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# Fiscal Year 2010 Recommended Budget



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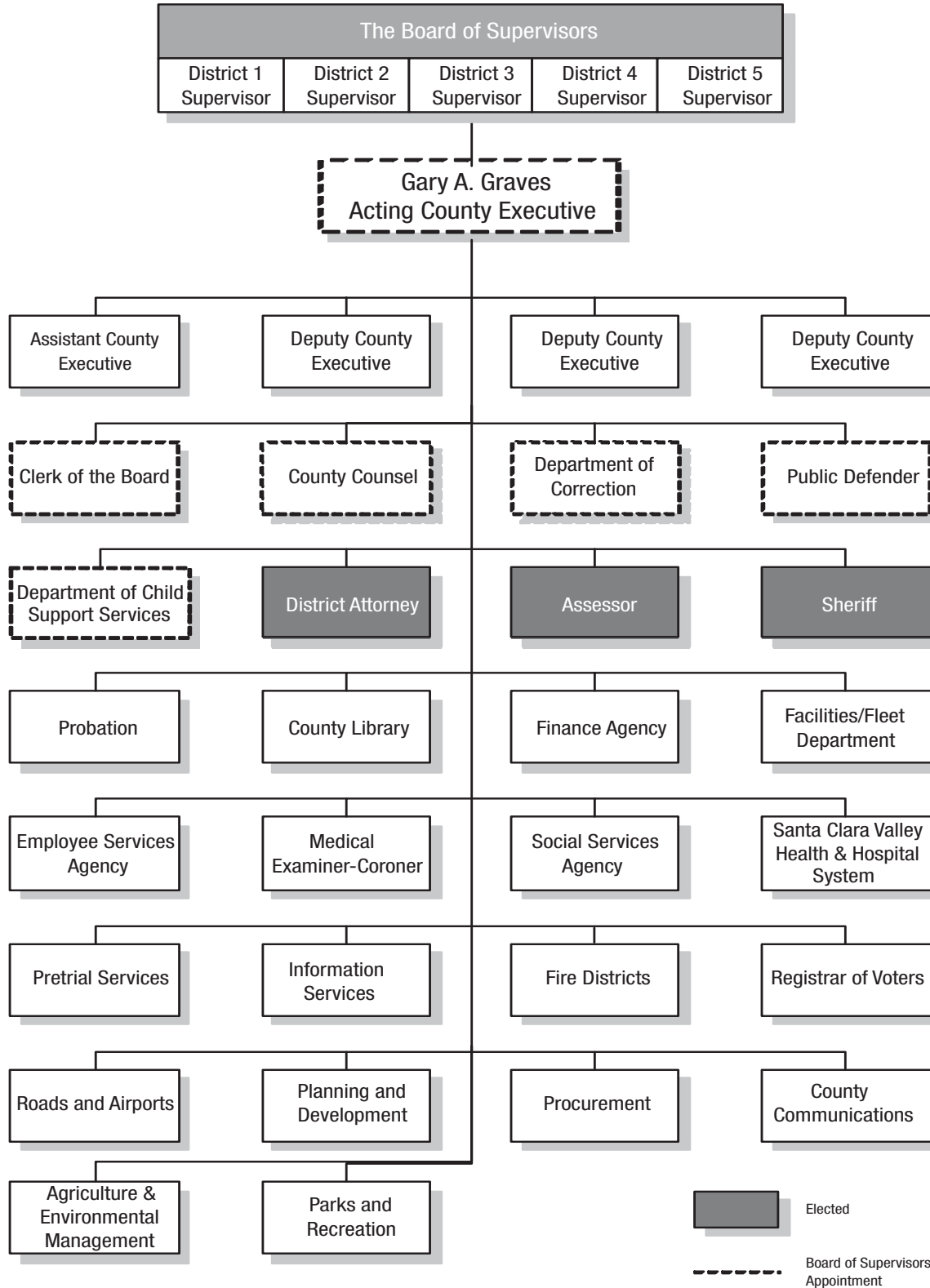
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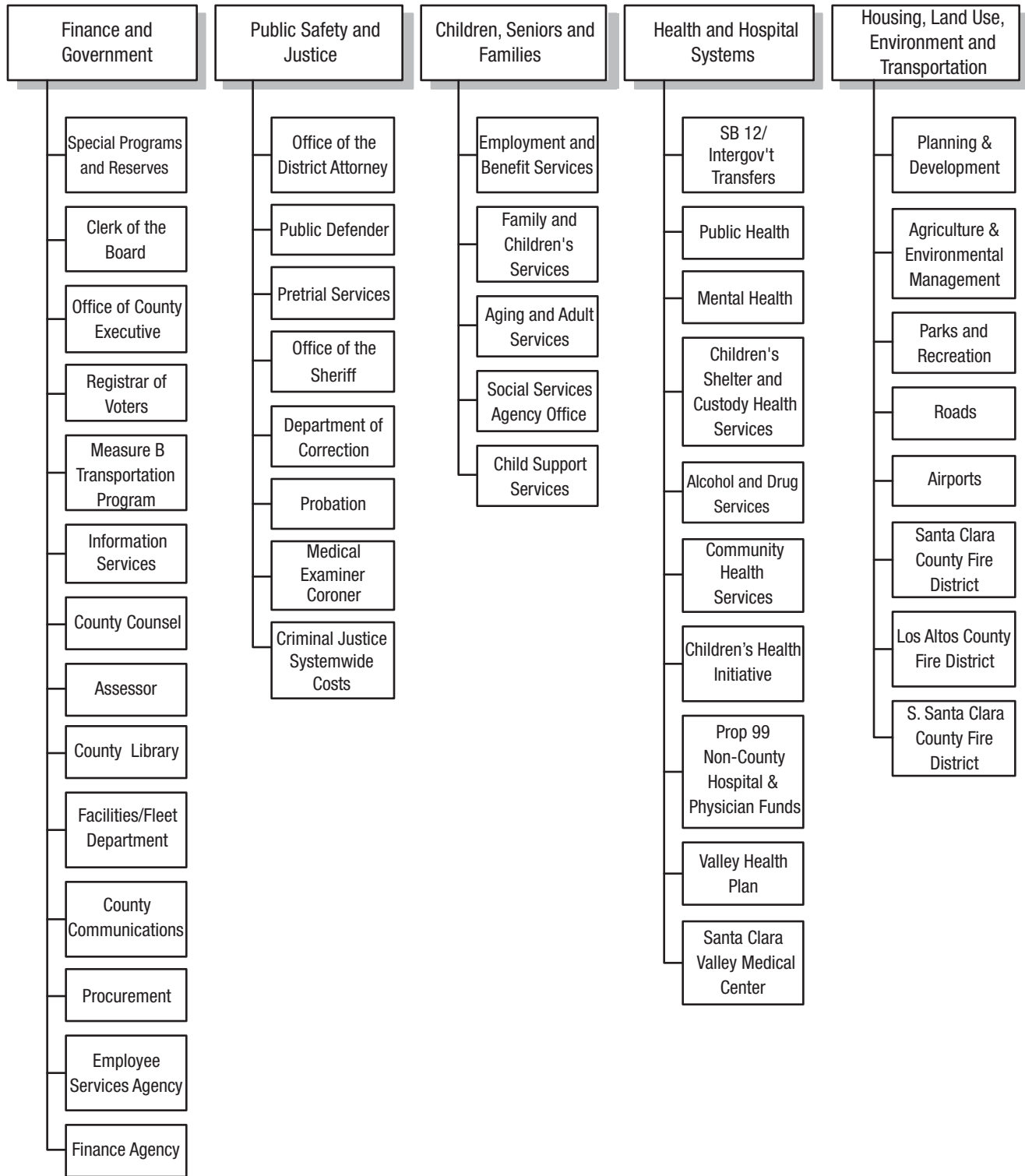


# COUNTY OF SANTA CLARA ORGANIZATION CHART





# Board of Supervisors



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FY 2010 Recommended Budget online**



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# FY 2010 County Executive's Budget Message

May 4, 2010



To: Board of Supervisors

From: Gary A. Graves   
Acting County Executive

Subject: FY 2010 Recommended Budget

The FY 2010 Recommended Budget marks the 25th consecutive year that I have played a major role in resource allocation decisions for Santa Clara County. Although I have been intimately involved in the development of each of the budget messages during that time, this is the first one that will carry my signature. During the past twenty five years, Santa Clara County has faced a variety of financial challenges and crises. I can say with no hesitation that the financial circumstances facing Santa Clara County in FY 2010 are unlike any I have seen. The combination of a worldwide economic meltdown, the near collapse of our banking system, and the decline of our real estate markets have created a financial scenario that is extremely daunting. This budget addresses a \$273.1 million general fund deficit projected for 2010. Even in the face of this challenge, this financial plan prioritizes client and patient service wherever possible, and includes a

number of revenue solutions and efficiency improvements, all aimed at preserving jobs and services for our community.

The County of Santa Clara has been dealing with budget reductions every year since FY 2003. The collective impact of cutting expenditures, and the programs they support over the past seven years, shape our approach to closing this deficit and facing a future that holds little promise for any kind of financial relief.

In December of 2008 I presented, and the Board approved, a plan designed to address the majority of a projected \$220 million deficit with ongoing reductions. Although the \$155 million ongoing reductions that were part of that plan would be significant, I believed we needed to address as much of our structural problem as possible, so the organization is not faced with debilitating deficits into the future with no light at the end of the tunnel. At that time, it was unclear just how serious the current economic situation was, and how it would affect Santa Clara County. Table 1 provides a comparison of FY 2010 Recommended Budget solutions to the December 2008 solution package.

Since December, the County has been forced to adjust our deficit estimate several times, most significantly in early April when the Assessor announced he would lower values for over 90,000 properties, taking over \$18 billion off the assessment roll. Lowering values by this amount will result in negative secured property tax growth for only the second time since the Great Depression. This action also required the reduction of property tax revenue estimates by \$29 million, an unprecedented development in my tenure with the County.

**Table 1: Comparison of FY 2010 Recommended Budget Solutions to December 2008 Solution Package**

Deficit Solution Component	December Solution Value	Recommended Budget Solution Value
<b>FY 2010 Projected Deficit</b>	<b>\$220.0</b>	<b>\$273.1</b>
Ongoing General Fund Solutions	\$80.0	\$64.9
Ongoing SCVMC Solutions	\$60.0	\$60.0
Ongoing Countywide Solutions	\$10.0	\$9.3
Prepayment of Employer Share of Retirement Contributions	\$5.0	\$5.9
<b>Subtotal Ongoing Solutions</b>	<b>\$155.0</b>	<b>\$140.1</b>
Use of one-time funds for ongoing General Fund costs	\$33.5	\$50.0
Use of SCVMC reserves for ongoing General Fund costs	\$31.5	\$66.8
<b>Subtotal Use of One-time Solutions for Ongoing Costs</b>	<b>\$65.0</b>	<b>\$116.8</b>
ARRA IHSS		\$9.7
ARRA Mental Health		\$6.5
ARRA Social Services Agency		\$0.9
ARRA SCVMC		\$24.3
<b>Subtotal ARRA Benefit</b>		<b>\$41.4</b>
Safety Net Care Pool Reserve		(\$4.2)
Optional Medi-Cal Benefits Reserve		(\$6.0)
Federal Medicaid Outpatient Rule Change Reserve		(\$15.0)
<b>Total ARRA Funded Reserves</b>		<b>(\$25.2)</b>
<b>Net One-time Solutions</b>		<b>\$133.0</b>
<b>Total Solutions</b>	<b>\$220.0</b>	<b>\$273.1</b>

Consequently, we face a revised deficit for FY 2010 of \$273.1 million, a 24% increase in our projected shortfall since December. Considering this occurred in the late stages of our budget development process, I am recommending that we cover this new shortfall with one-time funds, even though this will mean that a smaller portion of the structural deficit will be addressed with ongoing solutions. After a thorough review of many difficult recommendations, I am recommending ongoing reductions of approximately \$140.1 million and net one-time solutions of \$133 million.

This is a significant difference from FY 2009 where we recommended only \$43 million in ongoing reductions to address a \$172 million deficit.

The use of \$41.4 million from the American Recovery and Reinvestment Act helps close the gap for FY 2010, and fund reserves to mitigate potential revenue losses at SCVMC due to State “trigger cuts”. The ARRA revenues are neither strictly one-time, nor ongoing as they will be available only through the first two quarters of FY 2011.

The use of one-time solutions, although necessary, is troubling since it will likely result in a significant deficit in FY 2011, before taking into account continuing economic weakness and likely State and/or Federal actions. Although we are proposing several creative budget solutions that somewhat mitigate the impacts of reductions, we cannot count on these ingenious solutions to solve our entire structural problem in the future. We must work collaboratively in two directions to solve these problems; we must develop strategies to reduce the cost of delivering a unit of service, and we must focus more energy on defining our core mission so that we can create a streamlined organization that can live within the resources that are available to us.

### **The Impact of the American Recovery and Reinvestment Act (ARRA)**

While it is still too early to determine the overall impact of the ARRA on Santa Clara County, the formula-based resources the County will receive through the Federal Medical Assistance Percentage (FMAP) are critical to our ability to retain important Health and Social Service programs that would otherwise have been impacted by the loss of property tax revenues. In Santa Clara County the ARRA funds will be used as they were intended; as we respond to a dramatic increase in demand for our services Countywide, especially in the Health and Social Service program areas. Many people are turning to us for the first time, as they have lost their jobs and their health insurance. We estimate that FMAP revenues will increase our Federal reimbursements by \$87.3 million from October 2008 through December 2010 before they revert back to previous levels. Santa Clara County will receive three quarters of increased payments, or \$29.9 million in FY 2009; four quarters, or

\$41.4 million in FY 2010; and two quarters, or \$16 million in FY 2011. Although these funds will be an integral part of our plan to balance the budget in FY 2009 and FY 2010, they are not ongoing in nature and still represent limited-time funding. FY 2011 amounts will be “re-based” assuming some recovery by that time, and may be less than the current estimates.

In FY 2009, the ARRA funds are an important part of our efforts to avoid an overall deficit net of the contingency reserve. The receipt of FMAP revenue helps to address shortfalls in both Mental Health and Public Health and avoid other actions that could have resulted due to the precipitous drop in our discretionary revenues through the second half of FY 2009. Table 2 provides a brief summary of the declines in revenues we have seen in all of our economically sensitive revenue accounts.

**Table 2: Economically-Sensitive Revenues**

Revenue Source	Change from FY 2009	Percent Change
Secured Property Tax	-\$9,845,000	-2.4%
Prop Tax In-Lieu of VLF	-\$1,654,423	-0.9%
State-Public Safety	-\$16,776,329	-10.2%
State Realignment-Public Assistance	-\$13,766,700	-20.1%
State-Motor Vehicle	-\$9,013,626	-14.8%
State Realignment-Mental Health	-\$3,973,892	-10.1%
State-Mandate Cost	-\$660,563	-3.1%
Prop Taxes-SB813	-\$9,040,000	-33.4%
Real Property Transfer Tax	-\$6,272,000	-30.9%
Supplemental Property Tax Fee	-\$1,790,000	-23.0%
Interest-Deposits	-\$7,173,927	-55.4%
Aircraft Taxes	-\$100,000	-2.0%
Sales Tax	-\$323,250	-8.7%
State Realignment - GF Health	-\$270,546	-10.1%
In-Lieu Sales and Use Tax	-\$230,000	-16.4%
	<b>-\$80,890,256</b>	<b>-7.9%</b>

In FY 2010, the ARRA will be essential to our ability to address many of the most serious impacts resulting from departmental reduction plans. As mentioned above, demand for County services increases during times of economic turmoil. Some come to our Social Services Agency seeking assistance with food, employment, Medi-Cal eligibility, or general assistance. Emotional and

financial stress exacerbates mental illness, and may cause people to self-medicate, turning into addiction. As people lose jobs, they lose health insurance and turn to our County hospital and clinics for medical care. Specifically, FMAP funds will allow us to keep the Barbara Arons Pavilion fully operational instead of closing half of the facility as had been recommended by the Mental Health Department in meeting their \$22 million target. The Board had expressed deep concern regarding this proposal and I am glad that an alternative is available.

In addition, I am not recommending \$2.3 million of the \$9 million reductions proposed by the Department of Alcohol and Drug Services (DADS), due to the many impacts that would result from this plan. Given the Board's concern regarding Public Health reductions, I am also not recommending \$1.8 million in Public Health reductions, specifically in the communicable disease and Public Health Nursing areas.

For Santa Clara Valley Medical Center (SCVMC), I am recommending specific reserves to backfill the State trigger reductions of \$4.2 million in Safety Net Care Pool revenues and \$6 million for “optional” Medi-Cal benefits like dental care that are targeted to be eliminated by the State effective July 1, 2009. I am also recommending a \$15 million reserve to address the Federal Medicaid outpatient rule change that is slated to go into effect July 1. Table 3 outlines recommended uses of the ARRA funds.

**Table 3: Use of American Recovery and Reinvestment Act Funds**

Description of Use	FY 2010 Amount <sup>a</sup>
<b>Total ARRA Funds</b>	<b>\$41.4</b>
Reserve for Loss of Safety Net Care Pool Funding	\$4.2
Reserve for Optional Medi-Cal Benefits	\$6.0
Reserve for Medicaid Outpatient Rule Change	\$15.0
Mental Health - Barbara Arons Pavilion	\$2.4
Public Health Nursing and Communicable Disease	\$1.8
Department of Alcohol and Drug Services	\$2.3
Avoidance of Additional Department Reductions	\$9.7
<b>Total Use of ARRA Funds</b>	<b>\$41.4</b>

a. in millions



The County Executive's Office is also coordinating efforts to pursue all competitive ARRA "Federal Stimulus" dollars. We are in the process of acquiring a variety of resources that will be made available to departments to assist them in writing grants, organizing key information and providing the necessary support to assure our receipt of these critical resources. We are hopeful that the new Administration's efforts to address health care reform will also allow the County to tackle some of the factors leading to our structural deficit.

### A Departure from Future Year Projections

For many years the Office of Budget and Analysis has produced a Five-Year Financial Projection in order to estimate our future financial condition and help the Board make prudent decisions today and in the near future. During FY2009 we have made a conscious decision to defer that process due to the incredible volatility of the local, state and national economies, real estate markets and actions being taken at the local level. For that reason, we do not have a specific analysis of what the County financial picture looks like for the next few years. We have not abandoned this exercise, but have deferred it until conditions stabilize so we do not produce a projection that is obsolete soon after it is released.

We do know that we are under great financial strain. FY 2010 will represent the 8th consecutive year of deficit. During that time we have closed gaps between revenues and expenditures totaling \$1.5 billion. Of that amount, departments have absorbed over \$600 million in expenditure reductions. Due to our continued dependence on one-time resources, and an uncertain time frame for economic recovery, we know that we will face another difficult year in FY 2011. Even if we are successful in negotiating an extension of our labor contracts for two years with no change in salaries or benefits, an extension will not be enough to fully stabilize our finances, and future deficits will necessitate additional reductions. Table 4 provides a historical trend of General Fund budget reductions over the last eight fiscal years.

**Table 4: Historical General Fund Budget Reductions**

Fiscal Year <sup>a</sup>	Department Reductions	Use of One-time Funds for		Total
		Ongoing Needs	Other	
FY 2003	\$28.2	\$11.0	\$63.3	\$102.5
FY 2004	\$119.3	\$10.0	\$73.4	\$202.6
FY 2005	\$88.7	\$48.3	\$82.8	\$219.8
FY 2006	\$36.9	\$42.1	\$34.1	\$113.1
FY 2007	\$38.7	\$40.9	\$85.0	\$164.6
FY 2008	\$117.1	\$72.5	\$37.8	\$227.3
FY 2009	\$47.4	\$87.9	\$138.1	\$273.4
<b>Subtotal</b>	<b>\$476.3</b>	<b>\$312.7</b>	<b>\$514.5</b>	<b>\$1,303.4</b>
FY 2010	\$124.9	\$116.8	\$31.4	\$273.1
<b>Total</b>	<b>\$606.2</b>	<b>\$429.5</b>	<b>\$545.0</b>	<b>\$1,576.5</b>

a. Including 2nd Round Reductions for FY 2003, FY 2004 and FY 2009

Even without a comprehensive financial projection, we already know there are two major issues that will impact our financial condition in the near future. The decline of the stock market will have an impact on the amount we pay PERS to support our retirement system beginning in FY 2012. Early estimates suggest that our PERS rate could increase by 2 to 4 percentage points, or by as much as 25%, that would add over \$35 million to the general fund budget.

In the case of retiree health, the \$400 million in prepaid reserves we had accumulated since the early 1980s will be exhausted by FY 2013 as we use these resources to fully pay our annual required contribution (ARC). This approach, introduced in the FY 2009 budget, results in a general fund savings in the short term, but could require as much as an additional annual contribution of \$75 million starting in FY 2013 to meet the ARC payment.

We are moving forward in partnership with the labor organizations to reduce our future costs by negotiating a two-year contract extension that will keep salary and benefits levels flat. Achieving this will be a positive outcome. Given the fiscal challenges identified above, and to avoid more decimating service and staff reductions, aggressive strategies will be required to reduce our cost of delivering a unit of service. I am committed to

working collaboratively with the labor organizations to accomplish this goal for implementation in FY 2012. By reducing the cost of a unit of service, Santa Clara County can continue to provide the services our residents value and rely upon, while maintaining jobs for County staff.

### **State and Federal Impacts**

We cannot go through a year without discussing the potential impacts of decisions made in Sacramento and Washington, D.C. As noted above, there are some positive changes at the federal level, as ARRA funds will be helpful in allowing County residents to retain their jobs while also providing funding to help keep critical County services in place. Discussions about healthcare reform have begun, with the potential to positively impact our safety net healthcare system.

Next year, the greatest challenges the County will have to confront are decisions made in Sacramento. The record setting \$42 billion state deficit has been addressed preliminarily, although decisions still in front of voters could throw the state budget seriously out of balance. The continuing downturn in California's economy has resulted in a reported \$8 billion shortfall for FY 2010, and that number will grow larger if the voters do not support the initiatives on the May 19th ballot.

At this point in time health and social services continue to be vulnerable, as these services make up a large portion of the State budget, and because it is anticipated that State reductions will target areas that have received ARRA funding. We do not possess the flexibility needed to bolster an already weakened safety net. As a result, I am including in this budget a \$18.9 million reserve for State and/or Federal reductions that impact County services. Although this reserve is smaller than in prior years, it represents some margin that will prove essential if the State reduces their support of health, social service programs or public safety programs.

### **The FY 2010 Recommended Budget**

In reviewing the proposals submitted by departments in response to their reduction targets, I am impressed by the creativity and responsiveness of each department in the County. After seven consecutive years of deficits, this organization continues to produce innovative and intelligent ways to save money and generate revenue while remaining focused on providing quality services to the community. At the same time, there are many recommendations that will be just plain difficult to implement because they will impact vulnerable populations. Many will point out that reducing services will result in shifts in demand to other parts of our system like the emergency room, the jail or the emergency psychiatric facility. I am keenly aware of this, but our options are limited by the discretionary resources available and the mandates that require us to provide specific services that nobody else can. We are at a point in our history where logic and common sense are replaced by necessity and mandates.

In reviewing the specifics of our plan for balancing the FY 2010 Recommended Budget that are included in Table 1, we have made every attempt to bring forward a balanced plan that does not try to solve our structural problem in one year. As indicated previously, our projected deficit for FY 2010 is \$273.1 million. While I believe it is important to address a significant portion of our structural deficit, I also recognize that with the deterioration of our revenue collections and the resulting increase in our deficit, achieving \$140 million in ongoing reductions is a considerable achievement. With that being said, the Board must realize that the use of \$116.8 million in one-time funds and \$41.4 million in ARRA funds to support ongoing operations will create yet another round of difficult decisions in FY 2011.

As I review the impacts of the reductions being recommended, there have been some concerns raised around the fairness of reductions across functional areas. As I have discussed previously in

public session, our revenue shortfalls have forced us to recommend reductions in areas where discretionary funding is available. We are making every effort to avoid endangering revenues and reimbursements or violating state mandates and statutes. We are very wary of getting to the point where we cut one dollar of general fund expenditure and lose six dollars because of lost revenues. Our need to pursue discretionary expenditures has resulted in the general fund health departments being faced with reduction targets of \$44.25 million because each service area enjoys large overmatches and our programs are well funded compared with similar programs in other counties around the state. Reduction targets were set to capture approximately one-third of the discretionary general support for Mental Health, Public Health and Drug and Alcohol services.

It is important to recognize the contribution of Santa Clara Valley Medical Center (SCVMC) to the balancing of the FY 2010 budget. SCVMC had a reduction target of \$60 million. The size of this target was based on the ongoing Transformation 2010 effort, the opening of Valley Specialty Center and recognizing adjustments in Federal health care funding that began occurring in FY 2009. The Board's investment in T2010 came just at the right time, to provide the basis to meet this substantial reduction target, while addressing at least some of the increased demand on the safety net. Through process redesign, systems improvement, and service innovation, SCVMC is able to accommodate 19,000 more Emergency Department (ED) visits and 35,000 more clinic visits at a dramatically lower "per visit" cost.

In the Public Safety and Justice area, on the other hand, we are facing mandate and legal constraints that fall outside of simple funding questions. In the case of the Office of the Public Defender, I do not believe that the Office can carry out its constitutional mandate with fewer resources. In the Department of Correction, staffing levels in our jail facilities are adequate; and I do not recommend reducing those levels at this time. The only safe option is to eliminate rehabilitative programs, but

such reductions would impact recidivism rates at a time when jail population numbers are rising both locally and in the State system.

### **Important Assumptions**

During this time of extreme volatility it is important to summarize some of the key assumptions that are included in this budget. Our projected deficit is based on information through early April and while we have been conservative, we have to recognize that additional fallout from the economic downturn is possible. We will provide the Board with an update in early June before we enter the budget hearings.

As indicated in December 2008 when the FY 2010 plan was discussed, we are assuming no increase in salaries for open contracts. As we go to print, that assumption is holding as some labor organizations have already agreed to a two-year extension with no change in salaries and benefits. To the extent some labor groups defer increases that are assumed, some additional savings could be generated. Once agreements are finalized, the financial impacts will be analyzed and presented to the Board during the budget hearings.

Based on the FY 2010 State budget trigger cuts, we are assuming that as part of the current bargaining process related to the IHSS contract expiring in September, the current wage could be reduced to better match the State reimbursement level. The funding of the IHSS program is complex and is part of the FMAP reimbursement equation, so any change in this assumption will have a ripple affect on general fund revenues.

We have reviewed all of our budgetary and non-budgetary trust funds and released funds where we believe it is prudent to do so in order to maximize the funding available in order to balance the FY 2010 budget.





Consistent with the prior two fiscal years, the County will again prepay the employer's share of the Public Employee Retirement System (PERS) costs, saving an estimated \$5.9 million in the general fund.

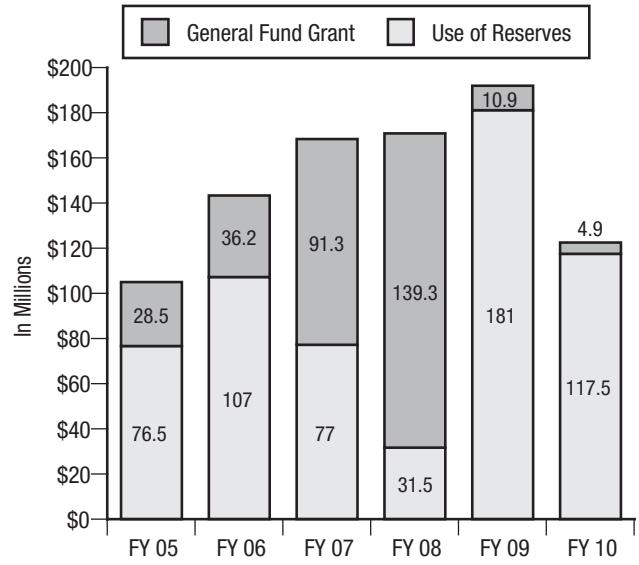
**Sources of One-Time Funds**

Once again, the sources of one or limited-time funds is a critical part of our budget presentation. The FY 2010 Recommended Budget will utilize \$269.5 million in one-time resources as outlined in the Available One-Time Resources and Recommended Allocations section of this document (immediately following this message).

