11.0	0.5	
5560	Campbell Library Fund 0025					
	E16 Library Page	1.5	1.5	1.5	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 2011 Positions		FY 2012	2011	Approved
Job Class Code and Title		Approved	Adjusted	Recommended		
	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	3.0	-0.5
	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	4.0	4.0	4.0	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	0.0	-1.0
	E39	Sr Library Clerk	2.5	2.5	2.5	0.0
	E54	Library Clerk II	7.5	7.5	7.5	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	7.5	7.5	7.5	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	3.5	3.5	3.0	-0.5
	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	4.0	4.0	4.0	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	9.0	9.0	9.0	0.0
	H18	Janitor	2.0	2.0	2.0	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	8.0	8.0	8.0	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	2.5	2.5	2.5	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



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 2011 Positions		FY 2012		2011	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	J62 Program Librarian	2.0	2.0	2.0	0.0		
	J63 Librarian II	2.5	2.5	2.5	0.0		
5577	Gilroy Library Fund 0025						
	E16 Library Page	1.5	1.5	1.5	0.0		
	E39 Sr Library Clerk	1.0	1.0	1.0	0.0		
	E40 Library Assistant II	0.5	0.5	0.5	0.0		
	E54 Library Clerk II	3.5	3.5	3.5	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	6.0	-1.0		
	E39 Sr Library Clerk	2.0	2.0	2.0	0.0		
	E40 Library Assistant II	3.0	3.0	3.0	0.0		
	E54 Library Clerk II	2.0	2.0	2.0	0.0		
	G11 Information Systems Mgr III	1.0	1.0	1.0	0.0		
	G28 Information Systems Analyst II	3.0	3.0	3.0	0.0		
	G50 Information Sys Tech II	2.0	2.0	2.0	0.0		
	G51 Information Sys Tech I	1.0	1.0	1.0	0.0		
	J5A Circulation Systems Supervisor	1.0	1.0	1.0	0.0		
	J63 Librarian II	1.5	1.5	1.5	0.0		
5586	Literacy Program Fund 0025						
	J4A Literacy Program Specialist	2.5	2.5	2.5	0.0		
610	Total	208.3	207.3	201.8	-6.5		
Legislative And Executive		Total	1,421.8	1,417.8	1,346.3	-75.5	
Employee Services Agency							
130	Human Resources, LR, and EOED						
1128	Health & Hospital Systems - HR Fund 0001						
	A2W Human Resources Mgr-Scvhhs	0.0	0.0	1.0	1.0		
	B2Y Admin Support Officer II-ACE	0.0	0.0	1.0	1.0		
	D49 Office Specialist II	0.0	0.0	3.0	3.0		
	D5D Human Resources Asst II	0.0	0.0	16.0	16.0		
	D67 Supv Personnel Services Clerk	0.0	0.0	1.0	1.0		
	H15 Sr Human Resources Analyst	0.0	0.0	2.0	2.0		
	H16 Human Resources Analyst	0.0	0.0	6.0	6.0		
	S80 Admin Nurse II	0.0	0.0	0.6	0.6		
	X19 Admin Assistant-ACE	0.0	0.0	1.0	1.0		
1145	Employee Benefit Services Fund 0001						
	A99 Employee Benefits Director	1.0	1.0	1.0	0.0		
	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		
	B1G Mgmt Anal Prog Mgr II-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 2011 Positions		FY 2012	2011	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	D5D Human Resources Asst II	6.0	6.0	5.0	-1.0	
	D67 Supv Personnel Services Clerk	1.0	1.0	1.0	0.0	
	D6D Human Resources Asst I	1.0	1.0	1.0	0.0	
	X12 Office Specialist III-ACE	3.0	3.0	2.0	-1.0	
	X14 Office Specialist I-ACE	0.5	0.5	0.0	-0.5	
1163	Employee Dev Fund 0001					
	B1C Assoc Mgmt Analyst B-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	
	D09 Office Specialist III	1.0	1.0	0.0	-1.0	
	D5D Human Resources Asst II	1.0	1.0	1.0	0.0	
	S15 Employee Services Coord	1.0	1.0	0.8	-0.3	
	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	6.0	6.0	6.0	0.0	
	C28 Labor Relations Rep Trainee	2.0	2.0	1.0	-1.0	
	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	
	B1C Assoc Mgmt Analyst B-ACE	1.0	1.0	1.0	0.0	
	D5D Human Resources Asst II	6.0	6.0	5.0	-1.0	
	D67 Supv Personnel Services Clerk	1.0	1.0	1.0	0.0	
	D6D Human Resources Asst I	1.0	1.0	0.0	-1.0	
	H14 Human Resources Mgr	2.0	2.0	2.0	0.0	
	H15 Sr Human Resources Analyst	1.0	1.0	1.0	0.0	
	H16 Human Resources Analyst	10.0	10.0	9.0	-1.0	
	X13 Office Specialist II-ACE	1.0	1.0	1.0	0.0	
	X17 Exec Assistant I-ACE	1.0	1.0	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	
	B1T Assoc Mgmt Analyst A	1.0	1.0	0.0	-1.0	
	B7A Accountant III-ACE	2.0	2.0	1.0	-1.0	
	B7B Accountant II-ACE	1.0	1.0	1.0	0.0	
	B7C Sr Accountant-ACE	1.0	1.0	1.0	0.0	
	B9A Dept Fiscal Officer-ACE	1.0	1.0	1.0	0.0	
	D2F Account Clerk II-ACE	2.0	2.0	2.0	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	0.0	-3.0	
	Q2E Information Sys Analyst II-ACE	1.0	1.0	1.0	0.0	
	X15 Exec Assistant II-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 2011 Positions		FY 2012	2011	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
1142	Bay Area Employee Relations Serv Fund 0001					
	A48 Dir Bay Area Empl Rel Svcs	1.0	1.0	0.8		-0.3
	P02 Employee Relations Analyst	1.0	1.0	1.0		0.0
	P6J Employee Relations Assistant	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	0.0	0.0		-8.5
130		Total	96.0	87.5	106.1	10.1
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	0.0		-1.0
	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	2.0	2.0	2.0		0.0
	V95 Claims Technician-ACE	7.0	7.0	7.0		0.0
	X12 Office Specialist III-ACE	4.5	4.5	4.0		-0.5
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	0.0		-1.0
	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	0.0	0.0		-1.0
	V46 Envir Hlth & Safty Comp Spec	1.0	2.0	2.0		1.0
	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
	X4A Principle Sfty & En Compl Spec	2.0	2.0	2.0		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	3.0	3.0	0.0		-3.0
132		Total	55.5	55.5	50.0	-5.5
Employee Services Agency		Total	151.5	143.0	156.1	4.6



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 2011 Positions	FY 2012	Amount	
										Approved	Adjusted	Recommended	Change
										Approved	Adjusted	Recommended	from FY
										Approved	Adjusted	Recommended	2011
										Approved	Adjusted	Recommended	Approved
Finance													
110	Controller-Treasurer												
	2113	Controller-Treasurer Fund 0001											
		A07	Dir Finance Agency	1.0	1.0	1.0	0.0						
		A08	Controller Treasurer	1.0	1.0	1.0	0.0						
		B1M	Bond And Investment Analyst	1.0	1.0	1.0	0.0						
		B1N	Sr Mgmt Analyst	2.0	2.0	1.0	-1.0						
		B1P	Mgmt Analyst	4.0	4.0	3.0	-1.0						
		B1T	Assoc Mgmt Analyst A	0.0	1.0	1.0	1.0						
		B21	Supv Internal Auditor	0.0	1.0	1.0	1.0						
		B2P	Admin Support Officer II	1.0	1.0	1.0	0.0						
		B31	Sr Internal Auditor	3.0	2.0	2.0	-1.0						
		B4B	Internal Audit Manager	1.0	1.0	1.0	0.0						
		B55	Controller-Treasurer Div Mgr	2.0	2.0	2.0	0.0						
		B6A	Fixed Income Portfolio Manager	1.0	1.0	1.0	0.0						
		B74	Fiscal Services Mgr	1.0	1.0	1.0	0.0						
		B76	Sr Accountant	8.0	8.0	7.0	-1.0						
		B77	Accountant III	13.0	13.0	13.0	0.0						
		B78	Accountant II	1.0	1.0	1.0	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	7.0	7.0	7.0	0.0						
		B84	Investment Officer	1.0	1.0	1.0	0.0						
		B8D	Debt Management Officer	1.0	1.0	1.0	0.0						
		B8E	Property Tax Manager	1.0	1.0	1.0	0.0						
		C08	Sr Executive Assistant	1.0	1.0	1.0	0.0						
		C29	Exec Assistant I	1.0	1.0	1.0	0.0						
		C86	Payroll Services Clerk	6.0	6.0	6.0	0.0						
		D09	Office Specialist III	2.0	2.0	1.0	-1.0						
		D49	Office Specialist II	1.0	0.0	0.0	-1.0						
		D81	Cashier	2.0	2.0	0.0	-2.0						
		D95	Supv Account Clerk I	1.0	1.0	1.0	0.0						
		G12	Information Systems Manager II	2.0	2.0	2.0	0.0						
		G14	Information Systems Manager I	1.0	1.0	1.0	0.0						
		K17	Securities Analyst	1.0	1.0	1.0	0.0						
		T39	Treasury Coordinator	1.0	1.0	1.0	0.0						
	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						
		B76	Sr Accountant	3.0	3.0	3.0	0.0						
		G11	Information Systems Mgr III	2.0	2.0	2.0	0.0						
		G14	Information Systems Manager I	1.0	1.0	1.0	0.0						
110				Total	80.0	80.0	74.0	-6.0					
112	Tax Collector												
	2212	Tax Collector Fund 0001											



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 2011 Positions		FY 2012	Amount
										Approved	Adjusted	Recommended	Change
													from FY
													2011
													Approved
		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						
		B78	Accountant II	1.0	1.0	1.0	0.0						
		C29	Exec Assistant I	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	10.0	10.0	9.0	-1.0						
		D81	Cashier	0.0	0.0	2.0	2.0						
		D94	Supv Account Clerk II	2.0	2.0	3.0	1.0						
		D96	Accountant Assistant	2.0	2.0	2.0	0.0						
		D97	Account Clerk II	7.0	7.0	5.0	-2.0						
		E87	Senior Account Clerk	8.0	8.0	8.0	0.0						
		G12	Information Systems Manager II	1.0	1.0	1.0	0.0						
		G14	Information Systems Manager I	3.0	3.0	2.0	-1.0						
		G50	Information Sys Tech II	1.0	1.0	0.0	-1.0						
		Q10	Account Clerk II-U	3.0	3.0	3.0	0.0						
		V32	Supv Revenue Collections Ofc	1.0	1.0	0.0	-1.0						
		V34	Senior Revenue Collections Ofc	8.0	8.0	8.0	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	0.0	-1.0						
		D94	Supv Account Clerk II	1.0	1.0	0.0	-1.0						
		G11	Information Systems Mgr III	1.0	1.0	1.0	0.0						
		G12	Information Systems Manager II	1.0	1.0	1.0	0.0						
		G14	Information Systems Manager I	4.0	4.0	0.0	-4.0						
112				Total	65.0	65.0	56.0	-9.0					
114	County Recorder												
	5652	Recorder Electronic Record Fund 0120											
		G14	Information Systems Manager I	1.0	1.0	1.0	0.0						
	5653	SSN Truncation AB1168-2007 Fund 0121											
		G14	Information Systems Manager I	1.0	1.0	1.0	0.0						
		G28	Information Systems Analyst II	1.0	1.0	0.0	-1.0						
		G50	Information Sys Tech II	0.0	0.0	0.0	0.0						
	5655	County Recorder Fund 0001											
		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						
		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	1.0	1.0	0.0	-1.0						



Finance and Government Operations (Continued)

Agency Name							
Budget Unit Number and Name						Amount Change from FY 2011	
Cost Center Number and Name							
Index Number and Name		FY 2011 Positions		FY 2012		Approved	
Job Class Code and Title		Approved	Adjusted	Recommended			
	D58	Recordable Documents Indexer	7.0	7.0	5.0	-2.0	
	D59	Supv Indexer	1.0	1.0	0.0	-1.0	
	D96	Accountant Assistant	1.0	1.0	1.0	0.0	
	D97	Account Clerk II	1.0	1.0	1.0	0.0	
	E28	Messenger Driver	1.0	1.0	0.0	-1.0	
	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	4.0	4.0	4.0	0.0	
	F55	Clerk-Recorder Office Spec III	12.0	12.0	12.0	0.0	
	F56	Clerk-Recorder Office Spec II	14.0	14.0	14.0	0.0	
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
5656	County Clerk Fund 0001						
	F1G	Clerk-Recorder Supervisor	1.0	1.0	1.0	0.0	
	F55	Clerk-Recorder Office Spec III	7.0	7.0	7.0	0.0	
	F56	Clerk-Recorder Office Spec II	2.0	2.0	2.0	0.0	
5657	County Recorder Fund 0024						
	G50	Information Sys Tech II	1.0	1.0	0.0	-1.0	
5658	County Recorder Fund 0026						
	A19	Asst County Clerk/Recorder	1.0	1.0	1.0	0.0	
	B3N	Program Mgr II	1.0	1.0	1.0	0.0	
	F55	Clerk-Recorder Office Spec III	1.0	1.0	1.0	0.0	
	G11	Information Systems Mgr III	0.0	1.0	1.0	1.0	
	G12	Information Systems Manager II	1.0	1.0	1.0	0.0	
	G3B	County Clk/Rec Info Sys Mgr	1.0	0.0	0.0	-1.0	
5659	County Recorder Fund 0027						
	D58	Recordable Documents Indexer	1.0	1.0	1.0	0.0	
	F34	Recordable Document Tech	1.0	1.0	1.0	0.0	
114			Total	73.0	73.0	66.0	-7.0
148	Department Of Revenue						
2148	Revenue Fund 0001						
	A34	Director Revenue Collections	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	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	
	D51	Office Specialist I	0.0	0.0	0.0	0.0	
	D62	Revenue Collections Clerk	4.0	4.0	4.0	0.0	
	D81	Cashier	5.0	5.0	5.0	0.0	
	D94	Supv Account Clerk II	1.0	1.0	2.0	1.0	
	D95	Supv Account Clerk I	2.0	2.0	0.0	-2.0	



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 2011 Positions		FY 2012	2011	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
D97	Account Clerk II	8.0	8.0	7.0	-1.0	
D98	Account Clerk I	6.0	6.0	4.0	-2.0	
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	1.0	1.0	1.0	0.0	
G50	Information Sys Tech II	1.0	1.0	1.0	0.0	
G51	Information Sys Tech I	0.0	0.0	0.0	0.0	
V31	Office Specialist III-U	1.0	1.0	1.0	0.0	
V32	Supv Revenue Collections Ofc	2.0	3.0	3.0	1.0	
V33	Office Specialist II-U	2.0	2.0	2.0	0.0	
V34	Senior Revenue Collections Ofc	5.0	5.0	4.0	-1.0	
V35	Revenue Collections Officer	28.0	31.0	32.0	4.0	
V3C	Revenue Collections Officer-U	7.0	7.0	7.0	0.0	
V3D	Sr Revenue Collections Ofc-U	1.0	1.0	1.0	0.0	
X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
X56	Supv Revenue Collections Ofc-U	1.0	1.0	1.0	0.0	
148	Total	92.0	96.0	92.0	0.0	
Finance	Total	310.0	314.0	288.0	-22.0	
Finance and Government Operations	Total	1,883.3	1,874.8	1,790.3	-92.9	



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 2011 Positions		FY 2012		2011	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
Law And Justice Agency							
202	District Attorney Department						
3810	HiTech React Grant Fund 0001						
	F07	Legal Process Officer	0.0	0.0	0.0	0.0	0.0
	F14	Legal Clerk	0.0	0.0	0.0	0.0	0.0
	F37	Justice Systems Clerk II	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
	G81	Storekeeper	0.0	0.0	0.0	0.0	0.0
	H17	Utility Worker	0.0	0.0	0.0	0.0	0.0
	J44	Investigative Graphic/Media Sp	0.0	0.0	0.0	0.0	0.0
	M20	Facilities Maintenance Rep	0.0	0.0	0.0	0.0	0.0
	M3A	Records Retention Driver	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
	V22	Consumer Affairs Invest II	0.0	0.0	0.0	0.0	0.0
	V23	Consumer Affairs Coord	0.0	0.0	0.0	0.0	0.0
	V67	Criminalist III	0.0	0.0	0.0	0.0	0.0
	V73	Sr Paralegal	0.0	0.0	0.0	0.0	0.0
	V75	Criminal Investigator III	0.0	0.0	0.0	0.0	0.0
	V76	Criminal Investigator II	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
3820	Laboratory Of Criminalistics Fund 0001						
	B2P	Admin Support Officer II	1.0	1.0	1.0	0.0	0.0
	C29	Exec Assistant I	1.0	1.0	1.0	0.0	0.0
	F02	Property/Evidence Technician	3.0	3.0	3.0	0.0	0.0
	G14	Information Systems Manager I	1.0	1.0	1.0	0.0	0.0
	G82	Stock Clerk	1.0	1.0	1.0	0.0	0.0
	J39	Photographer	1.0	1.0	1.0	0.0	0.0
	V39	Supv Criminalist	6.0	6.0	6.0	0.0	0.0
	V63	Dir of The Crime Laboratory	1.0	1.0	1.0	0.0	0.0
	V66	Asst Crime Laboratory Dir	1.0	1.0	1.0	0.0	0.0
	V67	Criminalist III	38.0	38.0	38.0	0.0	0.0
	V68	Criminalist II	4.0	4.0	4.0	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
	B1D	Mgmt Analyst-ACE	1.0	1.0	1.0	0.0	0.0
	B1P	Mgmt Analyst	1.0	1.0	1.0	0.0	0.0
	B1R	Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0	0.0
	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
	B3P	Program Mgr I	1.0	1.0	1.0	0.0	0.0



Public Safety and Justice (Continued)

Agency Name					Amount Change from FY 2011	
Budget Unit Number and Name					Approved	
Cost Center Number and Name					Approved	
Index Number and Name		FY 2011 Positions		FY 2012		
Job Class Code and Title		Approved	Adjusted	Recommended		
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	
B96	Dept Fiscal Officer	1.0	1.0	1.0	0.0	
C60	Admin Assistant	1.0	1.0	1.0	0.0	
D05	Supv Legal Clerk	3.0	3.0	3.0	0.0	
D09	Office Specialist III	5.0	6.0	6.0	1.0	
D11	Transcriptionist	5.0	5.0	5.0	0.0	
D49	Office Specialist II	4.0	4.0	4.0	0.0	
D51	Office Specialist I	3.0	2.0	2.0	-1.0	
D5D	Human Resources Asst II	1.0	1.0	1.0	0.0	
D64	Supv Legal Secretary I	3.0	3.0	3.0	0.0	
D66	Legal Secretary II	19.0	19.0	19.0	0.0	
D7D	Legal Secretary II-ACE-W/O/Sh	4.0	4.0	4.0	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	
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	32.0	32.0	32.0	0.0	
F37	Justice Systems Clerk II	7.0	5.0	5.0	-2.0	
F38	Justice Systems Clerk - I	28.0	28.0	27.0	-1.0	
G12	Information Systems Manager II	1.0	1.0	1.0	0.0	
G81	Storekeeper	2.0	2.0	2.0	0.0	
H17	Utility Worker	1.0	1.0	1.0	0.0	
J44	Investigative Graphic/Media Sp	1.0	1.0	1.0	0.0	
M20	Facilities Maintenance Rep	1.0	1.0	1.0	0.0	
M3A	Records Retention Driver	2.0	2.0	2.0	0.0	
V22	Consumer Affairs Invest II	1.0	1.0	1.0	0.0	
V23	Consumer Affairs Coord	1.0	1.0	1.0	0.0	
W51	Confidential Secretary-ACE-U	1.0	1.0	1.0	0.0	
X09	Sr Office Specialist	1.0	1.0	1.0	0.0	
3833	Paralegal Services Fund 0001					
V73	Sr Paralegal	26.5	26.5	26.5	0.0	
V82	Supervising Paralegal	1.0	1.0	1.0	0.0	
W70	Sr Paralegal-U	1.0	1.0	1.0	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	9.0	9.0	8.0	-1.0	
V76	Criminal Investigator II	77.0	75.0	56.0	-21.0	
V7A	Asst Chief Investigator, DA	1.0	1.0	1.0	0.0	
3836	Attorneys Fund 0001					
U20	Attorney IV-District Attorney	147.0	147.0	146.5	-0.5	
U21	Attorney III-District Attorney	12.0	12.0	12.0	0.0	
U24	Attorney II-District Attorney	4.0	4.0	4.0	0.0	
W34	Attorney II-District Atty-U	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 2011 Positions		FY 2012		2011	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
202		Total	494.5	490.5	469.0	-25.5	
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		
	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		
	B2N Admin Support Officer III	0.0	0.0	0.0	0.0		
	B2P Admin Support Officer II	0.0	1.0	1.0	1.0		
	C76 Office Mgmt Coord	1.0	0.0	0.0	-1.0		
	D09 Office Specialist III	4.0	4.0	4.0	0.0		
	D24 Law 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	5.0	5.0	5.0	0.0		
	D66 Legal Secretary II	3.0	3.0	3.0	0.0		
	D96 Accountant Assistant	1.0	1.0	1.0	0.0		
	D97 Account Clerk II	1.0	1.0	1.0	0.0		
	E28 Messenger Driver	1.0	1.0	1.0	0.0		
	F14 Legal Clerk	17.0	17.0	17.0	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	71.0	71.0	71.0	0.0		
	U16 Attorney III-Public Defender	8.0	8.0	8.0	0.0		
	U17 Attorney II-Public Defender	5.0	8.0	8.0	3.0		
	U18 Attorney I-Public Defender	3.0	0.0	1.0	-2.0		
	V64 Office Specialist I-U	0.5	0.5	0.0	-0.5		
	V73 Sr Paralegal	21.0	21.0	21.0	0.0		
	V74 Paralegal	2.0	2.0	2.0	0.0		
	V78 Public Defender Invest II	22.0	22.0	22.0	0.0		
	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	0.0	-1.0		
	W51 Confidential Secretary-ACE-U	1.0	1.0	1.0	0.0		
	W5P Attorney IV Public Defender-U	1.0	0.0	0.0	-1.0		
	W8P Attorney I Public Defender-U	3.0	3.0	0.0	-3.0		
	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		
	D51 Office Specialist I	1.0	1.0	1.0	0.0		
	D66 Legal Secretary II	1.0	1.0	1.0	0.0		
	F14 Legal Clerk	2.0	2.0	2.0	0.0		
	U15 Attorney IV- Public Defender	20.0	20.0	20.0	0.0		



Public Safety and Justice (Continued)

Agency Name					Amount Change from FY 2011	
Budget Unit Number and Name					Approved	
Cost Center Number and Name					Recommended	
Index Number and Name		FY 2011 Positions		FY 2012		
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	V73	Sr Paralegal	3.0	3.0	3.0	0.0
	V78	Public Defender Invest II	4.5	4.5	4.5	0.0
	V96	Supv Public Defender Invest	0.0	0.0	0.0	0.0
204		Total	221.0	220.0	216.5	-4.5
210	Office Of Pretrial Services					
	3590	Office Of Pretrial Svcs Fund 0001				
	B2N	Admin Support Officer III	1.0	1.0	1.0	0.0
	B69	Dir of Pre-Trial Release	1.0	1.0	1.0	0.0
	D09	Office Specialist III	1.0	1.0	1.0	0.0
	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	1.0	0.0	0.0	-1.0
	V41	Pretrial Services Officer II	19.6	19.6	16.0	-3.6
	V51	Supv Pretrial Services	3.0	3.0	3.0	0.0
	V53	Pretrial Services Officer III	5.0	5.0	5.0	0.0
	V55	Pretrial Services Officer I	0.0	0.0	0.0	0.0
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0
210		Total	41.6	40.6	37.0	-4.6
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
	B1H	Mgmt Anal Prog Mgr III	0.0	0.0	0.0	0.0
	B1J	Mgmt Anal Prog Mgr II	0.0	0.0	0.0	0.0
	B1L	Mgmt Analysis Prog Mgr I	0.0	0.0	0.0	0.0
	B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0
	B1P	Mgmt Analyst	0.0	0.0	0.0	0.0
	B1R	Assoc Mgmt Analyst B	0.0	0.0	0.0	0.0
	B1T	Assoc Mgmt Analyst A	0.0	0.0	0.0	0.0
	B1W	Mgmt Aide	0.0	0.0	0.0	0.0
	B2J	Admin Services Mgr II	0.0	0.0	0.0	0.0
	B2K	Admin Serv Mgr III-2D	0.0	0.0	0.0	0.0
	B2L	Admin Services Mgr I	0.0	0.0	0.0	0.0
	B3N	Program Mgr II	0.0	0.0	0.0	0.0
	B76	Sr Accountant	0.0	0.0	0.0	0.0
	B90	Chief Fiscal Officer-SSA	0.0	0.0	0.0	0.0
	B96	Dept Fiscal Officer	0.0	0.0	0.0	0.0
	C29	Exec Assistant I	1.0	1.0	1.0	0.0
	C60	Admin Assistant	0.0	0.0	0.0	0.0
	D09	Office Specialist III	0.0	0.0	0.0	0.0
	D49	Office Specialist II	1.0	1.0	1.0	0.0
	G12	Information Systems Manager II	0.0	0.0	0.0	0.0
	G14	Information Systems Manager I	0.0	0.0	0.0	0.0



Public Safety and Justice (Continued)

Agency Name					Amount Change from FY 2011	
Budget Unit Number and Name					Approved	
Cost Center Number and Name					Recommended	
Index Number and Name		FY 2011 Positions		FY 2012		
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	U55 Captain	2.0	2.0	2.0	0.0	
	U58 Sheriff's Lieutenant	3.0	3.0	3.0	0.0	
	U61 Sheriff's Sergeant	1.0	1.0	1.0	0.0	
	U64 Deputy Sheriff	1.0	1.0	1.0	0.0	
	U81 Captain-U	0.0	0.0	0.0	0.0	
	W51 Confidential Secretary-ACE-U	1.0	1.0	1.0	0.0	
	X17 Exec Assistant I-ACE	2.0	2.0	2.0	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	
	B3M Program Mgr II-ACE	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	5.0	5.0	4.0	-1.0	
	D42 Law Enforcement Records Tech	42.0	42.0	39.0	-3.0	
	D43 Law Enforcement Clerk	1.0	1.0	1.0	0.0	
	D49 Office Specialist II	1.0	1.0	1.0	0.0	
	D5D Human Resources Asst II	4.0	4.0	4.0	0.0	
	D63 Law Enforcement Records Spec	8.0	8.0	8.0	0.0	
	D67 Supv Personnel Services Clerk	1.0	1.0	1.0	0.0	
	D94 Supv Account Clerk II	1.0	1.0	1.0	0.0	
	D96 Accountant Assistant	1.0	1.0	1.0	0.0	
	D97 Account Clerk II	10.0	9.0	9.0	-1.0	
	G12 Information Systems Manager II	2.0	2.0	2.0	0.0	
	G14 Information Systems Manager I	4.0	4.0	4.0	0.0	
	G28 Information Systems Analyst II	3.0	3.0	3.0	0.0	
	G33 Data Entry Operator	1.0	1.0	1.0	0.0	
	G73 Sheriff Technician	2.0	2.0	2.0	0.0	
	T10 Rangemaster II	1.0	1.0	1.0	0.0	
	T11 Rangemaster I	1.0	1.0	1.0	0.0	
	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	6.0	6.0	6.0	0.0	
	U64 Deputy Sheriff	68.0	68.0	67.0	-1.0	
	U66 Deputy Sheriff Cadet-U	35.0	35.0	35.0	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	
	V43 Latent Fingerprint Exam II	0.0	0.0	0.0	0.0	
	V44 Latent Fingerprint Exam I	1.0	1.0	1.0	0.0	
	V90 Fingerprint Identification Dir	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 2011 Positions		FY 2012	2011	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	X17 Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
23003	Field Enforcement Bureau Fund 0001					
	B1P Mgmt Analyst	1.0	1.0	1.0	0.0	
	B1T Assoc Mgmt Analyst A	1.0	1.0	1.0	0.0	
	C29 Exec Assistant I	4.0	4.0	4.0	0.0	
	D42 Law Enforcement Records Tech	6.0	6.0	5.0	-1.0	
	D43 Law Enforcement Clerk	5.0	5.0	4.0	-1.0	
	D51 Office Specialist I	1.0	0.0	0.0	-1.0	
	D63 Law Enforcement Records Spec	1.0	1.0	0.0	-1.0	
	F02 Property/Evidence Technician	3.0	3.0	3.0	0.0	
	G73 Sheriff Technician	2.0	2.0	2.0	0.0	
	H51 Special Qualifications Worker	1.0	1.0	1.0	0.0	
	U55 Captain	4.0	4.0	4.0	0.0	
	U58 Sheriff's Lieutenant	4.0	4.0	5.0	1.0	
	U61 Sheriff's Sergeant	26.0	26.0	27.0	1.0	
	U64 Deputy Sheriff	202.0	200.0	190.0	-12.0	
	U6D Sheriff'S Sergeant	12.0	12.0	12.0	0.0	
	V6A Deputy Sheriff-U	2.0	0.0	0.0	-2.0	
	W1P Mgmt Analyst-U	1.0	1.0	1.0	0.0	
23004	Services Bureau Fund 0001					
	B1P Mgmt Analyst	2.0	2.0	0.0	-2.0	
	B63 Law Enforcement Records Mgr	0.0	0.0	0.0	0.0	
	C29 Exec Assistant I	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	
	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	26.0	26.0	26.0	0.0	
	U55 Captain	3.0	3.0	3.0	0.0	
	U58 Sheriff's Lieutenant	4.0	4.0	4.0	0.0	
	U61 Sheriff's Sergeant	38.0	38.0	36.0	-2.0	
	U64 Deputy Sheriff	193.0	193.0	188.0	-5.0	
	U84 Sheriff Corr Officer	39.0	39.0	38.0	-1.0	
	V44 Latent Fingerprint Exam I	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	



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 2011 Positions		FY 2012	2011	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
230		Total	831.0	825.0	799.0	-32.0
235	Sheriff's Doc Contract					
3133	Inmate Screening Unit Fund 0001					
	T74 Sheriff's Correctional Sergean	1.0	1.0	1.0	0.0	
23503	Main Jail Complex Fund 0001					
	T74 Sheriff's Correctional Sergean	9.0	9.0	9.0	0.0	
	T84 Sheriff's Correctional Dep	20.0	20.0	20.0	0.0	
	U84 Sheriff Corr Officer	306.0	306.0	302.0	-4.0	
3136	Elmwood Men's Facility Fund 0001					
	T74 Sheriff's Correctional Sergean	14.0	14.0	14.0	0.0	
	U84 Sheriff Corr Officer	324.0	322.0	300.0	-24.0	
3135	Classification Fund 0001					
	T74 Sheriff's Correctional Sergean	3.0	3.0	3.0	0.0	
	U84 Sheriff Corr Officer	20.0	20.0	20.0	0.0	
3146	Inmate Progs-Psp Fund 0001					
	T74 Sheriff's Correctional Sergean	2.0	2.0	2.0	0.0	
	U84 Sheriff Corr Officer	10.0	10.0	8.0	-2.0	
3112	Internal Affairs Fund 0001					
	T74 Sheriff's Correctional Sergean	2.0	2.0	3.0	1.0	
235		Total	711.0	709.0	682.0	-29.0
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	1.0	1.0	1.0	0.0	
	C29 Exec Assistant I	2.0	2.0	1.0	-1.0	
	D43 Law Enforcement Clerk	0.0	0.0	0.0	0.0	
	T54 Sheriff's Correctional Capt	1.0	1.0	1.0	0.0	
	U30 Admin Services Mgr-Corr	1.0	1.0	0.0	-1.0	
	W51 Confidential Secretary-ACE-U	1.0	1.0	1.0	0.0	
3406	Academy Fund 0001					
	U63 Corr Officer Cadet	50.0	50.0	50.0	0.0	
24002	Administrative Services Bureau Fund 0001					
	B1H Mgmt Anal Prog Mgr III	0.0	0.0	0.0	0.0	
	B2Z Sr Mgmt Info Systems Analyst-U	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	2.0	1.0	
	B96 Dept Fiscal Officer	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	9.0	9.0	8.0	-1.0	
	G14 Information Systems Manager I	2.0	2.0	2.0	0.0	
	G28 Information Systems Analyst II	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 2011 Positions		FY 2012	2011	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	G29 Information Systems Analyst I	1.0	1.0	1.0	0.0	
	T58 Sheriff's Correction Lt	0.0	0.0	1.0	1.0	
	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	
	D49 Office Specialist II	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	35.0	35.0	32.0	-3.0	
	P67 Rehabilitation Counselor	0.0	0.0	0.0	0.0	
	T54 Sheriff's Correctional Capt	1.0	1.0	1.0	0.0	
	T58 Sheriff's Correction Lt	3.0	3.0	3.0	0.0	
	U84 Sheriff Corr Officer	0.0	0.0	0.0	0.0	
3436	Elmwood Men's Facility Fund 0001					
	B2N Admin Support Officer III	1.0	1.0	1.0	0.0	
	C29 Exec Assistant I	1.0	1.0	1.0	0.0	
	D09 Office Specialist III	1.0	1.0	0.0	-1.0	
	D43 Law Enforcement Clerk	3.0	3.0	3.0	0.0	
	D49 Office Specialist II	1.0	1.0	1.0	0.0	
	G70 Supv Custody Support Assistant	2.0	2.0	1.0	-1.0	
	G74 Custody Support Assistant	24.0	24.0	20.0	-4.0	
	T54 Sheriff's Correctional Capt	1.0	1.0	1.0	0.0	
	T58 Sheriff's Correction Lt	4.0	4.0	4.0	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	24.0	24.0	24.0	0.0	
	D43 Law Enforcement Clerk	5.0	5.0	4.0	-1.0	
	D51 Office Specialist I	2.0	2.0	2.5	0.5	
	D63 Law Enforcement Records Spec	4.0	4.0	4.0	0.0	
3435	Classification Fund 0001					
	D43 Law Enforcement Clerk	8.0	4.0	4.0	-4.0	
	T58 Sheriff's Correction Lt	1.0	1.0	1.0	0.0	
	U84 Sheriff Corr Officer	0.0	0.0	0.0	0.0	
24008	Inmate Program Fund 0001					
	B1W Mgmt Aide	1.0	1.0	1.0	0.0	
	B3N Program Mgr II	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	3.0	2.0	2.0	-1.0	
	G74 Custody Support Assistant	3.0	2.0	2.0	-1.0	
	X91 Rehabilitation Officer II	7.0	7.0	7.0	0.0	
	X92 Rehabilitation Officer I	2.0	2.0	1.0	-1.0	
24009	Central Services Fund 0001					
	B2P Admin Support Officer 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 2011 Positions		FY 2012	2011	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	C60 Admin Assistant	1.0	1.0	1.0	0.0	
	D09 Office Specialist III	2.0	2.0	2.0	0.0	
	D97 Account Clerk II	1.0	1.0	1.0	0.0	
	G74 Custody Support Assistant	3.0	3.0	3.0	0.0	
	G76 Sr Warehouse Materials Handler	2.0	2.0	2.0	0.0	
	G77 Warehouse Materials Handler	2.0	2.0	2.0	0.0	
	G80 Supv Storekeeper	0.0	1.0	1.0	1.0	
	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	9.0	-1.0	
	H60 Cook I	9.0	9.0	8.0	-1.0	
	H63 Baker	4.0	3.0	3.0	-1.0	
	H64 Dietetic Assistant	5.0	5.0	4.0	-1.0	
	H68 Food Service Worker-Corr	35.0	35.0	32.0	-3.0	
	N94 Institutional Maintenance Engr	1.0	1.0	1.0	0.0	
	R20 Dietitian II-Cema	2.0	1.0	1.0	-1.0	
	S3Z Correctional Food Svc Dir	1.0	1.0	1.0	0.0	
	T54 Sheriff's Correctional Capt	1.0	1.0	1.0	0.0	
3412	Internal Affairs Fund 0001					
	X19 Admin Assistant-ACE	1.0	1.0	1.0	0.0	
240	Total	322.0	315.0	297.5	-24.5	
246	Probation Department					
24615	Administrative Division Fund 0001					
	A80 Chief Prob & Corr Officer-U	1.0	1.0	1.0	0.0	
	A82 Deputy Chief Probation Officer	0.0	1.0	1.0	1.0	
	B1D Mgmt Analyst-ACE	1.0	1.0	1.0	0.0	
	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	2.0	2.0	0.0	
	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	1.0	1.0	0.0	
	B23 Sr Training & Staff Developmnt	1.0	1.0	1.0	0.0	
	B2N Admin Support Officer III	2.0	2.0	2.0	0.0	
	B2P Admin Support Officer II	2.0	2.0	2.0	0.0	
	B2X Assoc Trng Staff Dev Spec I	1.0	1.0	1.0	0.0	
	B3F Admin Services Mgr II-Ace	1.0	1.0	1.0	0.0	
	B3N Program Mgr II	1.0	1.0	0.0	-1.0	
	B3P Program Mgr I	1.0	1.0	1.0	0.0	
	B6P Admin Services Mgr Probation	1.0	1.0	1.0	0.0	
	B76 Sr Accountant	1.0	1.0	1.0	0.0	
	B77 Accountant III	1.0	1.0	1.0	0.0	
	B78 Accountant II	1.0	1.0	1.0	0.0	
	B96 Dept Fiscal Officer	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 2011 Positions		FY 2012	2011	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
C60	Admin Assistant	1.0	1.0	1.0	0.0	
D09	Office Specialist III	9.0	8.0	8.0	-1.0	
D11	Transcriptionist	1.0	1.0	1.0	0.0	
D34	Supv Clerk	7.0	7.0	6.0	-1.0	
D42	Law Enforcement Records Tech	2.0	2.0	2.0	0.0	
D43	Law Enforcement Clerk	8.0	7.0	7.0	-1.0	
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	
D67	Supv Personnel Services Clerk	1.0	1.0	1.0	0.0	
D94	Supv Account Clerk II	1.0	1.0	1.0	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	32.5	32.5	32.5	0.0	
F38	Justice Systems Clerk - I	39.5	38.5	38.5	-1.0	
F3A	Juv. Probation Records Suprv	1.0	1.0	1.0	0.0	
G76	Sr Warehouse Materials Handler	4.0	4.0	3.0	-1.0	
G81	Storekeeper	1.0	1.0	1.0	0.0	
H3A	Probation Food Services Mgr	1.0	1.0	1.0	0.0	
H80	Laundry Services Supervisor	1.0	1.0	1.0	0.0	
H84	Laundry Worker II	5.0	5.0	5.0	0.0	
M20	Facilities Maintenance Rep	2.0	2.0	1.0	-1.0	
Q40	Law Enforcement Clerk-U	1.0	0.0	0.0	-1.0	
U64	Deputy Sheriff	0.0	0.0	0.0	0.0	
X09	Sr Office Specialist	2.0	3.0	3.0	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	1.0	1.0	1.0	0.0	
X27	Sr Group Counselor	0.0	0.0	0.0	0.0	
X44	Probation Mgr	2.0	2.0	1.0	-1.0	
X48	Supv Probation Officer	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	0.0	1.0	1.0	1.0	
D43	Law Enforcement Clerk	1.0	1.0	0.0	-1.0	
E19	Probation Community Worker	21.0	21.0	9.0	-12.0	
F37	Justice Systems Clerk II	2.0	2.0	1.0	-1.0	
F38	Justice Systems Clerk - I	1.0	1.0	0.0	-1.0	
W85	Deputy Probation Officer III-U	0.5	0.0	0.0	-0.5	
X19	Admin Assistant-ACE	1.0	1.0	1.0	0.0	
X27	Sr Group Counselor	1.0	1.0	1.0	0.0	
X44	Probation Mgr	6.0	5.0	5.0	-1.0	
X48	Supv Probation Officer	32.0	32.0	31.0	-1.0	
X50	Deputy Probation Officer III	229.5	229.5	223.0	-6.5	
X52	Deputy Probation Officer II	32.5	32.5	32.5	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 2011 Positions		FY 2012	2011	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	X53 Deputy Probation Officer I	7.0	7.0	7.0	0.0	
24617	Institution Services Division					
	A82 Deputy Chief Probation Officer	1.0	1.0	1.0	0.0	
	A97 Dir, Info Systems - Probation	1.0	1.0	1.0	0.0	
	B1W Mgmt Aide	1.0	1.0	1.0	0.0	
	D43 Law Enforcement Clerk	1.0	1.0	1.0	0.0	
	F37 Justice Systems Clerk II	2.0	2.0	2.0	0.0	
	F38 Justice Systems Clerk - I	1.0	1.0	0.0	-1.0	
	G12 Information Systems Manager II	2.0	2.0	2.0	0.0	
	G14 Information Systems Manager I	5.0	5.0	5.0	0.0	
	G28 Information Systems Analyst II	5.0	5.0	5.0	0.0	
	G38 Information Systems Tech III	2.0	2.0	2.0	0.0	
	H56 Head Cook	1.0	1.0	1.0	0.0	
	H59 Cook II	4.0	4.0	4.0	0.0	
	H60 Cook I	6.0	6.0	6.0	0.0	
	H66 Food Service Worker II	14.0	18.0	18.0	4.0	
	H67 Food Service Worker I	6.0	2.0	2.0	-4.0	
	M05 Bldg Ops Supv	1.0	1.0	1.0	0.0	
	X20 Supv Probation Counselor	9.0	9.0	8.0	-1.0	
	X22 Probation Counselor II	68.0	68.0	63.0	-5.0	
	X23 Probation Counselor I	3.0	3.0	3.0	0.0	
	X25 Supv Group Counselor I	18.0	18.0	16.0	-2.0	
	X27 Sr Group Counselor	181.0	181.0	155.0	-26.0	
	X28 Group Counselor II	29.0	29.0	29.0	0.0	
	X29 Group Counselor I	1.0	1.0	1.0	0.0	
	X44 Probation Mgr	3.0	3.0	3.0	0.0	
	X54 Probation Assistant II	15.0	15.0	14.0	-1.0	
	X55 Probation Assistant I	4.0	4.0	4.0	0.0	
246	Total	886.5	885.0	821.5	-65.0	
293	Med Exam-Coroner Fund 0001					
3750	Med-Exam/Coroner Fund 0001					
	B2R Admin Support Officer I	1.0	1.0	1.0	0.0	
	D09 Office Specialist III	2.0	2.0	2.0	0.0	
	D87 Medical Transcriptionist	1.0	1.0	1.0	0.0	
	P46 Asst Medical Examiner-Coroner	3.0	3.0	3.0	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	
293	Total	19.0	19.0	19.0	0.0	
Law And Justice Agency		Total	3,526.6	3,504.1	3,341.5	-185.1
Public Safety and Justice		Total	3,526.6	3,504.1	3,341.5	-185.1