It is important to note that a significant portion of the one-time funding available for FY 2010 is the result of Board actions taken during the FY 2009 budget process and during the course of the year to address a rapidly changing set of financial circumstances. When combined with the unspent FY 2009 contingency reserve and the reserve for State budget reductions, these savings make up slightly more than 50% of available one-time resources

For the second consecutive year, the SCVMC Enterprise fund will contribute over \$100 million, or 44% of our one-time resources. Use of \$117.5 million in SCVMC budget reserves will substantially offset the level of support required from the general fund. The positive financial performance of the hospital and clinics is described in Tables 5 and 6 and illustrates the important role SCVMC will play in providing the necessary one-time resources to support general fund operations, as well as important one-time needs during these difficult times. A transfer of this magnitude is necessary due to the impact of the economic downturn on revenue collections in FY 2009 and our revenue estimates in FY 2010. Use of this level of reserves leaves the Enterprise fund with only a small operating margin moving forward, and further supports our recommendation to establish a \$15 million general fund reserve for outpatient Medicaid rule changes through FY 2010.

**Table 5: Use of SCVMC Budget Reserves Compared to General Fund Grant**



**Table 6: General Fund Subsidy to SCVMC<sup>a</sup>**

Subsidy Component	FY 2009 Approved	FY 2010 Base	FY 2010 Rec
VLF Revenue	\$60.9	\$53.0	\$53.0
Tobacco Settlement	\$12.0	\$12.0	\$12.0
Inmate Care at SCVMC	\$10.9	\$11.4	\$11.4
General Fund Grant	\$10.9	\$214.3	\$4.9
<b>Total GF Subsidy</b>	<b>\$94.7</b>	<b>\$290.7</b>	<b>\$81.3</b>
<b>Use of SCVMC Reserves</b>			<b>\$117.5</b>

a. \$ reflected in millions

Our Recommended Budget also includes the use of \$12.4 million in delegated funding from the San Jose Redevelopment Agency, and \$7.5 million of Fair settlement funds, the last of three payments. The combined \$19.9 million will allow us to improve County facilities in qualified redevelopment areas, increase our support of major maintenance projects, and provide funding for critical capital needs.

**Use of One-Time Funds**

Foremost in the discussion of the use of one-time funds is setting the Contingency Reserve at 5% of general fund revenues net of pass throughs. I am fully committed to this Board policy because the Contingency Reserve is an important symbol of our financial stability. We are recommending other



reserves for State reductions and changes in Medicaid rules, but the contingency reserve is the major component of the year-end fund balance, and is looked at carefully by the rating agencies in determining our fiscal health. In addition, it is the single reserve we will count on in case of an emergency to provide the resources for response and recovery. For these reasons I believe it is critical to maintain the contingency reserve at 5%, or \$93.7 million, in FY 2010.

Other one-time expenditures recommended for funding in FY 2010 include \$116.8 million to support ongoing operations. These funds act as a bridge in anticipation of increased revenue as we look ahead to FY 2011. While it is unlikely we will experience revenue growth of this magnitude, the alternative to the use of one-time funds would be to increase the level of ongoing reductions. The impact of these reductions on the County's service delivery system would be devastating at a time when the demand for our services is increasing.

Including the use of delegated redevelopment and fair settlement funds, we are able to invest \$25 million in the county's infrastructure. It is crucial that the Board support infrastructure investments to prevent even greater expenses in the future. I am also recommending an investment of \$9.8 million in technology projects that will facilitate operational improvements supported by technology, and will allow us to accomplish more with fewer resources.

## **Conclusion**

Santa Clara County is faced with a monumental set of financial challenges over the next 5 years. As we embark on our eighth consecutive year of reductions, the organization is fatigued and struggling. It is clear our employees are frustrated by the lack of resources that prevent them from serving all the residents in our community that need assistance. Even though we have experienced a significant increase in our ongoing deficit, and are without ongoing solutions to match this increase, I do not plan to embark on another budget process until FY 2011. With this in mind, employees inside

the organization and the community need to be aware that FY 2011 is likely to be at least as difficult as FY 2010.

I am confident that we will soon see our economy improve gradually, and that stakeholders involved with the County's service delivery network working together can find innovative solutions that will result in a sustainable county organization. This will be hard work, but necessary if we are to emerge from this crisis as strong as when we entered it.

## Key Deficit Solutions in County Departments

The following table summarizes some of the key recommendations aimed at balancing the County General Fund 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 deficit solutions presented in the FY 2010 Recommended Budget. Rather, this information is provided to give the reader an idea of the type of reductions being recommended, and their magnitude.

County departments have contributed \$125 million in deficit solutions for FY 2010. 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.

### Key Deficit Solutions in County Departments

Department	Proposal	Increase/ Decrease in Staff	Ongoing Reduction Value
Office of the County Executive	Create the Office of Human Concerns, reducing and reorganizing staff in the combined areas of the Office of Human Relations, the Office of Affordable Housing, and the Office of Women's Policy	(6.0)	(\$1,049,798)
Office of the County Executive	Shift staff from Office of Homeless Concerns to the Mental Health Department, leveraging Mental Health Services Act (MHSA) funds to retain services		(\$1,192,298)
Facilities and Fleet Department	Reduce resources available to address current and backlog maintenance of County facilities	(7.0)	(\$1,910,014)
County Clerk-Recorder	Reduce staff as a result of the drop-off in revenues and associated workload as the economy has declined	(9.0)	(\$592,712)
Office of the District Attorney	The current memorandum of understanding between the County and the Superior Court for District Attorney representation of children in dependency cases expires on June 30, 2009. A limited transition plan is budgeted until August 15, 2009.	(24.0)	(\$1,844,252)
Office of the District Attorney	Transfer Victim Witness services from Silicon Valley FACES to a County-operated program, adding 16 staff at no additional cost.	16.0	\$0
Office of the Sheriff	Eliminate Sheriff perimeter patrol at the Elmwood Correctional Facility.	(2.0)	(\$413,538)
Office of the Sheriff	Establish a measured level of security staffing at the County Government Center.	(4.0)	(\$279,504)
Probation Department	Eliminate the Juvenile Court Work Program and utilize sentencing alternatives for youth sanctions.	(2.5)	(\$323,922)
SSA - Agency Office	Delete 5 positions in Social Services Agency (SSA) Administration.	(5.0)	(\$718,473)
SSA - Department of Family & Children Services	Begin implementation of the closure of Children's Shelter, to be phased over the course of FY 2010. Mandated functions will continue to be provided. This plan assumes that the majority of positions will not be reduced until January 1, 2010, but assumes savings from those reductions.	(7.0)	(\$3,296,082)
SSA - Department of Employment & Benefit Services	Reduce staffing in the SSI Advocacy Program.	(5.0)	(\$286,533)
SSA - Department of Aging & Adult Services	Delete one Deputy Public Guardian position in the LPS Conservatorship Unit, and four positions in Public Administrator/ Guardian/ Conservator Office.	(5.0)	(\$434,697)
Public Health Department	Reduce staff and expenditures in the Medical Therapy Unit of California Children's Services. Therapy sessions will be reduced by 15 minutes to maintain ongoing caseloads of 250 children per month.	(2.5)	(\$774,192)
Public Health Department	Reduce staff and funding for contracts with alternative test sites in the HIV/AIDS Program.	(1.5)	(\$365,847)



## Key Deficit Solutions in County Departments

Department	Proposal	Increase/ Decrease in Staff	Ongoing Reduction Value
Public Health Department	Reduce Public Health Nursing staff and funding for program operations. Redirect remaining staff to respond to core communicable disease services, including tuberculosis.	(53.0)	(\$4,008,621)
Mental Health Department	County-operated services will be delivered through the new Medical Home model in collaboration with SCVMC. Contract-operated services will be reduced. Although 35 staff are reduced in Mental Health, 27.5 staff are added to SCVMC.	(7.5)	(\$11,994,306)
Mental Health Department	Reduce and restructure County-operated services, and reduce contract-operated services	(12.5)	(\$2,130,360)
Mental Health Department	Reduce all contract providers by 1.5%, resulting in reduced outpatient services.		(\$1,500,000)
Mental Health Department	Reduce residential treatment services provided to adults in crisis residential or transitional residential programs		(\$1,175,147)
Department of Alcohol & Drug Services	Restructure staffing for new Gateway service model.	(4.5)	(\$563,684)
Department of Alcohol & Drug Services	Reduce County-operated and contract-operated services	(8.0)	(\$1,618,988)
Department of Alcohol & Drug Services	Reduce transitional housing unit and residential beds		(\$3,089,865)
Santa Clara Valley Medical Center	Reduce the net cost of providing service through Transformation 2010 Initiatives. The current level of service is maintained at a lower cost and/or increased services levels are accommodated without a net increase in cost.	18.0	(\$26,246,029)



# Available One-Time Resources and Recommended Allocations

## Overview

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

## Sources of One-time Funds

**General Fund Balance:** The estimated fund balance available at the end of FY 2009, for use in FY 2010, is \$126.3 million, which includes \$129.8 million from unspent Contingency Reserve funds and \$27.8 million from unspent State Budget Reserve funds.

We are not anticipating additional savings by year’s end, due to considerable shortfalls in revenues related to the economic slowdown, and the housing market crisis in particular.

**SCVMC Reserves:** Another major source of one-time funds for FY 2010 is Santa Clara Valley Medical Center (SCVMC) budget reserves. When SCVMC uses reserves to cover ongoing and one-time costs, the General Fund grant to SCVMC can be reduced on a one-time basis, creating a source of one-time funds for the General Fund.

In FY 2010 SCVMC will use budget reserves to reduce the General Fund grant by \$66.8 million to support ongoing costs in the General Fund, and by another \$50.7 million to close the gap between General Fund one-time resources and General Fund one-time needs, a combined total of \$117.5 million in reserves.

**Redevelopment Funds:** The Recommended Budget includes \$12.4 million in delegated funding from the San Jose Redevelopment Agency, and \$7.5 million of Fair

settlement funds, the last payment of three. The combined \$19.9 million is a significant source of one-time funds that allow us to improve our County facilities in qualified redevelopment areas, increase our support of major maintenance projects, and provide funding for critical capital needs, including capital projects at the jail and hospital, records storage for the District Attorney and Sheriff, and improvements at our Berger Drive facilities.

**Sale of Property:** As in prior years, the sale of County surplus property is an important source of funding to support our one-time needs in FY 2010.

## One-time Resources

Source	Amount
Unspent FY 2009 Contingency Reserve	\$129,754,132
Unspent FY 2009 State Budget Reserve	\$27,762,771
Fund Balance from Departments	(\$56,842,533)
Social Services Agency Prior-year Revenue	\$13,187,154
FY 2009 American Recovery and Reinvestment Act Benefit	\$12,399,476
<b>Subtotal Estimated General Fund Balance</b>	<b>\$126,261,000</b>
SCVMC FY 2009 American Recovery and Reinvestment Act Benefit	\$17,541,000
SCVMC Reserves for General Fund Ongoing	\$66,800,000
SCVMC Reserves for General Fund One-time	\$33,200,000
<b>Subtotal SCVMC Reserves</b>	<b>\$117,541,000</b>
Redevelopment Funds for Qualified Projects	\$12,400,000
3rd (final) Fair Settlement Payment	\$7,500,000
<b>Subtotal Redevelopment Resources</b>	<b>\$19,900,000</b>
PTAP Reserves for Clerk of the Board and Tax Collector	\$137,700
Revenue from Sale of Surplus Property	\$5,160,000
Reimbursement for Juvenile Dependency Transition Costs from Superior Court	\$476,817
<b>Subtotal Other One-time Resources</b>	<b>\$5,774,517</b>
<b>Total General Fund One-time Resources</b>	<b>\$269,476,517</b>

## Uses of One-time Funds

The following table reflects the FY 2010 recommended allocation of one-time resources.

Each allocation is discussed in the associated departmental budget.



## FY 2010 Use of One-Time Funds

Use of One-time Funds	Amount	Department
General Fund One-time Funds to Cover Ongoing Costs	\$49,993,000	
SCVMC One-Time Funds to Cover Ongoing General Fund Costs	\$66,800,000	
<b>Subtotal One-time Funds to Cover Ongoing General Fund Costs</b>	<b>\$116,793,000</b>	
FY 2010 Contingency Reserve @ 5%	\$93,760,139	Appropriations for Contingencies
State Budget Reserve	\$18,896,723	Special Programs
FY 2010 Reserve for Purchase of Law Enforcement Vehicles	\$800,000	Special Programs
<b>Subtotal One-time Reserves</b>	<b>\$113,456,862</b>	
FY 2010 Capital Project funding from RDA Funds	\$19,900,000	Facilities and Fleet
FY 2010 Capital Project funding from General Funds	\$5,000,000	Facilities and Fleet
<b>Subtotal One-time Capital Costs</b>	<b>\$24,900,000<sup>a</sup></b>	
FY 2010 Technology Projects	\$9,860,908	Information Services Department <sup>b</sup>
Replace FY 2009 Reduction in Funding for the Property Appraisal, Assessment and Management System (PAAMS)	\$1,041,642	Office of the Assessor
<b>Subtotal One-time Technology Costs</b>	<b>\$10,902,550</b>	
Transition Funding for Contracts and County-operated Programs	\$706,597	Department of Alcohol and Drug Services
District Attorney Attrition Plan	\$620,000	Office of the District Attorney
Transition Costs for Juvenile Dependency Program	\$476,817	Office of the District Attorney
Fund Juvenile Dependency Lease Expense to Termination Date	\$174,692	Office of the District Attorney
<b>Subtotal One-time Costs Associated with Ongoing Reductions</b>	<b>\$1,978,106</b>	
Census 2010 Program	\$500,000	Office of the County Executive
Kitchen Equipment	\$339,000	Department of Correction
Asset and Economic Development Program	\$325,000	Office of the County Executive
2-1-1 Program	\$150,000	Clerk of the Board
School Crossing Guard Program	\$112,000	Special Programs/Roads Department
Clerk of the Board Records Preservation	\$20,000	Clerk of the Board
<b>Subtotal Other One-time Needs</b>	<b>\$1,446,000</b>	
<b>Total One-time Allocations</b>	<b>\$152,683,518</b>	

a. An additional \$800,000 in Capital Fund 0050 Fund Balance (FY 2009 unspent Fair Settlement funds) will be used for RDA-qualified projects

b. Projects funded from this allocation are also discussed in the following departments: Clerk of the Board, Office of the Assessor, County Communications, Tax Collector, Office of the District Attorney, Office of the Sheriff, Probation Department, Public Health Department, Children's Shelter and Custody Health Services Department, and the Mental Health Department.





## Overview of General Fund Revenue Trends

General Fund revenues are projected to total \$2,067,361,340 in FY 2010, compared to \$2,146,972,632 in the FY 2009 Approved Budget; a decrease of \$79,611,632 or 3.71%. A drop of this magnitude is unprecedented in the modern era. The breadth of the current recession is reflected in our revenue decline, as each and every source is lower for FY 2010 than in FY 2009.

**Table 1: Comparison of FY 2009 to FY 2010 Revenue**

Revenue Source by Major Category	Amount
FY 2010 Recommended Revenue	\$2,067,361,340
FY 2009 Recommended Revenue	\$2,146,972,632
<b>Decline in Revenue from FY 2009</b>	<b>(\$79,611,292)</b>
Current Property Taxes	(\$20,539,423)
Aid From Govt Agencies-Federal <sup>a</sup>	(\$16,160,662)
Aid From Govt Agencies-State	(\$14,581,621)
Other Financing Sources	(\$11,613,443)
Charges For Services	(\$5,542,056)
Taxes - Other Than Current Property	(\$4,855,250)
Revenue From Use Of Money/Property	(\$4,253,927)
Revenue From Other Government Agencies	(\$995,434)
Licenses, Permits, Franchises	(\$845,364)
Fines, Forfeitures, Penalties	(\$224,112)
<b>Total Revenues</b>	<b>(\$79,611,292)</b>

a. Includes a change in the categorization of \$23.6 million in Child Support revenue out of "Federal" and into "State."

The table below provides a limited comparison between FY 2010 and economic indicators in previous recessions. Revenue performance this year appears to be the worst we have seen in several decades. Because year-to-year revenue performance data is not available prior to the early 1990's, information of note is included instead.

**Table 2: Financial Picture Compared to Prior Downturns**

Fiscal Year	AV% Growth <sup>a</sup>	Revenue Performance/Information of Note
FY 1902	-0.10%	Not Available
FY 1905	-9.65%	Not Available
FY 1912	-5.10%	Not Available
FY 1933	-2.14%	Not Available
FY 1934	-3.19%	Not Available
FY 1937	-0.61%	Not Available

**Table 2: Financial Picture Compared to Prior Downturns**

Fiscal Year	AV% Growth <sup>a</sup>	Revenue Performance/Information of Note
FY 1979	+21.28% -21.05% = 0.23% net	In 1978, two adjustments were made. One before, and one after Proposition 13 took effect
FY 1982	15.12%	Contingency Reserve of 0.04%,
FY 1983	17.45%	Negative Year-end Fund Balance, Significant Layoffs Took Place
FY 1994	3.64%	2.0%
FY 1995	0.38%	7.0%
FY 2004	3.16%	0.06%
FY 2010	-1.12%	-3.71%

a. Assessed Value (AV) growth value is generated one calendar year in advance of the end of a fiscal year, so a growth date precedes a fiscal year end by one year.

Included in the \$2.07 billion General Fund revenue total are \$11.3 in departmental revenue solutions, and \$17.2 million in FY 2010 ARRA-related revenues. Another \$24.3 million in ARRA-related revenues are budgeted in Santa Clara Valley Medical Center (SCVMC). Recognition of these revenues allows for a commensurate reduction in the General Fund grant to SCVMC. \$14.5 million in revenues are one-time in nature, including revenues related to the sale of property, the use of PTAP funds, and the ARRA revenues, which are "sometime" revenues. While ARRA revenues will continue to flow to counties in FY 2011, the coverage period ends on December 30, 2010, reducing the revenue we can expect by half or more.

Table 3 shows that General Fund revenues continue to be derived from the three major sources: Property Tax, State revenue and Federal revenue. This pattern continues from previous years, though compared to FY 2009, 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 the same as in previous years, despite the inclusion of the ARRA funds.



**Table 3: Percent of General Fund Revenues by Category**

Revenue Source	% of Total
Aid From Govt Agencies-State	32.9%
Current Property Taxes	30.2%
Aid From Govt Agencies-Federal	19.3%
Charges For Services	6.9%
Other Financing Sources	4.9%
Taxes - Other Than Current Property	2.3%
Revenue From Other Government Agencies	1.9%
Fines, Forfeitures, Penalties	0.8%
Licenses, Permits, Franchises	0.4%
Revenue From Use Of Money/Property	0.4%
<b>Total Revenues</b>	<b>100.0%</b>

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

### Current Property Tax

Property Tax contributes over \$624 million of the total General Fund revenue, as well as 25% of the overall revenue decline in the General Fund. For FY 2010, the Administration is projecting an decrease in the secured roll of 1.12%. A related account, Property Tax in lieu of VLF, is projected at -0.90%. These amounts reflect the downturn in the housing market which has been coming on gradually since the fall of 2006. The FY 2007 AV growth rate was 8.25%, and it has declined precipitously since. As we know today, no one could see in the fall of 2006 just how many properties were inappropriately overvalued, and the extent to which the mortgage market and financial market was filled with toxic assets. At this time, we are waiting, along with all Americans, to see when recovery will become evident. The Administration will work closely with the Office of the Assessor to monitor roll growth data in preparation for our future financial forecast.

### State Revenue

State revenue contributes \$679.2 million of the total General Fund revenue, or \$14.6 million less than was budgeted for FY 2009. This decline is due in large part to the economic slowdown, as our large discretionary revenue sources: public safety sales tax, motor vehicle license fees, and realignment sales tax revenues are all dependent on consumer and business spending. These accounts, totalling \$290.3 million, have been reduced by \$43.6 million when compared to the amounts budgeted in FY 2009.

All of these revenue sources have performed poorly in FY 2009, and for the second year in a row, are budgeted at lower amounts in line with recent performance. Though we have attempted to be prudent in our projections, it is conceivable that the FY 2009 projected collections upon which they are based, could still see further declines, necessitating future adjustments.

### Federal Aid

Federal Aid accounts for \$398 million of the General Fund revenue, or \$16.2 million less than in FY 2008. Since these revenues are reimbursement-based, revenue increases usually match expenditure increases. In FY 2009, \$6.4 million in both revenues and expenditures were transferred from the General Fund to SCVMC to take advantage of the discount pricing program available under the SCVMC license.

A key source of funds that is budgeted in this category is revenue the County expects to receive as part of the American Recovery and Reinvestment Act of 2009 (ARRA). Congress acted to increase the Federal Medical Assistance Percentage (FMAP) payments for all states on a temporary basis to help states during the current recession. Recognition of FMAP revenue helps the County to retain critical health and social service programs which would otherwise be reduced.

Funding increases will be in effect from October 2008 through December 2010. The estimate of funding in FY 2010 for the General Fund is \$17.14 million, and for SCVMC is \$24.3 million. In FY 2011, FMAP is in effect for half the year, and the reimbursement percentage is subject to change based on the state unemployment rate and the cost of care provided to Medi-Cal recipients.

### Other Financing Sources

Other Financing Sources contributes \$100.6 million of the total General Fund revenue, or \$11.6 million less than in FY 2009. This category includes San Jose Redevelopment Agency pass-through payments, which are based on a percentage of bonded indebtedness of the City of San Jose. An increase of \$2.3 million in RDA payments is projected for FY 2010. Also budgeted in this category is the sale of property in San Jose, known as the "Korean Baptist Church," for a net benefit to the General Fund of \$5.2 million. The transfer of funds from the Mental Health Services Act (MHSA) trust fund into the General Fund, of \$37.7 million, is included here.

## Charges for Service

Charges for Services contributes \$143.4 million, or \$5.5 million less than in FY 2009. Supplemental property tax fees and civil assessment revenues, are down this year, and the largest change, a transfer of both revenues and expenditures from the Public Health pharmacy to SCVMC, of \$7.2 million, is reflected in this category.

Other accounts in this category are relatively flat. Included in this account are charges for Sheriff services to both contract cities and VTA, prisoner housing charges, election services charges, property tax collection fees, and document recording fees.

## Taxes - Other than Current Property Taxes

Taxes other than current property taxes contribute \$47 million of the total General Fund revenue, or 9.4% less than was budgeted in FY 2009. The largest account in this category is penalties and costs, which reflects late payment penalties on property tax bills. This account is increasing by \$2 million, or 9.5%, but this increase is offset by a lower projection for the other large account in this category, real property transfer tax.

Real property transfer tax has been hit hard by the housing market downturn. This account is budgeted at \$14 million, or \$6.3 million less than was budgeted in FY 2009. These taxes are dependent on housing sales, and revenues are significantly down in FY 2009, reflecting this conservative projection for FY 2010. It is conceivable that if the housing market begins to recover, this amount could be greater in FY 2010. This account is housing price-sensitive and volatile, and we will continue to monitor it carefully.

## Revenue from the Use of Money

Revenue from the use of money contributes \$9.2 million of the General Fund revenue, a staggering 31.6% reduction from the \$13.5 million budgeted in the FY 2009 approved budget. Earned interest projections are based on both the average daily cash balance in the General Fund, and interest rates. Over the course of the last two years, interest rates are at all-time lows, and the daily cash balance is also low. This account will need to be monitored closely in FY 2010. When the State of California delays the payment of both health and social services payments, interest earnings suffer.

As part of the FY 2010 Recommended Budget, the County Executive is recommending that the County prepay its obligation to the Public Employee Retirement

System (PERS) for the third year in a row, to achieve a savings as the result of a discounted rate. In so doing, the treasury will be reduced to make an up-front cash payment, thereby reducing interest earnings. This reduction has been taken into account in calculating the overall PERS prepayment savings, but has not yet been distributed to the interest account. If the Board approves the PERS prepayment, the interest earnings amount will be adjusted. The treasury is reimbursed for the up-front payment throughout the year as charges to department payrolls are made.

## Fines, Forfeitures and Penalties

Fines, forfeitures and penalties contribute \$17.4 million of the General Fund revenue. The majority of this revenue is included in the base budget, and is attributable to bail and fine revenue in the law enforcement departments. This category is virtually flat.

## Licenses, Permits and Franchises

Licenses, permits and franchises contribute \$9.3 million of the General Fund revenue. While this is a small amount, it too reflects the economic downturn, as projections are down by 8.4% relative to the FY 2009 budget. The majority of this revenue was included in the base budget for a variety of application and permit fees, primarily in the Planning and Development Department and the Agriculture and Environmental Management (AEM) Department. Both building inspection and application fees are down in FY 2009 and FY 2010, due to less activity at Stanford University.

## Revenue from Other Government Agencies

Revenue from other government agencies contributes \$38.6 million, or 2.5% less than budgeted in FY 2010. 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. The largest of these amounts is a \$13.2 million payment from the City of San Jose of Redevelopment Agency delegated funds and the third payment of \$7.5 million in Fair Settlement payments. These funds may only be utilized to offset the cost of qualified capital projects,

Trust funds recognized here fund operations in the Office of the Assessor, the Clerk Recorder, the District Attorney, Sheriff's Office, Department of Correction, Probation, Public Health, Mental Health and DADS.

## 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 \$4.0 billion. Expenditures are presented at the object level of detail, which groups expenditures by category, i.e. salaries and benefits or services and supplies. Revenues are presented by source, which includes property tax, fines and forfeitures etc. Expenditure and revenue information is also presented by policy area. An additional chart featured in this section illustrates the proportions of revenues and expenditures, providing a visual presentation of where the County's revenues come from and how they are spent.

Data is also presented for the General Fund, which totals \$2.2 billion in expenditures. The General Fund is the largest of the County's funds and supports the

majority of the services. All revenues and expenditures that are not segregated for specific categorical purposes are budgeted in the General Fund.

There are a variety of other fund groups, including Capital Funds, Enterprise Funds (Valley Medical Center, Roads), Special Revenue Funds (such as Parks and Recreation) and Internal Service Funds (Data Processing, Fleet Management). The General Fund is discussed in detail because the majority of the County's services are funded from this resource.

Like the All Funds summary, charts are also used to reflect General Fund expenditure and revenue totals. The \$126.3 million difference between revenues and expenditures reflects the projected end-of-year balance, which is then reappropriated to fund specific items in the FY 2010 Recommended Budget.