Children, Seniors and Families

Agency Name						Amount	
Budget Unit Number and Name						Change	
Cost Center Number and Name						from FY	
Index Number and Name				FY 2011 Positions		FY 2012	
Job Class Code and Title				Approved	Adjusted	Recommended	2011
							Approved
Social Services Agency							
200	Dept Of Child Support Services						
3800	Child Support Svcs Fund 0001						
	A43	Chief Attorney, DCSS		1.0	1.0	0.0	-1.0
	B1N	Sr Mgmt Analyst		1.0	1.0	0.0	-1.0
	B1P	Mgmt Analyst		3.0	3.0	0.0	-3.0
	B2G	Operations Mgr, Child Spt Svcs		1.0	0.0	0.0	-1.0
	B2K	Admin Serv Mgr III-2D		1.0	1.0	0.0	-1.0
	B2R	Admin Support Officer I		1.0	1.0	0.0	-1.0
	B3N	Program Mgr II		1.0	0.0	0.0	-1.0
	B3P	Program Mgr I		1.0	1.0	0.0	-1.0
	B4S	Div Mgr, Child Spt Svc		0.0	0.0	0.0	0.0
	B76	Sr Accountant		1.0	1.0	0.0	-1.0
	B77	Accountant III		2.0	2.0	0.0	-2.0
	B78	Accountant II		2.0	2.0	0.0	-2.0
	B96	Dept Fiscal Officer		1.0	1.0	0.0	-1.0
	C19	Exec Assistant II		1.0	1.0	0.0	-1.0
	C76	Office Mgmt Coord		1.0	1.0	0.0	-1.0
	D05	Supv Legal Clerk		1.0	1.0	0.0	-1.0
	D09	Office Specialist III		17.0	17.0	0.0	-17.0
	D49	Office Specialist II		4.0	4.0	0.0	-4.0
	D51	Office Specialist I		8.0	8.0	0.0	-8.0
	D5D	Human Resources Asst II		2.0	2.0	0.0	-2.0
	D60	Clerical Office Supv		1.0	1.0	0.0	-1.0
	D64	Supv Legal Secretary I		1.0	1.0	0.0	-1.0
	D66	Legal Secretary II		5.0	5.0	0.0	-5.0
	D70	Legal Secretary I		3.0	3.0	0.0	-3.0
	D74	Legal Secretary Trainee		2.0	2.0	0.0	-2.0
	D94	Supv Account Clerk II		1.0	1.0	0.0	-1.0
	D97	Account Clerk II		3.0	3.0	0.0	-3.0
	E28	Messenger Driver		2.0	2.0	0.0	-2.0
	E84	Supv Family Support Officer		10.0	10.0	0.0	-10.0
	E85	Child Support Officer II		119.0	119.0	0.0	-119.0
	E86	Child Support Officer I		5.0	5.0	0.0	-5.0
	E88	Senior Child Support Officer		18.0	18.0	0.0	-18.0
	E90	Child Support Specialist		19.0	19.0	0.0	-19.0
	F07	Legal Process Officer		3.0	3.0	0.0	-3.0
	F14	Legal Clerk		22.5	22.5	0.0	-22.5
	F19	Child Support Doc Examiner		5.0	5.0	0.0	-5.0
	G89	Call Center Coordinator		1.0	1.0	0.0	-1.0
	H17	Utility Worker		1.0	1.0	0.0	-1.0
	Q24	Dir Dept of Child Supp Svcs		1.0	1.0	0.0	-1.0
	U71	Attorney IV-Child Spt Svc		13.0	13.0	0.0	-13.0
3802	DCSS Elect Data Proc Fund 0001						
	G11	Information Systems Mgr III		1.0	1.0	0.0	-1.0



Children, Seniors and Families (Continued)

Agency Name						Amount	
Budget Unit Number and Name						Change	
Cost Center Number and Name						from FY	
Index Number and Name		FY 2011 Positions		FY 2012		2011	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	G12	Information Systems Manager II	2.0	2.0	0.0	-2.0	
	G28	Information Systems Analyst II	2.0	2.0	0.0	-2.0	
	G38	Information Systems Tech III	1.0	1.0	0.0	-1.0	
3804	DCSS Exp - Admin Fund 0193						
	A43	Chief Attorney, DCSS	0.0	0.0	1.0	1.0	
	B1N	Sr Mgmt Analyst	0.0	0.0	1.0	1.0	
	B1P	Mgmt Analyst	0.0	0.0	2.0	2.0	
	B2K	Admin Serv Mgr III-2D	0.0	0.0	1.0	1.0	
	B2R	Admin Support Officer I	0.0	0.0	1.0	1.0	
	B3P	Program Mgr I	0.0	0.0	1.0	1.0	
	B4S	Div Mgr, Child Spt Svc	0.0	0.0	2.0	2.0	
	B76	Sr Accountant	0.0	0.0	1.0	1.0	
	B77	Accountant III	0.0	0.0	2.0	2.0	
	B78	Accountant II	0.0	0.0	2.0	2.0	
	B96	Dept Fiscal Officer	0.0	0.0	1.0	1.0	
	C19	Exec Assistant II	0.0	0.0	1.0	1.0	
	C76	Office Mgmt Coord	0.0	0.0	1.0	1.0	
	D05	Supv Legal Clerk	0.0	0.0	1.0	1.0	
	D09	Office Specialist III	0.0	0.0	17.0	17.0	
	D49	Office Specialist II	0.0	0.0	4.0	4.0	
	D51	Office Specialist I	0.0	0.0	8.0	8.0	
	D5D	Human Resources Asst II	0.0	0.0	1.0	1.0	
	D60	Clerical Office Supv	0.0	0.0	1.0	1.0	
	D64	Supv Legal Secretary I	0.0	0.0	1.0	1.0	
	D66	Legal Secretary II	0.0	0.0	5.0	5.0	
	D70	Legal Secretary I	0.0	0.0	3.0	3.0	
	D74	Legal Secretary Trainee	0.0	0.0	2.0	2.0	
	D94	Supv Account Clerk II	0.0	0.0	0.0	0.0	
	D97	Account Clerk II	0.0	0.0	3.0	3.0	
	E28	Messenger Driver	0.0	0.0	2.0	2.0	
	E84	Supv Family Support Officer	0.0	0.0	10.0	10.0	
	E85	Child Support Officer II	0.0	0.0	116.0	116.0	
	E86	Child Support Officer I	0.0	0.0	5.0	5.0	
	E88	Senior Child Support Officer	0.0	0.0	18.0	18.0	
	E90	Child Support Specialist	0.0	0.0	19.0	19.0	
	F07	Legal Process Officer	0.0	0.0	1.0	1.0	
	F14	Legal Clerk	0.0	0.0	21.5	21.5	
	F19	Child Support Doc Examiner	0.0	0.0	5.0	5.0	
	G89	Call Center Coordinator	0.0	0.0	1.0	1.0	
	H17	Utility Worker	0.0	0.0	1.0	1.0	
	Q24	Dir Dept of Child Supp Svs	0.0	0.0	1.0	1.0	
	U71	Attorney IV-Child Spt Svc	0.0	0.0	12.0	12.0	
3805	DCSS Exp - Electronic Data Processing Fund 0193						
	G11	Information Systems Mgr III	0.0	0.0	1.0	1.0	
	G12	Information Systems Manager II	0.0	0.0	2.0	2.0	



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 2011 Positions		FY 2012		2011	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	G28	Information Systems Analyst II	0.0	0.0	2.0	2.0	
	G38	Information Systems Tech III	0.0	0.0	1.0	1.0	
200		Total	291.5	289.5	281.5	-10.0	
502	Social Services Agency						
	50201	Agency Office Admin Fund 0001					
	A2N	Dir of Info Systems-SSA	0.0	0.0	0.0	0.0	
	A2S	Dir Adult And Aging Services	0.0	0.0	0.0	0.0	
	A2V	Dir Family & Children Services	0.0	0.0	0.0	0.0	
	A3A	Dir, Dev & Ops Planning-SSA	0.0	0.0	0.0	0.0	
	A3D	Dir, I, A & R Center SVCS-SSA	0.0	0.0	0.0	0.0	
	A3E	SSA Deputy Dir, Administration	1.0	1.0	1.0	0.0	
	A3F	SSA Dep Director, Operations	1.0	1.0	1.0	0.0	
	A73	Public Administrator/Guardian	0.0	0.0	0.0	0.0	
	A74	Asst Dir Famil & Children Svcs	0.0	0.0	0.0	0.0	
	A78	Dir Empl & Benefits Services	0.0	0.0	0.0	0.0	
	A86	Dir Social Services Agency	1.0	1.0	1.0	0.0	
	A98	Asst Dir, Employment & Benefit	0.0	0.0	0.0	0.0	
	B1E	Sr Mgmt Analyst-ACE	1.0	1.0	1.0	0.0	
	B1H	Mgmt Anal Prog Mgr III	2.0	2.0	2.0	0.0	
	B1J	Mgmt Anal Prog Mgr II	3.0	3.0	2.0	-1.0	
	B1L	Mgmt Analysis Prog Mgr I	1.0	1.0	1.0	0.0	
	B1N	Sr Mgmt Analyst	5.0	5.0	3.0	-2.0	
	B1P	Mgmt Analyst	13.0	13.0	11.0	-2.0	
	B1R	Assoc Mgmt Analyst B	4.0	4.0	2.0	-2.0	
	B1T	Assoc Mgmt Analyst A	1.0	1.0	1.0	0.0	
	B1W	Mgmt Aide	0.0	0.0	0.0	0.0	
	B23	Sr Training & Staff Developmnt	0.0	0.0	0.0	0.0	
	B28	Internal Auditor III	0.0	0.0	0.0	0.0	
	B2A	Equal Opportunity Analyst II	1.0	1.0	1.0	0.0	
	B2E	Training & Staff Dev Spec	0.0	0.0	0.0	0.0	
	B2F	Assoc Trng & Staff Dev Spec II	0.0	0.0	0.0	0.0	
	B2J	Admin Services Mgr II	1.0	1.0	0.0	-1.0	
	B2L	Admin Services Mgr I	1.0	1.0	1.0	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	
	B2R	Admin Support Officer I	0.0	0.0	0.0	0.0	
	B30	Internal Auditor II	1.0	1.0	1.0	0.0	
	B3M	Program Mgr II-ACE	1.0	1.0	1.0	0.0	
	B3N	Program Mgr II	2.0	2.0	2.0	0.0	
	B3P	Program Mgr I	2.0	2.0	2.0	0.0	
	B44	Deputy Public Guardian Asst	0.0	0.0	0.0	0.0	
	B57	Central Svcs Mgr-Social Serv	1.0	1.0	1.0	0.0	
	B6U	Admin of Benefits Svcs	0.0	0.0	0.0	0.0	
	B76	Sr Accountant	6.0	6.0	6.0	0.0	
	B77	Accountant III	4.0	4.0	3.0	-1.0	



Children, Seniors and Families (Continued)

Agency Name					Amount	
Budget Unit Number and Name					Change	
Cost Center Number and Name					from FY	
Index Number and Name		FY 2011 Positions		FY 2012	2011	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
B78	Accountant II	7.0	7.0	7.0	0.0	
B80	Accountant Auditor Appraiser	2.0	2.0	2.0	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	
B9E	Hlth Care Financial Analyst II	0.0	0.0	0.0	0.0	
B9F	Sr Hlth Care Financial Analyst	0.0	0.0	0.0	0.0	
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	2.0	2.0	2.0	0.0	
C76	Office Mgmt Coord	0.0	0.0	0.0	0.0	
D03	Data Office Specialist	0.0	0.0	0.0	0.0	
D09	Office Specialist III	12.0	12.0	13.0	1.0	
D11	Transcriptionist	0.0	0.0	0.0	0.0	
D43	Law Enforcement Clerk	0.0	0.0	0.0	0.0	
D49	Office Specialist II	13.0	18.0	18.0	5.0	
D57	Records Retention Specialist	9.0	4.0	0.0	-9.0	
D5D	Human Resources Asst II	11.0	11.0	8.0	-3.0	
D66	Legal Secretary II	0.0	0.0	0.0	0.0	
D67	Supv Personnel Services Clerk	1.0	1.0	1.0	0.0	
D70	Legal Secretary I	0.0	0.0	0.0	0.0	
D72	Client Services Technician	0.0	0.0	0.0	0.0	
D77	Income Tax Specialist	1.0	1.0	1.0	0.0	
D94	Supv Account Clerk II	2.0	2.0	2.0	0.0	
D95	Supv Account Clerk I	1.0	1.0	1.0	0.0	
D96	Accountant Assistant	11.0	11.0	11.0	0.0	
D97	Account Clerk II	19.0	19.0	17.0	-2.0	
D98	Account Clerk I	0.0	0.0	0.0	0.0	
E28	Messenger Driver	4.0	4.0	3.0	-1.0	
E42	Staff Development Spec	0.0	0.0	0.0	0.0	
E44	Eligibility Work Supv	0.0	0.0	0.0	0.0	
E45	Eligibility Worker III	0.0	0.0	0.0	0.0	
E46	Eligibility Worker II	0.0	0.0	0.0	0.0	
E49	Day Care Center Aide	0.0	0.0	0.0	0.0	
E50	Eligibility Examiner	0.0	0.0	0.0	0.0	
E51	Program Coord	0.0	0.0	0.0	0.0	
E53	Social Services Prg Cntrl Supv	0.0	0.0	0.0	0.0	
E65	Program Services Aide	0.0	0.0	0.0	0.0	
E87	Senior Account Clerk	0.0	0.0	0.0	0.0	
F14	Legal Clerk	0.0	0.0	0.0	0.0	
G12	Information Systems Manager II	0.0	0.0	0.0	0.0	
G14	Information Systems Manager I	0.0	0.0	0.0	0.0	
G28	Information Systems Analyst II	0.0	0.0	0.0	0.0	



Children, Seniors and Families (Continued)