### Countywide Budget Summary (All Funds)

	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Column 2 to 4	
		As of 7/1/08	As of 4/28/09		Inc./(Dec)	% Change
<b>Expenditures by Policy Area</b>						
Finance and Government	1,055,334,397	829,170,120	1,147,344,893	800,708,717	(28,461,403)	-3.4%
Public Safety and Justice	581,282,736	609,547,004	613,881,402	630,784,306	21,237,302	3.5%
Children, Seniors and Families	602,637,832	648,742,988	654,894,388	640,343,963	(8,399,025)	-1.3%
Santa Clara Valley Health & Hospital System	1,667,298,562	1,640,261,336	1,671,066,497	1,687,941,205	47,679,869	2.9%
Housing, Land Use, Environment & Transportation	234,959,443	282,056,677	339,373,500	248,500,853	(33,555,824)	-11.9%
<b>Total Net Expenditures</b>	<b>4,141,512,970</b>	<b>4,009,778,125</b>	<b>4,426,560,680</b>	<b>4,008,279,044</b>	<b>(1,499,081)</b>	<b>0.0%</b>
<b>Expenditures by Object</b>						
Salaries And Employee Benefits	1,897,841,728	1,984,410,350	2,001,976,639	2,042,734,152	58,323,802	2.9%
Services And Supplies	1,532,574,034	1,638,837,370	1,702,602,713	1,717,933,313	79,095,943	4.8%
Other Charges	66,415,975	104,764,707	106,036,397	101,482,092	(3,282,615)	-3.1%
Fixed Assets	213,323,137	135,513,473	184,461,655	97,492,802	(38,020,671)	-28.1%
Operating/Equity Transfers	683,118,842	238,998,732	504,083,923	131,118,907	(107,879,825)	-45.1%
Reserves		161,986,002	184,630,960	159,778,611	(2,207,391)	-1.4%
Expenditure Transfers	(251,760,746)	(254,732,510)	(257,231,610)	(242,260,833)	12,471,677	-4.9%
<b>Total Net Expenditures</b>	<b>4,141,512,970</b>	<b>4,009,778,124</b>	<b>4,426,560,677</b>	<b>4,008,279,044</b>	<b>(1,499,080)</b>	<b>0.0%</b>
<b>Resources by Type</b>						
Taxes - Current Property	721,025,296	768,403,288	768,403,288	748,836,224	(19,567,064)	-2.5%
Taxes - Other Than Current Property	58,581,181	60,682,618	60,682,618	54,862,616	(5,820,002)	-9.6%
Licenses, Permits, Franchises	25,224,276	24,727,361	26,605,941	25,211,409	484,048	2.0%
Fines, Forfeitures, Penalties	27,137,881	29,389,762	29,501,762	29,480,100	90,338	0.3%
Revenue From Use Of Money/Property	39,530,250	25,326,467	25,326,468	25,737,081	410,614	1.6%



## Countywide Budget Summary (All Funds)

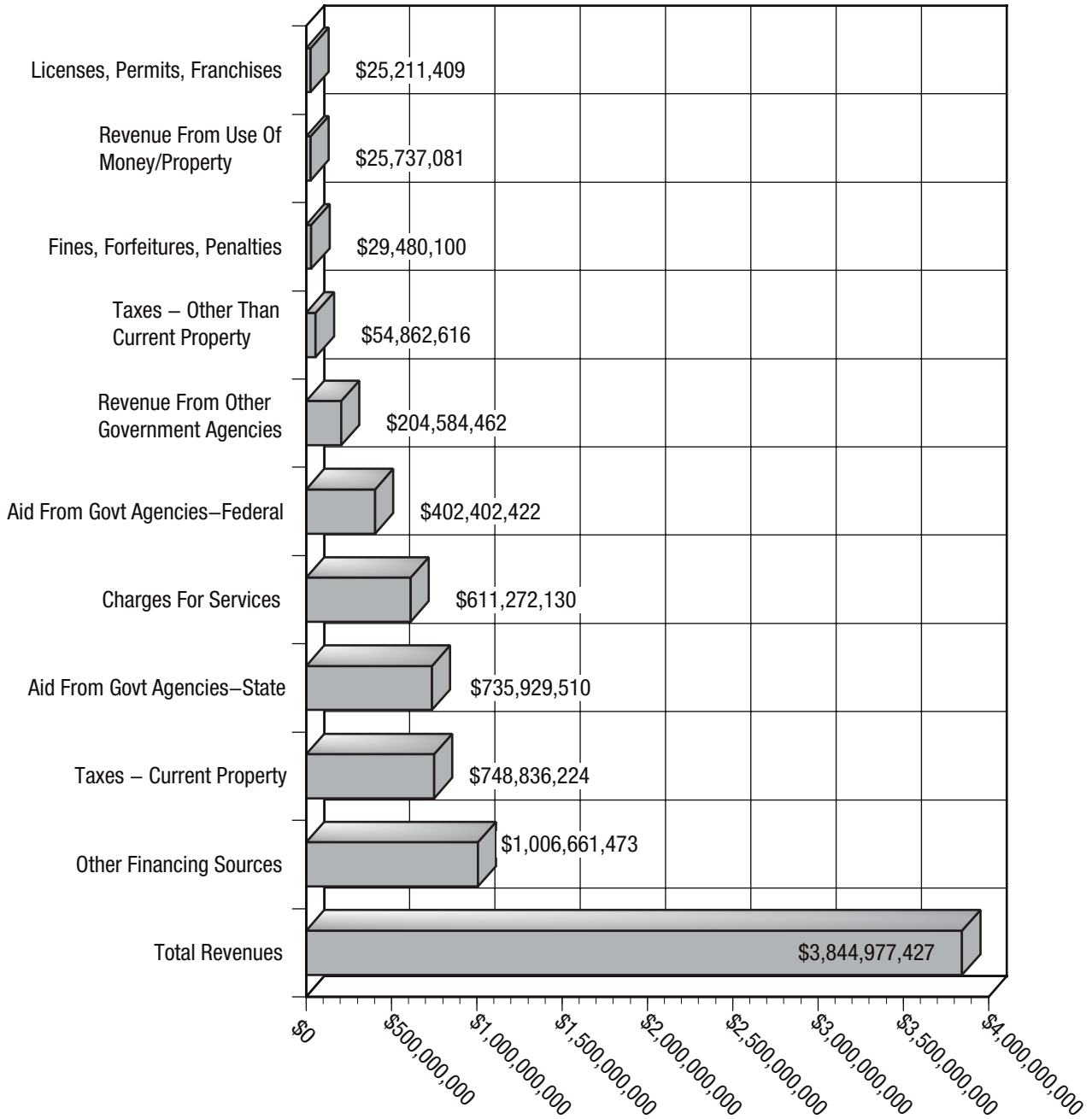
	FY 2008	FY 2009 Appropriations		FY 2010	Column 2 to 4	
	Actuals	As of 7/1/08	As of 4/28/09	Recommended	Inc./.(Dec)	% Change
Aid From Govt Agencies-State	758,387,407	757,051,204	785,223,568	735,929,510	(21,121,694)	-2.8%
Aid From Govt Agencies-Federal	440,164,842	422,871,661	448,744,340	402,402,422	(20,469,239)	-4.8%
Revenue From Other Government Agencies		310,510,532	582,682,223	204,584,462	(105,926,070)	-34.1%
Charges For Services	535,778,532	590,604,331	604,744,962	611,272,130	20,667,799	3.5%
Other Financing Sources	699,976,629	862,843,241	867,271,838	1,006,661,473	143,818,232	16.7%
<b>Total Revenues</b>	<b>3,305,806,294</b>	<b>3,852,410,465</b>	<b>4,199,187,008</b>	<b>3,844,977,427</b>	<b>(7,433,038)</b>	<b>-0.2%</b>
<b>Resources by Policy Area</b>						
Finance and Government	1,139,574,022	1,201,287,898	1,238,416,815	1,148,150,498	(53,137,400)	-4.4%
Public Safety and Justice	292,533,590	317,472,292	318,523,395	305,363,746	(12,108,546)	-3.8%
Children, Seniors and Families	549,844,595	590,273,128	596,491,842	583,608,110	(6,665,018)	-1.1%
Santa Clara Valley Health & Hospital System	1,097,997,000	1,496,290,307	1,763,399,983	1,583,596,528	87,306,221	5.8%
Housing, Land Use, Environment & Transportation	225,857,087	247,086,839	282,354,973	224,258,545	(22,828,294)	-9.2%
<b>Total Revenues</b>	<b>3,305,806,294</b>	<b>3,852,410,464</b>	<b>4,199,187,008</b>	<b>3,844,977,427</b>	<b>(7,433,037)</b>	<b>-0.2%</b>

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

Policy Area	FY 2009 Positions		FY 2010	Column 1 to 3	
	As of 7/1/08	As of 4/28/09	Recommended	Inc./.(Dec)	% Change
Finance and Government	1,945.8	1,956.3	1,918.8	-27.0	-1.4%
Public Safety and Justice	3,559.0	3,565.0	3,550.1	-8.9	-0.3%
Children, Seniors and Families	2,869.5	2,870.5	2,844.5	-25.0	-0.9%
Santa Clara Valley Health & Hospital System	6,197.2	6,311.8	6,229.7	32.5	0.5%
Housing, Land Use, Environment & Transportation	792.3	791.3	793.3	1.0	0.1%
<b>Total Positions</b>	<b>15,363.7</b>	<b>15,494.8</b>	<b>15,336.3</b>	<b>-27.4</b>	<b>-0.2%</b>

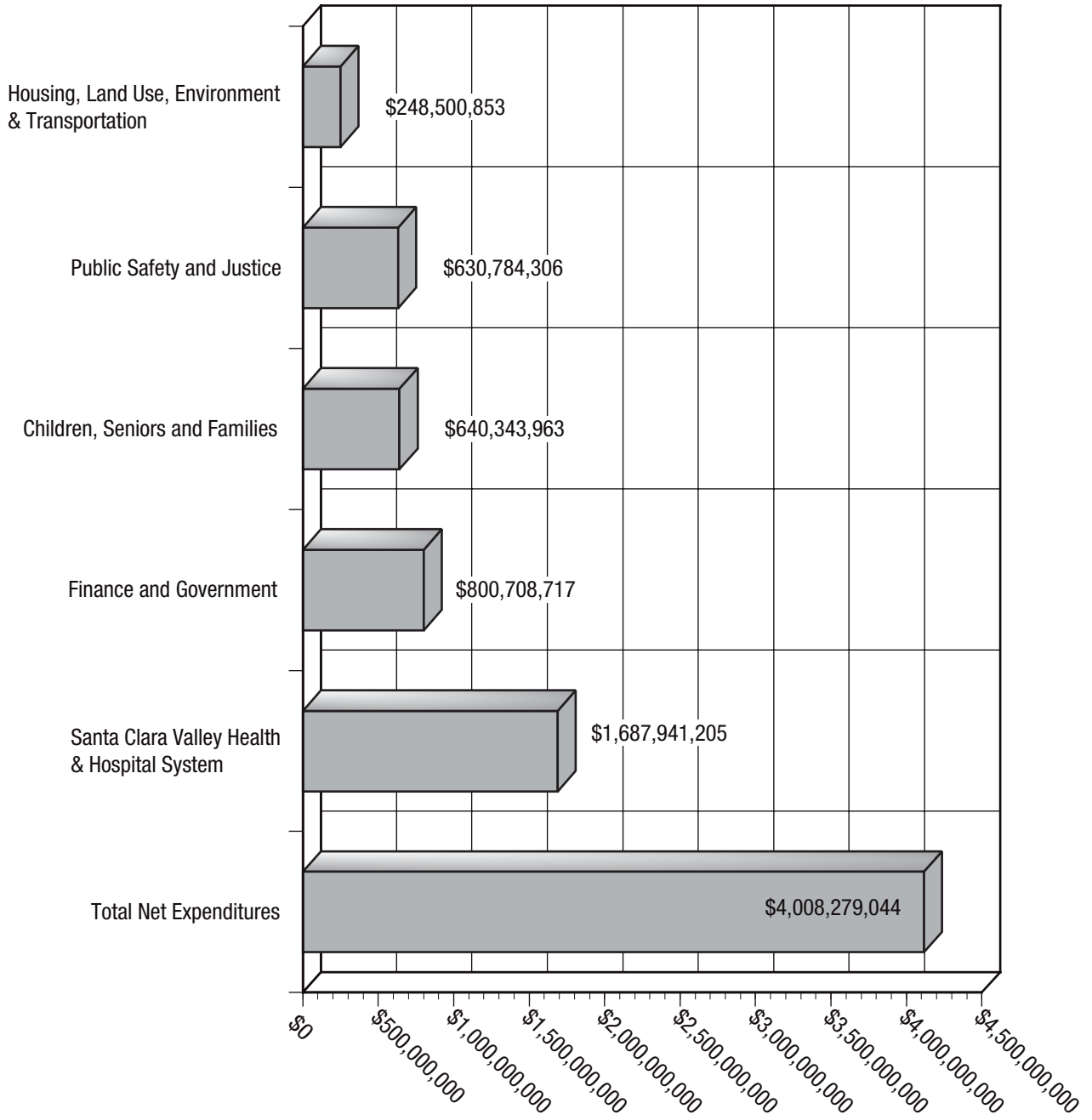


### All Fund Resources





### All Fund Expenditures



## Countywide Budget Summary (General Fund)

	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Column 2 to 4 Inc./(Dec) % Change	
		As of 7/1/08	As of 4/28/09			
<b>Expenditures by Policy Area</b>						
Finance and Government	609,567,547	563,277,090	851,692,367	538,908,311	(24,368,779)	-4.3%
Public Safety and Justice	581,243,551	609,512,004	613,763,946	630,749,306	21,237,302	3.5%
Children, Seniors and Families	602,637,832	648,742,988	654,894,388	640,343,963	(8,399,025)	-1.3%
Santa Clara Valley Health & Hospital System	390,477,144	396,900,365	403,517,821	362,094,334	(34,806,031)	-8.8%
Housing, Land Use, Environment & Transportation	19,794,222	21,740,186	22,283,844	21,526,426	(213,760)	-1.0%
<b>Total Net Expenditures</b>	<b>2,203,720,296</b>	<b>2,240,172,633</b>	<b>2,546,152,366</b>	<b>2,193,622,340</b>	<b>(46,550,293)</b>	<b>-2.1%</b>
<b>Expenditures by Object</b>						
Salaries And Employee Benefits	1,057,672,562	1,113,738,754	1,120,700,818	1,110,428,207	(3,310,547)	-0.3%
Services And Supplies	979,466,301	1,042,589,593	1,080,861,912	1,010,887,598	(31,701,995)	-3.0%
Other Charges	13,939,701	18,580,842	19,446,232	22,935,545	4,354,703	23.4%
Fixed Assets	3,232,903	353,118	3,742,391	273,212	(79,906)	-22.6%
Operating/Equity Transfers	352,194,593	144,757,501	379,915,282	111,284,481	(33,473,020)	-23.1%
Reserves		138,237,653	161,062,612	141,574,432	3,336,779	2.4%
Expenditure Transfers	(202,785,764)	(218,084,829)	(219,576,882)	(203,761,136)	14,323,693	-6.6%
<b>Total Net Expenditures</b>	<b>2,203,720,296</b>	<b>2,240,172,633</b>	<b>2,546,152,366</b>	<b>2,193,622,340</b>	<b>(46,550,293)</b>	<b>-2.1%</b>
<b>Resources by Type</b>						
Taxes - Current Property	602,736,504	645,279,423	645,279,423	624,740,000	(20,539,423)	-3.2%
Taxes - Other Than Current Property	48,785,311	51,824,000	51,824,000	46,968,750	(4,855,250)	-9.4%
Licenses, Permits, Franchises	9,781,541	10,098,737	10,098,737	9,253,373	(845,364)	-8.4%
Fines, Forfeitures, Penalties	18,384,135	17,604,712	17,716,712	17,380,600	(224,112)	-1.3%
Revenue From Use Of Money/Property	14,816,744	13,469,422	13,469,422	9,215,495	(4,253,927)	-31.6%
Aid From Govt Agencies-State	696,782,136	693,742,107	700,548,679	679,160,486	(14,581,621)	-2.1%
Aid From Govt Agencies-Federal	431,408,201	414,186,868	430,287,517	398,026,206	(16,160,662)	-3.9%
Revenue From Other Government Agencies		39,608,935	59,958,858	38,613,501	(995,434)	-2.5%
Charges For Services	138,981,705	148,922,387	143,436,964	143,380,331	(5,542,056)	-3.7%
Other Financing Sources	58,127,970	112,236,041	109,356,120	100,622,598	(11,613,443)	-10.3%
<b>Total Revenues</b>	<b>2,019,804,246</b>	<b>2,146,972,632</b>	<b>2,181,976,432</b>	<b>2,067,361,340</b>	<b>(79,611,292)</b>	<b>-3.7%</b>
<b>Resources by Policy Area</b>						
Finance and Government	939,319,952	966,659,393	992,717,915	904,801,871	(61,857,522)	-6.4%
Public Safety and Justice	292,476,424	317,437,292	318,488,395	305,328,746	(12,108,546)	-3.8%
Children, Seniors and Families	549,844,595	590,273,128	596,491,842	583,608,110	(6,665,018)	-1.1%
Santa Clara Valley Health & Hospital System	224,145,341	259,589,677	261,145,439	259,452,811	(136,866)	-0.1%
Housing, Land Use, Environment & Transportation	14,017,935	13,013,141	13,132,841	14,169,802	1,156,661	8.9%
<b>Total Revenues</b>	<b>2,019,804,247</b>	<b>2,146,972,631</b>	<b>2,181,976,432</b>	<b>2,067,361,340</b>	<b>(79,611,291)</b>	<b>-3.7%</b>

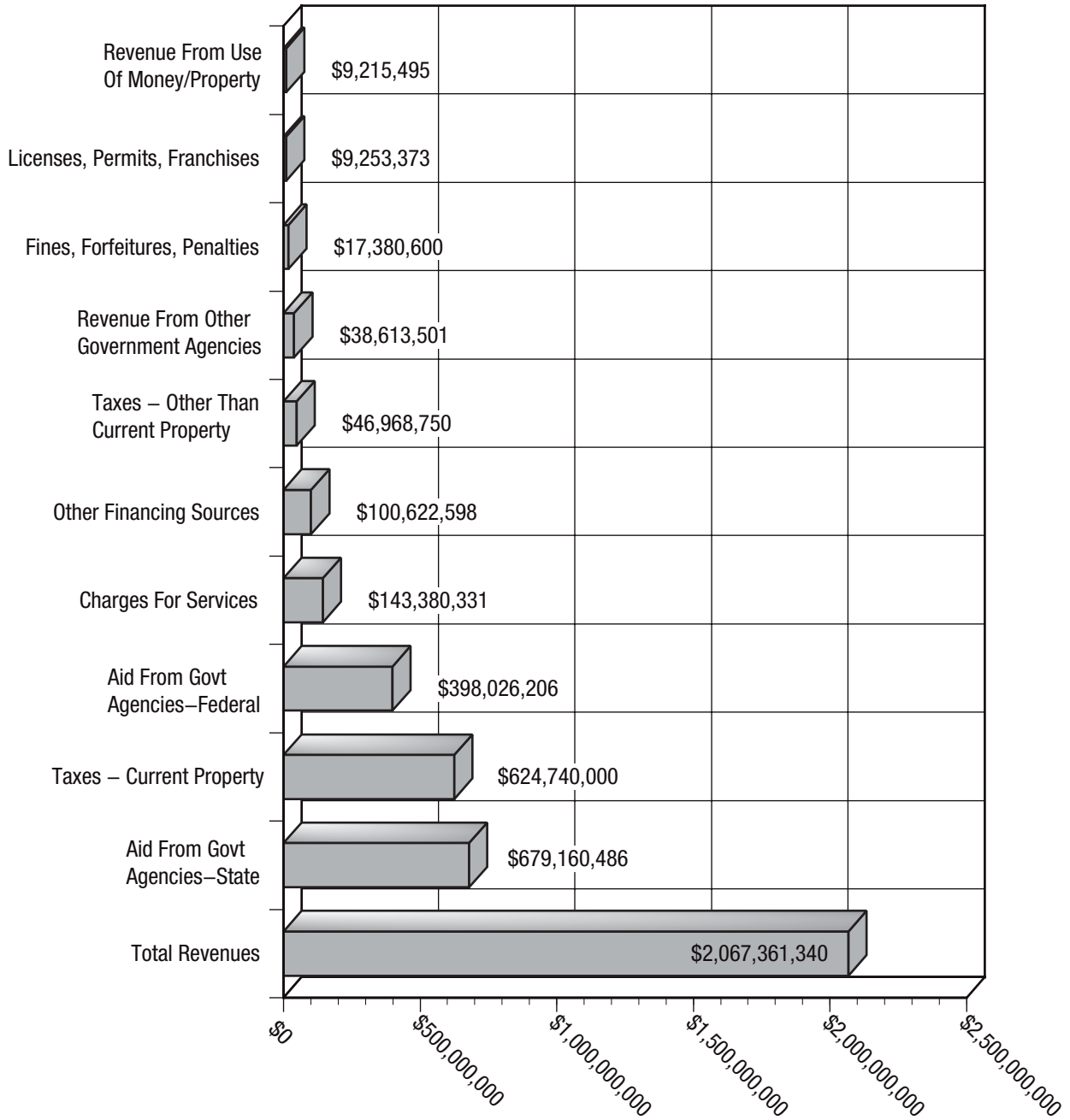


### Permanenet Authorized Positions (FTEs)(General Fund)

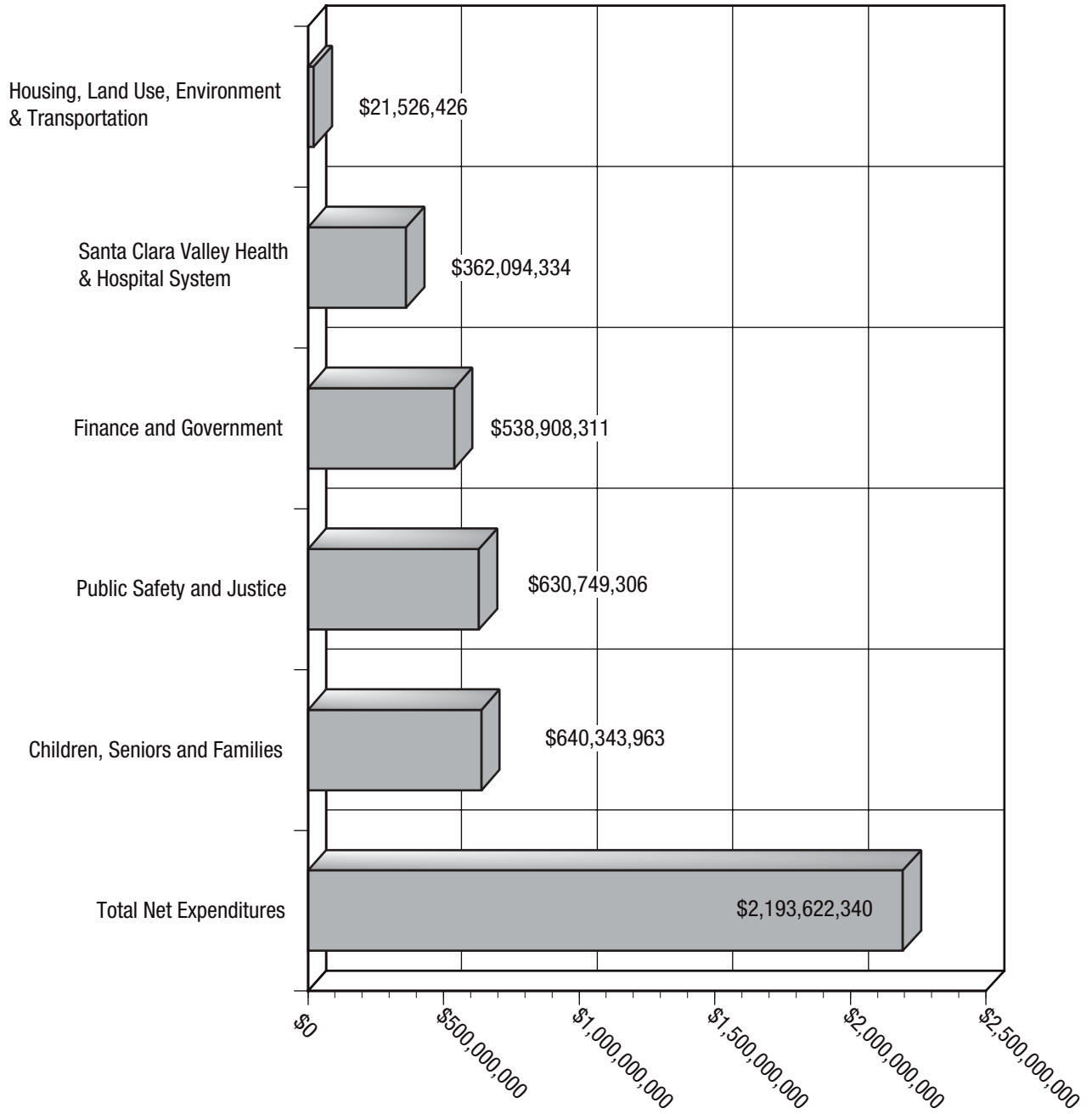
Policy Area	FY 2009 Positions		FY 2010	Column 1 to 3	
	As of 7/1/08	As of 4/28/09	Recommended	Inc./(Dec.)	% Change
Finance and Government	1459.5	1467.5	1423	-36.5	-2.5%
Public Safety and Justice	3559	3565	3550.1	-8.9	-0.3%
Children, Seniors and Families	2869.5	2870.5	2844.5	-25	-0.9%
Santa Clara Valley Health & Hospital System	1252.1	1250.6	1100.1	-152	-12.1%
Housing, Land Use, Environment & Transportation	147	147	146	-1	-0.7%
<b>Total Positions</b>	<b>9287.1</b>	<b>9300.6</b>	<b>9063.7</b>	<b>-223.4</b>	<b>-2.4%</b>



### General Fund Resources



### General Fund Expenditures





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

Fiscal Year	General Fund Balance as of June 30 <sup>b</sup>	Contingency Appropriation	Capital Budget	Computer and System Related	Reserves and Other One-time Needs	Ongoing Costs
2009 Estimate	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
1994 Approved	33,347,663	15,000,000		10,900,000	5,347,663	2,100,000

- 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

Budget Unit	Department	Revenue Account	Account Name	FY 2008 Actual	FY 2009 Approved	FY 2010 Recommended
110	Controller-Treasurer	4006200	Prop Tax In-Lieu of VLF	166,331,236	177,974,423	176,320,000
110	Controller-Treasurer	4010100	Sales Tax	2,949,408	3,727,000	3,403,750
110	Controller-Treasurer	4002200	Aircraft Taxes	5,466,523	5,100,000	5,000,000
110	Controller-Treasurer	4301100	Interest-Deposits	12,417,945	12,317,382	5,638,816
110	Controller-Treasurer	4403100	State-Motor Vehicle	59,092,831	60,922,626	51,909,000
110	Controller-Treasurer	4404100	State-Highway Prop	43,232	43,000	43,000
110	Controller-Treasurer	4419100	Homeowner Prop Tax	3,586,782	3,600,000	3,600,000
110	Controller-Treasurer	4301200	Interest On Notes	539		
110	Controller-Treasurer	4813050	Local Contributions		24,500,000	
110	Controller-Treasurer	4010110	In-Lieu Sales and Use Tax Revenue	1,368,269	1,400,000	1,170,000
112	Tax Collector	4002100	Current Unsecured	34,102,391	36,000,000	36,000,000
112	Tax Collector	4205100	Penalties and Costs	21,044,867	21,000,000	23,000,000
112	Tax Collector	4006100	Prop Taxes-SB813	24,746,011	27,040,000	18,000,000
112	Tax Collector	4001100	Current Secured	364,682,690	404,265,000	394,420,000
114	Clerk-Recorder	4020300	Real Prop Transfe Tax	17,529,695	20,272,000	14,000,000
148	Department Of Revenue	4106100	Franchises	1,197,560	1,250,000	1,025,000
148	Department Of Revenue	4020400	Transient Occupancy Tax	449,020	325,000	315,000
810	County Debt Service	4301100	Interest-Deposits	20,346		
810	County Debt Service	4301200	Interest On Notes	34,038		
501	Social Services Agency	4301100	Interest-Deposits	1,043,677	627,040	131,679
<b>Total Discretionary Revenue</b>				<b>716,107,060</b>	<b>800,363,471</b>	<b>733,976,245</b>



## Use of Discretionary Revenue

Budget Unit	Department	FY 2009 Approved	FY 2010 Recommended
	Use of Fund Balance	(3,536,874)	32,500,861
116	In Home Support Service Program	(55,275,909)	(48,643,014)
119	Special Programs	(123,257,370)	(114,995,686)
101	Supervisorial District #1	(1,070,338)	(1,082,834)
102	Supervisorial District #2	(1,070,338)	(1,082,834)
103	Supervisorial District #3	(1,070,338)	(1,082,834)
104	Supervisorial District #4	(1,070,338)	(1,082,834)
105	Supervisorial District #5	(1,070,338)	(1,082,834)
106	Clerk of the Board	(6,673,023)	(7,144,517)
107	Office of the County Executive	7,398,681	(2,054,385)
108	Modified Financial Policies	0	5,885,000
168	Office of Affordable Housing	(1,495,692)	(1,230,254)
115	Office of the Assessor	(27,942,657)	(30,216,341)
118	Procurement	(3,430,282)	(3,073,537)
120	County Counsel	(8,949,245)	(9,425,085)
140	Registrar of Voters	(10,832,771)	(9,175,628)
145	Information Services Department	(16,791,422)	(18,601,285)
190	County Communications	(12,577,935)	(10,829,481)
263	Facilities and Fleet	(57,575,292)	(56,194,257)
130	HR, LR & EOED	(11,415,946)	(11,001,479)
132	Risk Management	(11,500)	1,074,292
110	Controller-Treasurer	50,141,532	66,184,182
112	Tax Collector	777,501	(829,659)
114	County Clerk-Recorder	3,074,000	840,711
148	Department of Revenue	167,513	(952,528)
810	Debt Service	(19,595,746)	(18,393,744)
202	District Attorney Administration	(70,979,495)	(71,705,297)
204	Public Defender	(43,163,305)	(44,084,417)
210	Pretrial Services	(5,517,656)	(5,401,699)
217	Criminal Justice Systemwide Costs	137,286,727	120,795,077
230	Office of the Sheriff	(60,684,711)	(62,770,709)
235	Department of Correction Contract	(103,154,747)	(112,195,421)
240	Department of Correction	(55,961,419)	(55,904,670)
246	Probation Department	(86,741,933)	(90,997,474)
293	Medical Examiner-Coroner	(3,158,171)	(3,155,951)
501	Social Services Administration	(66,613,179)	(54,883,491)
509	Senior Nutrition	(4,213,566)	(3,365,201)
511	Categorical Aids	11,729,846	1,381,160
410	Public Health	(34,943,222)	(22,484,143)
412	Mental Health	(70,275,319)	(55,064,605)
417	Alcohol and Drug Services	(24,351,017)	(17,913,118)
418	Community Health Services	(7,741,130)	(7,179,657)
260	Planning and Development	(5,571,399)	(4,572,667)
262	Agriculture & Environmental Mgmt.	(3,155,646)	(2,783,958)
<b>Total Use of Discretionary Revenue</b>		<b>(800,363,471)</b>	<b>(733,976,245)</b>





## 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	Gage
Children, Seniors and Families Committee	Cortese	Shirakawa
Health and Hospital Committee	Kniss	Yeager
Housing, Land Use, Environment and Transportation Committee	Gage	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 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

### Children, Seniors and Families

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

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

## Health and Hospital

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

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

## Housing, Land Use, Environment and Transportation

This committee is focused on long-range, strategic planning in the area of land use, environment and transportation planning. In addition, this committee will review general transportation issues, including those related to the Roads and 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
- Agriculture and Environmental Management
- Vector Control District
- Environmental Health
- Parks and Recreation
- Roads
- Airports

## Status of Budget Inventory Items Approved in FY 2009

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

Unless otherwise noted all ongoing items remain funded in the FY 2010 base budget and funding for all one-time items has been removed from the FY 2010 base budget.