Agency Name					Amount Change from FY 2011	
Budget Unit Number and Name					Approved	
Cost Center Number and Name					Approved	
Index Number and Name		FY 2011 Positions		FY 2012		
Job Class Code and Title		Approved	Adjusted	Recommended		
G29	Information Systems Analyst I	0.0	0.0	0.0	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	
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	3.0	3.0	3.0	0.0	
H17	Utility Worker	4.0	4.0	3.0	-1.0	
H21	Facilities Services Worker	0.0	0.0	0.0	0.0	
H54	Nutrition Services Mgr	0.0	0.0	0.0	0.0	
K16	Telephone Services Engineer	0.0	0.0	0.0	0.0	
L35	Telecommunications Tech	0.0	0.0	0.0	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	
P65	SSA App & Dec Spt Spec Elig II	0.0	0.0	0.0	0.0	
Q07	Program Mgr II-U	0.0	1.0	1.0	1.0	
Q72	Sr Accountant-U	1.0	1.0	0.0	-1.0	
Q93	SSA App Dev Spec Emp Serv II-U	2.0	2.0	0.0	-2.0	
R20	Dietitian II-Cema	0.0	0.0	0.0	0.0	
S48	Public Health Nurse II	0.0	0.0	0.0	0.0	
U27	Attorney IV-County Counsel	0.0	0.0	0.0	0.0	
U79	Accountant III-U	3.0	3.0	0.0	-3.0	
U91	Accountant Assistant-U	3.0	3.0	0.0	-3.0	
U98	Protective Services Officer	10.0	10.0	10.0	0.0	
V24	Supv Estate Administrator	0.0	0.0	0.0	0.0	
V31	Office Specialist III-U	2.0	2.0	0.0	-2.0	
V33	Office Specialist II-U	2.0	2.0	2.0	0.0	
V34	Senior Revenue Collections Ofc	2.0	2.0	2.0	0.0	
V35	Revenue Collections Officer	8.0	8.0	7.0	-1.0	
V37	Estate Administrator	0.0	0.0	0.0	0.0	
V38	Estate Administrator Asst	0.0	0.0	0.0	0.0	
V42	Estate Property Tech	0.0	0.0	0.0	0.0	
V45	Supv Deputy Public Guardian	0.0	0.0	0.0	0.0	
V49	Deputy Public Guardian	0.0	0.0	0.0	0.0	
V62	Deputy Public Guardian Invest	0.0	0.0	0.0	0.0	
V65	SSA App & Decision Spt Mgr	1.0	1.0	1.0	0.0	
V74	Paralegal	0.0	0.0	0.0	0.0	
V75	Criminal Investigator III	0.0	0.0	1.0	1.0	
V76	Criminal Investigator II	0.0	0.0	8.0	8.0	
V77	Criminal Investigator I	0.0	0.0	2.0	2.0	
W1N	Sr Mgmt Analyst-U	1.0	1.0	0.0	-1.0	
W1P	Mgmt Analyst-U	2.0	2.0	0.0	-2.0	
W20	SSA Info Technology Spec	0.0	0.0	0.0	0.0	
X09	Sr Office Specialist	0.0	0.0	0.0	0.0	
X12	Office Specialist III-ACE	3.0	3.0	3.0	0.0	



Children, Seniors and Families (Continued)

Agency Name					Amount Change from FY 2011	
Budget Unit Number and Name					Approved	
Cost Center Number and Name					Approved	
Index Number and Name		FY 2011 Positions		FY 2012		
Job Class Code and Title		Approved	Adjusted	Recommended		
X17	Exec Assistant I-ACE	3.0	3.0	2.0	-1.0	
X19	Admin Assistant-ACE	1.0	1.0	1.0	0.0	
X24	Senior Children'S Counselor	0.0	0.0	0.0	0.0	
X31	Childrens Counselor	0.0	0.0	0.0	0.0	
X36	Transportation Officer	0.0	0.0	0.0	0.0	
Y20	Employment Program Mgr	0.0	0.0	0.0	0.0	
Y22	Social Work Training Specialis	0.0	0.0	0.0	0.0	
Y23	Social Work Supervisor	0.0	0.0	0.0	0.0	
Y25	Employment Program Supv	0.0	0.0	0.0	0.0	
Y27	Employment Counselor	0.0	0.0	0.0	0.0	
Y28	Employment Technician II	0.0	0.0	0.0	0.0	
Y29	Employment Technician I	0.0	0.0	0.0	0.0	
Y30	Social Services Prog Mgr III	0.0	0.0	0.0	0.0	
Y31	Social Services Program Mgr II	0.0	0.0	0.0	0.0	
Y32	Social Services Program Mgr I	0.0	0.0	0.0	0.0	
Y34	SSA Security and Safety Mgr	1.0	1.0	1.0	0.0	
Y35	Social Services Prg Mgr III-U	0.0	0.0	0.0	0.0	
Y3A	Social Worker I	0.0	0.0	0.0	0.0	
Y3B	Social Worker II	0.0	0.0	0.0	0.0	
Y3C	Social Worker III	0.0	0.0	0.0	0.0	
Y48	Social Work Coord II	1.0	1.0	1.0	0.0	
Y49	Social Work Coord I	1.0	1.0	1.0	0.0	
Y50	Project Mgr	4.0	3.0	3.0	-1.0	
Y51	SSA Program Specialist	0.0	0.0	0.0	0.0	
50202	Information Systems Fund 0001					
A2N	Dir of Info Systems-SSA	1.0	1.0	1.0	0.0	
B1J	Mgmt Anal Prog Mgr II	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	4.0	4.0	3.0	-1.0	
B1T	Assoc Mgmt Analyst A	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	
G12	Information Systems Manager II	5.0	5.0	3.0	-2.0	
G14	Information Systems Manager I	6.0	6.0	6.0	0.0	
G28	Information Systems Analyst II	11.0	11.0	10.0	-1.0	
G29	Information Systems Analyst I	2.0	2.0	2.0	0.0	
G38	Information Systems Tech III	1.0	1.0	1.0	0.0	
G50	Information Sys Tech II	18.0	18.0	18.0	0.0	
K16	Telephone Services Engineer	2.0	2.0	2.0	0.0	
L35	Telecommunications Tech	2.0	2.0	2.0	0.0	
P65	SSA App & Dec Spt Spec Elig II	21.0	21.0	19.0	-2.0	
P66	SSA App & Dec Spt Spec Elig I	1.0	1.0	1.0	0.0	
V65	SSA App & Decision Spt Mgr	15.0	15.0	15.0	0.0	
W20	SSA Info Technology Spec	21.0	21.0	21.0	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 2011 Positions		FY 2012		2011	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	X17 Exec Assistant I-ACE	1.0	1.0	1.0			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	4.0	4.0	4.0			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	1.0	1.0	1.0			0.0
	E42 Staff Development Spec	12.0	12.0	8.0			-4.0
	E44 Eligibility Work Supv	7.0	7.0	4.0			-3.0
	E45 Eligibility Worker III	1.0	1.0	1.0			0.0
	V65 SSA App & Decision Spt Mgr	1.0	1.0	0.0			-1.0
	Y22 Social Work Training Specialis	3.0	3.0	3.0			0.0
	Y23 Social Work Supervisor	1.0	1.0	1.0			0.0
50205	Community Programs and Grants						
	D09 Office Specialist III	1.0	1.0	1.0			0.0
	Y48 Social Work Coord II	1.0	1.0	1.0			0.0
502	Total	395.0	395.0	357.0			-38.0
503	Department of Family and Children Services						
50301	DFCS Administration Fund 0001						
	A2V Dir Family & Children Services	1.0	1.0	1.0			0.0
	A74 Asst Dir Famil & Children Svcs	1.0	1.0	1.0			0.0
	B1P Mgmt Analyst	3.0	3.0	3.0			0.0
	B1R Assoc Mgmt Analyst B	2.0	2.0	1.0			-1.0
	B2R Admin Support Officer I	1.0	1.0	0.0			-1.0
	B3N Program Mgr II	1.0	0.0	0.0			-1.0
	C29 Exec Assistant I	1.0	1.0	1.0			0.0
	C60 Admin Assistant	10.0	10.0	9.0			-1.0
	C76 Office Mgmt Coord	6.0	6.0	6.0			0.0
	D09 Office Specialist III	1.0	1.0	1.0			0.0
	D72 Client Services Technician	1.5	1.5	1.0			-0.5
	E49 Day Care Center Aide	1.0	1.0	0.0			-1.0
	Q07 Program Mgr II-U	0.0	0.0	0.0			0.0
	V31 Office Specialist III-U	1.0	1.0	0.0			-1.0
	W1P Mgmt Analyst-U	2.0	2.0	0.0			-2.0
	X17 Exec Assistant I-ACE	1.0	1.0	1.0			0.0
	Y23 Social Work Supervisor	4.0	4.0	3.0			-1.0
	Y30 Social Services Prog Mgr III	6.0	6.0	5.0			-1.0
	Y31 Social Services Program Mgr II	2.0	2.0	2.0			0.0
	Y32 Social Services Program Mgr I	5.0	5.0	5.0			0.0
	Y3B Social Worker II	2.0	2.0	2.0			0.0
	Y3C Social Worker III	6.0	6.0	6.0			0.0
	Y48 Social Work Coord II	13.0	13.0	12.0			-1.0



Children, Seniors and Families (Continued)

Agency Name							
Budget Unit Number and Name						Amount Change from FY 2011	
Cost Center Number and Name							
Index Number and Name		FY 2011 Positions		FY 2012			
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	Y49 Social Work Coord I	1.0	1.0	0.0	-1.0		
	Y50 Project Mgr	0.0	1.0	1.0	1.0		
50302	DFCS Program Svcs Fund 0001						
	E45 Eligibility Worker III	2.0	2.0	1.0	-1.0		
	E46 Eligibility Worker II	0.0	0.0	0.0	0.0		
	E47 Eligibility Worker I	0.0	0.0	0.0	0.0		
	S48 Public Health Nurse II	1.0	1.0	0.0	-1.0		
	Y23 Social Work Supervisor	51.0	51.0	47.0	-4.0		
	Y25 Employment Program Supv	1.0	1.0	1.0	0.0		
	Y27 Employment Counselor	2.0	2.0	2.0	0.0		
	Y29 Employment Technician I	1.0	1.0	1.0	0.0		
	Y3A Social Worker I	52.0	52.0	30.0	-22.0		
	Y3B Social Worker II	32.0	16.0	5.0	-27.0		
	Y3C Social Worker III	264.0	280.0	277.0	13.0		
	Y48 Social Work Coord II	6.0	6.0	6.0	0.0		
	Y49 Social Work Coord I	6.0	6.0	0.0	-6.0		
50303	DFCS Program Spt Fund 0001						
	A73 Public Administrator/Guardian	0.0	0.0	0.0	0.0		
	D03 Data Office Specialist	6.0	6.0	6.0	0.0		
	D09 Office Specialist III	35.0	35.0	35.0	0.0		
	D11 Transcriptionist	1.0	1.0	0.0	-1.0		
	D43 Law Enforcement Clerk	1.0	1.0	1.0	0.0		
	D49 Office Specialist II	10.0	11.0	11.0	1.0		
	D51 Office Specialist I	1.0	0.0	0.0	-1.0		
	D72 Client Services Technician	21.0	21.0	21.0	0.0		
	E28 Messenger Driver	2.0	2.0	2.0	0.0		
	E65 Program Services Aide	9.0	9.0	0.0	-9.0		
	F14 Legal Clerk	10.0	10.0	10.0	0.0		
	X09 Sr Office Specialist	1.0	1.0	1.0	0.0		
	X36 Transportation Officer	2.0	2.0	0.0	-2.0		
50304	Children's Shelter Fund 0001						
	A3D Dir, I, A & R Center SVCS-SSA	1.0	1.0	0.0	-1.0		
	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	3.0	3.0	3.0	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	2.0	2.0	2.0	0.0		
	X17 Exec Assistant I-ACE	1.0	1.0	0.0	-1.0		
	X24 Senior Children'S Counselor	2.0	2.0	2.0	0.0		
	X31 Childrens Counselor	15.0	15.0	15.0	0.0		
50305	DFCS Staff Dev and Tng Fund 0001						
	Y22 Social Work Training Specialis	2.0	2.0	2.0	0.0		
	Y23 Social Work Supervisor	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 2011 Positions		FY 2012	2011	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	Y3A Social Worker I	1.0	1.0	1.0	0.0	
	Y3B Social Worker II	0.0	0.0	0.0	0.0	
	Y3C Social Worker III	1.0	1.0	1.0	0.0	
503	Total	623.5	623.5	550.0	-73.5	
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	
	A98 Asst Dir, Employment & Benefit	1.0	1.0	1.0	0.0	
	B1N Sr Mgmt Analyst	1.0	1.0	1.0	0.0	
	B1P Mgmt Analyst	14.0	14.0	14.0	0.0	
	B1R Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0	
	B1W Mgmt Aide	2.0	2.0	0.0	-2.0	
	B28 Internal Auditor III	1.0	1.0	1.0	0.0	
	B2N Admin Support Officer III	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	
	B6U Admin of Benefits Svcs	1.0	1.0	1.0	0.0	
	C29 Exec Assistant I	1.0	1.0	1.0	0.0	
	C60 Admin Assistant	15.0	15.0	13.0	-2.0	
	C76 Office Mgmt Coord	13.0	13.0	13.0	0.0	
	D09 Office Specialist III	2.0	2.0	2.0	0.0	
	D97 Account Clerk II	1.0	1.0	1.0	0.0	
	E51 Program Coord	1.0	1.0	0.0	-1.0	
	P65 SSA App & Dec Spt Spec Elig II	1.0	1.0	1.0	0.0	
	W1N Sr Mgmt Analyst-U	1.0	1.0	0.0	-1.0	
	W1P Mgmt Analyst-U	2.0	2.0	0.0	-2.0	
	X17 Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
	Y20 Employment Program Mgr	2.0	2.0	1.0	-1.0	
	Y28 Employment Technician II	1.0	1.0	1.0	0.0	
	Y30 Social Services Prog Mgr III	5.0	5.0	4.0	-1.0	
	Y31 Social Services Program Mgr II	7.0	7.0	6.0	-1.0	
	Y32 Social Services Program Mgr I	8.0	8.0	9.0	1.0	
	Y35 Social Services Prg Mgr III-U	1.0	1.0	0.0	-1.0	
	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	86.0	86.0	81.0	-5.0	
	E45 Eligibility Worker III	281.0	281.0	250.0	-31.0	
	E46 Eligibility Worker II	360.0	360.0	353.0	-7.0	
	E47 Eligibility Worker I	2.0	2.0	2.0	0.0	
	E50 Eligibility Examiner	35.0	35.0	32.0	-3.0	
	E53 Social Services Prg Cntrl Supv	2.0	2.0	2.0	0.0	
	Q22 Employment Program Supv (U)	1.0	1.0	0.0	-1.0	



Children, Seniors and Families (Continued)

Agency Name						Amount Change from FY 2011	
Budget Unit Number and Name							
Cost Center Number and Name		FY 2011 Positions		FY 2012	Approved		
Index Number and Name	Job Class Code and Title	Approved	Adjusted	Recommended			
	Q96	Community Worker-U	5.0	5.0	0.0	-5.0	
	V75	Criminal Investigator III	0.0	0.0	0.0	0.0	
	V76	Criminal Investigator II	0.0	0.0	0.0	0.0	
	Y23	Social Work Supervisor	2.0	2.0	1.0	-1.0	
	Y25	Employment Program Supv	16.0	16.0	16.0	0.0	
	Y27	Employment Counselor	43.0	43.0	43.0	0.0	
	Y28	Employment Technician II	83.0	83.0	83.0	0.0	
	Y29	Employment Technician I	22.0	22.0	22.0	0.0	
	Y3A	Social Worker I	0.0	0.0	0.0	0.0	
	Y3B	Social Worker II	9.0	9.0	8.0	-1.0	
	Y3C	Social Worker III	4.0	4.0	3.0	-1.0	
	Z27	Employment Counselor III-U	10.0	10.0	0.0	-10.0	
50403	DEBS Program Spt Fund 0001						
	A2S	Dir Adult And Aging Services	0.0	0.0	0.0	0.0	
	A78	Dir Empl & Benefits Services	0.0	0.0	0.0	0.0	
	C76	Office Mgmt Coord	0.0	0.0	0.0	0.0	
	D09	Office Specialist III	43.0	43.0	43.0	0.0	
	D49	Office Specialist II	76.0	76.0	64.0	-12.0	
	D72	Client Services Technician	94.0	94.0	94.0	0.0	
	D7F	Client Services Technician-U	4.0	4.0	0.0	-4.0	
	E65	Program Services Aide	0.0	0.0	0.0	0.0	
	G82	Stock Clerk	5.0	5.0	5.0	0.0	
	V31	Office Specialist III-U	3.0	3.0	0.0	-3.0	
	V33	Office Specialist II-U	1.0	1.0	1.0	0.0	
	X09	Sr Office Specialist	0.5	0.5	0.5	0.0	
50404	DEBS Trainees Fund 0001						
	E46	Eligibility Worker II	54.0	54.0	54.0	0.0	
	E47	Eligibility Worker I	0.0	0.0	0.0	0.0	
504			Total	1,331.5	1,331.5	1,236.5	-95.0
505	Department of Aging and Adult Services						
50501	DAAS Admin Fund 0001						
	A2S	Dir Adult And Aging Services	1.0	1.0	1.0	0.0	
	A73	Public Administrator/Guardian	1.0	1.0	1.0	0.0	
	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	1.0	1.0	1.0	0.0	
	B2N	Admin Support Officer III	1.0	1.0	0.0	-1.0	
	B2P	Admin Support Officer II	1.0	1.0	1.0	0.0	
	B3N	Program Mgr II	1.0	1.0	1.0	0.0	
	B77	Accountant III	1.0	1.0	0.0	-1.0	
	B80	Accountant Auditor Appraiser	1.0	0.0	0.0	-1.0	
	B87	Trust & Fiduciary Acct Mgr	1.0	1.0	0.0	-1.0	
	B9F	Sr Hlth Care Financial Analyst	0.0	0.0	0.0	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	



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 2011 Positions		FY 2012	2011	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	C76 Office Mgmt Coord	1.0	1.0	1.0	0.0	
	D03 Data Office Specialist	5.0	5.0	5.0	0.0	
	D09 Office Specialist III	1.0	1.0	0.0	-1.0	
	D66 Legal Secretary II	2.0	2.0	1.0	-1.0	
	D96 Accountant Assistant	0.0	0.0	0.0	0.0	
	D97 Account Clerk II	7.0	7.0	7.0	0.0	
	D98 Account Clerk I	1.0	1.0	0.0	-1.0	
	E51 Program Coord	1.0	1.0	1.0	0.0	
	E87 Senior Account Clerk	0.0	1.0	1.0	1.0	
	V24 Supv Estate Administrator	2.0	2.0	1.0	-1.0	
	V37 Estate Administrator	14.0	14.0	9.0	-5.0	
	V38 Estate Administrator Asst	4.0	4.0	2.0	-2.0	
	V42 Estate Property Tech	4.0	4.0	4.0	0.0	
	V45 Supv Deputy Public Guardian	0.0	0.0	0.0	0.0	
	X17 Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
	Y30 Social Services Prog Mgr III	3.0	3.0	1.0	-2.0	
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	1.0	-1.0	
	V45 Supv Deputy Public Guardian	4.0	4.0	4.0	0.0	
	V49 Deputy Public Guardian	20.0	20.0	20.0	0.0	
	V62 Deputy Public Guardian Invest	10.0	10.0	10.0	0.0	
	V77 Criminal Investigator I	0.0	0.0	0.0	0.0	
	Y23 Social Work Supervisor	8.0	8.0	8.0	0.0	
	Y3A Social Worker I	7.0	7.0	7.0	0.0	
	Y3B Social Worker II	44.5	44.5	44.5	0.0	
	Y3C Social Worker III	20.0	20.0	18.0	-2.0	
	Y48 Social Work Coord II	1.0	1.0	1.0	0.0	
	Y49 Social Work Coord I	4.0	4.0	4.0	0.0	
50503	DAAS Program Spt Fund 0001					
	D09 Office Specialist III	25.0	25.0	24.0	-1.0	
	D49 Office Specialist II	2.5	2.5	2.5	0.0	
	D72 Client Services Technician	2.0	2.0	2.0	0.0	
	E65 Program Services Aide	6.0	6.0	5.0	-1.0	
	V33 Office Specialist II-U	1.0	1.0	1.0	0.0	
	X09 Sr Office Specialist	1.0	1.0	0.0	-1.0	
50504	Senior Nutrition Fund 0001					
	B1P Mgmt Analyst	1.0	1.0	1.0	0.0	
	B77 Accountant III	0.0	0.0	1.0	1.0	
	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	



Children, Seniors and Families (Continued)

Agency Name					Amount Change from FY 2011		
Budget Unit Number and Name					Approved		
Cost Center Number and Name					Recommended		
Index Number and Name		FY 2011 Positions		FY 2012		Approved	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
R20	Dietitian II-Cema	2.0	2.0	2.0	0.0		
Y31	Social Services Program Mgr II	1.0	1.0	1.0	0.0		
505	Total	227.0	227.0	206.0	-21.0		
Social Services Agency		Total	2,868.5	2,866.5	2,631.0	-237.5	
Children, Seniors and Families		Total	2,868.5	2,866.5	2,631.0	-237.5	

Santa Clara Valley Health & Hospital System

Agency Name					Amount Change from FY 2011		
Budget Unit Number and Name					Approved		
Cost Center Number and Name					Recommended		
Index Number and Name		FY 2011 Positions		FY 2012		Approved	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
Health Department							
410	Public Health						
41011	Administration Fund 0001						
A52	Dir of Public Health	1.0	1.0	1.0	0.0		
A5A	Public Health Div Dir-Prog	0.0	1.0	1.0	1.0		
A5B	Public Hlth Div Dir-Plan&Eval	1.0	1.0	1.0	0.0		
B01	Health Planning Spec III	1.0	1.0	1.0	0.0		
B19	Health Program Spec	4.0	4.0	3.0	-1.0		
B1P	Mgmt Analyst	2.0	2.0	2.0	0.0		
B2K	Admin Serv Mgr III-2D	2.0	1.0	1.0	-1.0		
B2P	Admin Support Officer II	1.0	1.0	1.0	0.0		
B5X	Health Care Program Analyst II	1.0	1.0	0.0	-1.0		
B5Y	Health Care Program Analyst I	0.0	0.0	0.5	0.5		
B6H	Health Planning Spec II	0.0	0.0	0.0	0.0		
C29	Exec Assistant I	2.0	2.0	2.0	0.0		
C60	Admin Assistant	0.0	0.0	1.0	1.0		
C82	Sr Health Care Program Mgr	2.0	2.0	1.0	-1.0		
C83	Health Care Program Mgr II	2.0	2.0	1.0	-1.0		
C84	Health Care Program Mgr I	0.0	0.0	0.5	0.5		
C9A	Health Information Officer	0.0	1.0	1.0	1.0		
C9B	Social Media Specialist	0.0	0.0	0.5	0.5		
D09	Office Specialist III	9.0	7.0	7.0	-2.0		
D49	Office Specialist II	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		
J23	Senior Epidemiologist	1.0	1.0	1.0	0.0		
J25	Epidemiologist II	2.0	2.0	2.0	0.0		
J26	Health Education Specialist	1.0	1.0	1.0	0.0		
J27	Health Education Associate	0.0	0.0	0.0	0.0		
J28	Epidemiologist I	2.0	2.0	2.0	0.0		
J45	Graphic Designer II	0.0	0.0	0.5	0.5		
P06	Chief Health Protection Servic	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 2011 Positions		FY 2012	2011	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	R24 Public Health Nutritionist	0.0	0.0	0.0	0.0	
	S08 Public Health Nutrition Assoc	0.0	0.0	0.0	0.0	
	S09 Emergency Medical Serv Spec	1.0	1.0	1.0	0.0	
	S40 Dir of Public Health Nursing	1.0	1.0	1.0	0.0	
	W71 Sr Health Care Prog Analyst	3.0	3.0	3.0	0.0	
	X09 Sr Office Specialist	0.0	2.0	2.0	2.0	
41012	Central Services Fund 0001					
	B01 Health Planning Spec III	0.0	1.0	1.0	1.0	
	B19 Health Program Spec	5.0	4.0	4.0	-1.0	
	B1W Mgmt Aide	1.5	2.0	2.0	0.5	
	B5X Health Care Program Analyst II	3.0	4.0	4.0	1.0	
	B5Y Health Care Program Analyst I	2.0	2.0	1.0	-1.0	
	B6H Health Planning Spec II	2.0	4.0	4.0	2.0	
	C60 Admin Assistant	2.0	3.0	3.0	1.0	
	C69 Public Health Nurse Manager II	0.0	1.0	1.0	1.0	
	C70 Public Health Nurse Manger I	4.0	4.0	4.0	0.0	
	C76 Office Mgmt Coord	0.0	1.0	1.0	1.0	
	C82 Sr Health Care Program Mgr	3.0	3.0	3.0	0.0	
	C83 Health Care Program Mgr II	3.0	5.0	5.0	2.0	
	C84 Health Care Program Mgr I	1.0	1.0	1.0	0.0	
	D09 Office Specialist III	12.5	14.5	14.5	2.0	
	D1E Sr Health Services Rep	8.0	8.0	8.0	0.0	
	D2E Health Services Rep	20.0	20.5	20.5	0.5	
	D48 Patient Business Svcs Clerk	1.0	1.0	1.0	0.0	
	D49 Office Specialist II	3.0	3.0	3.0	0.0	
	D60 Clerical Office Supv	1.0	1.0	1.0	0.0	
	D75 Medical Office Specialist	1.5	1.5	1.5	0.0	
	E04 Public Health Community Spec	6.0	4.0	4.0	-2.0	
	E07 Community Worker	1.0	1.0	1.0	0.0	
	E32 Public Health Assistant	9.0	11.0	11.0	2.0	
	J25 Epidemiologist II	1.0	1.0	1.0	0.0	
	J26 Health Education Specialist	13.0	10.5	10.5	-2.5	
	J27 Health Education Associate	2.5	3.0	4.0	1.5	
	J67 Health Information Clerk III	1.0	1.0	1.0	0.0	
	P04 Asst Public Health Officer	3.0	3.0	3.0	0.0	
	P08 Public Health Physician III	0.5	0.5	0.5	0.0	
	R01 Chief Cerebral Palsy Therapist	1.0	1.0	1.0	0.0	
	R02 Supv Cerebral Palsy Therapist	4.0	5.0	5.0	1.0	
	R04 Sr Therapist Ccs	4.0	4.0	4.0	0.0	
	R05 Therapist CCS I	12.0	12.0	12.0	0.0	
	R07 Therapist CCS II	14.0	14.0	14.0	0.0	
	R24 Public Health Nutritionist	14.5	14.0	14.0	-0.5	
	R41 Therapy Aide	5.0	5.0	5.0	0.0	
	S08 Public Health Nutrition Assoc	19.0	22.0	22.0	3.0	
	S10 Utilization Review Supv	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 2011 Positions		FY 2012	2011	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	S12 Utilization Review Coord	17.0	18.0	18.0	1.0	
	S45 Public Health Nurse Speclst	1.0	1.0	1.0	0.0	
	S47 Public Health Nurse III	6.0	6.0	6.0	0.0	
	S48 Public Health Nurse II	27.5	28.5	27.5	0.0	
	S51 Communicable Disease Invest	9.0	9.0	9.0	0.0	
	S75 Clinical Nurse III	1.5	1.5	0.5	-1.0	
	S85 Licensed Vocational Nurse	2.0	1.0	1.0	-1.0	
	W71 Sr Health Care Prog Analyst	1.0	1.0	1.0	0.0	
	Y03 Medical Social Worker II	2.0	2.0	2.0	0.0	
	Y3B Social Worker II	1.0	1.0	1.0	0.0	
41013	Support Services Fund 0001					
	C60 Admin Assistant	1.0	1.0	1.0	0.0	
	C70 Public Health Nurse Manger I	0.0	0.0	0.0	0.0	
	D09 Office Specialist III	1.5	1.5	1.5	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	3.0	3.0	1.0	
	R46 Public Health Microbiologist	3.0	4.0	4.0	1.0	
	R56 Supv Pharmacist	1.0	1.0	1.0	0.0	
	R7F Medical Lab Assistant III	1.0	1.0	1.0	0.0	
	S48 Public Health Nurse II	0.0	0.0	0.0	0.0	
41015	Emergency Medical Services Fund 0001					
	B19 Health Program Spec	1.0	2.0	2.0	1.0	
	B1N Sr Mgmt Analyst	1.0	1.0	1.0	0.0	
	B20 Emergency Med Svcs Admin	1.0	1.0	1.0	0.0	
	B5Y Health Care Program Analyst I	0.0	0.0	1.0	1.0	
	B70 Dir of Research-Public Health	1.0	0.0	0.0	-1.0	
	B7T Public Hlth Prep Mgr	0.0	1.0	1.0	1.0	
	C29 Exec Assistant I	1.0	1.0	1.0	0.0	
	C60 Admin Assistant	1.0	1.0	1.0	0.0	
	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	0.5	0.5	0.5	0.0	
	J26 Health Education Specialist	2.0	2.0	1.0	-1.0	
	P62 Specialty Programs Nurse Coord	1.0	1.0	1.0	0.0	
	S09 Emergency Medical Serv Spec	4.0	8.0	8.0	4.0	
	S2E Sr Emergency Med Svcs Spclst	1.0	1.0	1.0	0.0	
	S48 Public Health Nurse II	1.0	1.0	1.0	0.0	
	W71 Sr Health Care Prog Analyst	1.0	1.0	1.0	0.0	
	Z7A Warehouse Materials Handler-U	1.0	1.0	0.0	-1.0	
41016	Region #1 Fund 0001					
	B19 Health Program Spec	2.0	2.0	2.0	0.0	



Santa Clara Valley Health & Hospital System (Continued)

Agency Name						Amount
Budget Unit Number and Name						Change
Cost Center Number and Name						from FY
Index Number and Name		FY 2011 Positions		FY 2012	2011	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	B6H Health Planning Spec II	2.5	2.5	2.5	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	
	J25 Epidemiologist II	1.0	1.0	1.0	0.0	
	J26 Health Education Specialist	0.5	0.5	0.0	-0.5	
41017	Region #2 Fund 0001					
	C69 Public Health Nurse Manager II	0.0	1.0	1.0	1.0	
	C70 Public Health Nurse Manger I	3.0	2.0	2.0	-1.0	
	C76 Office Mgmt Coord	1.0	1.0	1.0	0.0	
	D09 Office Specialist III	5.0	5.0	5.0	0.0	
	E32 Public Health Assistant	11.0	11.0	11.0	0.0	
	S47 Public Health Nurse III	1.0	1.0	1.0	0.0	
	S48 Public Health Nurse II	35.5	35.5	35.5	0.0	
	S50 Public Health Nurse I	1.0	1.0	1.0	0.0	
410	Total	400.5	422.0	417.5	17.0	
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	
	B1T Assoc Mgmt Analyst A	4.0	4.0	4.0	0.0	
	B2J Admin Services Mgr II	2.0	2.0	2.0	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	
	B3R Deputy Dir Mntl Hlth Prg Ops	1.0	1.0	1.0	0.0	
	B5X Health Care Program Analyst II	3.0	3.0	3.0	0.0	
	B5Y Health Care Program Analyst I	2.0	2.0	2.0	0.0	
	B72 Mental Health Program Supv	2.0	2.0	2.0	0.0	
	C23 Prevention Program Analyst II	0.0	1.0	1.0	1.0	
	C29 Exec Assistant I	2.0	2.0	2.0	0.0	
	C60 Admin Assistant	3.0	3.0	3.0	0.0	
	C84 Health Care Program Mgr I	1.0	1.0	1.0	0.0	
	C97 Quality Improvement Coord	5.0	6.0	6.0	1.0	
	D09 Office Specialist III	7.0	8.0	8.0	1.0	
	D1E Sr Health Services Rep	0.0	0.0	0.0	0.0	
	D1F Mental Hlth Office Supervisor	1.0	1.0	1.0	0.0	
	D2E Health Services Rep	4.5	4.5	4.5	0.0	
	D48 Patient Business Svcs Clerk	1.0	1.0	1.0	0.0	
	E07 Community Worker	0.0	0.0	0.0	0.0	
	P13 Sr Mental Health Prog Spec	3.0	3.0	3.0	0.0	
	P14 Mental Health Prog Spec II	6.5	8.5	8.5	2.0	
	P15 Mental Health Prg Spc I-715	2.0	2.0	2.0	0.0	
	P96 Marriage & Family Therapist II	1.0	1.0	1.0	0.0	
	P97 Marriage & Family Therapist I	0.0	0.0	0.0	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 2011 Positions		FY 2012	2011	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	S12	Utilization Review Coord	1.0	1.0	1.0	0.0
	S87	Psychiatric Technician II	4.0	4.0	3.5	-0.5
	S94	Nursing Attendant	3.0	3.0	3.0	0.0
	U04	Mgmt Anal Prog Mgr II-U	1.0	1.0	1.0	0.0
	W71	Sr Health Care Prog Analyst	3.0	3.0	3.0	0.0
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0
	Y3B	Social Worker II	0.0	0.0	0.0	0.0
	Y41	Psychiatric Social Worker II	5.0	6.0	6.0	1.0
41202	Crisis, Outreach, Referral & Educ Div 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
	B1W	Mgmt Aide	1.0	1.0	1.0	0.0
	B3P	Program Mgr I	1.0	1.0	1.0	0.0
	B72	Mental Health Program Supv	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	2.0	2.5	2.5	0.5
	E07	Community Worker	1.0	1.0	1.0	0.0
	P13	Sr Mental Health Prog Spec	1.0	1.0	1.0	0.0
	P14	Mental Health Prog Spec II	1.0	2.0	2.0	1.0
	P67	Rehabilitation Counselor	5.0	5.0	5.0	0.0
	P96	Marriage & Family Therapist II	7.5	7.5	7.5	0.0
	Y41	Psychiatric Social Worker II	4.0	6.0	6.0	2.0
	Y42	Psychiatric Social Worker I	1.0	1.0	1.0	0.0
41203	Adult/Older Adult Div Fund 0001					
	B19	Health Program Spec	1.0	1.0	1.0	0.0
	B5X	Health Care Program Analyst II	3.0	3.0	3.0	0.0
	B72	Mental Health Program Supv	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	3.0	3.0	3.0	0.0
	D09	Office Specialist III	2.0	2.0	2.0	0.0
	D1E	Sr Health Services Rep	3.0	3.0	3.0	0.0
	D1F	Mental Hlth Office Supervisor	3.0	3.0	3.0	0.0
	D2E	Health Services Rep	18.0	18.0	18.0	0.0
	E07	Community Worker	7.0	7.0	7.0	0.0
	E33	Mental Health Community Worker	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	3.0	3.0	3.0	0.0
	P49	Psychiatrist III-Mental Health	15.0	15.0	8.5	-6.5
	P67	Rehabilitation Counselor	23.0	23.0	23.0	0.0
	P96	Marriage & Family Therapist II	5.0	5.0	5.0	0.0
	P97	Marriage & Family Therapist I	1.0	1.0	1.0	0.0
	S87	Psychiatric Technician II	6.0	6.0	2.0	-4.0
	U14	Property Mapper I-U	3.0	3.0	3.0	0.0
	Y41	Psychiatric Social Worker II	12.0	12.0	12.0	0.0
	Y42	Psychiatric Social Worker I	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 2011 Positions		FY 2012		2011	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
41204	Family & Children's Svcs Div Fund 0001						
	B72 Mental Health Program Supv	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		
	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		
	D2E Health Services Rep	15.0	15.0	15.0	0.0		
	P14 Mental Health Prog Spec II	3.0	3.0	3.0	0.0		
	P49 Psychiatrist III-Mental Health	5.5	5.5	5.5	0.0		
	P93 Clinical Psychologist	0.5	0.5	0.5	0.0		
	P96 Marriage & Family Therapist II	20.0	20.0	20.0	0.0		
	P97 Marriage & Family Therapist I	2.0	2.0	2.0	0.0		
	S85 Licensed Vocational Nurse	1.0	1.0	1.0	0.0		
	Y41 Psychiatric Social Worker II	20.5	20.5	19.5	-1.0		
	Y42 Psychiatric Social Worker I	6.0	6.0	6.0	0.0		
41205	Other Mental Health Svcs Fund 0001						
	B3N Program Mgr II	0.0	0.0	0.0	0.0		
	B3P Program Mgr I	0.0	0.0	0.0	0.0		
	D09 Office Specialist III	0.0	0.0	0.0	0.0		
	D1E Sr Health Services Rep	0.0	0.0	0.0	0.0		
	D2E Health Services Rep	0.0	0.0	0.0	0.0		
	E07 Community Worker	0.0	0.0	0.0	0.0		
	H59 Cook II	0.0	0.0	0.0	0.0		
	H60 Cook I	0.0	0.0	0.0	0.0		
	P13 Sr Mental Health Prog Spec	0.0	0.0	0.0	0.0		
	P49 Psychiatrist III-Mental Health	0.0	0.0	0.0	0.0		
	P67 Rehabilitation Counselor	0.0	0.0	0.0	0.0		
	P96 Marriage & Family Therapist II	0.0	0.0	0.0	0.0		
	S87 Psychiatric Technician II	0.0	0.0	0.0	0.0		
	Y41 Psychiatric Social Worker II	0.0	0.0	0.0	0.0		
	Y42 Psychiatric Social Worker I	0.0	0.0	0.0	0.0		
41213	MHSA						
	B19 Health Program Spec	0.0	0.0	0.0	0.0		
	B3N Program Mgr II	1.0	2.0	2.0	1.0		
	B3P Program Mgr I	1.5	1.5	1.5	0.0		
	B5X Health Care Program Analyst II	0.0	0.0	0.0	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		
	E07 Community Worker	12.5	12.5	12.5	0.0		
	H59 Cook II	1.0	1.0	1.0	0.0		
	H60 Cook I	3.5	3.5	3.5	0.0		
	P13 Sr Mental Health Prog Spec	2.0	2.0	2.0	0.0		
	P67 Rehabilitation Counselor	2.0	2.0	2.0	0.0		
	P96 Marriage & Family Therapist II	4.0	4.0	4.0	0.0		



Santa Clara Valley Health & Hospital System (Continued)