This list presented here reflects Budget Inventory items approved by the Board of Supervisors for FY 2009.

Item	Department	Proposal	Ongoing General Fund Expenses	One-time General Fund Expense	Other Fund(s) One-time Expenses
1	County Executive's Office	Approve one-time General Fund appropriation of \$10,000 for the Santa Clara County FireSafe Council for the development of a Community Wildfire Protection Plan (CWPP) for the Lexington Hills communities.	\$0	\$10,000	\$0
2	Office of Affordable Housing	Approve one-time Affordable Housing Fund appropriation of \$65,000 for the Community Technology Alliance, to be used as a local match to meet the Housing and Urban Development(HUD) funding requirement for the Homeless Management Information System (HMIS), and to assist in daily operations and technical support for the Destination:Home projects, as recommended by the Blue Ribbon Commission.	\$0	\$0	\$65,000
3	Office of Affordable Housing	Approve one-time Affordable Housing Fund appropriation of \$125,000 for the Housing Trust of Santa Clara County (HTSCC) to continue the County's support of affordable housing programs.	\$0	\$0	\$125,000
4	Parks	Approve one-time Park Charter Fund appropriation of \$100,000 for the landscaping associated with the construction of Phase One of the Vietnamese Heritage Garden in Kelley Park.	\$0	\$0	\$100,000
5	Social Services	Approve one-time General Fund appropriation of \$1,353,784 to restore one-time contracts funding received by community-based organizations in FY08 plus a 2.5% Cost of Living Adjustment (COLA).	\$0	\$1,353,784	\$0
6	Social Services	Approve one-time General Fund appropriation of \$50,000 for projects and services provided by Aging Services Collaborative (ASC).	\$0	\$50,000	\$0
7	Department of Child Support Services	Approve one-time General Fund appropriation \$300,000, in order to leverage Federal Financial Participation funding on a 66% match basis, to be used for the provision of services in the Child Support Services Program and restore two Child Support Officer positions.	\$0	\$300,000	\$0
8	Alcohol and Drug Services	Restore two Community Worker positions with one-time funding equivalent to six months, pending funding decisions at the Fall Budget Hearing. At the Budget Hearings held in December 2008, ongoing funding was approved to continue the Community Workers.	\$76,369	\$76,369	\$0
<b>FY 2009 Inventory Total</b>			<b>\$76,369</b>	<b>\$1,790,153</b>	<b>\$290,000</b>





# Section 1: Finance and Government



# Finance and Government Operations

## Mission

The mission of Finance and Government Operations in the County of Santa Clara is to provide responsive and accountable government with demonstrated effectiveness and efficiency while fostering open communication with its residents.



## Departments

- ➔ In-Home Supportive Services Program Costs
- ➔ Contingency Reserve
- ➔ Special Programs
- ➔ Supervisorial District # 1
- ➔ Supervisorial District # 2
- ➔ Supervisorial District # 3
- ➔ Supervisorial District # 4
- ➔ Supervisorial District # 5
- ➔ Clerk of the Board
- ➔ Office of the County Executive
- ➔ Office of the Assessor
- ➔ Measure B Transportation Improvement Program
- ➔ Office of the County Counsel
- ➔ Registrar of Voters
- ➔ Information Services Department
- ➔ County Library
- ➔ Communications

## ➔ Procurement

## ➔ Facilities and Fleet

- Capital Programs
- Intragovernmental Services
- Building Operations
- Fleet

## ➔ Employee Services Agency

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

## ➔ Finance Agency

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

# Finance and Government Operations

Section 1: Finance and Government

Special Programs and Reserves  
Budget Units 119, 910

The Board of Supervisors  
Budget Units 101, 102, 103, 104, 105

County Executive  
Budget Units 107, 113, 168

Information Services Department  
Budget Unit 145

Clerk of the Board  
Budget Unit 106

County Counsel  
Budget Unit 120

Registrar of Voters  
Budget Unit 140

County Communications  
Budget Unit 190

Assessor  
Budget Unit 115

County Library  
Budget Unit 610

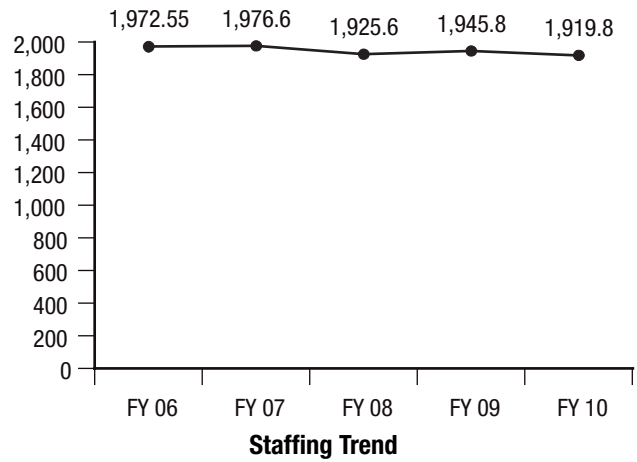
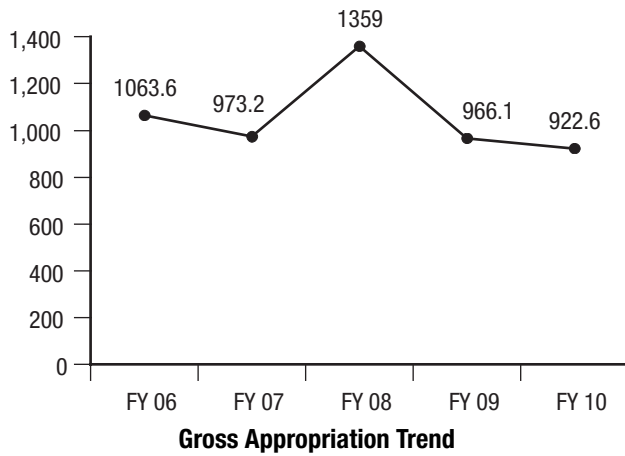
Facilities and Fleet  
Budget Units 135, 263

Finance Agency  
Budget Units 110, 112, 114, 148, 810

Employee Services Agency  
Budget Units 130, 132

Measure B Transportation Improvement Program  
Budget Unit 117

Procurement  
Budget Unit 118



## Net Expenditures By Department

BU	Department Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
116	In-Home Supportive Services	\$ 62,307,152	\$ 82,553,704	\$ 82,553,704	\$ 80,458,109	\$ (2,095,595)	-2.5%
119	Special Programs	336,118,563	141,860,370	373,924,646	133,753,969	(8,106,401)	-5.7%
910	Reserves	7,800,000	96,736,874	129,754,132	93,760,139	(2,976,735)	-3.1%
101	Supervisorial District #1	981,274	1,070,338	1,070,338	1,082,834	12,496	1.2%
102	Supervisorial District #2	977,231	1,070,338	1,070,338	1,082,834	12,496	1.2%
103	Supervisorial District #3	1,005,359	1,070,338	1,070,338	1,082,834	12,496	1.2%
104	Supervisorial District #4	981,982	1,070,338	1,070,338	1,082,834	12,496	1.2%
105	Supervisorial District #5	1,059,100	1,070,338	1,070,338	1,082,834	12,496	1.2%
106	Clerk-Board Of Supervisors	5,934,652	6,816,834	6,987,471	7,412,628	595,794	8.7%
107	County Executive	18,876,995	15,042,484	27,141,076	13,260,544	(1,781,940)	-11.8%
108	Countywide Modified Financial Policies	—	—	—	(5,885,000)	(5,885,000)	—
113	Local Agency Formation Comm-LAFCO	516,530	568,787	568,787	567,289	(1,498)	-0.3%
168	Office of Affordable Housing	8,065,196	7,936,297	20,208,705	6,242,844	(1,693,453)	-21.3%
115	Assessor	29,667,432	31,564,314	37,806,647	33,570,495	2,006,181	6.4%
117	Measure B	30,476,274	9,693,600	14,472,056	6,723,194	(2,970,406)	-30.6%
118	Procurement	2,754,502	3,480,282	4,438,493	3,373,537	(106,745)	-3.1%
120	County Counsel	4,932,752	10,269,715	10,555,820	10,896,334	626,619	6.1%
140	Registrar Of Voters	18,450,445	15,491,985	20,439,975	13,967,842	(1,524,143)	-9.8%
145	Information Services	46,684,674	49,166,184	49,531,238	51,859,227	2,693,043	5.5%
190	Communications Department	11,632,892	14,115,340	14,233,609	12,392,842	(1,722,498)	-12.2%
263	Facilities Department	209,788,837	115,428,046	123,935,638	97,658,744	(17,769,302)	-15.4%
135	Fleet Services	22,092,979	20,756,639	20,391,789	20,490,483	(266,156)	-1.3%
610	County Library Headquarters	32,233,103	39,788,376	39,854,376	39,892,628	104,252	0.3%
130	Human Resources, LR, and EOED	35,142,181	35,210,760	35,859,686	36,374,005	1,163,246	3.3%
132	Risk Management Department	61,394,830	67,754,590	68,158,401	65,780,602	(1,973,988)	-2.9%
110	Controller-Treasurer	(22,815,041)	(31,683,732)	(31,498,732)	(18,959,658)	12,724,074	-40.2%
810	County Debt Service	98,641,544	56,280,179	57,768,276	62,808,097	6,527,918	11.6%
112	Tax Collector	10,670,766	11,582,499	11,478,639	11,779,659	197,160	1.7%
114	County Recorder	11,533,717	15,105,691	15,105,691	8,627,936	(6,477,755)	-42.9%
148	Department Of Revenue	7,428,478	8,298,610	8,323,079	8,488,056	189,446	2.3%
<b>Total Net Expenditures</b>		<b>\$ 1,055,334,397</b>	<b>\$ 829,170,120</b>	<b>\$ 1,147,344,893</b>	<b>\$ 800,708,717</b>	<b>\$ (28,461,403)</b>	<b>-3.4%</b>

## Gross Expenditures By Department

BU	Department Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
116	In-Home Supportive Services	\$ 62,307,152	\$ 82,553,704	\$ 82,553,704	\$ 80,458,109	\$ (2,095,595)	-2.5%
119	Special Programs	336,118,563	141,860,370	373,924,646	133,753,969	(8,106,401)	-5.7%
910	Reserves	7,800,000	96,736,874	129,754,132	93,760,139	(2,976,735)	-3.1%
101	Supervisorial District #1	981,274	1,070,338	1,070,338	1,082,834	12,496	1.2%
102	Supervisorial District #2	977,231	1,070,338	1,070,338	1,082,834	12,496	1.2%
103	Supervisorial District #3	1,005,359	1,070,338	1,070,338	1,082,834	12,496	1.2%
104	Supervisorial District #4	981,982	1,070,338	1,070,338	1,082,834	12,496	1.2%
105	Supervisorial District #5	1,059,100	1,070,338	1,070,338	1,082,834	12,496	1.2%





## Gross Expenditures By Department

BU	Department Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
106	Clerk-Board Of Supervisors	6,043,230	7,028,862	7,199,499	7,597,852	568,990	8.1%
107	County Executive	19,051,342	15,374,698	27,473,290	13,646,066	(1,728,632)	-11.2%
108	Countywide Modified Financial Policies	—	—	—	(5,885,000)	(5,885,000)	—
113	Local Agency Formation Comm-LAFCO	516,530	839,684	839,684	837,270	(2,414)	-0.3%
168	Office of Affordable Housing	8,422,519	9,755,733	23,050,349	7,081,956	(2,673,777)	-27.4%
115	Assessor	29,667,432	31,564,314	37,806,647	33,570,495	2,006,181	6.4%
117	Measure B	30,476,274	9,693,600	14,472,056	6,723,194	(2,970,406)	-30.6%
118	Procurement	3,252,721	3,989,955	4,948,166	3,881,114	(108,841)	-2.7%
120	County Counsel	20,740,836	27,685,515	28,210,864	28,573,199	887,684	3.2%
140	Registrar Of Voters	18,450,445	15,491,985	20,439,975	13,967,842	(1,524,143)	-9.8%
145	Information Services	48,118,774	50,778,842	51,143,896	53,365,121	2,586,279	5.1%
190	Communications Department	16,204,278	19,398,904	19,517,173	17,687,433	(1,711,471)	-8.8%
263	Facilities Department	260,278,629	169,466,865	177,974,457	150,662,784	(18,804,081)	-11.1%
135	Fleet Services	22,092,979	20,756,639	20,391,789	20,490,483	(266,156)	-1.3%
610	County Library Headquarters	32,233,103	39,788,376	39,854,376	39,892,628	104,252	0.3%
130	Human Resources, LR, and EOED	39,680,650	39,845,243	40,494,169	40,976,624	1,131,382	2.8%
132	Risk Management Department	63,769,169	70,088,171	70,491,982	68,173,680	(1,914,491)	-2.7%
110	Controller-Treasurer	18,005,946	16,381,654	16,566,654	16,222,600	(159,054)	-1.0%
810	County Debt Service	98,641,544	56,280,179	57,768,276	62,808,097	6,527,918	11.6%
112	Tax Collector	10,934,122	11,948,979	11,845,119	11,822,359	(126,620)	-1.1%
114	County Recorder	11,533,717	15,105,691	15,105,691	8,627,936	(6,477,755)	-42.9%
148	Department Of Revenue	7,428,478	8,298,610	8,323,079	8,488,056	189,446	2.3%
<b>Total Gross Expenditures</b>		<b>\$ 1,176,773,380</b>	<b>\$ 966,065,138</b>	<b>\$ 1,285,501,364</b>	<b>\$ 922,598,177</b>	<b>\$ (43,466,961)</b>	<b>-4.5%</b>

## Revenues By Department

BU	Department Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
116	In-Home Supportive Services	\$ 25,971,008	\$ 27,277,795	\$ 27,277,795	\$ 31,815,095	\$ 4,537,300	16.6%
119	Special Programs	18,602,982	18,603,000	31,492,025	18,758,283	155,283	0.8%
106	Clerk-Board Of Supervisors	223,351	142,311	235,201	266,611	124,300	87.3%
107	County Executive	11,488,267	22,441,165	37,303,460	11,206,159	(11,235,006)	-50.1%
113	Local Agency Formation Comm-LAFCO	614,298	317,898	317,898	316,980	(918)	-0.3%
168	Office of Affordable Housing	3,420,160	5,851,043	12,558,307	5,108,135	(742,908)	-12.7%
115	Assessor	4,304,604	3,621,657	9,363,378	3,354,154	(267,503)	-7.4%
117	Measure B	5,361,472	2,000,000	2,000,000	828,000	(1,172,000)	-58.6%
118	Procurement	75,739	50,000	50,000	300,000	250,000	500.0%
120	County Counsel	1,257,717	1,320,470	1,507,470	1,471,249	150,779	11.4%
140	Registrar Of Voters	10,435,942	4,659,214	9,659,214	4,792,214	133,000	2.9%
145	Information Services	32,548,696	36,218,947	36,218,947	34,809,712	(1,409,235)	-3.9%
190	Communications Department	1,671,395	1,537,405	1,537,405	1,563,361	25,956	1.7%
263	Facilities Department	6,347,214	57,852,754	57,149,370	40,664,487	(17,188,267)	-29.7%
135	Fleet Services	21,953,871	23,140,219	23,640,871	23,766,371	626,152	2.7%

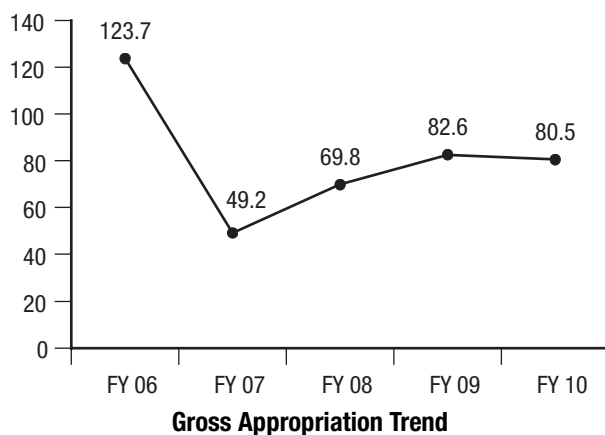


## Revenues By Department

BU	Department Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
610	County Library Headquarters	28,510,063	32,604,650	32,604,650	33,412,419	807,769	2.5%
130	Human Resources, LR, and EOED	23,777,229	23,257,091	23,286,184	23,354,379	97,288	0.4%
132	Risk Management Department	62,255,775	58,742,238	58,746,049	60,896,963	2,154,725	3.7%
110	Controller-Treasurer	352,016,267	308,042,231	299,213,605	294,309,090	(13,733,141)	-4.5%
810	County Debt Service	21,229,368	27,578,228	28,200,935	42,271,998	14,693,770	53.3%
112	Tax Collector	469,762,658	500,665,000	500,665,000	482,370,000	(18,295,000)	-3.7%
114	County Recorder	27,328,916	35,323,459	35,323,459	23,639,310	(11,684,149)	-33.1%
148	Department Of Revenue	10,416,624	10,041,123	10,065,592	8,875,528	(1,165,595)	-11.6%
<b>Total Revenues</b>		<b>\$ 1,139,574,022</b>	<b>\$ 1,201,287,898</b>	<b>\$ 1,238,416,815</b>	<b>\$ 1,148,150,498</b>	<b>\$ (53,137,400)</b>	<b>-4.4%</b>



## In-Home Supportive Services Program Costs



### Description of Major Services

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

In Santa Clara County, the Social Services Agency determines consumer eligibility and the number of service hours that each 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 2009, approximately 16,125 people were receiving services from over 16,590 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 reimbursement formula for IHSS is 50% Federal, 32.5% State, and 17.5% County share. State contributions are capped for Public Authority and for benefit costs, with the County picking

up the unreimbursed share of cost for benefits. If the Federal participation cap of twice the Federal minimum wage is exceeded, the County share will exceed 17.5%. The cost of the overall Santa Clara County IHSS program and benefit administration is currently \$16.35 per hour, which is over the current Federal reimbursement cap of \$16.00 per hour.

#### 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.

Benefits are available to all Independent Providers (IPs) who are authorized to work for at least 35 hours per month, for which they contribute an \$11.00 per month co-payment. The health benefits are administered on an open enrollment basis, and the number of eligible IPs

varies each month. The table below shows the latest information related to Independent Providers who receive benefits. The number of IPs has been increasing consistently since October 2000, as the baby boomer generation continues to grow older.

#### Independent Providers

Benefit Provided	# Eligible in May 2008	# Eligible in May 2009	Percent Change
Valley Health Plan	5,619	6,642	15.4%
Pacific Union Dental	6,138	7,158	14.2%
Vision Service Plan	6,138	7,158	14.2%
Estimated Net Cost of IHSS Program	\$55,275,909	\$65,682,957	15.8%

## County Executive's Recommendation

### Net County Cost Savings

**Overview:** Prior to the passage of the State budget, the FY 2010 County cost of the IHSS program was budgeted at a level \$12 million more than in FY 2009. The cost increase was attributable to three factors: a 12% annual increase in the size of the program, the increasing cost of health care, and reduced revenues due to program costs which exceeded the reimbursement cap.

The State budget passed in February included a "trigger" proposal reducing State participation for payment of IHSS Independent Provider (IP) wages, if the State did not receive a \$10.1 billion general fund benefit in ARRA funds. The trigger proposal reduced State participation from 32.5% of the hourly wage, up to \$11.50 per hour, to a cap of \$9.50 per hour. The State has determined that the amount of General Fund benefit ARRA funds provided to the State would be less than \$10.1 billion, and the trigger proposals will take effect on July 1, 2009.

The impact of the trigger reduction on the County is approximately \$11 million if the hourly wage provided to IPs remains at the current rate of \$12.35 per hour for all of FY 2010. For this reason, the FY 2010 Recommended Budget assumes that through the labor negotiating process, wages will be placed at a level below the current rate of \$12.35 per hour.

### Recognize Benefit of Increased Federal Medical Assistance Percentage (FMAP):

As part of the American Recovery and Reinvestment Act of 2009 (ARRA), Congress acted to increase FMAP payments for all states on a temporary basis to help states during the current recession. Funding increases will be in effect from October 2008 through December 2010. The estimate of funding in FY 2010 for IHSS is \$9,742,920. In FY 2011, FMAP is in effect for half the year, and the reimbursement percentage is subject to change based on the state unemployment rate, and the cost of care provided to recipients of care.

**Background:** Medicaid is a Federal/State partnership program to provide health benefits to certain low income Americans including children, their parents, pregnant women, the elderly and those with disabilities. States and the Federal government each have a role in designing and paying for each state's program. States must work within Federal guidelines, and in turn, the Federal government pays a portion of each state's Medicaid costs. These matching dollars are referred to as Federal Medical Assistance Percentage (FMAP) payments.

**Service Impact:** Recognition of FMAP revenue helps the County to retain critical health and social service programs which would otherwise be reduced.

#### Total Savings: \$17,039,943

\$1,027,194 additional revenue  
\$16,012,749 in cost savings



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

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1002	IHSS Program Fund 0001	\$ 27,514,433	\$ 36,753,704	\$ 36,753,704	\$ 47,026,143	\$ 10,272,439	27.9%
1003	IHSS Ind Provider Mode Fund 0001	34,792,719	45,800,000	45,800,000	33,431,966	(12,368,034)	-27.0%
<b>Total Net Expenditures</b>		\$ 62,307,152	\$ 82,553,704	\$ 82,553,704	\$ 80,458,109	\$ (2,095,595)	-2.5%

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

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1002	IHSS Program Fund 0001	\$ 27,514,433	\$ 36,753,704	\$ 36,753,704	\$ 47,026,143	\$ 10,272,439	27.9%
1003	IHSS Ind Provider Mode Fund 0001	34,792,719	45,800,000	45,800,000	33,431,966	(12,368,034)	-27.0%
<b>Total Gross Expenditures</b>		\$ 62,307,152	\$ 82,553,704	\$ 82,553,704	\$ 80,458,109	\$ (2,095,595)	-2.5%

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

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Services And Supplies	62,307,152	82,553,704	82,553,704	80,458,109	(2,095,595)	-2.5%
<b>Subtotal Expenditures</b>	62,307,152	82,553,704	82,553,704	80,458,109	(2,095,595)	-2.5%
<b>Total Net Expenditures</b>	62,307,152	82,553,704	82,553,704	80,458,109	(2,095,595)	-2.5%

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

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1002	IHSS Program Fund 0001	\$ 23,175,625	\$ 27,277,795	\$ 27,277,795	\$ 31,815,095	\$ 4,537,300	16.6%
1003	IHSS Ind Provider Mode Fund 0001	2,795,383	—	—	—	—	—
<b>Total Revenues</b>		\$ 25,971,008	\$ 27,277,795	\$ 27,277,795	\$ 31,815,095	\$ 4,537,300	16.6%

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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	—	\$ 36,753,704	\$ 27,277,795
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	2,762	—
Other Required Adjustments	—	10,269,677	3,510,106
Subtotal (Current Level Budget)	—	\$ 47,026,143	\$ 30,787,901



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

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Additional Federal Reimbursement	—	—	1,027,194
Subtotal (Recommended Changes)	—	\$ —	\$ 1,027,194
<b>Total Recommendation</b>	—	\$ 47,026,143	\$ 31,815,095

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

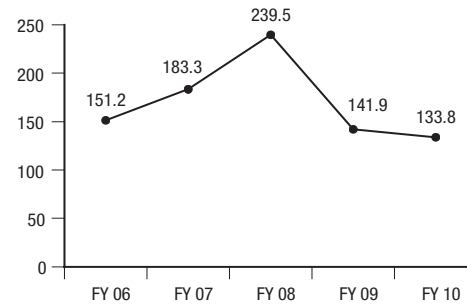
	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	—	\$ 45,800,000	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	3,644,715	—
Subtotal (Current Level Budget)	—	\$ 49,444,715	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Net County Cost Savings	—	(16,012,749)	—
Subtotal (Recommended Changes)	—	\$ (16,012,749)	\$ —
<b>Total Recommendation</b>	—	\$ 33,431,966	\$ —



## 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.



**Gross Appropriation Trend**

### Description of Major Services

Special Programs is a unique component of the Santa Clara County General Fund budget, designed to accommodate programs that cut across departmental lines or to segregate programs that need to be managed centrally. The appropriations are managed by the Office of Budget and Analysis.

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.