Agency Name						
Budget Unit Number and Name					Amount Change from FY 2011	
Cost Center Number and Name						
Index Number and Name		FY 2011 Positions		FY 2012		
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	U14	Property Mapper I-U	0.0	0.0	0.0	0.0
	Y41	Psychiatric Social Worker II	2.0	2.0	2.0	0.0
	Y42	Psychiatric Social Worker I	2.0	2.0	2.0	0.0
412		Total	334.5	345.0	333.0	-1.5
414	Custody Health Services					
	41401	Adult Custody Med Svcs Fund 0001				
	C29	Exec Assistant I	1.0	1.0	1.0	0.0
	D02	Medical Unit Clerk	15.0	15.0	14.0	-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
	P76	Registered Dental Assistant	1.0	1.0	1.0	0.0
	P78	Dental Assistant	0.5	0.5	0.5	0.0
	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
	S72	Quality Improvmt Mgr - A P Sv	1.0	1.0	1.0	0.0
	S75	Clinical Nurse III	33.7	33.7	32.7	-1.0
	S76	Clinical Nurse II	6.6	6.6	6.6	0.0
	S7A	Clinical Nurse III Step A	15.6	15.6	15.6	0.0
	S7B	Clinical Nurse III Step B	11.8	11.8	11.8	0.0
	S7C	Clinical Nurse III Step C	1.5	1.5	1.5	0.0
	S80	Admin Nurse II	3.0	3.0	3.0	0.0
	S85	Licensed Vocational Nurse	18.0	18.0	17.0	-1.0
	S86	Dir Chlds Shlt Cusdy Hlth Srv	1.0	1.0	1.0	0.0
	S93	Hospital Services Asst II	4.5	4.5	5.5	1.0
	Y0A	Nurse Practitioner Step A	0.5	0.5	0.5	0.0
	41402	Adult Custody Mental Health Svcs Fund 0001				
	B6F	Mgr Adult Custody MH Svcs	1.0	1.0	1.0	0.0
	C60	Admin Assistant	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	4.5	4.5	4.5	0.0
	H18	Janitor	2.0	2.0	2.0	0.0
	P41	Physician-Vmc	1.0	1.0	1.0	0.0
	P55	Psychiatrist III	1.0	1.0	1.0	0.0
	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	10.4	10.4	10.4	0.0
	P97	Marriage & Family Therapist I	1.8	1.8	1.8	0.0
	Q98	Dentist-U	1.0	1.0	1.0	0.0
	S12	Utilization Review Coord	0.5	0.5	0.5	0.0
	S59	Nurse Practitioner	1.0	1.0	1.0	0.0
	S75	Clinical Nurse III	19.1	19.1	18.6	-0.5
	S76	Clinical Nurse II	0.5	0.5	0.5	0.0
	S7A	Clinical Nurse III Step A	2.0	2.0	2.0	0.0



Santa Clara Valley Health & Hospital System (Continued)

Agency Name					Amount	
Budget Unit Number and Name					Change	
Cost Center Number and Name					from FY	
Index Number and Name		FY 2011 Positions		FY 2012	2011	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	S7B Clinical Nurse III Step B	2.0	2.0	2.0	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	
	S89 Clinical Nurse I	0.5	0.5	0.0	-0.5	
	S93 Hospital Services Asst II	1.0	1.0	1.0	0.0	
	W71 Sr Health Care Prog Analyst	1.0	1.0	1.0	0.0	
	Y0A Nurse Practitioner Step A	1.0	1.0	1.0	0.0	
	Y41 Psychiatric Social Worker II	8.3	8.3	8.3	0.0	
	Y42 Psychiatric Social Worker I	2.0	2.0	2.0	0.0	
4150	Juvenile Probation Med Svcs Fund 0001					
	D02 Medical Unit Clerk	3.0	3.0	2.5	-0.5	
	S31 Nrs Mgr Cld Shlt Cstdy Hlth	1.0	1.0	1.0	0.0	
	S75 Clinical Nurse III	6.1	6.1	5.1	-1.0	
	S76 Clinical Nurse II	0.0	0.0	0.5	0.5	
	S7A Clinical Nurse III Step A	2.8	2.8	2.8	0.0	
	S7B Clinical Nurse III Step B	1.0	1.0	1.0	0.0	
	S7C Clinical Nurse III Step C	0.8	0.8	0.8	0.0	
	S85 Licensed Vocational Nurse	3.5	3.5	3.5	0.0	
4160	Children's Shelter Med Svcs Fund 0001					
	S93 Hospital Services Asst II	2.0	2.0	2.0	0.0	
414	Total	216.0	216.0	212.0	-4.0	
417	Department Of Alcohol And Drug Programs					
4600	Admistration 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	
	C29 Exec Assistant I	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	3.0	3.0	3.0	0.0	
4604	ITEC Projects Fund 0001					
	B3V Sr Mgt Info Systems Analyst	1.0	1.0	1.0	0.0	
	G12 Information Systems Manager II	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	2.0	2.0	2.0	0.0	
	H23 Health Realization Analyst II	1.0	1.0	1.0	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	2.0	2.0	2.0	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	1.5	1.5	1.5	0.0	
	P30 Clinical Standards Coord	0.5	0.5	0.5	0.0	



Santa Clara Valley Health & Hospital System (Continued)

Agency Name					Amount	
Budget Unit Number and Name					Change	
Cost Center Number and Name					from FY	
Index Number and Name		FY 2011 Positions		FY 2012	2011	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	P96	Marriage & Family Therapist II	1.0	0.0	0.0	-1.0
	Y41	Psychiatric Social Worker II	13.5	13.5	13.5	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	1.0	1.0	1.0	0.0
	Y41	Psychiatric Social Worker II	3.0	3.0	3.0	0.0
4630	Prevention Svcs Fund 0001					
	B26	Div Dir, Alcohol & Drug Svc	1.0	1.0	1.0	0.0
	C23	Prevention Program Analyst II	3.0	3.0	3.0	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
4640	Quality Improvement Fund 0001					
	C06	Quality Improv Coor II A&D Svc	5.0	5.0	5.0	0.0
	C60	Admin Assistant	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	1.0	1.0	1.0	0.0
	Y41	Psychiatric Social Worker II	1.0	1.0	1.0	0.0
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
	Y41	Psychiatric Social Worker 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
	D2E	Health Services Rep	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	10.5	10.5	10.5	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



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 2011 Positions		FY 2012	2011	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	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	1.0	1.0	1.0	0.0	
	Y41 Psychiatric Social Worker II	3.0	3.0	3.0	0.0	
4654	Alexian Health Clinic Fund 0001					
	D2E Health Services Rep	2.0	2.0	2.0	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	
4655	Central Valley Clinic Fund 0001					
	C83 Health Care Program Mgr II	1.0	1.0	1.0	0.0	
	D2E Health Services Rep	3.0	3.0	3.0	0.0	
	D60 Clerical Office Supv	1.0	1.0	1.0	0.0	
	P67 Rehabilitation Counselor	3.0	3.0	3.0	0.0	
	Y41 Psychiatric Social Worker II	5.0	5.0	5.0	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	2.0	2.0	2.0	0.0	
4675	Calworks Prog Fund 0001					
	B5X Health Care Program Analyst II	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	2.0	2.0	2.0	0.0	
	X09 Sr Office Specialist	1.0	1.0	1.0	0.0	
	Y41 Psychiatric Social Worker II	3.0	3.0	3.0	0.0	
4677	Gateway Assessment Fund 0001					
	C82 Sr Health Care Program Mgr	1.0	1.0	1.0	0.0	
	D09 Office Specialist III	1.0	1.0	1.0	0.0	
	D1E Sr Health Services Rep	1.0	1.0	1.0	0.0	
	D2E Health Services Rep	5.0	5.0	5.0	0.0	
4680	Offender Treatment Program III - Fund 0001					
	E07 Community Worker	3.0	3.0	3.0	0.0	
	Y41 Psychiatric Social Worker II	1.0	1.0	1.0	0.0	
4682	Veterans Drug Court					
	Y41 Psychiatric Social Worker II	1.0	1.0	1.0	0.0	
4683	Comp Drug Court Imp-DDC Fund 0001					
	P67 Rehabilitation Counselor	1.0	1.0	1.0	0.0	
	Y41 Psychiatric Social Worker II	1.0	1.0	1.0	0.0	
4685	SAMSHA Treatment for Homeless Fund 0001					
	E07 Community Worker	0.0	1.0	1.0	1.0	
417	Total	152.5	152.5	152.5	0.0	
418	Community Health Services					



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 2011 Positions		FY 2012		2011	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
4182	Children's Hlth Initiative & Outreach Fund 0001						
	C23 Prevention Program Analyst II	2.0	1.0	1.0			-1.0
	C59 Ambulatory Service Mgr	1.0	1.0	1.0			0.0
	C60 Admin Assistant	1.0	2.0	2.0			1.0
	C84 Health Care Program Mgr I	1.0	1.0	1.0			0.0
	D08 Supv Medical Admitting Clk II	1.0	1.0	1.0			0.0
	D09 Office Specialist III	1.0	0.0	0.0			-1.0
	D1E Sr Health Services Rep	29.0	29.0	29.0			0.0
	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
	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	1.5	1.5	1.5			0.0
	D2E Health Services Rep	2.0	2.0	2.0			0.0
	E04 Public Health Community Spec	1.0	1.0	1.0			0.0
	H17 Utility Worker	1.0	1.0	1.0			0.0
	H30 Health Center Manager	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	2.0	2.0	2.0			0.0
	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	2.0	2.0	2.0			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
	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
	R74 Sr Laboratory Assistant	0.5	0.5	0.5			0.0
	R85 Chest X-Ray Technician	1.0	1.0	1.0			0.0
	S11 Asst Nurse Mgr	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	4.0	4.0	4.0			0.0
4185	Community Clinics Fund 0001						
	D1E Sr Health Services Rep	1.0	1.0	1.0			0.0
418		Total	80.5	79.5	79.5		-1.0
725	SCVMC-Valley Health Plan						
7259	VHP-Employee Wellness Program						



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 2011 Positions		FY 2012		2011	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	J26 Health Education Specialist	0.0	0.0	3.0	3.0		
72501	Valley Health Plan Group Fund 0380						
	A13 Dir Scv Medical Center	0.0	0.0	0.0	0.0		
	A4D Valley Health Plan Medical Dir	0.0	0.0	1.0	1.0		
	A96 Dir Perf & Outcomes Management	1.0	1.0	1.0	0.0		
	B12 Utilization Mgmt Q-A Mgr	1.0	1.0	1.0	0.0		
	B1P Mgmt Analyst	1.0	1.0	1.0	0.0		
	B1R Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0		
	B2N Admin Support Officer III	1.0	1.0	1.0	0.0		
	B3P Program Mgr I	2.0	2.0	2.0	0.0		
	B6W Employee Wellness Program Mgr	0.0	0.0	0.0	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		
	C13 Healthcare Svc Bus Dev Analyst	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		
	C87 Quality Improvement Coord	2.0	2.0	2.0	0.0		
	D09 Office Specialist III	4.0	4.0	4.0	0.0		
	D10 Supv Medical Admitting Clk I	0.0	0.0	0.0	0.0		
	D1E Sr Health Services Rep	0.0	0.0	0.0	0.0		
	D25 Member Services Representative	8.0	8.0	8.0	0.0		
	D35 Valley Health Plan Assistant	4.0	4.0	4.0	0.0		
	D44 Supv Patient Business Svcs Clk	1.0	1.0	1.0	0.0		
	D48 Patient Business Svcs Clerk	9.0	2.0	2.0	-7.0		
	D49 Office Specialist II	1.0	1.0	1.0	0.0		
	D4M VHP Claims Examiner	0.0	7.0	7.0	7.0		
	D51 Office Specialist I	1.0	1.0	1.0	0.0		
	D96 Accountant Assistant	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		
	J29 Provider Relations Manager	1.0	1.0	1.0	0.0		
	J30 Credentials Specialist	2.0	2.0	2.0	0.0		
	J31 Provider Relations Specialist	4.0	4.0	4.0	0.0		
	P41 Physician-Vmc	2.0	2.0	2.0	0.0		
	R27 Pharmacist	1.0	1.0	1.0	0.0		
	S07 Quality Imprv Mgr-Amb Care Srv	1.0	1.0	1.0	0.0		
	S10 Utilization Review Supv	1.0	1.0	1.0	0.0		
	S12 Utilization Review Coord	2.0	2.0	2.0	0.0		
	S19 Utilization Review Coord-Vhp	3.0	3.0	3.0	0.0		
	V10 Assistant Claims Manager	1.0	1.0	1.0	0.0		
	W71 Sr Health Care Prog Analyst	1.0	1.0	1.0	0.0		
	Y03 Medical Social Worker II	1.0	1.0	1.0	0.0		
725	Total	67.0	67.0	71.0	4.0		
921	Santa Clara Valley Medical Center						



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 2011 Positions		FY 2012		2011	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
92106	SCVMC Operations Fund 0060						
	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		
	A1E SCVMC-Chief Executive Officer	1.0	1.0	1.0	0.0		
	A1T Dir, AMC Fincial Svc & Ops Spt	1.0	1.0	1.0	0.0		
	A1U Dir, Primary & Comm Hlth Svc	1.0	1.0	1.0	0.0		
	A2W Human Resources Mgr-Scvhhs	1.0	1.0	0.0	-1.0		
	A35 Dir, Seismic Comp & Modern	0.0	0.0	0.0	0.0		
	A36 Asst Dir Ambulatory Comm HI Sv	1.0	1.0	0.0	-1.0		
	A3C Dir, Govt, PR & Spec Projects	1.0	1.0	1.0	0.0		
	A4A Chief Medical Officer	1.0	1.0	1.0	0.0		
	A4B Hospital Medical Director	1.0	1.0	1.0	0.0		
	A4D Valley Health Plan Medical Dir	1.0	1.0	0.0	-1.0		
	A4E Chief Dentist	1.0	1.0	1.0	0.0		
	A5C Dir, Clinical & Support Svcs	1.0	1.0	1.0	0.0		
	A83 Dir, Ctr for Nursing Excellenc	1.0	1.0	0.0	-1.0		
	A96 Dir Perf & Outcomes Management	1.0	1.0	1.0	0.0		
	B03 Media Specialist Coord-715	0.5	0.0	0.0	-0.5		
	B05 Dir of Cardiovascular Services	1.0	1.0	1.0	0.0		
	B1H Mgmt Anal Prog Mgr III	0.0	0.0	0.0	0.0		
	B1N Sr Mgmt Analyst	4.0	4.0	4.0	0.0		
	B1P Mgmt Analyst	3.0	3.0	3.0	0.0		
	B1R Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0		
	B1T Assoc Mgmt Analyst A	1.0	1.0	1.0	0.0		
	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		
	B2L Admin Services Mgr I	0.0	0.0	1.0	1.0		
	B2N Admin Support Officer III	1.0	1.0	1.0	0.0		
	B2P Admin Support Officer II	1.0	1.0	1.0	0.0		
	B2Q Asst Admin Director Lab	1.0	1.0	1.0	0.0		
	B2R Admin Support Officer I	1.0	1.0	1.0	0.0		
	B2Y Admin Support Officer II-ACE	1.0	1.0	0.0	-1.0		
	B3A Clinical Admin Spt Officer I	2.0	2.0	2.0	0.0		
	B3B Clinical Admin Spt Officer II	2.0	2.0	2.0	0.0		
	B3C Clinical Admin Spt Officer III	4.0	4.0	4.0	0.0		
	B3E Media Specialist/Coord-Cema	1.0	1.0	1.0	0.0		
	B3G Director of Patient Access	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	36.5	36.5	37.5	1.0		
	B4A Clinical Admin Svc Mgr	1.0	1.0	1.0	0.0		
	B54 Mgr-Patient Acct-SCVH&HS	5.0	5.0	5.0	0.0		
	B56 Clinical Risk Prv Prog Mgr	1.0	1.0	1.0	0.0		
	B5X Health Care Program Analyst II	6.0	6.0	8.0	2.0		
	B5Y Health Care Program Analyst I	6.0	5.0	8.0	2.0		



Santa Clara Valley Health & Hospital System (Continued)

Agency Name					Amount	
Budget Unit Number and Name					Change	
Cost Center Number and Name					from FY	
Index Number and Name		FY 2011 Positions		FY 2012	2011	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
B5Z	Health Care Prog Analyst Assoc	1.0	1.0	1.0	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	
B6F	Mgr Adult Custody MH Svcs	0.0	0.0	0.0	0.0	
B6T	Clinical Documentation Analyst	2.0	2.0	2.0	0.0	
B76	Sr Accountant	3.0	3.0	3.0	0.0	
B77	Accountant III	2.0	2.0	3.0	1.0	
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	
B80	Accountant Auditor Appraiser	5.0	5.0	5.0	0.0	
B85	Dir Plan & Market Scvhhs	1.0	1.0	1.0	0.0	
B9C	Hlth Care Finance Analyst Assc	3.0	3.0	3.0	0.0	
B9D	Hlth Care Financial Analyst I	2.0	2.0	2.0	0.0	
B9E	Hlth Care Financial Analyst II	6.0	6.0	6.0	0.0	
B9F	Sr Hlth Care Financial Analyst	16.0	16.0	18.0	2.0	
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	6.0	7.0	8.0	2.0	
C14	Health Hosp Sys Info Sv Div	1.0	1.0	1.0	0.0	
C23	Prevention Program Analyst II	0.0	0.0	0.0	0.0	
C29	Exec Assistant I	3.0	3.0	3.0	0.0	
C2A	Clinical Research Program Dir	1.0	1.0	1.0	0.0	
C2B	Clinical Research Program Mgr	1.0	1.0	1.0	0.0	
C2C	Clinical Support Program Coord	2.0	2.0	2.0	0.0	
C2D	Clinical Research Associate	1.5	1.5	1.5	0.0	
C2E	Clinical Research Assistant II	3.5	3.5	3.5	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	14.0	14.0	14.0	0.0	
C59	Ambulatory Service Mgr	2.0	3.0	3.0	1.0	
C5C	Dir, Care Cont, Perf, A&S	1.0	1.0	1.0	0.0	
C60	Admin Assistant	24.3	25.3	25.3	1.0	
C67	Asst Dir of Patient Bus Svc	1.0	1.0	1.0	0.0	
C82	Sr Health Care Program Mgr	1.0	0.0	0.0	-1.0	
C83	Health Care Program Mgr II	0.0	0.0	0.0	0.0	
C84	Health Care Program Mgr I	0.0	0.0	1.0	1.0	
C87	Quality Improvement Coord	4.0	4.0	9.0	5.0	
C91	Accounts Payble Mgr Hlth Hosp	1.0	1.0	1.0	0.0	
C94	Mgr of Volunteer Services	1.0	1.0	1.0	0.0	
D02	Medical Unit Clerk	80.5	81.3	79.8	-0.7	
D04	Tumor Registrar	0.5	0.5	0.5	0.0	



Santa Clara Valley Health & Hospital System (Continued)

Agency Name					Amount	
Budget Unit Number and Name					Change	
Cost Center Number and Name					from FY	
Index Number and Name		FY 2011 Positions		FY 2012	2011	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
D08	Supv Medical Admitting Clk II	6.0	6.0	6.0	0.0	
D09	Office Specialist III	31.4	29.4	29.4	-2.0	
D0A	Clinical Nurse II-Step A	0.5	0.0	0.0	-0.5	
D10	Supv Medical Admitting Clk I	2.0	2.0	2.0	0.0	
D1E	Sr Health Services Rep	110.0	108.0	108.0	-2.0	
D1F	Mental Hlth Office Supervisor	1.0	1.0	1.0	0.0	
D22	Medical Staff Coord	1.0	1.0	1.0	0.0	
D29	House Staff Coord	3.0	4.0	4.0	1.0	
D2E	Health Services Rep	253.1	253.6	260.2	7.1	
D33	Sec To Exec Dir Scvhhs-ACE	1.0	1.0	1.0	0.0	
D3A	Resources Scheduling Rep	8.0	8.0	8.0	0.0	
D44	Supv Patient Business Svcs Clk	11.0	11.0	11.0	0.0	
D45	Sr Patient Business Svcs Clk	20.5	20.5	20.5	0.0	
D48	Patient Business Svcs Clerk	82.5	81.5	81.5	-1.0	
D49	Office Specialist II	10.0	9.5	6.5	-3.5	
D50	Medical Translator	21.5	21.5	21.5	0.0	
D51	Office Specialist I	8.5	8.5	8.5	0.0	
D56	Medical Record Tech Supv	2.0	2.0	2.0	0.0	
D5D	Human Resources Asst II	16.0	16.0	0.0	-16.0	
D67	Supv Personnel Services Clerk	1.0	1.0	0.0	-1.0	
D75	Medical Office Specialist	2.0	2.0	2.0	0.0	
D76	Medical Administrative Asst II	22.0	22.0	22.0	0.0	
D79	Medical Administrative Asst I	24.5	24.5	25.5	1.0	
D87	Medical Transcriptionist	8.0	8.0	8.0	0.0	
D8C	Medical Admin Asst II-ACE	2.0	2.0	2.0	0.0	
D94	Supv Account Clerk II	4.0	4.0	4.0	0.0	
D95	Supv Account Clerk I	1.0	1.0	0.0	-1.0	
D96	Accountant Assistant	11.0	11.0	11.0	0.0	
D97	Account Clerk II	26.5	26.5	26.5	0.0	
D98	Account Clerk I	1.0	1.0	1.0	0.0	
E04	Public Health Community Spec	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	5.5	-1.0	
E2A	Psychiatric Nurse II-Step A	8.0	8.0	8.0	0.0	
E2B	Psychiatric Nurse II-Step B	7.5	7.5	7.5	0.0	
E32	Public Health Assistant	7.0	7.0	7.0	0.0	
E40	Library Assistant II	0.5	0.5	0.5	0.0	
E60	Mobile Outreach Driver	2.5	2.5	2.0	-0.5	
F14	Legal Clerk	1.0	1.0	1.0	0.0	
F86	Mgt Info Sys Analyst II	3.0	3.0	3.0	0.0	
F89	Mgt Information Sys Analyst I	3.0	3.0	3.0	0.0	
G11	Information Systems Mgr III	1.0	1.0	1.0	0.0	
G12	Information Systems Manager II	13.0	13.0	14.0	1.0	
G14	Information Systems Manager I	20.0	20.0	22.0	2.0	



Santa Clara Valley Health & Hospital System (Continued)

Agency Name					Amount	
Budget Unit Number and Name					Change	
Cost Center Number and Name					from FY	
Index Number and Name		FY 2011 Positions		FY 2012	2011	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
G1B	Call Ctr Mgr, Valley Conn	1.0	1.0	0.0	-1.0	
G28	Information Systems Analyst II	49.0	47.0	47.0	-2.0	
G29	Information Systems Analyst I	6.0	5.0	5.0	-1.0	
G38	Information Systems Tech III	4.0	4.0	4.0	0.0	
G50	Information Sys Tech II	24.6	24.6	25.6	1.0	
G51	Information Sys Tech I	0.0	0.0	0.0	0.0	
G52	Hospital Communications Opr	11.5	11.5	11.5	0.0	
G65	Management Info Svcs Proj Mgr	2.0	2.0	2.0	0.0	
G66	Operating Room Storekeeper	4.0	4.0	4.0	0.0	
G68	Management Info Svcs Mgr II	5.0	5.0	5.0	0.0	
G6M	Mgt Info Services Mgr III	1.0	1.0	1.0	0.0	
G81	Storekeeper	5.5	6.0	6.0	0.5	
G82	Stock Clerk	27.9	27.9	27.9	0.0	
G84	Central Supply Distribtn Supv	3.0	3.0	3.0	0.0	
H12	Janitor Supervisor	8.0	8.0	8.0	0.0	
H15	Sr Human Resources Analyst	2.0	2.0	0.0	-2.0	
H16	Human Resources Analyst	6.5	6.0	0.0	-6.5	
H17	Utility Worker	3.0	3.0	3.0	0.0	
H18	Janitor	212.9	212.9	212.9	0.0	
H30	Health Center Manager	10.0	10.0	11.0	1.0	
H41	Food Production Cafeteria Mgr	1.0	1.0	1.0	0.0	
H55	Dir, Q&U, A&Com Hlth/Mgd Care	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	1.0	1.0	1.0	0.0	
H66	Food Service Worker II	7.0	7.0	7.0	0.0	
H67	Food Service Worker I	25.0	25.0	25.0	0.0	
H6A	Registered Dietetic Tech	1.5	1.5	1.5	0.0	
H84	Laundry Worker II	2.0	2.0	2.0	0.0	
H86	Laundry Worker I	9.3	9.3	9.3	0.0	
H93	Medical Assistant	165.8	165.8	179.3	13.5	
H94	Unit Support Assistant	0.0	0.0	0.0	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	
J67	Health Information Clerk III	18.5	18.5	18.5	0.0	
J68	Health Information Clerk II	62.0	62.0	61.0	-1.0	
J69	Health Information Clerk I	21.0	21.0	20.0	-1.0	
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	14.0	14.0	13.0	-1.0	
J78	Health Information Tech I	8.5	8.5	8.5	0.0	
K01	Sr Biomedical Equipment Tech	1.0	1.0	1.0	0.0	
K03	Biomedical Equipment Tech II	4.0	4.0	4.0	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 2011 Positions		FY 2012	2011	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
K06	Biomedical Equipment Tech I	2.0	2.0	2.0	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	1.0	1.0	1.0	0.0	
K19	Medical Equipment Repairer	2.0	2.0	2.0	0.0	
K94	Electronic Repair Technician	3.0	3.0	3.0	0.0	
L34	Sr Facilities Engineer	0.0	0.0	1.0	1.0	
L35	Telecommunications Tech	3.0	3.0	3.0	0.0	
L67	Capital Projects Mgr III	2.0	2.0	2.0	0.0	
M02	Engineering & Scheduling Supv	1.0	1.0	0.0	-1.0	
M47	General Maint Mechanic II	10.0	10.0	10.0	0.0	
M51	Carpenter	4.0	4.0	4.0	0.0	
M55	Sr Carpenter	1.0	1.0	1.0	0.0	
M59	Electrician	3.0	3.0	3.0	0.0	
M63	Sr Electrician	1.0	1.0	1.0	0.0	
M64	Sr Painter	0.0	0.0	0.0	0.0	
M65	Elevator Mechanic	1.0	1.0	1.0	0.0	
M68	Painter	3.0	3.0	3.0	0.0	
M75	Plumber	2.0	2.0	2.0	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	
MLA	Medical Laboratory Assistant I	1.0	1.0	1.0	0.0	
N23	Dir Facilities Maint SSCCHS	1.0	1.0	1.0	0.0	
N29	Maintenance Coord-Vmc	1.0	1.0	1.0	0.0	
N54	Dir, Nursing E/R/QI & AP	1.0	1.0	1.0	0.0	
N56	Director, Valley Speciality Ct	1.0	1.0	1.0	0.0	
N95	Sr Hospital Stationary Engr	2.0	2.0	1.0	-1.0	
N96	Hospital Stationary Engineer	9.0	9.0	9.0	0.0	
NN2	Generic1	0.0	0.0	1.0	1.0	
NNN	VMC Generic Position	96.6	96.6	93.3	-3.3	
P34	Post Graduate Year V	8.0	8.0	8.0	0.0	
P35	Post Graduate Year IV	8.0	8.0	8.0	0.0	
P36	Post Graduate Year III	24.8	24.8	24.8	0.0	
P37	Post Graduate Year II	25.0	25.0	25.0	0.0	
P39	Post Graduate Year I	48.0	48.0	48.0	0.0	
P40	Pharmacist Specialist	20.0	21.6	23.6	3.6	
P41	Physician-Vmc	325.3	325.3	329.3	4.0	
P47	Optometrist	2.0	2.0	1.5	-0.5	
P48	Ophthalmic Tech	1.8	1.8	1.8	0.0	
P55	Psychiatrist III	27.0	27.0	32.5	5.5	
P61	Rehabilitation Svcs Prog Mgr	1.0	1.0	1.0	0.0	
P67	Rehabilitation Counselor	0.5	0.5	0.5	0.0	
P71	Operating Room Clerk	6.5	6.5	6.5	0.0	
P76	Registered Dental Assistant	8.3	8.3	8.3	0.0	



Santa Clara Valley Health & Hospital System (Continued)

Agency Name					Amount	
Budget Unit Number and Name					Change	
Cost Center Number and Name					from FY	
Index Number and Name		FY 2011 Positions		FY 2012	2011	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
P78	Dental Assistant	1.0	1.0	1.0	0.0	
P81	Pharmacist Tech Sys Spec	3.0	3.0	3.0	0.0	
P82	Operating Room Aide	12.3	12.3	12.3	0.0	
P84	Obstetric Technician	5.3	5.3	5.3	0.0	
P85	Clinical Audiologist	1.5	1.5	1.0	-0.5	
P93	Clinical Psychologist	0.0	0.0	0.0	0.0	
P95	Attending Psychologist	1.1	1.1	1.1	0.0	
P96	Marriage & Family Therapist II	1.0	1.0	0.0	-1.0	
P97	Marriage & Family Therapist I	0.0	0.0	0.0	0.0	
P9A	Hospital Clinical Psychologist	5.8	5.8	5.8	0.0	
Q98	Dentist-U	6.2	6.2	6.7	0.5	
R06	Dir Nutrition & Food Services	1.0	1.0	1.0	0.0	
R10	Physical Therapist II	8.5	8.5	8.5	0.0	
R11	Physical Therapist I	28.3	28.3	28.3	0.0	
R12	Occupational Thrp II-Phys Disb	4.0	4.0	4.0	0.0	
R13	Occupational Thrp-Psysl Disb	2.0	2.0	2.0	0.0	
R15	Respiratory Care Practitioner	22.2	22.2	22.2	0.0	
R17	Supv Respiratory Care Practnr	3.0	3.0	3.0	0.0	
R18	Chief Respiratory Care Practnr	1.0	1.0	1.0	0.0	
R1A	Occupational Thrp I-Phy Disb	10.6	10.6	10.6	0.0	
R1C	Recreation Therapist II	1.0	1.0	1.0	0.0	
R1D	Recreation Therapist I	2.8	2.8	2.8	0.0	
R1E	Sr Clinical Lab Tech II	9.0	9.0	9.0	0.0	
R1F	Sr Clinical Lab Tech I	60.5	60.5	60.5	0.0	
R1G	Asst Supv Clinical Lab Tech	6.0	6.0	6.0	0.0	
R1P	Physical Therapist I	6.5	6.5	6.5	0.0	
R1S	Respiratory Care Prac II	23.1	23.1	23.1	0.0	
R1T	Occupational Therapist I	7.5	7.5	7.5	0.0	
R21	Clinical Dietitian I	1.0	1.0	2.0	1.0	
R25	Dir of Pharmacy Svcs Scvhhs	1.0	1.0	1.0	0.0	
R26	Asst Dir of Pharmacy Services	2.5	2.5	2.5	0.0	
R27	Pharmacist	81.5	81.5	81.5	0.0	
R29	Pharmacy Technician	116.0	117.6	117.6	1.6	
R2C	Certified Occ Thrp Asst II-Pd	3.0	3.0	3.0	0.0	
R2I	Pharmacy Assistant	5.5	5.5	5.5	0.0	
R2L	Clinical Dietitian II	14.3	14.3	14.3	0.0	
R30	Diagnostic Imaging Info Sys Mg	1.0	1.0	1.0	0.0	
R31	Therapy Services Program Mgr	4.0	4.0	4.0	0.0	
R32	Radiation Therapist	4.0	4.0	4.0	0.0	
R33	Dir of Therapy Services	1.0	1.0	1.0	0.0	
R37	Speech Pathologist II	1.5	1.5	1.5	0.0	
R38	Speech Pathologist I	4.5	4.5	4.5	0.0	
R39	Sr Diagnostic Ing Info Sys Spc	2.0	2.0	2.0	0.0	
R3P	Sr Psychosocial Occ Therapist	1.0	1.0	1.0	0.0	
R48	Therapy Technician	10.0	10.0	10.0	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 2011 Positions		FY 2012	2011	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
R51	Clinical Microbiologist	1.0	1.0	1.0	0.0	
R52	Clinical Biochemist	1.0	1.0	1.0	0.0	
R54	Respiratory Therapy Insvr Crd	2.5	2.5	2.5	0.0	
R56	Supv Pharmacist	8.0	9.0	9.0	1.0	
R57	Cytotechnologist	2.5	2.5	2.5	0.0	
R59	Supv Clinical Laboratory Tech	10.0	10.0	10.0	0.0	
R62	Clinical Lab Tech	10.0	10.0	10.0	0.0	
R63	Urology Clinical Coord	1.0	1.0	1.0	0.0	
R64	Physical Therapist Asst II	11.3	11.3	11.3	0.0	
R65	Sr Histologic Technician	3.0	3.0	3.0	0.0	
R68	Mgr Tech Opr-Artfcl Kidny Unit	1.0	1.0	1.0	0.0	
R6A	MRI Technologist-Angio	1.0	1.0	1.0	0.0	
R6C	MRI Tech-Comp Tomography	5.0	5.0	5.0	0.0	
R70	Hospital Clinical Psych II	1.0	1.0	1.0	0.0	
R71	Dialysis Technician	23.5	23.5	23.5	0.0	
R74	Sr Laboratory Assistant	63.0	63.0	65.0	2.0	
R77	Forensic Chemist I	2.0	2.0	2.0	0.0	
R78	Anesthesia Technician	4.5	4.5	5.0	0.5	
R7A	Diagnostic Imaging Info Ss I	1.0	1.0	1.0	0.0	
R7F	Medical Lab Assistant III	7.0	7.0	7.0	0.0	
R7G	Medical Lab Technician	3.0	3.0	3.0	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	1.0	1.0	1.0	0.0	
R88	Diagnostic Imaging Tech II	4.0	4.0	6.0	2.0	
R8B	Diagnostic Image Tech II CT	4.1	4.1	4.1	0.0	
R8C	Diagnostic Image Tech I Fluoro	15.0	15.0	14.0	-1.0	
R8D	Diagnostic Image Tech I Mamm	14.5	14.5	14.5	0.0	
R8E	Diagnostic Image Tech I CT	14.0	14.0	14.0	0.0	
R8F	Dianostic Image Tech I CT & M	3.0	3.0	3.0	0.0	
R8G	Diagnostic Image Tech I CI	4.0	4.0	3.0	-1.0	
R90	Orthopedic Technician	4.5	4.5	4.5	0.0	
R94	Sr Nuclear Medical Tech	1.0	1.0	1.0	0.0	
R95	Nuclear Medical Technologist	4.0	4.0	4.0	0.0	
R99	Clinical Neurophysiolg Tech II	3.0	3.0	2.0	-1.0	
S01	Quality Improvement Mgr-Hosp	2.0	2.0	4.0	2.0	
S04	Infection Control Nurse	2.0	2.0	2.0	0.0	
S06	Sr Clinic Nurse	15.0	15.0	15.0	0.0	
S07	Quality Imprv Mgr-Amb Care Srv	1.0	1.0	1.0	0.0	
S10	Utilization Review Supv	1.0	1.0	1.0	0.0	
S11	Asst Nurse Mgr	33.0	33.0	31.0	-2.0	
S12	Utilization Review Coord	14.5	14.5	14.5	0.0	
S17	Dir Ambulatory Care Nurs Ops	1.0	1.0	1.0	0.0	
S18	Patient Services Case Coord	19.5	19.5	19.5	0.0	



Santa Clara Valley Health & Hospital System (Continued)

Agency Name					Amount	
Budget Unit Number and Name					Change	
Cost Center Number and Name					from FY	
Index Number and Name		FY 2011 Positions		FY 2012	2011	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
S1L	Quality Imprv MG APS Longevity	1.0	1.0	1.0	0.0	
S1V	Nurse Anesthetist Crna	4.0	4.0	4.0	0.0	
S23	Operating Room Technician	16.6	16.6	16.6	0.0	
S27	Mgr of Supply Proc(Dist)	4.0	4.0	4.0	0.0	
S2A	Assistant Nurse Manager Step A	13.0	13.0	12.0	-1.0	
S2B	Assistant Nurse Manager Step B	16.0	16.0	16.0	0.0	
S2C	Assistant Nurse Manager Step C	18.0	18.0	18.0	0.0	
S31	Nrs Mgr Cld Shlt Cstdy Hlth	0.0	0.0	0.0	0.0	
S33	Dir Inpatient Acute Nursing	1.0	1.0	1.0	0.0	
S34	Ekg Technician	5.0	5.0	9.0	4.0	
S35	Clinical Nurse Specialist	4.1	4.1	4.1	0.0	
S38	Staff Developer	4.5	4.5	4.5	0.0	
S39	Nurse Coord	17.7	18.3	17.3	-0.4	
S3A	Nurse Coordinator Step A	11.5	11.5	11.5	0.0	
S3B	Nurse Coordinator Step B	5.8	5.8	5.8	0.0	
S3C	Nurse Coordinator Step C	5.0	5.0	5.0	0.0	
S3D	Dir, Crit Care Emer&Perio Nurs	1.0	1.0	1.0	0.0	
S3M	Monitor Technician	11.0	11.0	11.0	0.0	
S42	Nrs Mgr Critical Care	4.0	4.0	4.0	0.0	
S43	Nrs Mgr Burn Center	1.0	1.0	1.0	0.0	
S46	Physician Asst Primary Care	15.8	15.8	15.8	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	
S56	Infection Control Nurse Mgr	1.0	1.0	1.0	0.0	
S57	Psychiatric Nurse II	42.5	42.5	51.0	8.5	
S58	Psychiatric Nurse I	0.0	0.0	0.0	0.0	
S59	Nurse Practitioner	30.1	30.1	31.6	1.5	
S5A	Staff Developer Step A	1.3	1.3	1.3	0.0	
S5B	Staff Developer Step B	6.1	6.1	6.1	0.0	
S5C	Staff Developer Step C	3.0	3.0	3.0	0.0	
S61	Nrs Mgr Post Anesthesia Cr Unt	0.0	0.0	0.0	0.0	
S62	Nrs Mgr Rehabilitation	2.0	2.0	2.0	0.0	
S63	Nrs Mgr Medical Surgical Nrsin	3.0	3.0	3.0	0.0	
S64	Nrs Mgr Mother Infant Cr Cent	1.0	1.0	1.0	0.0	
S65	Nrs Mgr Labr Del Pernal Evi Prd	1.0	1.0	1.0	0.0	
S66	Nrs Mgr Artificial Kidney Unit	1.0	1.0	1.0	0.0	
S67	Nrs Mgr Pediatrics-Icu	1.0	1.0	1.0	0.0	
S68	Central Supply Tech	7.5	7.5	7.5	0.0	
S69	Quality Impvmnt Mgr Inpt Nrs	1.0	1.0	1.0	0.0	
S6B	Ultrasonographer I-B	5.0	5.0	5.0	0.0	
S6C	Ultrasonographer I-C	1.0	1.0	1.0	0.0	
S71	Trauma Program Coord	1.0	1.0	1.0	0.0	
S75	Clinical Nurse III	590.0	585.0	574.3	-15.7	