#### **Criminal Justice Information Control (CJIC) System**

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

#### **Children's Health Initiative**

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



## 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 of \$100,000 is allocated to cover debt service costs associated with the securitization of tobacco settlement revenue.
- **Mothers Milk Bank:** An annual grant is provided to the Mothers Milk Bank. This community-based organization accepts donations of surplus breast milk from healthy breast feeding women. The milk is pasteurized and dispensed by prescription to premature and sick babies, primarily those hospitalized at Santa Clara Valley Medical Center.
- **Unincorporated Library Services:** Annual transfer to the County Library budget to subsidize the cost of library services in County-governed areas. The transfer is not mandated, but is made pursuant to a Joint Powers Authority contract between the County and various cities for operation of the County library system.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Mothers' Milk Bank	Yes	Non-Mandated	General fund grant to this non-profit organization is eliminated.	☐
General Fund Reserves	Yes	Non-Mandated	A one-time State Budget Reserve, ongoing reserves for the impact of specific State budget "trigger" reductions and Federal Medicaid rule changes, and a one-time reserve for the purchase of essential law enforcement vehicles mitigate the possibility that further departmental reductions will be necessary during FY 2010.	■
School Crossing Guard Program	Yes	Non-Mandated	School crossing guard services near schools in the unincorporated area will continue. One additional intersection will be covered in FY 2010.	▲
SCVMC General Fund Subsidy	Yes	Mandated/ Non-Mandated	General Fund subsidy to Santa Clara Valley Medical Center (SCVMC) is reduced by \$209.5 million from the FY 2010 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		■

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
Budget Reporting and Support System (BRASS)	Yes	Non-Mandated		■
Workers Compensation and Liability Insurance for Volunteer Fire Departments	Yes	Non-Mandated		■
Training for Volunteer Fire Fighters	Yes	Non-Mandated		■
Unincorporated Library Services	Yes	Non-Mandated		■

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

## County Executive's Recommendation

### General Fund Subsidy to SCVMC

**Reduce the General Fund subsidy to Santa Clara Valley Medical Center:** A combination of increased SCVMC revenue, reduced SCVMC costs and the use of SCVMC budget reserves results in a reduced General Fund subsidy for FY 2010:

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

Subsidy Component	Fiscal Year				
	2007	2008	2009	2010 Base	2010 Rec
VLF Revenue	\$57.3	\$67.4	\$60.9	\$53.0	\$53.0
Tobacco Settlement	\$12.0	\$12.0	\$12.0	\$12.0	\$12.0
Inmate Care at SCVMC	\$9.3	\$10.0	\$10.9	\$11.4	\$11.4
General Fund Grant	\$91.3	\$139.3	\$10.9	\$214.3	\$4.9
<b>Total GF Subsidy</b>	<b>\$169.9</b>	<b>\$228.7</b>	<b>\$94.7</b>	<b>\$290.7</b>	<b>\$81.3</b>
<b>Use of SCVMC Budget Reserves</b>	<b>\$77.0</b>	<b>\$31.5</b>	<b>\$181.0</b>		<b>\$117.5</b>

a. \$ reflected in millions

The General Fund subsidy is reduced from \$290.7 million in the base budget to the \$81.3 million recommended level resulting in savings of \$209.5 million.

### Summary of Actions Reducing the FY 2010 General Fund Subsidy to SCVMC

Basis for Reduction	Reduction Amount
<b>FY 2010 Reductions</b>	
SCVMC Reduction Plan	\$60,000,000
SCVMC Proposals Relating to Other SCVHHS Departments	\$959,789
Impact of County Executive Recommendations for other County Departments (ISF rate reductions)	\$5,753
<b>Subtotal Reductions</b>	<b>\$60,965,542</b>
<b>New Revenue</b>	
FY 2010 ARRA Revenue	\$24,255,000
RDA Revenue (for SCVMC capital needs)	\$6,700,000
<b>Subtotal New Revenues</b>	<b>\$30,955,000</b>
<b>Use of SCVMC Budget Reserves</b>	
Allows the General Fund to use one-time savings from reduced grant to support ongoing General Fund operations	\$66,800,000
Allows the General Fund to use one-time savings from reduced grant to cover the gap between General Fund one-time needs and General Fund one-time resources	\$50,741,000
<b>Subtotal Use of Budget Reserves</b>	<b>\$117,541,000</b>
<b>Total Reduction in General Fund Subsidy from FY 2010 Base</b>	<b>\$209,461,542</b>



## General Fund Reserves

**Establish five reserves for specific contingencies in FY 2010:** Three of these reserves are to cover the potential loss of revenue related to the FY 2010 State budget, one is related to Federal Medicaid regulations, and another is related to the purchase of law enforcement vehicles.

### FY 2010 General Fund Reserves<sup>a</sup>

Reserve	FY 2010 Amount
<b>ARRA Funded Reserves</b>	
Optional Medi-Cal Benefit	\$6,000,000
Safety Net Care Pool	\$4,167,000
Federal Medicaid Rule Change	\$15,000,000
<b>Subtotal ARRA Funded Reserves</b>	<b>\$25,167,000</b>
<b>One-time Reserves</b>	
State Budget Reserve	\$18,896,723
Law Enforcement Vehicle Purchase Reserve	\$800,000
<b>Subtotal One-time Reserves</b>	<b>\$19,696,723</b>
<b>Total Reserves</b>	<b>\$44,863,723</b>

a. Not including the General Fund Contingency Reserve

**Background:** A portion of the FY 2010 ARRA funding is recommended to be used to offset the reduction in VMC revenue that will occur as the result of the FY 2010 State budget, and Federal Medicaid regulation changes.

The FY 2010 State budget includes reductions scheduled for implementation July 1, 2009 due to the State's finding that it did not receive \$10.1 billion in ARRA funds which could benefit the State general fund. These reductions are otherwise known as the "trigger cuts," and include eliminating Medi-Cal "optional benefits" and reducing the "Safety Net Care Pool" payments to public hospital.

- **Optional Medi-Cal Benefit Reserve:** The reduction in "optional Medi-Cal benefit" funding is estimated to reduce SCVMC revenue by \$6 million. The optional Medi-Cal benefits reduction reduces reimbursement rates by 10 percent, and eliminates certain optional benefits, including adult dental services, acupuncture services, audiology/speech therapy services, chiropractic services, optometric/optician services, including services provided by a fabricating optical laboratory, podiatric services, psychology services, and incontinence creams and washes.

- **Safety Net Care Pool (SNCP) Reserve:** The SNCP is a component of the payments to public hospitals, for a portion of the cost for providing care to uninsured individuals. The reduction in SNCP funding is estimated to reduce SCVMC revenue by \$4.2 million, beginning July 1, 2009. Public hospitals are the only hospitals with an approved rate cut in the current FY 2010 State budget.
- **Federal Medicaid Rule Change Reserve:** ARRA included putting a hold on six "Medicaid Rule Changes" that if enacted would have reduced SCVMC's revenue by \$40 - 50 million per year. A seventh Medicaid Rule Change narrowing the scope of outpatient hospital services eligible for federal funds and thus limiting the reimbursement rate for outpatient clinics and hospital facility services, was published as a final rule in early November 2008, and is currently scheduled to take effect July 1, 2009. While the rule may be overturned by the Obama administration, under current regulations SCVMC's revenue will be reduced by approximately \$15 million.

**Service Impact:** The recommended reserves for Optional Medi-Cal Benefit Funding, Safety Net Care Pool, and Federal Medicaid Rule Change provide a source of funding to mitigate specific State and Federal budget impacts at SCVMC.

**The State Budget Reserve** provides a source of one-time funds to mitigate other State budget impacts in FY 2010. Because this is a one-time reserve, additional funds will be required in FY 2011 for any services or programs that require funding from this reserve to avoid reductions during the fiscal year.

**The Law Enforcement Vehicle Purchase Reserve** provides a source of one-time funds for the purchase of essential law enforcement vehicles. The establishment of this reserve assures that the required level of purchase can be implemented without impact on the Contingency Reserve or other one-time resources.

**Total Cost of ARRA Funded Reserves: \$25,167,000**  
**Total Cost of One-time Reserves: \$19,696,723**

**Mothers' Milk Bank**

**Eliminate funding for grant to Mothers' Milk Bank:** An annual grant has been provided to the Mothers' Milk Bank (MMB) for many years. This community-based organization accepts donations of surplus breast milk from healthy breast feeding women. The milk is pasteurized and dispensed by prescription to premature and sick babies, primarily those hospitalized at Santa Clara Valley Medical Center

**Service Impact:** MMB has mitigated the need for County funding by identifying alternative sources of grant funding, establishing fees for service, and establishing mother's milk as a claimable insurance benefit through passage of new legislation.

**Ongoing Savings: \$56,088**

**School Crossing Guard Program**

**Provide a one-time allocation of \$112,000 for the School Crossing Guard Program:** The allocation will cover the cost of eight (8) crossing guards at the following locations, together with the costs of safety equipment, and uniform allowance:

- Intersection at Luther Burbank Elementary School and Wabash Avenue
- Intersection at Wilbur Avenue and Lyndale Avenue
- Intersection at Pleasant Ridge Avenue and Gay Avenue
- Intersection at Kirk Avenue and Hyland Drive
- Intersection at Kirk Avenue and Madeline Drive

- Intersection at San Carlos Street and Wabash Avenue and Leland Avenue (2 guards)
- Intersection at Cragmont Avenue and East Hills Drive

The intersection at Cragmont Avenue and East Hills Drive is a new site for this program, representing an enhancement of service over prior fiscal years.

All these intersections are within the City of San Jose and this program is managed as a cooperative agreement between the City and the County.

**Background:** The Board approved the first allocation of \$50,000 to this program in 2001, to fund the placement of adult crossing guards at selected County intersections in the unincorporated pockets near schools. Along with this approval, the Roads Department was assigned to lead the implementation and subsequent coordination with the affected school districts, cities and the Office of the Sheriff. In FY 2009, the Board approved \$76,600 for this program.

Funding for this program comes from the General Fund and is transferred to the Roads Fund where the program is managed. The Road Fund absorbs all the administrative costs associated with this agreement with the City of San Jose.

**Service Impact:** The program will continue for another fiscal year with one additional intersection added to the program.

**One-time Cost: \$112,000**

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

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1001	Special Program Fund 0001	\$ 336,118,563	\$ 141,860,370	\$ 373,924,646	\$ 133,753,969	\$ (8,106,401)	-5.7%
<b>Total Net Expenditures</b>		\$ 336,118,563	\$ 141,860,370	\$ 373,924,646	\$ 133,753,969	\$ (8,106,401)	-5.7%



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

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1001	Special Program Fund 0001	\$ 336,118,563	\$ 141,860,370	\$ 373,924,646	\$ 133,753,969	\$ (8,106,401)	-5.7%
<b>Total Gross Expenditures</b>		\$ 336,118,563	\$ 141,860,370	\$ 373,924,646	\$ 133,753,969	\$ (8,106,401)	-5.7%

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

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 1,772	\$ —	\$ —	\$ —	\$ —	—
Services And Supplies	6,122,285	5,076,571	5,028,291	4,333,384	(743,187)	-14.6%
Fixed Assets	—	—	1,850,875	—	—	—
Operating/Equity Transfers	329,994,506	98,161,517	339,282,709	84,556,862	(13,604,655)	-13.9%
Reserves	—	38,622,282	27,762,771	44,863,723	6,241,441	16.2%
<b>Subtotal Expenditures</b>	336,118,563	141,860,370	373,924,646	133,753,969	(8,106,401)	-5.7%
<b>Total Net Expenditures</b>	336,118,563	141,860,370	373,924,646	133,753,969	(8,106,401)	-5.7%

### Special Programs — Budget Unit 119 Revenues by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1001	Special Program Fund 0001	\$ 18,602,982	\$ 18,603,000	\$ 31,492,025	\$ 18,758,283	\$ 155,283	0.8%
<b>Total Revenues</b>		\$ 18,602,982	\$ 18,603,000	\$ 31,492,025	\$ 18,758,283	\$ 155,283	0.8%

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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	—	\$ 141,860,370	\$ 18,603,000
Board Approved Adjustments During FY 2009	—	232,064,276	12,889,025
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	195,218,090	—
Other Required Adjustments	—	(270,812,081)	(12,733,742)
Subtotal (Current Level Budget)	—	\$ 298,330,655	\$ 18,758,283
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Ongoing Reduction of GF Subsidy to SCVMC	—	(60,959,789)	—
Reduce General Fund Subsidy to SCVMC Based on Use of SCVMC Reserves	—	(117,541,000)	—
Transfer from General Fund to Roads Fund for the School Crossing Guard Program	—	112,000	—
Reduce General Fund Subsidy to SCVMC Due to FY 2010 ARRA Revenue	—	(24,255,000)	—



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

	Positions	Appropriations	Revenues
Reduce General Fund Subsidy to SCVMC Due to Use of RDA Revenue	—	(6,700,000)	—
Adjust General Fund Subsidy to SCVMC for Increased Costs Associated with Public Health EMS/Stroke Center	—	3,000	—
ISD Rate Reductions	—	(8,753)	—
FY 2010 Data Processing Adjustment	—	(34,779)	—
<b>Decision Packages</b>			
1. Eliminate Grant to Mothers Milk Bank	—	(56,088)	—
Eliminate funding for grant to Mothers' Milk Bank (MMB). Although the County has provided funding to this non-profit organization for several years, MMB has mitigated the need for County funding by identifying alternative sources of grant funding, establishing fees for service, and establishing mother's milk as a claimable insurance benefit through passage of new legislation. MMB is not dependent on grant funding from the County to continue the current level of service and has stated no objection to the recommendation to eliminate County funding.			
2. State Budget Reserve	—	18,896,723	—
3. Reserve for Fuel Costs	—	800,000	—
4. Reserve for Safety Net Care Pool	—	4,167,000	—
5. Reserve for Federal Medicaid Rule Change	—	15,000,000	—
6. Reserve for Optional Medi-Cal Benefit	—	6,000,000	—
Subtotal (Recommended Changes)	—	\$ (164,576,686)	\$ —
<b>Total Recommendation</b>	—	\$ 133,753,969	\$ 18,758,283



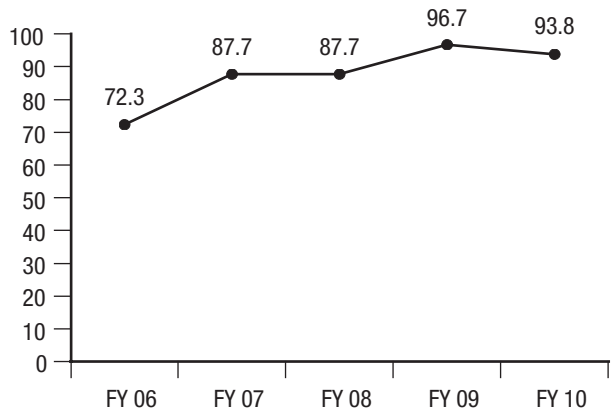
## Appropriations for Contingencies

### Overview

#### Contingency Reserve

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

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



**Gross Appropriation Trend**

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

### County Executive's Recommendation

#### FY 2010 Contingency Reserve

**Set the Contingency Reserve at 5% of ongoing General Fund revenues, net of pass-through revenue:** This level of Contingency Reserve meets the Board's goal of 5%.

**One-time Cost: \$93,760,139**

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

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1010	County Reserve Fund 0001	\$ 7,800,000	\$ 96,736,874	\$ 129,754,132	\$ 93,760,139	\$ (2,976,735)	-3.1%
	<b>Total Net Expenditures</b>	\$ 7,800,000	\$ 96,736,874	\$ 129,754,132	\$ 93,760,139	\$ (2,976,735)	-3.1%



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

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1010	County Reserve Fund 0001	\$ 7,800,000	\$ 96,736,874	\$ 129,754,132	\$ 93,760,139	\$ (2,976,735)	-3.1%
<b>Total Gross Expenditures</b>		\$ 7,800,000	\$ 96,736,874	\$ 129,754,132	\$ 93,760,139	\$ (2,976,735)	-3.1%

### Reserves — Budget Unit 910 Expenditures by Object

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Operating/Equity Transfers	7,800,000	—	—	—	—	—
Reserves	—	96,736,874	129,754,132	93,760,139	(2,976,735)	-3.1%
<b>Subtotal Expenditures</b>	7,800,000	96,736,874	129,754,132	93,760,139	(2,976,735)	-3.1%
<b>Total Net Expenditures</b>	7,800,000	96,736,874	129,754,132	93,760,139	(2,976,735)	-3.1%

### Reserves — Budget Unit 910 Revenues by Cost Center

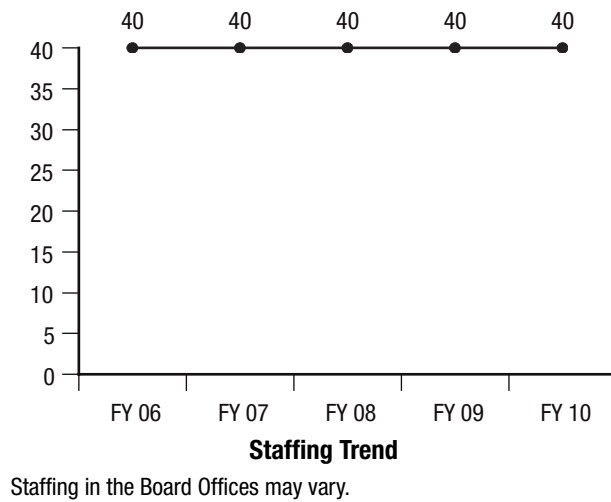
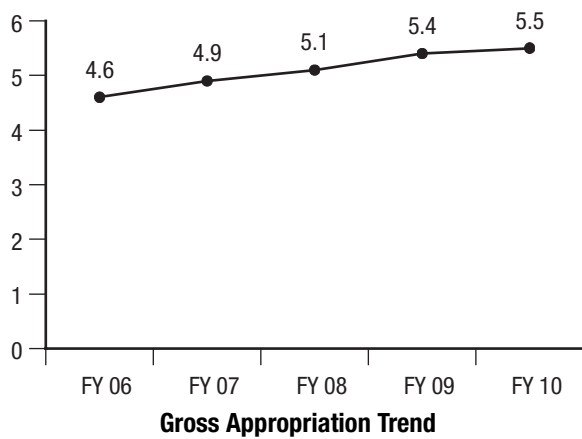
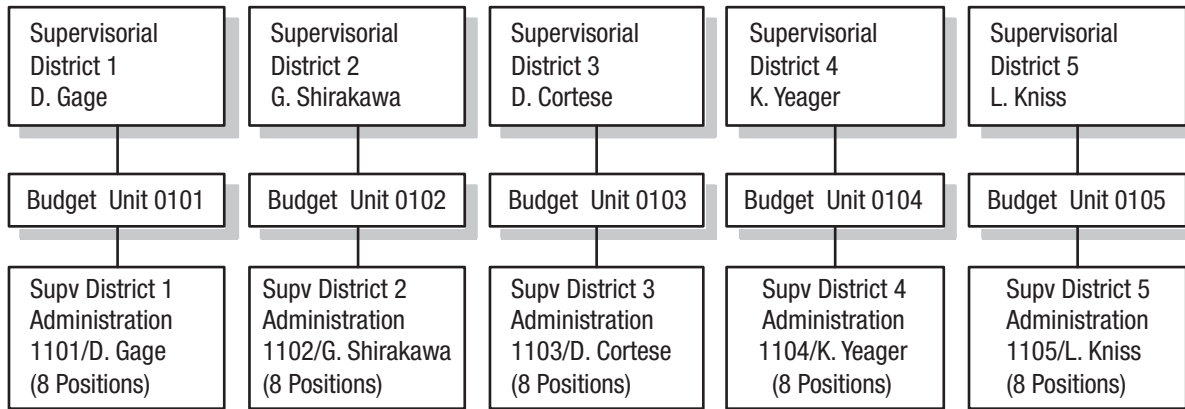
CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
<b>Total Revenues</b>		\$ —	\$ —	\$ —	\$ —	\$ —	-3.1%

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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	—	\$ 96,736,874	\$ —
Board Approved Adjustments During FY 2009	—	33,017,258	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(129,754,132)	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. FY 2010 General Fund Contingency Reserve	—	93,760,139	—
The FY 2010 Contingency Reserve is set at 5% of ongoing General Fund revenues net of pass-through revenues.			
Subtotal (Recommended Changes)	—	\$ 93,760,139	\$ —
<b>Total Recommendation</b>	—	\$ 93,760,139	\$ —



# Board of Supervisors





## Mission

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



## Goals

- Examine, effectively balance, and remain accountable to the priorities of the community, and allocate available funding accordingly.
- Strengthen the County's financial position by increasing our reserves, reducing unfunded liabilities, and funding preventative capital maintenance.
- Increase resources 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 2009 Supervisor Liz Kniss is the designated Board President. Each of the five board offices has a total staff of 8 full-time positions that support them directly. The Offices of the Clerk of the Board and the County Executive provide support and assistance as well.

The Board of Supervisors serves as the governing body of the County of Santa Clara. The Board is responsible for establishing the policies which guide the day-to-day operations of the County Government. The Board meets as a governing body on Tuesdays as scheduled and publicly posted. At these meetings the Board enacts ordinances and resolutions, adopts the annual budget, approves new programs, reviews existing programs, and adopts land use and zoning plans. Additionally, the Board is responsive to current issues and problems that affect the residents of the County of Santa Clara.

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

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

## Fiscal Year 2009 Accomplishments

### Health and Hospital Committee

- Health care coverage is now provided to more than 12,000 previously uninsured Santa Clara County residents through initiation of the Valley Care Program.
- Quality of care and access to care were maintained, and in some instances enhanced, at Valley Medical Center hospital and clinics during implementation of the health care redesign “Transformation 2010.”
- Mental Health programs and services funded through the Mental Health Services Act such as Evans Lane and Urgent Care were implemented while planning continued for the prevention and early prevention components of care.
- Began a Medical Respite Program through the Valley Healthcare for the Homeless Program aimed at supporting the physical recovery of shelter-bound individuals.
- Opened the Valley Specialty Center, Valley Health Center at Sunnyvale and Valley Health Center Gilroy, increasing access to primary and specialty care in our community.
- Supported the “Be Sugar Savvy/Re-Think Your Drink” principles and efforts of the Public Health Department to participate in the initiative to reduce consumption of sweetened drinks via public education and staff training.
- Monitored various aspects of implementation of the Hospital Seismic Safety and Medical Facilities General Obligation Bond (Measure A) as passed by the voters in November 2008.

- Assessed impact of closure of Los Gatos Community Hospital on the provision of Emergency Medical Services in Santa Clara County.

- Monitored implementation of the Sharps Take Back and Drug Take Back programs to enhance the safety of the community and provide appropriate disposal of potentially harmful substances and devices.

### Children, Seniors and Families Committee

*Department of Child Support Services (DCSS):*

- Received recognition for the second consecutive year from the State Department of Child Support Services as “Most Improved Large County for Performance on Current Support Collections,” a Federal performance measure.
- Following successful implementation of the California Child Support Automation System in June 2008, gained experience in use of the system to more efficiently deliver services to families.
- Improved Paternity Establishment performance measurement (95.4% and a statewide rank of 39 in FY 2007 to 101.4% and rank of 37 in FY 2008-statewide average performance is 94.2%)
- Improved statewide ranking in Order Establishment from 27 to 25 and surpassed the statewide average by 5.5 percentage points.

*Social Services Agency:*

- Achieved and maintained one of the highest CalWORKs Work Participation Rate levels in California.
- Consolidated cash aid eligibility and employment services into a central campus setting, improving client access to services, and reducing operational costs.
- Began the process to procure Differential Response and Team-Decision Making services to serve African-American families referred to child protective services, as a strategy to address factors contributing to over-representation.
- Developed and implemented a transitional subsidized employment program, providing work experience and entry level opportunities for welfare-to-work families.



- Began delivery of family oriented services to families with children aged zero to three participating in Family Wellness Court.

### **Public Safety and Justice Committee**

- Implemented the Juvenile Justice Systems Collaborative as the next phase of Juvenile Detention Reform with a focus on prevention strategies.
- Continuous monitoring of the implementation of the Gender Analysis study, which identified the needs of women in the County's jail system.
- Supported implementation of two curriculums recommended by the Domestic Violence Council to provide a program for those defendants that need court-ordered services without being placed on formal probation, and to standardize the 'Parenting Without Violence' program.
- Oversaw the Youthful Offender Block Grant construction funding application.

### **Finance and Government Operations Committee**

- Continued to review and monitor Information Technology (IT) projects (Fiscal Year 2009 ITEC Funding was budgeted at \$8,030,403) and future plans to enable efficiencies, reduce costs, promote better communication, information sharing, and IT Greening initiatives, and enhance IT security, mobility, emergency preparedness and disaster recovery as it pertains to IT Systems within the County.
- Continued to deliver on-time and on-budget capital facility projects that are bond-funded. Projects completed in Fiscal Year 2009 include the seismic upgrade of four court facilities, the Crime Laboratory, the Valley Specialty Center, the Morgan Hill Courthouse, and the Valley Health Centers at Gilroy and Sunnyvale.
- Santa Clara Valley Health and Hospital System (SCVHHS) began providing services at Valley Specialty Center, Valley Health Center Sunnyvale and Valley Health Center Gilroy this fiscal year. SCVHHS began work on Transformation 2010 at Santa Clara Valley Medical Center (SCVMC), and the Board has already approved budgets with the savings generated - with more on the way.

- SCVHHS has placed solar panels on parking structures and are in the process of installing solar panels on the new parking structure.
- Implemented 9-1-1 telephone system upgrade to enable routing of wireless 9-1-1 calls directly to the County Communications Center with improved location information.
- Procured and implemented telephone system equipment that provides alternate answer capability in the event of a 9-1-1 telephone system failure at the County Communications Center.
- Completed specification, procurement and implementation of equipment to replace aged radios and improve backup capabilities of the County's microwave radio system that supports countywide public safety communications.
- Represented interests of the County and local cities, contributed communications technical and operational expertise, and provided coordination relating to various Bay Area, regional and local interoperable communications projects managed through the Bay Area Urban Area Security Initiative (UASI), San Jose local UASI, Silicon Valley Regional Interoperability Project (SVRIP), and the California Statewide Interoperability Executive Committee (CALSIIEC).
- Participated as one of three public safety dispatching centers involved in a Silicon Valley Regional Interoperability Project (SVRIP) proof of concept pilot program that demonstrated the benefits of sharing data between computer aided dispatching (CAD) systems.
- Assisted in obtaining \$2,144,800 in federal grant funds to design and implement Phase I of a project, based on the previous SVRIP pilot project experience, which will provide public safety computer aided dispatching (CAD)-to-CAD system connectivity and data sharing.

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

- Monitored the progress of the Martial Cottle County Park Master Plan, a joint State-County regional park on County land in the heart of Silicon Valley.
- Reviewed and approved periodic updates to the County Parks Strategic Plan.



- Monitored ongoing efforts to address perchlorate contamination in the South County region.
- Supported continuing development of the Countywide Habitat Plan (HCP).
- Established a Green Building Ordinance for residences.
- Monitored ongoing programs such as implementation of Integrated Pest Management and Pesticide Use Ordinance and the Spay/Neuter Program.
- Reviewed Williamson Act Guidelines.
- Reviewed Stanford University Sustainable Development Study.
- Considered recommendations on the Neighborhood Preservation Combining Zoning District.
- Continued to review recommendations related to improvements of the County's code enforcement program, including an administrative hearing process.

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## Fiscal Year 2010 Planned Accomplishments

### Health and Hospital Committee

- Invite various County Boards and Commissions to partner with the Health and Hospital Committee to identify areas of common interest that can be built upon to expand services and support to the community.
- Review and guide development of a Santa Clara County "Health Agenda" to include a Strategic Business Plan and a Strategic Facilities Plan for the entire Health and Hospital System.
- Study the current elements and future needs of an effective quality and performance improvement program in the health care setting, and consider appropriate recommendations for the Board.
- Monitor implementation of the Healthy Workers Initiative, an insurance plan for low-income workers employed by small businesses, and its impact on the Health and Hospital System and County finances.
- Monitor implementation of the County's enhanced anti-smoking policy that includes the creation of a smoke-free campus at Valley Medical Center, and all existing and future County-owned and operated health facilities and clinics where patient care is provided.

- Consider expanding integration and/or co-location of behavioral health services at primary care sites in County facilities.
- Review and approve the Mental Health Services Act Prevention and Early Intervention plan for service and allocation of funds.

### Children, Seniors and Families Committee

#### *Department of Child Support Services (DCSS):*

- Develop and implement Early Intervention strategies to enhance parental participation in establishment of orders and payment of support obligations.
- Secure additional State funding needed to retain revenue-generating positions.
- Improve performance on federal measures by fully utilizing capabilities of the automation system.

#### *Social Services Agency:*

- Continue to deploy technology and other business, communication, and process improvements to increase efficiency, improve service, and address growing caseloads.
- Continue analysis of child welfare data to introduce strategies that address the over representation of children of color in foster care.
- Identify resources and develop collaborations to support current innovative practices and initiatives, such as Family Wellness Court and CC25 Initiatives that provide housing, employment, and education to emancipating youth.
- Expand on community and interagency partnerships to address the growing population of elders and other vulnerable adults who have increasing health, safety, and nutritional needs.
- Develop strategies and initiatives to improve State and Federal child welfare outcomes relating to the safety, permanency and stability, and wellness of children.

## Public Safety and Justice Committee

- Redesign the County's diversion programs for juvenile offenders with the goal of reducing misdemeanor crime and truancy rates.
- Assess the new indigent defense services model in-house in order to insure greater accountability and cost management.
- Monitor the implementation of Superior Court's Santa Clara Family Justice Center.
- Assess the impact of the County's new ordinance on the social host responsibility of underage drinking.

## Finance and Government Operations Committee

- 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.
- Continue to deliver on-time and on-budget capital facility projects that are bond-funded. The Consolidated Fleet Facility and the Valley Health Center at Milpitas projects will be completed in FY 2010.
- Oversee the issuance of the Measure A bonds and monitor the opening of the Valley Health Center Milpitas. Facilitate the achievement of LEED gold status for the new Valley Medical Center bed building, funded through Measure A.
- Continue to foster implementation of the new countywide e-payment plan across many county departments.
- Continue implementation and monitoring of measures to enhance the County's capabilities to prepare for, respond to and recover from a large-scale natural disaster, including the internal and public notification systems.

- Replace aged global positioning system (GPS) equipment and services used for automatically tracking location and deploying public safety first responders in the field.
- Complete Phase I of the Silicon Valley Regional Interoperability Project (SVRIP) endeavor to develop connectivity, and share emergency event data between 13 computer aided dispatching (CAD) systems operating within Santa Clara County.
- Assist in developing and implementing a joint powers agreement to provide governance and funding structures for ongoing operation and maintenance of the various local and regional interoperable communications initiatives currently in development.

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

- Continue to review the progress of the Martial Cottle County Park Master Plan process, including the citizen Task Force's recommendations on the Master Plan's development and construction of interim park improvements.
- Continue to review development of the Countywide Habitat Plan (HCP), including stakeholder input, community involvement, and elected official approval of key milestones in the HCP process.
- Monitor progress of ongoing efforts, such as those related to addressing climate change and green building.
- Monitor the County's administration of its duties under the Surface Mining and Reclamation Act (SMARA).
- Continue to review recommendations related to improvements of the County's code enforcement program.

## County Executive's Recommendation

Maintain the current level budget for FY 2010.

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

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1101	Supervisorial Dist #1 Fund 0001	\$ 981,274	\$ 1,070,338	\$ 1,070,338	\$ 1,082,834	\$ 12,496	1.2%
<b>Total Net Expenditures</b>		\$ 981,274	\$ 1,070,338	\$ 1,070,338	\$ 1,082,834	\$ 12,496	1.2%

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

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1101	Supervisorial Dist #1 Fund 0001	\$ 981,274	\$ 1,070,338	\$ 1,070,338	\$ 1,082,834	\$ 12,496	1.2%
<b>Total Gross Expenditures</b>		\$ 981,274	\$ 1,070,338	\$ 1,070,338	\$ 1,082,834	\$ 12,496	1.2%

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

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 959,780	\$ 1,007,468	\$ 1,007,468	\$ 1,017,782	\$ 10,314	1.0%
Services And Supplies	21,494	62,870	62,870	65,052	2,182	3.5%
<b>Subtotal Expenditures</b>	981,274	1,070,338	1,070,338	1,082,834	12,496	1.2%
<b>Total Net Expenditures</b>	981,274	1,070,338	1,070,338	1,082,834	12,496	1.2%

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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	8.0	\$ 1,070,338	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	10,314	—
Internal Service Fund Adjustments	—	2,486	—
Other Required Adjustments	—	(304)	—
Subtotal (Current Level Budget)	8.0	\$ 1,082,834	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	8.0	\$ 1,082,834	\$ —



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

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1102	Supervisorial Dist #2 Fund 0001	\$ 977,231	\$ 1,070,338	\$ 1,070,338	\$ 1,082,834	\$ 12,496	1.2%
<b>Total Net Expenditures</b>		\$ 977,231	\$ 1,070,338	\$ 1,070,338	\$ 1,082,834	\$ 12,496	1.2%

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

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1102	Supervisorial Dist #2 Fund 0001	\$ 977,231	\$ 1,070,338	\$ 1,070,338	\$ 1,082,834	\$ 12,496	1.2%
<b>Total Gross Expenditures</b>		\$ 977,231	\$ 1,070,338	\$ 1,070,338	\$ 1,082,834	\$ 12,496	1.2%

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

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 947,635	\$ 1,015,970	\$ 1,015,970	\$ 1,026,362	\$ 10,392	1.0%
Services And Supplies	29,596	54,368	54,368	56,472	2,104	3.9%
<b>Subtotal Expenditures</b>	977,231	1,070,338	1,070,338	1,082,834	12,496	1.2%
<b>Total Net Expenditures</b>	977,231	1,070,338	1,070,338	1,082,834	12,496	1.2%

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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	8.0	\$ 1,070,338	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	10,392	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	2,104	—
Subtotal (Current Level Budget)	8.0	\$ 1,082,834	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	8.0	\$ 1,082,834	\$ —



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

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1103	Supervisorial Dist #3 Fund 0001	\$ 1,005,359	\$ 1,070,338	\$ 1,070,338	\$ 1,082,834	\$ 12,496	1.2%
<b>Total Net Expenditures</b>		\$ 1,005,359	\$ 1,070,338	\$ 1,070,338	\$ 1,082,834	\$ 12,496	1.2%

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

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1103	Supervisorial Dist #3 Fund 0001	\$ 1,005,359	\$ 1,070,338	\$ 1,070,338	\$ 1,082,834	\$ 12,496	1.2%
<b>Total Gross Expenditures</b>		\$ 1,005,359	\$ 1,070,338	\$ 1,070,338	\$ 1,082,834	\$ 12,496	1.2%

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

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 959,266	\$ 1,015,970	\$ 1,015,970	\$ 1,026,362	\$ 10,392	1.0%
Services And Supplies	46,092	54,368	54,368	56,472	2,104	3.9%
<b>Subtotal Expenditures</b>	1,005,359	1,070,338	1,070,338	1,082,834	12,496	1.2%
<b>Total Net Expenditures</b>	1,005,359	1,070,338	1,070,338	1,082,834	12,496	1.2%

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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	8.0	\$ 1,070,338	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	10,392	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	2,104	—
Subtotal (Current Level Budget)	8.0	\$ 1,082,834	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	8.0	\$ 1,082,834	\$ —





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

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1104	Supervisorial Dist #4 Fund 0001	\$ 981,982	\$ 1,070,338	\$ 1,070,338	\$ 1,082,834	\$ 12,496	1.2%
<b>Total Net Expenditures</b>		\$ 981,982	\$ 1,070,338	\$ 1,070,338	\$ 1,082,834	\$ 12,496	1.2%

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

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1104	Supervisorial Dist #4 Fund 0001	\$ 981,982	\$ 1,070,338	\$ 1,070,338	\$ 1,082,834	\$ 12,496	1.2%
<b>Total Gross Expenditures</b>		\$ 981,982	\$ 1,070,338	\$ 1,070,338	\$ 1,082,834	\$ 12,496	1.2%

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

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 845,601	\$ 1,025,970	\$ 1,025,970	\$ 1,026,362	\$ 392	0.0%
Services And Supplies	136,381	44,368	44,368	56,472	12,104	27.3%
<b>Subtotal Expenditures</b>	981,982	1,070,338	1,070,338	1,082,834	12,496	1.2%
<b>Total Net Expenditures</b>	981,982	1,070,338	1,070,338	1,082,834	12,496	1.2%

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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	8.0	\$ 1,070,338	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	392	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	12,104	—
Subtotal (Current Level Budget)	8.0	\$ 1,082,834	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	8.0	\$ 1,082,834	\$ —



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

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1105	Supervisorial Dist #5 Fund 0001	\$ 1,059,100	\$ 1,070,338	\$ 1,070,338	\$ 1,082,834	\$ 12,496	1.2%
<b>Total Net Expenditures</b>		\$ 1,059,100	\$ 1,070,338	\$ 1,070,338	\$ 1,082,834	\$ 12,496	1.2%

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

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1105	Supervisorial Dist #5 Fund 0001	\$ 1,059,100	\$ 1,070,338	\$ 1,070,338	\$ 1,082,834	\$ 12,496	1.2%
<b>Total Gross Expenditures</b>		\$ 1,059,100	\$ 1,070,338	\$ 1,070,338	\$ 1,082,834	\$ 12,496	1.2%

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

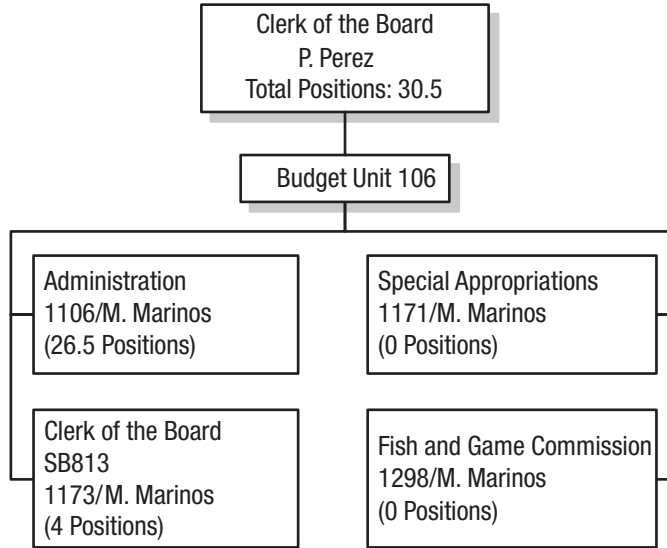
Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 969,765	\$ 1,014,668	\$ 1,002,168	\$ 1,026,362	\$ 11,694	1.2%
Services And Supplies	89,335	55,670	68,170	56,472	802	1.4%
<b>Subtotal Expenditures</b>	1,059,100	1,070,338	1,070,338	1,082,834	12,496	1.2%
<b>Total Net Expenditures</b>	1,059,100	1,070,338	1,070,338	1,082,834	12,496	1.2%

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

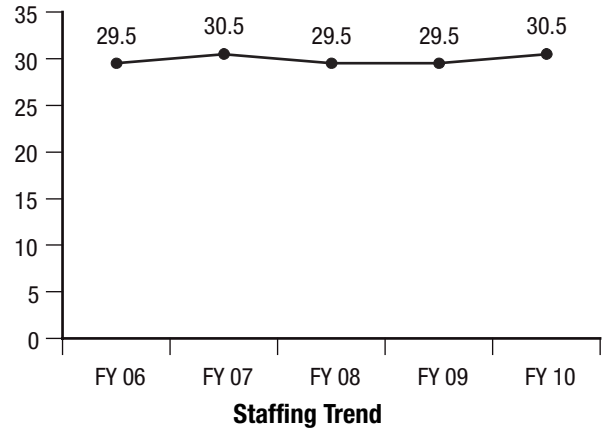
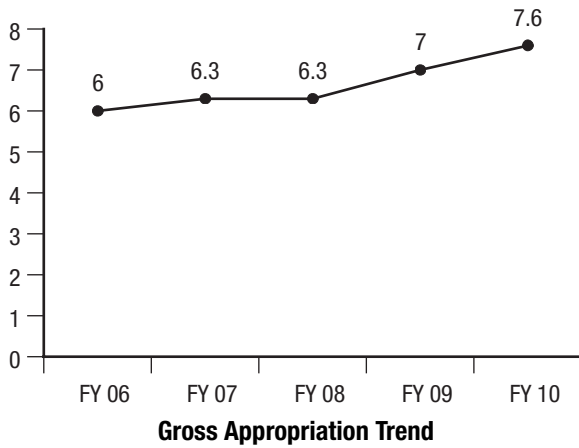
	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	8.0	\$ 1,070,338	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	24,194	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(11,698)	—
Subtotal (Current Level Budget)	8.0	\$ 1,082,834	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	8.0	\$ 1,082,834	\$ —



# Clerk of the Board



Section 1: Finance and Government



## 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 is a fast-paced, customer service-oriented department that performs a myriad of functions, working within many Federal, State, and local mandates to meet pre-established timelines and legal requirements. Major services provided include meeting management, records management, assessment appeals and other official filings, services to Advisory Boards and Commissions, and operational support.

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

### Meeting Management Services

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

- Appropriate noticing and posting of meetings and hearings
- Preparation of meeting agendas

- Distribution of meeting packets
- Preparation of a summary record of proceedings

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

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

### Records Management Services

The Clerk of the Board acts as the repository for all official records and documents submitted as actions taken by the Board or related to Board activities, and is the provider of this information to anyone requesting it. The Clerk of the Board carries out these custodial duties in compliance with the California Public Records Act and other applicable law.

### Property Assessment Appeals, Other Official Filings

As part of its Records Management Services, the Clerk of the Board receives and processes Property Assessment Appeals filed by Santa Clara County property owners. These duties are performed in

accordance with the State Revenue and Taxation Code, Property Tax Rules, and rules and procedures of the County's local Assessment Appeals Board.

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

### Services to Advisory Boards and Commissions

The Clerk of the Board provides administrative support to more than thirty (30) Advisory Boards and Commissions. This administrative support includes preparing and distributing documents for new appointments, orienting new board and commission

members, administering the resignation and vacancy process, and maintaining current records for all appointments in compliance with the County of Santa Clara Charter and applicable Government Code.

### Operational Support Services

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

## Current and Emerging Issues

The Clerk of the Board will assist in staffing several new committees and commissions in the coming years, such as the Citizens' Advisory Commission on Elections, the Juvenile Justice System Collaborative and the Independent Citizens' Oversight Committee on the Hospital Seismic Safety and Medical Facilities General Obligation Bond.

In addition, the department is in the midst of significant increased activity related to:

- Receiving an unprecedented number of Assessment Appeals filings due to the housing/banking crisis
- Broadcasting of board meetings over the internet
- Implementing a new online Assessment Appeals filing system
- Developing and implementing a new database application to track and control appointments to the Advisory Boards and Commissions

The department is in the midst of overseeing several ongoing initiatives including:

- Enhancement releases for KeyBoard, as well as beginning the conversion of KeyBoard to a web-based application

- Disaster preparation efforts, culminating with the completion of a new Continuity of Operations Plan for the 10th Floor in the East Wing
- Historical Documents and Audio Recording Preservation and Conversion Project, to preserve and convert into searchable format one-of-a-kind historical material

## 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	One-time and ongoing funding for Internet Broadcasting of Board of Supervisors' Meetings will increase visibility for County business to the public.	▲
Board Operations Division	Yes	Mandated		■
Records Management	Yes	Mandated	One-time funding for Historical Documents and Audio Recording Preservation and Conversion Project and one-time and ongoing funding for Assessment Appeal Intake and Hearing Processing System will increase service delivery.	▲
Special Appropriations	Yes	Non-Mandated	Retaining an ongoing portion of annual collection of Transient Occupancy Tax will reduce contribution to the Arts Council of Silicon Valley, thereby averting service cuts in the department. One-time funding for 2-1-1 Health and Human Services Information and Referral Line and one-time for IT Infrastructure Replacement of Audio/Video will increase service delivery.	▣
Boards and Commissions	Yes	Mandated		■
Advisory Boards & Committees	Yes	Mandated		■
Management Audit Services	Yes	Non-Mandated		■

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

## County Executive's Recommendation

The Clerk of the Board was assigned a \$150,000 reduction target for FY 2010. After analysis of the budget proposal submitted by the department and consideration of alternative reductions, the Acting County Executive recommends the following actions, that will contribute to balancing the General Fund budget.

### ▲ Administration and Support

**Broadcasting of Board of Supervisors' Meetings:** Allocate \$98,200 in one-time funding and \$126,000 in ongoing funding to implement a system that will broadcast Board meetings on the internet and through video production. These costs should be considered as estimates only. Exact costs will be established through actual contract negotiations after completion of the Request for Proposal (RFP) process. This project will further serve the public by providing increased visibility

for County business. Funding for this project is related to the IT Infrastructure Replacement: Audio/Video Replacement project.

On February 10, 2009, the Board authorized the Director of Procurement to issue a RFP relating to implementing a vendor-based solution for broadcasting of Board meetings in the Board Chambers. The ongoing operational costs for thirty Board meetings annually include the cost for closed captioning services. Closed captioning services will allow the media, board offices, department staff and the public to obtain written records of the Board's discussion on agenda items.

**One-time Estimate Cost: \$98,200**  
**Ongoing Estimate Cost: \$126,000**

## Records Management

**Historical Documents and Audio Recording Preservation and Conversion Project:** Allocate \$20,000 in one-time funding to continue restoring historical documents and audio recordings of Board of Supervisors meetings. The Roads Fund will allocate an additional \$10,000 to continue preserving Board records of County Road files and maps.

In FY 2009 the Clerk of the Board was allocated \$40,000 in one-time funds for the transfer of 29 years of audio recording and the digitizing of unique historical documents in the Board records of County Road files, many of which date from the 19th and 20th centuries. While restoration can be delayed until future years, the reel-to-reel tapes are fragile and will only deteriorate more over time.

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

One-time cost of \$30,000 offset by one-time reimbursement of \$10,000 from the Roads Fund.

**Assessment Appeal Intake and Hearing Processing System:** Allocate \$264,466 in one-time funding for the Assessment Appeal Intake and Hearing Processing System. The Clerk of the Board accepts, verifies and files documents submitted by the public related to the County's property tax assessment appeal process. There are approximately 12,000 documents submitted by the public annually. The proposed system will automate all of the Clerk of the Board's assessment appeal-related functions, allowing for both on-line appeal submittal and electronic fee payment.

In FY 2009 the Clerk of the Board was allocated \$180,000 in one-time expense and \$15,000 in ongoing funds to implement Phase I of the Assessment Appeal Intake and Hearing Processing System. Vendor selection is in progress which may require the Department to return to the Board if additional resources are required.

**One-time Cost: \$264,466**

## Special Appropriations

**Retain an ongoing portion of the annual collection of Transient Occupancy Taxes:** Retaining an ongoing portion of the annual collection of Transient Occupancy Taxes (TOT) in the General Fund will reduce funds in the

Clerk of the Board's Special Appropriations Budget, which is the County's contribution to the Arts Council of Silicon Valley.

**Service Impact:** Over the years, the Arts Council of Silicon Valley has received the entire TOT collection from the County. Based on the Department of Revenue projections, for FY 2009, the TOT collection will be \$325,000. Using current projections, retaining \$150,000 of that amount for the General Fund would provide the Arts Council with funding of \$175,000.

**Ongoing Savings: \$150,000**

**2-1-1 Information and Referral System:** Allocate \$150,000 in one-time funding to support the 2-1-1 Santa Clara Countywide Health and Human Services Information and Referral Services Telephone System. Prior year allocations included \$150,000 in FY 2007, FY 2008 and FY 2009.

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

**IT Infrastructure Replacement: Audio/Video Replacement Project:** Allocate \$600,000 in one-time funding to replace obsolete audio/video and system control equipment in the Board Chambers and the Isaac Newton Senter (INS) Auditorium. Based on an assessment from audio/video experts, the systems are not reliable and in some cases not able to be repaired. The Board Chambers' system is more than ten years old and contains primary components that are no longer available. The INS Auditorium system is more than twelve years old, with primary components functioning marginally.

Since the County has recently taken steps toward implementing broadcasting of Board meetings over the internet, reliable and up-to-date audio and video systems in the Board Chambers and the INS Auditorium will facilitate internet broadcasting. A consultant will be hired to assess the functions required for replacement. The Board may be required to allocate additional resources during Mid-year FY 2010 budget review.

**One-time Cost: \$600,000**

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

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1106	Clerk Of The Board Fund 0001	\$ 3,939,371	\$ 4,301,480	\$ 4,463,117	\$ 4,689,425	\$ 387,945	9.0%
1171	Special Appropriations Fund 0001	1,734,851	2,157,076	2,157,076	2,274,878	117,802	5.5%
1173	SB 813 Admin Fund 0001	257,429	354,278	354,278	444,325	90,047	25.4%
10613	Fish & Game Commission-Fines & Forfeitures	3,000	4,000	13,000	4,000	—	—
<b>Total Net Expenditures</b>		\$ 5,934,652	\$ 6,816,834	\$ 6,987,471	\$ 7,412,628	\$ 595,794	8.7%

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

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1106	Clerk Of The Board Fund 0001	\$ 4,030,955	\$ 4,418,508	\$ 4,580,145	\$ 4,779,649	\$ 361,141	8.2%
1171	Special Appropriations Fund 0001	1,751,846	2,157,076	2,157,076	2,274,878	117,802	5.5%
1173	SB 813 Admin Fund 0001	257,429	449,278	449,278	539,325	90,047	20.0%
10613	Fish & Game Commission-Fines & Forfeitures	3,000	4,000	13,000	4,000	—	—
<b>Total Gross Expenditures</b>		\$ 6,043,230	\$ 7,028,862	\$ 7,199,499	\$ 7,597,852	\$ 568,990	8.1%

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

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 2,782,731	\$ 2,971,779	\$ 3,072,410	\$ 3,073,286	\$ 101,507	3.4%
Services And Supplies	3,238,169	4,057,083	4,127,089	4,524,566	467,483	11.5%
Fixed Assets	22,331	—	—	—	—	—
<b>Subtotal Expenditures</b>	6,043,230	7,028,862	7,199,499	7,597,852	568,990	8.1%
Expenditure Transfers	(108,579)	(212,028)	(212,028)	(185,224)	26,804	-12.6%
<b>Total Net Expenditures</b>	5,934,652	6,816,834	6,987,471	7,412,628	595,794	8.7%





## Clerk-Board Of Supervisors — Budget Unit 106

### Revenues by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1106	Clerk Of The Board Fund 0001	\$ 182,677	\$ 139,811	\$ 232,701	\$ 264,111	\$ 124,300	88.9%
1171	Special Appropriations Fund 0001	52	—	—	—	—	—
10613	Fish & Game Commission-Fines & Forfeitures	40,622	2,500	2,500	2,500	—	—
<b>Total Revenues</b>		\$ 223,351	\$ 142,311	\$ 235,201	\$ 266,611	\$ 124,300	87.3%

## Clerk Of The Board Fund 0001 — Cost Center 1106

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	26.5	\$ 4,301,480	\$ 139,811
Board Approved Adjustments During FY 2009	1.0	161,637	92,890
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(3,439)	—
Internal Service Fund Adjustments	—	82,123	20,158
Other Required Adjustments	—	(88,747)	11,252
Subtotal (Current Level Budget)	27.5	\$ 4,453,054	\$ 264,111
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Printing Adjustment	—	(8,000)	—
FY 2010 Voice Communications Adjustment	—	366	—
FY 2010 Postage Adjustment	—	(1,000)	—
FY 2010 Data Processing Adjustment	—	805	—
Decision Packages			
1. Allocate Funding for Information Technology Project	—	224,200	—
Allocate one-time funding in the amount of \$98,200 and ongoing funding in the amount of \$126,000 for Internet Broadcasting of Board of Supervisors' Meetings. Ongoing costs are for operations (\$88,000) and closed captioning services (\$38,000).			
2. Historical Documents and Audio Recording Preservation/Conversion Project	—	20,000	—
Allocate \$30,000 from the General Fund on a one-time basis to continue restoring historical documents and audio recordings of Board of Supervisors' meetings. This expense is offset by \$10,000 reimbursement from the Roads Fund to continue preserving Board records of County Road files and maps.			
Subtotal (Recommended Changes)	—	\$ 236,371	\$ —
<b>Total Recommendation</b>	27.5	\$ 4,689,425	\$ 264,111

## Special Appropriations Fund 0001 — Cost Center 1171

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	—	\$ 2,157,076	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—



## Special Appropriations Fund 0001 — Cost Center 1171

### Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(482,198)	—
Subtotal (Current Level Budget)	—	\$ 1,674,878	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Retain Portion of Ongoing Annual Collection of Transient Occupancy Tax	—	(150,000)	—
Retain \$150,000 of the annual collection of Transient Occupancy Tax (TOT) on an ongoing basis. Currently 100% of TOT revenues are transferred to the Arts Council Silicon Valley. This action reduces the appropriation in the Clerk of the Board's Special Appropriations Budget that is used to transfer TOT funds to the Arts Council.			
2. 2-1-1 Program	—	150,000	—
Allocate \$150,000 from the General Fund on a one-time basis to support the 2-1-1 Santa Clara Countywide Health and Human Services Information and Referral Services Telephone System.			
3. Allocate Funding for Information Technology Project	—	600,000	—
Allocate one-time funding in the amount of \$600,000 for Audio/Visual System Replacement in the Board Chambers and the Isaac Newton Senter Auditorium.			
Subtotal (Recommended Changes)	—	\$ 600,000	\$ —
<b>Total Recommendation</b>	—	\$ 2,274,878	\$ —

## SB 813 Admin Fund 0001 — Cost Center 1173

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	3.0	\$ 354,278	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	4,315	—
Internal Service Fund Adjustments	—	95,000	—
Other Required Adjustments	—	(178,734)	—
Subtotal (Current Level Budget)	3.0	\$ 274,859	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Transfer PTAP Reserves from Assessor to Clerk of the Board for Assessment Appeal System	—	(95,000)	—
Decision Packages			
1. Allocate funding for Information Technology Project	—	264,466	—
Allocate one-time funding in the amount of \$264,466 for the Assessment Appeal Intake and Hearing Processing System.			
Subtotal (Recommended Changes)	—	\$ 169,466	\$ —
<b>Total Recommendation</b>	3.0	\$ 444,325	\$ —

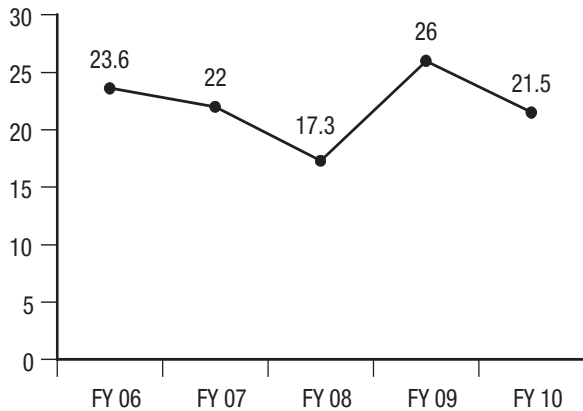
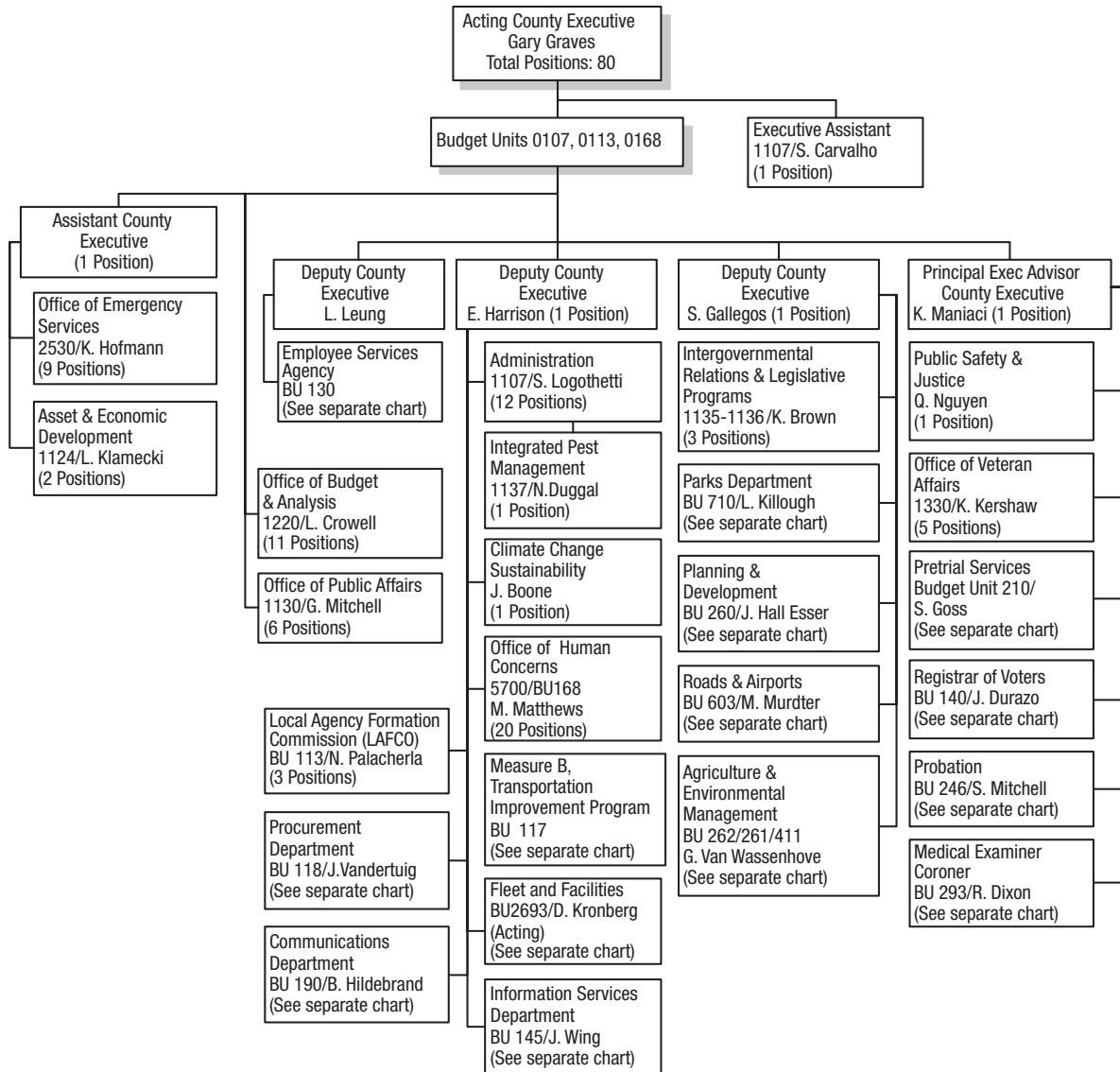


**Fish & Game Commission-Fines & Forfeitures — Cost Center 10613**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Fish and Game Fund (Fund Number 0033)</b>			
FY 2009 Approved Budget	—	\$ 4,000	\$ 2,500
Board Approved Adjustments During FY 2009	—	9,000	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(9,000)	—
Subtotal (Current Level Budget)	—	\$ 4,000	\$ 2,500
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 4,000	\$ 2,500



# Office of the County Executive



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



## Public Purpose

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



## 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 an Assistant County Executive and three 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.