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 2011 Positions		FY 2012	2011	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
S76	Clinical Nurse II	157.5	151.1	149.4	-8.1	
S7A	Clinical Nurse III Step A	71.0	71.0	69.8	-1.2	
S7B	Clinical Nurse III Step B	86.7	86.7	84.8	-1.9	
S7C	Clinical Nurse III Step C	28.7	28.7	28.7	0.0	
S80	Admin Nurse II	9.8	9.8	9.2	-0.6	
S81	Nrs Mgr Neonatal Icu	1.0	1.0	1.0	0.0	
S84	Nrs Mgr Mental Health Nursing	2.0	2.0	2.0	0.0	
S85	Licensed Vocational Nurse	114.5	114.5	113.5	-1.0	
S87	Psychiatric Technician II	8.0	8.0	11.5	3.5	
S88	Psychiatric Technician I	0.0	0.0	0.0	0.0	
S89	Clinical Nurse I	22.3	22.3	22.3	0.0	
S90	Dir Mental Health Nursing	1.0	1.0	1.0	0.0	
S91	Emergency Room Tech	21.6	21.6	21.6	0.0	
S93	Hospital Services Asst II	144.8	144.8	143.8	-1.0	
S94	Nursing Attendant	56.0	56.0	59.5	3.5	
S95	Hospital Services Asst I	16.0	16.0	16.0	0.0	
S99	Per Diem Clinical Nurse	0.0	0.0	0.0	0.0	
S9B	Ultrasonographer II-B	1.0	1.0	1.0	0.0	
S9C	Ultrasonographer II-C	3.8	3.8	3.8	0.0	
S9D	Ultrasonographer II-D	8.8	7.8	10.8	2.0	
S9E	SCVHHS Envir Svcs Director	1.0	1.0	1.0	0.0	
S9M	SCVHHC Envir Svcs Mgr	1.0	1.0	1.0	0.0	
S9P	Patient Transport Coordinator	4.2	4.2	4.2	0.0	
S9T	Patient Transporter	26.6	26.6	25.8	-0.8	
T47	Env Hlth & Sfty Com Spl SCVHHS	1.0	1.0	1.0	0.0	
U10	Rehabilitation Therapy Spec-U	1.0	1.0	1.0	0.0	
U8T	Medical Transcriptionist-U	2.5	0.0	0.0	-2.5	
U94	Asst Chief of Protective Serv	1.0	1.0	0.0	-1.0	
U95	Chief of Protective Serv	1.0	1.0	0.0	-1.0	
U98	Protective Services Officer	39.5	39.5	39.5	0.0	
U9D	Supv Protective Svcs Officer	7.0	7.0	7.0	0.0	
V5F	Assoc Envir Hlth Safety Anal	1.0	1.0	1.0	0.0	
W67	Graduate Intern Pharmacist-U	2.0	2.0	2.0	0.0	
W71	Sr Health Care Prog Analyst	7.0	7.0	9.0	2.0	
X09	Sr Office Specialist	6.8	6.8	6.8	0.0	
X15	Exec Assistant II-ACE	3.0	3.0	3.0	0.0	
X17	Exec Assistant I-ACE	5.0	6.0	6.0	1.0	
X19	Admin Assistant-ACE	2.0	2.0	1.0	-1.0	
Y01	Dir of Medical Social Services	1.0	1.0	1.0	0.0	
Y03	Medical Social Worker II	25.6	25.6	26.6	1.0	
Y04	Medical Social Worker I	0.5	0.5	0.5	0.0	
Y0A	Nurse Practitioner Step A	3.0	3.0	3.0	0.0	
Y0B	Nurse Practitioner Step B	3.6	3.6	3.6	0.0	
Y0C	Nurse Practitioner Step C	1.0	1.0	1.0	0.0	
Y41	Psychiatric Social Worker II	19.5	19.5	19.5	0.0	



Santa Clara Valley Health & Hospital System (Continued)

Agency Name	Budget Unit Number and Name	Cost Center Number and Name	Index Number and Name	Job Class Code and Title	FY 2011 Positions		FY 2012	Amount Change from FY 2011
					Approved	Adjusted	Recommended	Approved
			Y42	Psychiatric Social Worker I	3.0	3.0	2.0	-1.0
			Z1B	Accounting Manager-SCVHHS	2.0	2.0	2.0	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	2.0	1.0
			Z1L	Speech Language Pathologist I	3.0	3.0	3.0	0.0
			Z1R	Recreation Therapist I	1.0	1.0	1.0	0.0
			Z68	Health Information Clerk II-U	1.5	0.0	0.0	-1.5
921				Total	5,101.1	5,084.3	5,098.7	-2.4
Health Department				Total	6,352.1	6,366.3	6,364.2	12.1
Santa Clara Valley Health & Hospital System				Total	6,352.1	6,366.3	6,364.2	12.1

Housing, Land Use, Environment & Transportation

Agency Name	Budget Unit Number and Name	Cost Center Number and Name	Index Number and Name	Job Class Code and Title	FY 2011 Positions		FY 2012	Amount Change from FY 2011
					Approved	Adjusted	Recommended	Approved
Environmental Resource Departments								
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
		B1P	Mgmt Analyst		1.0	1.0	1.0	0.0
		B2J	Admin Services Mgr 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
		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
		X15	Exec Assistant II-ACE		1.0	1.0	1.0	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		1.0	1.0	1.0	0.0
		A2F	Planning Manager		1.0	1.0	1.0	0.0
		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	1.0	1.0	1.0
		B3P	Program Mgr I		2.0	2.0	1.0	-1.0
		B77	Accountant III		0.0	0.0	0.0	0.0
		B78	Accountant 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	0.0	0.0	-1.0
		D09	Office Specialist III		7.0	7.0	7.0	0.0
		D55	Board Clerk I		1.0	1.0	1.0	0.0
		D60	Clerical Office Supv		1.0	1.0	0.0	-1.0
		G12	Information Systems Manager II		0.0	0.0	0.0	0.0



Housing, Land Use, Environment & Transportation (Continued)

Agency Name		Budget Unit Number and Name			Amount Change from FY 2011	
Cost Center Number and Name		FY 2011 Positions		FY 2012	Approved	
Index Number and Name		Approved	Adjusted	Recommended		
Job Class Code and Title						
	G28	Information Systems Analyst II	0.0	0.0	0.0	0.0
	K66	Field Survey Technician II	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	2.0	2.0	2.0	0.0
	L08	Sr Plan Check Engineer	1.0	1.0	1.0	0.0
	L09	Assoc Plan Check Engineer	5.0	5.0	4.0	-1.0
	L11	County Surveyor Supv Surv Map	1.0	1.0	1.0	0.0
	L14	Sr Civil Engineer	2.0	2.0	2.0	0.0
	L16	Assoc Civil Engineer	1.0	1.0	1.0	0.0
	L18	Asst Civil Engineer	3.0	3.0	3.0	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	17.0	16.0	15.0	-2.0
	L84	Planner II	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	9.0	-1.0
	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	4.0	4.0	4.0	0.0
	V80	Zoning Investigator	3.0	3.0	3.0	0.0
	X15	Exec Assistant II-ACE	0.0	0.0	0.0	0.0
260		Total	85.5	84.5	79.5	-6.0
168	Office of Affordable Housing					
	1170	OAH Admin Fund 0001				
	B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0
	B1P	Mgmt Analyst	2.0	2.0	1.0	-1.0
	B3N	Program Mgr II	0.0	1.0	1.0	1.0
	B77	Accountant III	1.0	1.0	1.0	0.0
	D09	Office Specialist III	2.0	2.0	1.0	-1.0
	D96	Accountant Assistant	1.0	1.0	1.0	0.0
	L88	Housing Rehabilitation Spec	1.0	1.0	1.0	0.0
168		Total	8.0	9.0	7.0	-1.0
710	Parks and Recreation Department					
	5852	Interpretive Program Fund 0039				
	B3N	Program Mgr II	1.0	1.0	1.0	0.0
	T31	Parks Interpreter	6.5	6.5	6.5	0.0
	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
	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



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 2011 Positions		FY 2012	2011	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	K7G	Geographic Info Sys Analyst	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
71010	Administration Fund 0039					
	A56	Director of Parks & Recreation	2.0	2.0	2.0	0.0
	A68	Deputy Dir of Parks And Rec	1.0	1.0	1.0	0.0
	B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0
	B1P	Mgmt Analyst	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
71011	Customer & Business Svcs Fund 0039					
	B2J	Admin Services Mgr II	1.0	1.0	1.0	0.0
	B2Z	Sr Mgmt Info Systems Analyst-U	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
	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
	G14	Information Systems Manager I	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
	T23	Parks Outdoor Rec Coord	1.0	1.0	1.0	0.0
71013	Park Operations Fund 0039					
	B3P	Program Mgr I	1.0	1.0	1.0	0.0
	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	42.0	42.0	42.0	0.0
	T13	Park Equipment Operator	1.0	1.0	1.0	0.0
	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	1.0	1.0	1.0	0.0
	L16	Assoc Civil Engineer	1.0	1.0	1.0	0.0
	L34	Sr Facilities Engineer	1.0	1.0	1.0	0.0



Housing, Land Use, Environment & Transportation (Continued)

Agency Name							
Budget Unit Number and Name					Amount Change from FY 2011		
Cost Center Number and Name							
Index Number and Name		FY 2011 Positions		FY 2012			
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	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	
	T13	Park Equipment Operator	2.0	2.0	2.0	0.0	
	T16	Park Maintenance Worker II	42.0	42.0	42.0	0.0	
	T17	Park Maintenance Worker I	0.0	0.0	0.0	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	
710		Total	206.3	206.3	206.3	0.0	
Environmental Resource Departments			Total	299.8	292.8	-7.0	
Agriculture and Environmental Management							
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	3.5	3.5	3.5	0.0
		B3N	Program Mgr II	1.0	1.0	1.0	0.0
		D09	Office Specialist III	1.0	1.0	1.0	0.0
	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	7.5	7.0	7.0	-0.5
		V06	Agricultural Biologist II	0.0	0.0	0.0	0.0
		V07	Agricultural Biologist I	6.0	7.0	7.0	1.0
		V1A	Agricultural Assistant	0.0	0.0	0.0	0.0
		Z72	Agric Biol I-U	1.0	0.0	0.0	-1.0
	5663	Weights & Measures Fund 0001					
		V26	Deputy Sealer Weights Meaures	1.0	1.0	1.0	0.0
		V27	Weights & Measures Insp III	7.0	7.0	7.0	0.0
		V28	Weights & Measures Insp II	0.0	0.0	0.0	0.0
		V29	Weights & Measures Insp I	2.0	2.0	3.0	1.0
	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	2.5	2.5	1.5
	5665	Administration Fund 0001					
		A50	Agr Comm/Sealer/Anml Cont Dir	1.0	1.0	1.0	0.0
		B1R	Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0
		B2J	Admin Services Mgr II	1.0	1.0	1.0	0.0



Housing, Land Use, Environment & Transportation (Continued)

Agency Name						Amount Change from FY 2011	
Budget Unit Number and Name						Approved	
Cost Center Number and Name						Approved	
Index Number and Name		FY 2011 Positions		FY 2012			
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	B2R Admin Support Officer I	0.0	1.0	1.0	1.0		1.0
	B77 Accountant III	1.0	1.0	1.0	1.0		0.0
	C29 Exec Assistant I	1.0	1.0	1.0	1.0		0.0
	C76 Office Mgmt Coord	1.0	0.0	0.0	0.0		-1.0
	D09 Office Specialist III	4.0	4.0	4.0	4.0		0.0
	D49 Office Specialist II	3.0	3.0	3.0	3.0		0.0
	G14 Information Systems Manager I	1.0	1.0	0.0	0.0		-1.0
5670	Animal Control Fund 0001						
	B6V Animal Control Program Manager	1.0	1.0	1.0	1.0		0.0
	V57 Animal Control Officer	4.0	4.0	4.0	4.0		0.0
	V58 Kennel Attendant	4.0	4.0	4.0	4.0		0.0
	V99 Animal Shelter Supervisor	1.0	1.0	1.0	1.0		0.0
262	Total	63.0	64.0	64.0	64.0		1.0
261	Department of Environmental Health						
1194	DEH - Admin Fund 0030						
	A70 Dir Environmental Hlth Scvs	1.0	1.0	1.0	1.0		0.0
	B2J Admin Services Mgr II	1.0	1.0	1.0	1.0		0.0
	B2P Admin Support Officer II	1.0	1.0	1.0	1.0		0.0
	B76 Sr Accountant	1.0	1.0	1.0	1.0		0.0
	B78 Accountant II	1.0	1.0	1.0	1.0		0.0
	B80 Accountant Auditor Appraiser	1.0	1.0	1.0	1.0		0.0
	D96 Accountant Assistant	1.0	1.0	1.0	1.0		0.0
	D97 Account Clerk II	1.0	1.0	1.0	1.0		0.0
	G12 Information Systems Manager II	1.0	1.0	1.0	1.0		0.0
	G14 Information Systems Manager I	1.0	1.0	1.0	1.0		0.0
	G38 Information Systems Tech III	1.0	1.0	1.0	1.0		0.0
	X09 Sr Office Specialist	1.0	1.0	1.0	1.0		0.0
	X17 Exec Assistant I-ACE	1.0	1.0	1.0	1.0		0.0
26102	EHS - Planning Fund 0030						
	D09 Office Specialist III	5.0	5.0	5.0	5.0		0.0
	V08 Dir Div Consmr Protection	1.0	1.0	1.0	1.0		0.0
	V11 Environmental Health Prog Mgr	1.0	1.0	1.0	1.0		0.0
	V14 Supv Environmental Health Spec	3.0	3.0	3.0	3.0		0.0
	V16 Environmental Hlth Spc	37.0	37.0	37.0	37.0		0.0
	V17 Environmental Hlth Spec Trainee	1.0	1.0	1.0	1.0		0.0
	V18 Sr Environmental Hlth Spec	17.0	17.0	17.0	17.0		0.0
	X09 Sr Office Specialist	2.0	2.0	2.0	2.0		0.0
26103	Toxics, Solid & Haz Materials Fund 0030						
	B1N Sr Mgmt Analyst	1.0	1.0	1.0	1.0		0.0
	B1T Assoc Mgmt Analyst A	1.0	1.0	1.0	1.0		0.0
	B78 Accountant II	1.0	1.0	1.0	1.0		0.0
	D09 Office Specialist III	3.0	3.0	3.0	3.0		0.0
	D49 Office Specialist II	1.0	1.0	1.0	1.0		0.0
	V16 Environmental Hlth Spc	3.0	3.0	3.0	3.0		0.0
	V18 Sr Environmental Hlth Spec	3.0	3.0	3.0	3.0		0.0



Housing, Land Use, Environment & Transportation (Continued)

Agency Name							
Budget Unit Number and Name						Amount Change from FY 2011	
Cost Center Number and Name							
Index Number and Name				FY 2011 Positions		FY 2012	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	V19	Hazardous Materials Spec II	11.0	11.0	14.0	3.0	
	V21	Hazardous Materials Tech	6.0	6.0	6.0	0.0	
	V2B	Sr Hazardous Materials Spec	4.0	4.0	4.0	0.0	
	V2C	Hazardous Materials Spec I	1.0	1.0	1.0	0.0	
	V2E	Environmental Hlth Geo/Eng	1.0	1.0	1.0	0.0	
	V52	Hazardous Materials Program Mg	3.0	3.0	3.0	0.0	
	X09	Sr Office Specialist	1.0	1.0	2.0	1.0	
261		Total	120.0	120.0	124.0	4.0	
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	17.0	17.0	17.0	0.0	
	X79	Vector Control Trainee	2.5	2.5	2.5	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	
411		Total	37.5	37.5	37.5	0.0	
	Agriculture and Environmental Management		Total	220.5	221.5	225.5	5.0
Roads & Airports							
603	Roads & Airports Department - Roads						
	60023	Roads Fund 0023					
	A1R	Dir Roads & Airports Dept	1.0	1.0	1.0	0.0	
	B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0	
	B2K	Admin Serv Mgr III-2D	1.0	1.0	1.0	0.0	
	B2R	Admin Support Officer I	2.0	2.0	2.0	0.0	
	B2Y	Admin Support Officer II-ACE	1.0	1.0	1.0	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	
	C73	Assoc Real Estate Agent	1.0	1.0	1.0	0.0	
	D09	Office Specialist III	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 2011 Positions		FY 2012	2011	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
D34	Supv Clerk	1.0	1.0	1.0	0.0	
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	
D96	Accountant Assistant	2.0	2.0	2.0	0.0	
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	
G50	Information Sys Tech II	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	
K79	GEOGRAPHIC INFO SYSTEM TECH II	1.0	1.0	1.0	0.0	
K81	Engineering Technician III	1.0	1.0	1.0	0.0	
K82	Engineering Technician II	2.0	2.0	1.0	-1.0	
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	11.0	11.0	11.0	0.0	
K92	Electrical Electronic Tech	4.0	4.0	4.0	0.0	
L14	Sr Civil Engineer	6.0	6.0	6.0	0.0	
L16	Assoc Civil Engineer	15.0	15.0	15.0	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	2.0	2.0	2.0	0.0	
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	29.0	29.0	29.0	0.0	
N67	Road Maintenance Worker I	7.0	7.0	7.0	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	



Housing, Land Use, Environment & Transportation (Continued)

Agency Name					Amount Change from FY 2011	
Budget Unit Number and Name					Approved	
Cost Center Number and Name					Recommended	
Index Number and Name		FY 2011 Positions		FY 2012		Approved
Job Class Code and Title		Approved	Adjusted	Recommended		
	N78 Traffic Painter III	2.0	2.0	2.0	0.0	
	N79 Traffic Painter II	4.0	4.0	4.0	0.0	
	N80 Traffic Painter I	3.0	3.0	3.0	0.0	
	NN1 Trans Planning Prog Mgr	0.0	0.0	1.0	1.0	
	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	
603	Total	257.0	257.0	257.0	0.0	
608	Roads & Airports Dept - Airports					
60805	Airports Operations					
	A2P Assist Dir of County Airports	1.0	1.0	1.0	0.0	
	B7N Dir of County Airports	1.0	1.0	1.0	0.0	
	C60 Admin Assistant	1.0	1.0	1.0	0.0	
	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	
608	Total	15.0	15.0	15.0	0.0	
Roads & Airports	Total	272.0	272.0	272.0	0.0	
Special Districts	Total	0.0	0.0	0.0	0.0	
Housing, Land Use, Environment & Transportation	Total	792.3	793.3	790.3	-2.0	





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