**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 Asset & Economic Development** coordinates development of County surplus properties in order to generate new revenues for the County. Recently completed projects include the Elmwood Development, which has generated approximately \$90 million in one-time revenues since 2004, and an additional \$25 million in ongoing revenue.

**The Office of Budget and Analysis (OBA)** coordinates the annual budget process to provide the Board and the public with information on the allocation of funding and staffing resources. This may include updating the Ten-Year Capital Plan, the Five-Year Financial Projection, and the Three-Year Information Technology Plan. OBA is also responsible for review and submission of items presented to the Board of Supervisors for action. 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, such as providing an audit trail of

all modifications to the budget and determining the fiscal impact of adding and deleting positions throughout the County. OBA also serves as the primary analytical staff for the County Executive, assists with Countywide contract administration, and provides Agenda Review Coordination.

**The Office of Emergency Services** maintains the County's Emergency Operations Plan and Center, conducts emergency preparedness training and exercises, promotes community preparedness, coordinates Operational Area functions for Santa Clara County, creates and maintains emergency planning documents, and acts as Lead Agency for Homeland Security and other emergency activity grants.

#### Other Oversight Functions:

- Within the law and justice domain, the CEO acts as lead agency for oversight and fiscal management of the state Substance Abuse and Crime Prevention (SACPA or Proposition 36) program; administers the federal Justice Assistance Grant program, and manages the Court/County Memorandum of Understanding.
- The CEO houses the administrative function for the Measure B Transportation Program closeout. The half-cent County sales tax ceased in March 2006. Oversight continues as most projects move into the closeout phase.
- The staff of the County's Local Agency Formation Commission, which oversees boundary changes, is housed in this office.

- The CEO also provides oversight for the County's efforts related to climate change and long term sustainability, and integrated pest management.

#### Direct Program Services

In addition to its broad leadership and oversight role, the CEO provides an array of direct services, which include assistance to veterans, affordable housing, and a variety of services to the community.

**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 Concerns** is a proposed new unit to provide services to the community by promoting equality, protecting civil and human rights, and assisting in development of affordable housing. These areas represent critical concerns that arise in a diverse, multi-layered community. Through the Office of Human Concerns, the County will provide advocacy, outreach, and mediation services to the community. The Office of Human Concerns will also continue to assist in housing development for the County's most needy populations.

## Current and Emerging Issues

Continuing activities and projects in the CEO include:

- Implementation of Census 2010: The County is partnering with the City of San Jose and the Valley Transportation Authority, in coordination with the U.S. Census Bureau, to maximize outreach to the community for the 2010 Census. Ensuring that the most accurate population count possible is obtained in April 2010, the count will assist with securing federal funding in a variety of areas over the next ten years.
- Conduct an extensive public outreach process that will result in a comprehensive plan for traditionally-held community events at the Fairgrounds property.
- Development of asset development projects, including a negotiation of a ground lease agreement with the City of Sunnyvale for the development of a 120-unit senior housing project adjacent to the new Valley Health Center at Fair Oaks, sale of the former site of the Men's Work Furlough Program in Mountain View, and completion of the Fairgrounds Senior housing development, a 200-unit, 4-story building for extremely low income seniors, adjacent to the Valley Health Center at Tully.

- Continued efforts regarding disposition of the Richey Army Reserve property at Hedding and San Pedro.
- Implementation of an awareness campaign to educate County employees about potential roles as disaster service workers.
- Coordination with the Information Services Department on rollout of the Emergency AlertSCC, the regional public and internal notification system.
- Development of a Climate Action Plan for the County organization consistent with the County's planning effort for long term sustainability.
- Continued outreach to military veterans and their dependents to ensure they receive the benefits they are entitled to.
- Updating BRASS, the County's budget reporting system. While BRASS is still being maintained to fix specific problems with limited support, OBA must eventually replace or upgrade BRASS to take advantage of the latest technological developments and ensure currency with Systems Application and Products (SAP) and other County systems.

## 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	Deleting 1.0 FTE position will increase workload on remaining staff.	▼
Office of Emergency Services	Yes	Mandated	Deleting 1.0 FTE position will impact training resources on remaining staff. Allocating one-time funding for IT Infrastructure Replacement needs.	▼
Asset and Economic Development	Yes	Non-Mandated	Allocating one-time funding will continue to support development activities.	■
Legislative Programs	Yes	Non-Mandated	Reducing contract funding with County's Washington D.C. lobbyist will be absorbed by the office.	■
Office of Budget & Analysis	Yes	Mandated	Reducing services and supplies funding will not impact current level of service.	■
Integrated Pest Management	Yes	Mandated		■
Office of Human Relations	Yes	Non-Mandated	Deleting 6.0 FTE positions and combining programs with Office of Affordable Housing and Office of Women's Policy; impact on direct client services yet to be determined.	▼
Office of Public Affairs	Yes	Non-Mandated	Reducing services and supplies funding will not impact current level of service.	■
Office of Veterans Affairs	Yes	Non-Mandated	Deleting 1.0 FTE position will have a direct impact on client services by increasing waiting periods for veterans seeking benefits.	▼
Office of Women's Policy	Yes	Non-Mandated	Transferring program to new Office of Human Concerns will not have a direct impact on client services.	■
Administration and Support - Office of Affordable Housing	Yes	Required	Deleting 1.0 FTE position will impact resources available to support office.	◻
Affordable Housing Fund	No	Non-Mandated	Reducing General Fund Contribution by \$500,000 will limit the County's ability to fund affordable housing projects.	▼

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
Housing and Community Development	No	Non-Mandated		■
HOME Investment Partnership	No	Non-Mandated		■
REHAB - Rehabilitation Programs	No	Non-Mandated		■
Homeless Concerns	Yes	Non-Mandated	Transferring program to Mental Health Department, thereby eliminating the program in the Office of County Executive will potentially increase services.	▣
MCC/Housing Bond Program	No	Non-Mandated		■
Mortgage & Rental Assistance	No	Non-Mandated		■

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

## County Executive's Recommendation

The Office of the County Executive (CEO) was assigned a \$2,100,000 reduction target for FY 2010. After analysis of the budget proposal submitted by the department and consideration of alternative reductions, the Acting County Executive recommends the following actions, that will contribute to balancing the General Fund budget.

Since FY 2004, the County Executive and the Board of Supervisors have reviewed the Mandate Study - an analysis of the use of General Fund Subsidies and the amount of General Fund discretionary cost by function or program for all County departments. Utilizing the information from the Mandate Study, the recommendation for the CEO was designed to preserve core central administrative functions, including budget management, legislative analysis, public information, and emergency response planning and training. These functions are to a large extent mandated, and are critical to the operation of the County organization. In order to achieve the required savings, the substantial reductions are focused on non-mandated services, specifically impacting vital program services in affordable housing, women's policy programs, and human relations.

The CEO developed a consolidation plan affecting three non-mandated units - the Office of Affordable Housing (OAH), the Office of Human Relations (OHR), and the Office of Women's Policy (OWP), by combining them into a single office, referred to as the Office of Human

Concerns. See the recommended organizational chart below. The consolidation plan consists of the following actions:

### Summary of Recommendations: Consolidation Plan to Create Office of Human Concerns

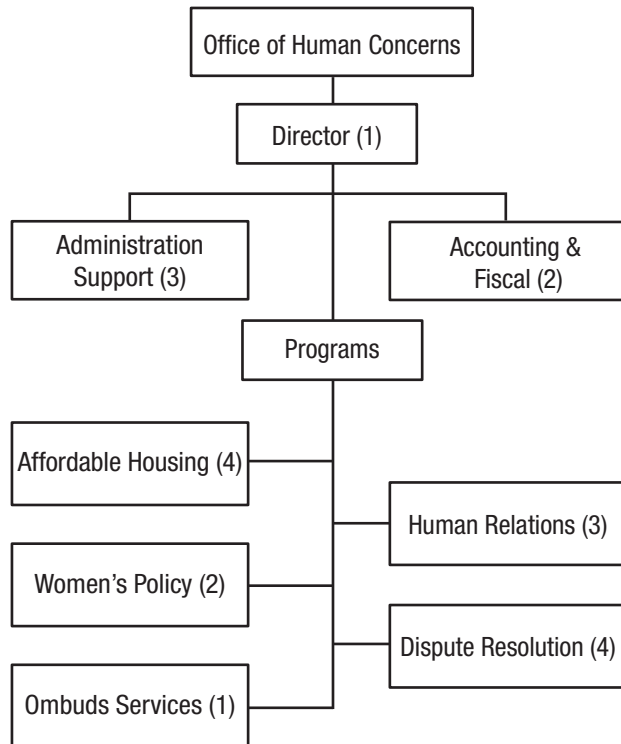
Recommendation:	FTE*	Net Savings
Transfer Homeless Concerns Program to Mental Health Department	(2.0)	(\$338,910)
Delete Vacant 1.0 FTE Sr. Management Analyst in Office of Affordable Housing	(1.0)	\$0
Recognize cost of Director Position in the General Fund		\$133,833
Delete 6.0 FTE Positions in the Office of Human Relations	(6.0)	(\$649,788)
Transfer Office of Women's Policy Program to Office of Human Concerns		\$0
Convert Ombuds Service Dependent Contract to Permanent Code		\$0
Reduce Funding in Services and Supplies for Office of Human Relations		(\$42,400)
Reduce Funding in Services and Supplies for Office of Women's Policy		(\$42,010)
Reduce General Fund Contribution to the Affordable Housing Fund		(\$500,000)
<b>Total</b>	<b>(9.0)</b>	<b>(\$1,439,275)</b>

\*Total Positions Deleted in BU107





## Organizational Chart: Office of Human Concerns



\*Total Positions in Office: 20

### Homeless Concerns Program

**Transfer Homeless Concerns Program to Mental Health Department (MHD):** The Homeless Concerns programs will be transferred to the Mental Health Department, consolidating all functions and staff, and capitalizing on available non-General Fund resources. The broader infrastructure will be based on MHD assuming oversight of homeless programs and contracts currently administered in the Office of Affordable Housing (OAH), while OAH continues to provide critical housing development services and expertise. A Net General Fund Savings of \$338,910 will be achieved due to recognition of \$500,000 in new ongoing Mental Health Services Act (MHSA) revenues. This consolidation plan will transfer the following positions to MHD:

- Transfer vacant 1.0 Homeless Services Coordinator - (\$120,792)
- Transfer filled 1.0 Management Analyst - (\$123,924)

**Background:** In 2002 the Board of Supervisors established OAH for the development of affordable housing, support services, and housing conversion for lower income and special needs populations. The

Homeless Concerns unit in OAH consists of a Homeless Concerns Coordinator and a Management Analyst. This program manages services for the County's homeless population, including County contracts for the Cold Weather Shelter Program, for bus transit passes, and for the biennial homeless count.

Additionally, these two positions coordinate and submit the annual Federal McKinney-Vento grant application, and coordinate efforts with other local levels of government, community-based organizations, and the private sector to advocate for legislation and public policy to end homelessness.

Since the passage of MHSA in 2004, MHD and OAH have worked closely on homeless activities related to providing housing for mental health patients. MHD will establish an Office of Housing and Homeless Support Services therefore accommodating the transfer of the Homeless Concerns Program to the new MHD office.

**Service Impact:** The Mental Health Department will leverage MHSA funds and use redirected current General Fund resources to create a broader infrastructure to support existing programs and deliver additional services. These additional resources, for example, will include expanded outreach to homeless clients via the Opportunity Center in Palo Alto and support a MHSA Full Service Partnership (FSP) program for chronically homeless adults and families through treatment and case management services.

**Ongoing Savings in OAH: \$826,041**

**Ongoing Cost in MHD: \$487,131**

**Net General Fund Savings: \$338,910**

Existing Uplift Revenue and New Ongoing MHSA Revenue: \$540,000

### Administration and Support - Office of Affordable Housing

**Delete Vacant 1.0 FTE Sr. Management Analyst:** One vacant position in the Office of Affordable Housing will be deleted for a \$0 General Fund savings. The reduction of \$134,928 in General Fund cost will be offset by a commensurate reduction in reimbursement of \$134,928 from a non-General Fund cost center in OAH.

**Service Impact:** The deletion of this position will reduce overall staffing in OAH's management of the U.S. Department of Housing and Urban Development grant programs. Since these programs currently use General

Fund and federal grant revenues, a restructuring analysis is underway to reduce overall costs. Staff will collaborate with city and community partners to develop a restructuring plan with the intent of eliminating General Fund support by FY 2011. Current staff will assume additional responsibilities to meet all program requirements such as conducting a comprehensive review of the Five-Year Consolidated Plan and annual updates to the Action Plan.

**Ongoing Savings: \$0**

Offset by Reduced Ongoing Reimbursement of \$134,928 from Fund 35

**Recognize Cost of Director Position in General Fund:** The current Director of Affordable Housing will manage all consolidated and transferred functions of the new Office of Human Concerns, including direct oversight of the Human Relations Commission, the Commission on Status of Women, the Domestic Violence Council and the Housing Community Development Advisory Committee. This position is currently charged 100% to OAH programs. As part of the reorganization, two-thirds of the position cost will be allocated to the General Fund.

**Ongoing Cost: \$133,833**

## Affordable Housing Fund

**Reduce General Fund Contribution to the Affordable Housing Fund:** As part of the consolidation plan to create the Office of Human Concerns, the General Fund contribution to the Affordable Housing Fund to support programs and projects is recommended for reduction.

**Background:** In the Final 2009 Budget, the Board of Supervisors approved an annual allocation of \$1 million to the Affordable Housing Fund to support affordable housing programs and projects.

**Service Impact:** This proposal will reduce the General Fund's ongoing support to the Affordable Housing Fund by 50%, thereby reducing General Fund resources to affordable housing programs and projects.

**Ongoing Savings: 500,000**

## Office of Human Relations

**Delete 6.0 FTE Positions:** The proposal to delete six positions consists of three vacant positions and three filled positions for a savings of \$649,788. This consolidation plan will delete the following positions:

- Delete vacant 1.0 FTE Human Relations Manager - (\$132,624)
- Delete vacant 1.0 FTE Human Relations Coordinator III - (\$100,668)
- Delete vacant 1.0 FTE Office Specialist III - (\$77,376)
- Delete filled 2.0 FTEs Human Relations Coordinator III - (\$237,648)
- Delete filled 1.0 FTE Human Relations Coordinator II - (\$101,472)

**Background:** The Office of Human Relations (OHR) provides a knowledgeable and experienced resource to assist the community with immigration issues, non-violent approaches to community conflict and discrimination. OHR also provides dispute resolution services, and often functions as a bridge for access to County services in other departments.

**Service Impact:** The loss of six positions will impact the current level of services, however, the loss of support staff will be absorbed through the consolidation with other units. Restructuring of activities is under development and will require a reprioritization of services within available resources. Major activity areas including dispute resolution, immigration and citizenship assistance, coordination efforts for a hate-free community, and activities with youth will be maintained at a level commensurate with the reduced level of staffing, prioritizing emergency situations, direct client service and work that is not duplicated by other community-based service providers.

**Ongoing Savings: \$649,788**

### Reduce \$42,400 in Funding for Services and Supplies:

**Service Impact:** The reductions are not expected to have a negative impact on the current level of service, however, this reduction will restrict staff attendance at professional workshops, conferences and seminars, and will reduce contract services expenses.

**Ongoing Savings: \$42,400**

**Recognize Additional Revenue in Alternative Dispute Resolution Services:** Increase ongoing revenue by \$60,000 related to the Alternative Dispute Resolution Services. This program conducts dispute resolution services to individuals and mediation training to community colleges, community-based organizations, and government agencies, such as the Administrative Office of the Courts for the Day of Court Mediation Project. The County collects an \$8 fee for every case filed in Civil Court, which is administered by the Office of District Attorney. Based on current projections, the Office of the District Attorney is estimating the amount of fees will be increase by \$60,000.

**Service Impact:** Additional resources will increase ability to provide dispute resolution services in the community.

**Ongoing Revenue: \$60,000**

**Convert Dependent Contract to Permanent Code:** Add a permanent 1.0 FTE Ombuds Services Coordinator.

**Service Impact:** Since July 2004, the Office of Human Relations' Dispute Resolution Program has provided ombuds services by using dependent contractors. This service involves handling caseload referrals and recommending improvements in the child welfare system. This proposal would convert the existing dependent contract to a permanent position located within the new Human Concerns division to create more efficiencies, increase research opportunities and improve training for Social Services Agency (SSA) staff. The costs incurred are fully reimbursed by SSA. SSA would incur an additional, ongoing cost of \$44,855 for ombuds services, as the reimbursement cost would rise to \$188,184.

**Positions Added: 1.0**  
**Net Ongoing Cost: \$0**

Ongoing Cost for Ombuds Services: \$188,184  
Reimbursement from SSA for Ombuds Services: \$188,184  
(See budget detail in BU 503)

## Office of Women's Policy

**Consolidate Office of Women's Policy within New Office of Human Concerns:** All women's policy programs will be relocated into the new Office of Human Concerns. The consolidation will include the following positions:

- Transfer filled 1.0 FTE Manager
- Transfer filled 1.0 FTE Management Analyst

**Background:** In FY 1999 the Board of Supervisors established the Office of Women's Advocacy, now referred as the Office of Women's Policy, to provide advocacy and mentoring services to women and girls. The office consists of a Manager and a Management Analyst.

**Service Impact:** Services focus on promoting a higher level of activity coordination between two existing commissions, the Commission on the Status of Women and the Human Relations Commission. Services will continue to be provided.

**Ongoing Savings: \$0**  
Costs of Positions will remain in BU 107

**Reduce \$42,010 in Funding for Services and Supplies:**

**Service Impact:** The reduction in funding will restrict staff attendance at professional workshops, conferences and seminars, and will reduce the ability to utilize contract services.

**Ongoing Savings: \$42,010**

## Legislative Programs

**Reduce \$125,000 in Funding for Services and Supplies:**

**Service Impact:** Funding for legislative advocacy in Washington D.C. will be reduced by \$75,000. The reduction will require prioritization of issues that will be addressed.

In addition, this proposal will eliminate the eCivis contract, a web-based service to assist County departments with locating potential grant funding, a savings of \$50,000. The contract costs have increased by approximately 7% annually and the service is accessed by only a limited number of departments, yielding a low return for the investment. A recent survey of eCivis users, mostly County staff, showed that 81% of respondents indicated that eCivis provided grant opportunity information they would not otherwise have obtained, while, nearly 75% did not apply for grants located on eCivis. No County agency has reported obtaining actual grant awards from grants located on eCivis.

**Ongoing Savings: \$125,000**

## Office of Emergency Services

### Delete Vacant 1.0 FTE Emergency Planning Coordinator

**Position:** One vacant position will be deleted for a savings of \$112,056.

**Service Impact:** The deletion of this position will reduce the Office's ability to provide training and conduct emergency exercises. Requests for "tabletop exercises" and drills at a level beyond the required basic training for staff who anticipate assignment to the Emergency Operations Center during an emergency will not be fulfilled. In addition, development of a standardized presentation and scheduled trainings throughout the County organization to promote readiness will be placed on hold.

**Ongoing Savings: \$112,056**

**IT Infrastructure Replacement:** Allocate \$57,000 in one-time funding to replace various aging hardware that meets or exceeds the Information Technology replacement criteria. This project will minimize the risk that critical systems could be severely degraded or fail.

**One-time Cost: \$57,000**

Amount budgeted in Information Services Department, Budget Unit 145

## Office of Veterans Services

### Delete Vacant 1.0 FTE Veterans Services Representative

**Position:** One vacant position will be deleted for a savings of \$88,680.

**Service Impact:** This position provides assistance to veterans of the armed forces and their families in filing claims for benefits to which they are entitled by meeting with clients by appointment, or on a walk-in basis and field phone calls. The deletion of this position will reduce time available at outreach sites and clients will experience longer waiting periods for appointments.

**Ongoing Savings: \$88,680**

## Reduce \$35,000 in Funding for Services and Supplies:

**Service Impact:** The reductions in outreach activities are not expected to have a negative impact on the current level of service. Veterans' Services has a Trust Fund 248 with a balance of \$140,000 to mitigate this impact.

**Ongoing Savings: \$35,000**

## Administration and Support

**Delete Vacant 1.0 FTE Senior Accountant Position:** One vacant position will be deleted for a savings of \$114,864.

**Service Impact:** The deletion of this position will limit the Office's resources available for support for grant programs, audit processes in the Office of Emergency Services and the Office of Affordable Housing, closeout of the Measure B Program, and other administrative functions.

**Ongoing Savings: \$114,864**

## Reduce \$10,740 in Funding for Services and Supplies:

**Service Impact:** The reductions are not expected to have a negative impact on the current level of service, however, this reduction will restrict staff professional education, membership dues & fees, and the purchase of PC Hardware.

**Ongoing Savings: \$10,740**

## Office of Budget & Analysis

## Reduce \$45,500 in Funding for Services and Supplies:

**Service Impact:** The reductions are not expected to have a negative impact on the current level of service, however, this reduction will restrict staff travel and attendance at trainings, workshops and seminars, reduce professional services and reduce contract services for publishing budget documents.

**Ongoing Savings: \$45,500**



## Office of Public Affairs

### Reduce \$19,000 in Funding for Services and Supplies.

**Service Impact:** The reductions are not expected to have a negative impact on the current level of service, however, this reduction will restrict staff travel and limit office expenses.

**Ongoing Savings: \$19,000**

## Asset and Economic Development

**Allocate \$325,000 in Annual One-time Funding to the Office of Asset and Economic Development:** The funding will support development activities such as engineering, appraisals, project consulting, and outside legal services. In addition, it will support project costs for the Fairgrounds outreach and development planning, and construction of an affordable housing project near the Fair Oaks Clinic in Sunnyvale.

**Background:** The Office of Asset and Economic Development, staffed by two positions, coordinates development of County surplus properties in order to generate new revenues for the County. Two development projects that have generated revenue in the past five years include the Elmwood Development, which generates close to \$5 million annually from auto dealership and housing leases, and the Fairgrounds Family Housing Complex which generates about \$500,000 annually in revenue from a 300-unit multi-family affordable housing project. While activity is anticipated to be slower in FY 2010 due to the current economic climate, funding for public outreach and planning activities at the Fairgrounds and a housing project in Sunnyvale is required.

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

**One-time Cost: \$325,000**

**Realize Revenue from Sale of Property:** On April 21, 2009 the Board of Supervisors authorized final negotiations with the Community Housing Development Corporation (CHDC) for an option agreement pertaining to approximately 3.5 acres of County-owned surplus property at 2500 Senter Road, San Jose, formerly the site of a church. Under the terms of the agreement,

exercise of the option must be completed during FY 2010, and will result in one-time County revenues of approximately \$5,160,000. This transaction with CHDC will also satisfy the homeless component of the Richey U.S. Army Reserve Center redevelopment plan as required by the Federal regulations associated with the Base Realignment and Closure statutes.

**Service Impact:** This one-time revenue will be used to balance the FY 2010 budget deficit, mitigating the need for additional service reductions in General Fund programs.

**One-time Revenue: \$5,160,000**

## Census 2010 Partnership Network

**Allocate \$500,000 in One-time Funding to the Census 2010 Partnership Network Project:** The funding will support Census 2010 staffing, advertising and promotions, event planning and implementation, printing, and mailing costs.

**Background:** On November 18, 2008 the Board of Supervisors approved a process and budget for Census 2010, establishing a Partnership Network to promote census efforts for 2010 through outreach to a network of partners and leveraging existing resources. The federal government uses Census data to distribute funds for various programs. It is estimated that the federal government allocates more than \$300 billion annually. Based on a study by PriceWaterhouseCoopers, the net impact was \$2,913 for each uncounted person over a ten year period in large counties like Santa Clara County. An accurate census count is critical for the County to receive much needed federal funding. In FY 2009 the Board of Supervisors allocated \$250,000 in one-time funding to initiate this effort.

**Service Impact:** The County will be better prepared to provide an accurate population count for Santa Clara County to secure millions of dollars in future federal program funds using population numbers. In addition, the County's efforts to ensure an accurate population count will affect redistricting efforts in Santa Clara County that will follow the Census in 2010.

**One-time Cost: \$500,000**

## Modified Financial Policies

**Authorize Prepayment of the Employer Share of the Public Employee Retirement System (PERS) Cost for FY 2010 Resulting in Savings for the General Fund:** A savings of interest expense is available to CalPERS member agencies that prepay their annual employee contribution by avoiding an interest charge built into the CalPERS computation of each member's total annual employer contribution requirement. Because most agencies make their annual contributions on a bi-weekly basis throughout the fiscal year, which deprives CalPERS of the ability to fully invest the member agencies' contributions for the full fiscal year, CalPERS adds an interest charge into its calculation of each agency's annual contribution requirement based on its assumed rate of return on investments.

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

Estimated General Fund savings, net of revenue losses, is \$5,885,000 for FY 2010. Individual department budgets will be modified as required in the preparation of the final Approved Budget for FY 2010.

**Savings: \$5,885,000**

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

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
10717	County Executive Admin Fund 0001	\$ 7,430,785	\$ 7,350,950	\$ 7,964,467	\$ 7,101,414	\$ (249,536)	-3.4%
1220	Budget And Analysis Fund 0001	1,829,297	1,971,015	1,966,015	2,107,242	136,227	6.9%
1330	Veterans' Services	674,611	742,285	731,285	616,540	(125,745)	-16.9%
2530	Office Of Emergency Svcs Fund 0001	6,969,711	3,077,509	14,485,720	2,053,545	(1,023,964)	-33.3%
5700	Human Relations Fund 0001	1,972,592	1,900,725	1,993,588	1,381,803	(518,922)	-27.3%
<b>Total Net Expenditures</b>		<b>\$ 18,876,995</b>	<b>\$ 15,042,484</b>	<b>\$ 27,141,076</b>	<b>\$ 13,260,544</b>	<b>\$ (1,781,940)</b>	<b>-11.8%</b>

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

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
10717	County Executive Admin Fund 0001	\$ 7,489,266	\$ 7,543,835	\$ 8,157,352	\$ 7,298,752	\$ (245,083)	-3.2%
1220	Budget And Analysis Fund 0001	1,829,297	1,971,015	1,966,015	2,107,242	136,227	6.9%
1330	Veterans' Services	674,611	742,285	731,285	616,540	(125,745)	-16.9%
2530	Office Of Emergency Svcs Fund 0001	6,969,711	3,077,509	14,485,720	2,053,545	(1,023,964)	-33.3%
5700	Human Relations Fund 0001	2,088,458	2,040,054	2,132,917	1,569,987	(470,067)	-23.0%
<b>Total Gross Expenditures</b>		<b>\$ 19,051,342</b>	<b>\$ 15,374,698</b>	<b>\$ 27,473,290</b>	<b>\$ 13,646,066</b>	<b>\$ (1,728,632)</b>	<b>-11.2%</b>



## County Executive — Budget Unit 107 Expenditures by Object

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 9,654,492	\$ 10,129,796	\$ 10,138,314	\$ 9,372,696	\$ (757,100)	-7.5%
Services And Supplies	9,106,600	5,244,902	17,334,976	4,273,370	(971,532)	-18.5%
Other Charges	(1,187)	—	—	—	—	—
Operating/Equity Transfers	291,438	—	—	—	—	—
<b>Subtotal Expenditures</b>	<b>19,051,342</b>	<b>15,374,698</b>	<b>27,473,290</b>	<b>13,646,066</b>	<b>(1,728,632)</b>	<b>-11.2%</b>
Expenditure Transfers	(174,348)	(332,214)	(332,214)	(385,522)	(53,308)	16.0%
<b>Total Net Expenditures</b>	<b>18,876,995</b>	<b>15,042,484</b>	<b>27,141,076</b>	<b>13,260,544</b>	<b>(1,781,940)</b>	<b>-11.8%</b>

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

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
10717	County Executive Admin Fund 0001	\$ 5,705,488	\$ 22,121,737	\$ 23,142,798	\$ 10,880,731	\$ (11,241,006)	-50.8%
1330	Veterans' Services	81,735	80,000	80,000	80,000	—	—
2530	Office Of Emergency Svcs Fund 0001	5,481,801	—	13,732,554	—	—	—
5700	Human Relations Fund 0001	219,243	239,428	348,108	245,428	6,000	2.5%
	<b>Total Revenues</b>	<b>\$ 11,488,267</b>	<b>\$ 22,441,165</b>	<b>\$ 37,303,460</b>	<b>\$ 11,206,159</b>	<b>\$ (11,235,006)</b>	<b>-50.1%</b>

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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	35.0	\$ 7,350,950	\$ 22,121,737
Board Approved Adjustments During FY 2009	—	613,517	1,021,061
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	34,070	—
Internal Service Fund Adjustments	—	295,554	(100,000)
Other Required Adjustments	—	(1,447,084)	(17,322,067)
Subtotal (Current Level Budget)	35.0	\$ 6,847,007	\$ 5,720,731
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Voice Communications Adjustment	—	(12)	—
FY 2010 Data Processing Adjustment	—	(1,807)	—
Decision Packages			
1. Transfer Positions in Office of Women's Policy to the Office Human Concerns	-2.0	(257,160)	—
The following positions will be transferred as part of the consolidation plan affecting the Office of Women's Policy Program:			
◆ Transfer 1.0 FTE Manager, Office of Women's Policy (A2H)			
◆ Transfer 1.0 FTE Management Analyst (B1P)			



## County Executive Admin Fund 0001 — Cost Center 10717

### Major Changes to the Budget

	Positions	Appropriations	Revenues
2. Delete 1.0 FTE Position Delete vacant 1.0 FTE Senior Accountant.	-1.0	(114,864)	—
3. Reduce Funding in Services and Supplies In the Administration Division, reduce funding in Membership Dues & Fees, Professional Education, and PC Hardware costs.	—	(10,740)	—
4. Reduce Funding in Services and Supplies In the Office of Public Affairs, reduce funding in Food, Office Expense, Printing, Business Travel, and Other Misc. Expenses.	—	(19,000)	—
5. Eliminate Funding in Services and Supplies In the Office of Women's Policy, eliminate funding in Special Department expenses.	—	(42,010)	—
6. Eliminate eCivis Contract In the Intergovernmental Relations Division, eliminate the eCivis contract which is a web-based service to assist governments and non-profit agencies with locating potential grant funding.	—	(50,000)	—
7. Reduce Contract for Legislative Services In the Legislative Programs Division, reduce contract funding for Washington D.C. legislative services.	—	(75,000)	—
8. Allocate One-time Funding for Asset and Economic Development To support asset and economic development projects and activities, a one-time appropriation of \$325,000 is recommended.	—	325,000	—
9. Allocate One-time Funding for Census 2010 Activities To support Census 2010 staffing, advertising and promotion, event planning and implementation, printing, and mailing costs, a one-time appropriation of \$500,000 is recommended.	—	500,000	—
10. Realize \$5,160,000 in One-time Revenue from Sale of Surplus Property Realize the proceeds from the anticipated sale of County-owned surplus property, formerly a church site. This One-time revenue of \$5,160,000 will be used to balance the FY 2010 budget deficit, mitigating the need for additional service reductions in General Fund programs.	—	—	5,160,000
Subtotal (Recommended Changes)	-3.0	\$ 254,407	\$ 5,160,000
<b>Total Recommendation</b>	<b>32.0</b>	<b>\$ 7,101,414</b>	<b>\$ 10,880,731</b>

## Budget And Analysis Fund 0001 — Cost Center 1220

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	11.0	\$ 1,971,015	\$ —
Board Approved Adjustments During FY 2009	—	(5,000)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	31,578	—
Internal Service Fund Adjustments	—	(7,523)	—
Other Required Adjustments	—	168,613	—
Subtotal (Current Level Budget)	11.0	\$ 2,158,683	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Data Processing Adjustment	—	(5,941)	—
Decision Packages			
1. Reduce Funding in Services and Supplies Reduce funding for Workshops, Conferences & Seminars, Professional & Specialized Services, Data Processing, and Business Travel.	—	(45,500)	—
Subtotal (Recommended Changes)	—	\$ (51,441)	\$ —
<b>Total Recommendation</b>	<b>11.0</b>	<b>\$ 2,107,242</b>	<b>\$ —</b>





## Veterans' Services — Cost Center 1330

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	6.0	\$ 742,285	\$ 80,000
Board Approved Adjustments During FY 2009	—	(11,000)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	3,433	—
Internal Service Fund Adjustments	—	(138)	—
Other Required Adjustments	—	7,000	—
Subtotal (Current Level Budget)	6.0	\$ 741,580	\$ 80,000
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Data Processing Adjustment	—	(1,360)	—
Decision Packages			
1. Reduce Funding in Services and Supplies	—	(35,000)	—
Reduce funding for PC Software and other Misc. Office Expenses.			
2. Delete 1.0 FTE Position	-1.0	(88,680)	—
Delete vacant 1.0 FTE Veterans Services Representative.			
Subtotal (Recommended Changes)	-1.0	\$ (125,040)	\$ —
<b>Total Recommendation</b>	<b>5.0</b>	<b>\$ 616,540</b>	<b>\$ 80,000</b>

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

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	10.0	\$ 3,077,509	\$ —
Board Approved Adjustments During FY 2009	—	11,408,211	13,732,554
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	14,348	—
Internal Service Fund Adjustments	—	90,102	—
Other Required Adjustments	—	(12,424,211)	(13,732,554)
Subtotal (Current Level Budget)	10.0	\$ 2,165,959	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Voice Communications Adjustment	—	1,234	—
FY 2010 Data Processing Adjustment	—	(1,592)	—
Decision Packages			
1. Delete 1.0 FTE Position	-1.0	(112,056)	—
Delete vacant 1.0 FTE Emergency Planning Coordinator.			
Subtotal (Recommended Changes)	-1.0	\$ (112,414)	\$ —
<b>Total Recommendation</b>	<b>9.0</b>	<b>\$ 2,053,545</b>	<b>\$ —</b>



## Human Relations Fund 0001 — Cost Center 5700

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	14.0	\$ 1,900,725	\$ 239,428
Board Approved Adjustments During FY 2009	—	92,863	108,680
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(11,843)	—
Internal Service Fund Adjustments	—	(74,120)	—
Other Required Adjustments	—	(96,863)	(162,680)
Subtotal (Current Level Budget)	14.0	\$ 1,810,762	\$ 185,428
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Raise reimbursement for Ombuds Services to DFCS (See narrative in BU 503)	—	(48,855)	—
FY 2010 Voice Communications Adjustment	—	(23)	—
FY 2010 Data Processing Adjustment	—	6,092	—
Decision Packages			
1. Transfer Positions in Office of Women's Policy to the Office of Human Concerns	2.0	257,160	—
The following positions will be added as part of the consolidation plan affecting the Office of Human Relations:			
◆ Add 1.0 FTE Manager, Office of Women's Policy (A2H)			
◆ Add 1.0 FTE Management Analyst (B1P)			
2. Reduce Funding in Services and Supplies	—	(42,400)	—
Reduce funding for Food, Membership Dues & Fees, Office Expense, External Printing, Workshops, Conferences & Seminars, Contract Pay, Equipment, Mileage for Automobile Services, and PC Hardware.			
3. Create Ombuds Services Coordinator and Recognize Contract Services	1.0	48,855	—
Create the Ombuds Services Coordinator into a permanent position to support the Child Welfare System and add \$44,855 for specialized contract services. The Social Services Agency will provide reimbursement in the amount of \$188,184 for these services.			
4. Consolidation of Operations in Human Relations and Establishing the Office of Human Concerns	-6.0	(649,788)	—
The following positions will be deleted as part of the consolidation plan affecting the Office of Human Relations:			
◆ Delete 3.0 FTE Human Relations Coordinator III (B14)			
◆ Delete 1.0 FTE Human Relations Manager (B17)			
◆ Delete 1.0 FTE Human Relations Coordinator II (B16)			
◆ Delete 1.0 FTE Office Specialist			
The total net savings from the above actions is \$649,788.			
5. Adjust Revenues in the Office of Human Relations	—	—	60,000
Increase ongoing revenue related to the alternate dispute resolution program - \$60,000			
Subtotal (Recommended Changes)	-3.0	\$ (428,959)	\$ 60,000
<b>Total Recommendation</b>	<b>11.0</b>	<b>\$ 1,381,803</b>	<b>\$ 245,428</b>



### Countywide Modified Financial Policies — Budget Unit 108 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1109	Public Employees Ret Sys (PERS) Prepay Fund 0001	—	—	—	(5,885,000)	(5,885,000)	—
<b>Total Net Expenditures</b>		\$ —	\$ —	\$ —	\$ (5,885,000)	\$ (5,885,000)	—

### Countywide Modified Financial Policies — Budget Unit 108 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1109	Public Employees Ret Sys (PERS) Prepay Fund 0001	—	—	—	(5,885,000)	(5,885,000)	—
<b>Total Gross Expenditures</b>		\$ —	\$ —	\$ —	\$ (5,885,000)	\$ (5,885,000)	—

### Countywide Modified Financial Policies — Budget Unit 108 Expenditures by Object

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ —	\$ —	\$ —	\$ (5,885,000)	\$ (5,885,000)	—
<b>Subtotal Expenditures</b>	—	—	—	(5,885,000)	(5,885,000)	—
<b>Total Net Expenditures</b>	—	—	—	(5,885,000)	(5,885,000)	—

### Public Employees Ret Sys (PERS) Prepay Fund 0001 — Cost Center 1109 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Net Reduction in PERS Due to Prepayment	—	(5,885,000)	—
Authorize prepayment of the employer share of the Public Employee Retirement System (PERS) cost for FY 2010 resulting in savings to the General Fund. The savings reflected here is net of associated revenue losses. In the Final Budget process this placeholder will be removed and reductions in PERS expense budgeted in individual departments.			
Subtotal (Recommended Changes)	—	\$ (5,885,000)	\$ —
<b>Total Recommendation</b>	—	\$ (5,885,000)	\$ —



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

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1114	Local Agency Formation Comm Fund 0019	\$ 516,530	\$ 568,787	\$ 568,787	\$ 567,289	\$ (1,498)	-0.3%
<b>Total Net Expenditures</b>		\$ 516,530	\$ 568,787	\$ 568,787	\$ 567,289	\$ (1,498)	-0.3%

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

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1114	Local Agency Formation Comm Fund 0019	\$ 516,530	\$ 839,684	\$ 839,684	\$ 837,270	\$ (2,414)	-0.3%
<b>Total Gross Expenditures</b>		\$ 516,530	\$ 839,684	\$ 839,684	\$ 837,270	\$ (2,414)	-0.3%

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

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 356,009	\$ 398,968	\$ 398,968	\$ 391,198	\$ (7,770)	-1.9%
Services And Supplies	160,521	340,716	340,716	346,072	5,356	1.6%
Reserves	—	100,000	100,000	100,000	—	—
<b>Subtotal Expenditures</b>	516,530	839,684	839,684	837,270	(2,414)	-0.3%
Expenditure Transfers	—	(270,897)	(270,897)	(269,981)	916	-0.3%
<b>Total Net Expenditures</b>	516,530	568,787	568,787	567,289	(1,498)	-0.3%

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

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1114	Local Agency Formation Comm Fund 0019	\$ 614,298	\$ 317,898	\$ 317,898	\$ 316,980	\$ (918)	-0.3%
<b>Total Revenues</b>		\$ 614,298	\$ 317,898	\$ 317,898	\$ 316,980	\$ (918)	-0.3%



## Local Agency Formation Comm Fund 0019 — Cost Center 1114

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>LAFCO (Fund Number 0019)</b>			
FY 2009 Approved Budget	3.0	\$ 568,787	\$ 317,898
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(7,770)	—
Internal Service Fund Adjustments	—	(100,540)	—
Other Required Adjustments	—	107,300	(918)
Subtotal (Current Level Budget)	3.0	\$ 567,777	\$ 316,980
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Data Processing Adjustment	—	(488)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (488)	\$ —
<b>Total Recommendation</b>	<b>3.0</b>	<b>\$ 567,289</b>	<b>\$ 316,980</b>

## Office of Affordable Housing — Budget Unit 168

### Net Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1119	Mortgage & Rental Asst Fund 0198	\$ 135,716	\$ —	\$ —	\$ 2,000	\$ 2,000	—
1132	Homeless Concerns Fund 0001	976,507	960,692	2,140,688	—	(960,692)	-100.0%
1161	HCD Home Fund 0038	648,008	992,169	2,705,810	762,097	(230,072)	-23.2%
1162	HCD Rehab Fund 0036	304,218	775,409	775,409	77,705	(697,704)	-90.0%
1167	HCD Rental Rehab Fund 0029	120,081	—	143,215	32,000	32,000	—
1168	Housing And Comm Dev Fund 0035	1,785,455	1,939,683	2,744,857	1,717,538	(222,145)	-11.5%
1169	Housing Bond Prog Fund 0208	250,170	196,918	196,918	201,250	4,332	2.2%
1170	OAH Admin Fund 0001	300,075	1,065,000	1,192,237	1,230,254	165,254	15.5%
1174	Housing Set Aside Fund 0196	3,499,190	1,749,985	7,064,051	870,000	(879,985)	-50.3%
1175	Los Gatos - Rhab Revolving Loan-Fund 0101	—	249,441	343,326	40,000	(209,441)	-84.0%
1176	Saratoga Rehab Revolving Loan-Fund 0102	—	—	63,615	10,000	10,000	—
1177	Los Altos Rehab Revolving Loan-Fund 0103	45,775	7,000	60,000	—	(7,000)	-100.0%
1178	CalHome Resue Account Fund 0104	—	—	900,000	—	—	—
9859	Stanford Affordable Housing Fund 0289	—	—	1,878,580	1,300,000	1,300,000	—
<b>Total Net Expenditures</b>		<b>\$ 8,065,196</b>	<b>\$ 7,936,297</b>	<b>\$ 20,208,705</b>	<b>\$ 6,242,844</b>	<b>\$ (1,693,453)</b>	<b>-21.3%</b>



## Office of Affordable Housing — Budget Unit 168

### Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1119	Mortgage & Rental Asst Fund 0198	\$ 135,716	\$ —	\$ —	\$ 2,000	\$ 2,000	—
1132	Homeless Concerns Fund 0001	976,507	960,692	2,140,688	—	(960,692)	-100.0%
1161	HCD Home Fund 0038	648,008	992,169	2,705,810	762,097	(230,072)	-23.2%
1162	HCD Rehab Fund 0036	575,940	775,409	1,397,617	77,705	(697,704)	-90.0%
1167	HCD Rental Rehab Fund 0029	120,081	—	143,215	32,000	32,000	—
1168	Housing And Comm Dev Fund 0035	1,513,734	1,939,683	2,744,857	1,717,538	(222,145)	-11.5%
1169	Housing Bond Prog Fund 0208	250,170	196,918	196,918	201,250	4,332	2.2%
1170	OAH Admin Fund 0001	657,398	2,884,436	3,011,673	2,069,366	(815,070)	-28.3%
1174	Housing Set Aside Fund 0196	3,499,190	1,749,985	7,464,051	870,000	(879,985)	-50.3%
1175	Los Gatos - Rhab Revolving Loan-Fund 0101	—	249,441	343,326	40,000	(209,441)	-84.0%
1176	Saratoga Rehab Revolving Loan-Fund 0102	—	—	63,615	10,000	10,000	—
1177	Los Altos Rehab Revolving Loan-Fund 0103	45,775	7,000	60,000	—	(7,000)	-100.0%
1178	CalHome Resue Account Fund 0104	—	—	900,000	—	—	—
9859	Stanford Affordable Housing Fund 0289	—	—	1,878,580	1,300,000	1,300,000	—
<b>Total Gross Expenditures</b>		<b>\$ 8,422,519</b>	<b>\$ 9,755,733</b>	<b>\$ 23,050,349</b>	<b>\$ 7,081,956</b>	<b>\$ (2,673,777)</b>	<b>-27.4%</b>

## Office of Affordable Housing — Budget Unit 168

### Expenditures by Object

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 1,327,738	\$ 1,440,577	\$ 1,442,814	\$ 1,052,278	\$ (388,299)	-27.0%
Services And Supplies	6,370,130	6,375,027	18,428,340	5,510,178	(864,849)	-13.6%
Fixed Assets	6,149	—	—	—	—	—
Operating/Equity Transfers	718,502	1,940,129	3,179,195	519,500	(1,420,629)	-73.2%
<b>Subtotal Expenditures</b>	<b>8,422,519</b>	<b>9,755,733</b>	<b>23,050,349</b>	<b>7,081,956</b>	<b>(2,673,777)</b>	<b>-27.4%</b>
Expenditure Transfers	(357,323)	(1,819,436)	(2,841,644)	(839,112)	980,324	-53.9%
<b>Total Net Expenditures</b>	<b>8,065,196</b>	<b>7,936,297</b>	<b>20,208,705</b>	<b>6,242,844</b>	<b>(1,693,453)</b>	<b>-21.3%</b>



## Office of Affordable Housing — Budget Unit 168

### Revenues by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1119	Mortgage & Rental Asst Fund 0198	\$ 2,278	\$ —	\$ —	\$ 2,000	\$ 2,000	—
1132	Homeless Concerns Fund 0001	40,000	465,000	1,623,933	—	(465,000)	-100.0%
1161	HCD Home Fund 0038	575,216	866,983	2,580,624	787,097	(79,886)	-9.2%
1162	HCD Rehab Fund 0036	272,692	702,929	702,929	84,500	(618,429)	-88.0%
1167	HCD Rental Rehab Fund 0029	17,646	—	69,000	32,000	32,000	—
1168	Housing And Comm Dev Fund 0035	1,656,116	1,780,390	2,539,150	1,677,238	(103,152)	-5.8%
1169	Housing Bond Prog Fund 0208	108,287	154,000	154,000	165,000	11,000	7.1%
1170	OAH Admin Fund 0001	75	65,000	190,000	—	(65,000)	-100.0%
1174	Housing Set Aside Fund 0196	745,450	1,560,300	1,560,300	1,010,300	(550,000)	-35.2%
1175	Los Gatos - Rhab Revolving Loan-Fund 0101	—	249,441	299,791	40,000	(209,441)	-84.0%
1176	Saratoga Rehab Revolving Loan-Fund 0102	—	—	—	10,000	10,000	—
1177	Los Altos Rehab Revolving Loan-Fund 0103	2,399	7,000	60,000	—	(7,000)	-100.0%
9859	Stanford Affordable Housing Fund 0289	—	—	1,878,580	1,300,000	1,300,000	—
<b>Total Revenues</b>		<b>\$ 3,420,160</b>	<b>\$ 5,851,043</b>	<b>\$ 11,658,307</b>	<b>\$ 5,108,135</b>	<b>\$ (742,908)</b>	<b>-12.7%</b>

### Mortgage & Rental Asst Fund 0198 — Cost Center 1119

#### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Mortgage and Rental Assistance (Fund Number 0198)</b>			
FY 2009 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	2,000	—
Other Required Adjustments	—	—	2,000
Subtotal (Current Level Budget)	—	\$ 2,000	\$ 2,000
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 2,000	\$ 2,000



## Homeless Concerns Fund 0001 — Cost Center 1132

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	—	\$ 960,692	\$ 465,000
Board Approved Adjustments During FY 2009	—	1,179,996	1,158,933
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	3,461	(425,000)
Other Required Adjustments	—	(1,207,233)	(1,158,933)
Subtotal (Current Level Budget)	—	\$ 936,916	\$ 40,000
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Relocate Homeless Concerns in Mental Health Dept.	—	(423,501)	—
Decision Packages			
1. Transfer Expenses and Revenue in Homeless Concerns Program to the Mental Health Department	—	(513,415)	(40,000)
Transferring the Homeless Concerns Program to Mental Health Department will require the following transfers:			
◆ Uplift Program Revenue - \$40,000			
◆ Cold Weather Shelter Program Expenses - \$400,152			
◆ Uplift Program Expenses - \$55,500			
◆ Homebase Program Expenses - \$57,673			
Subtotal (Recommended Changes)	—	\$ (936,916)	\$ (40,000)
<b>Total Recommendation</b>	—	\$ —	\$ —

## HCD Home Fund 0038 — Cost Center 1161

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Home Investment Partnership Program (Fund Number 0038)</b>			
FY 2009 Approved Budget	—	\$ 992,169	\$ 866,983
Board Approved Adjustments During FY 2009	—	1,713,641	1,713,641
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(176,639)	—
Other Required Adjustments	—	(1,742,316)	(1,793,527)
Subtotal (Current Level Budget)	—	\$ 786,855	\$ 787,097
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 1/3 OAH Director to Non-General Fund Housing	—	(11,080)	—
FY 2010 Deleting Sr. Mgmt Analyst	—	(26,678)	—
FY 2010 Relocate Homeless Concerns in Mental Health Dept.	—	13,000	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (24,758)	\$ —
<b>Total Recommendation</b>	—	\$ 762,097	\$ 787,097





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

	Positions	Appropriations	Revenues
<b>Unincorporated Area Rehabilitation (Fund Number 0036)</b>			
FY 2009 Approved Budget	—	\$ 775,409	\$ 702,929
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(300,780)	(430,629)
Other Required Adjustments	—	(390,129)	(187,800)
Subtotal (Current Level Budget)	—	\$ 84,500	\$ 84,500
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 1/3 OAH Director to Non-General Fund Housing	—	(23,575)	—
FY 2010 Deleting Sr. Mgmt Analyst	—	6,780	—
FY 2010 Relocate Homeless Concerns in Mental Health Dept.	—	10,000	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (6,795)	\$ —
<b>Total Recommendation</b>	—	\$ 77,705	\$ 84,500

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

	Positions	Appropriations	Revenues
<b>Rental Rehabilitation Program (Fund Number 0029)</b>			
FY 2009 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2009	—	143,215	69,000
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	2,000	—
Other Required Adjustments	—	(113,215)	(37,000)
Subtotal (Current Level Budget)	—	\$ 32,000	\$ 32,000
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 32,000	\$ 32,000

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

	Positions	Appropriations	Revenues
<b>Housing Community Development Fund (Fund Number 0035)</b>			
FY 2009 Approved Budget	—	\$ 1,939,683	\$ 1,780,390
Board Approved Adjustments During FY 2009	—	805,174	758,760
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(449,869)	—



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

	Positions	Appropriations	Revenues
Other Required Adjustments	—	(468,730)	(861,912)
Subtotal (Current Level Budget)	—	\$ 1,826,258	\$ 1,677,238
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 1/3 OAH Director to Non-General Fund Housing	—	13,085	—
FY 2010 Deleting Sr. Mgmt Analyst	—	(141,805)	—
FY 2010 Relocate Homeless Concerns in Mental Health Dept.	—	20,000	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (108,720)	\$ —
<b>Total Recommendation</b>	—	\$ 1,717,538	\$ 1,677,238

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

	Positions	Appropriations	Revenues
<b>Developer Application Fund (Fund Number 0208)</b>			
FY 2009 Approved Budget	—	\$ 196,918	\$ 154,000
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(24,929)	—
Other Required Adjustments	—	—	11,000
Subtotal (Current Level Budget)	—	\$ 171,989	\$ 165,000
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 1/3 OAH Director to Non-General Fund Housing	—	(21,696)	—
FY 2010 Deleting Sr. Mgmt Analyst	—	10,957	—
FY 2010 Relocate Homeless Concerns in Mental Health Dept.	—	40,000	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 29,261	\$ —
<b>Total Recommendation</b>	—	\$ 201,250	\$ 165,000

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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	12.0	\$ 1,065,000	\$ 65,000
Board Approved Adjustments During FY 2009	—	127,237	125,000
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(10,892)	—
Internal Service Fund Adjustments	—	535,968	—
Other Required Adjustments	—	(190,000)	(190,000)
Subtotal (Current Level Budget)	12.0	\$ 1,527,313	\$ —
<b>Recommended Changes for FY 2010</b>			



## OAH Admin Fund 0001 — Cost Center 1170

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Internal Service Fund Adjustments</b>			
FY 2010 1/3 OAH Director to Non-General Fund Housing	—	114,141	—
FY 2010 1/3 OAH Director to Non-General Fund Housing	—	19,691	—
FY 2010 Deleting Sr. Mgmt Analyst	—	134,929	—
FY 2010 Relocate Homeless Concerns in Mental Health Dept.	—	315,501	—
FY 2010 Printing Adjustment	—	(1,100)	—
FY 2010 Voice Communications Adjustment	—	(6)	—
Reduce General Fund Annual Contribution to the Affordable Housing Fund	—	(500,000)	—
FY 2010 Data Processing Adjustment	—	(571)	—
<b>Decision Packages</b>			
1. Delete 1.0 FTE Position	-1.0	(134,928)	—
Delete vacant 1.0 FTE Sr. Management Analyst (B1N)			
2. Transfer Positions and Overhead in Homeless Concerns Program to the Mental Health Department	-2.0	(244,716)	—
Transferring the Homeless Concerns Program to Mental Health Department will require the following actions:			
◆ Delete vacant 1.0 FTE Homeless Concerns Coordinator (A2K) - (\$120,792)			
◆ Delete filled 1.0 FTE Management Analyst (B1P) - (\$123,924)			
Subtotal (Recommended Changes)	-3.0	\$ (297,059)	\$ —
<b>Total Recommendation</b>	<b>9.0</b>	<b>\$ 1,230,254</b>	<b>\$ —</b>

## Housing Set Aside Fund 0196 — Cost Center 1174

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Set Aside housing Fund (Fund Number 0196)</b>			
FY 2009 Approved Budget	—	\$ 1,749,985	\$ 1,560,300
Board Approved Adjustments During FY 2009	—	5,314,066	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(265,236)	—
Other Required Adjustments	—	(5,379,066)	(50,000)
Subtotal (Current Level Budget)	—	\$ 1,419,749	\$ 1,510,300
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Reduce General Fund Annual Contribution to the Affordable Housing Fund	—	—	(500,000)
FY 2010 1/3 OAH Director to Non-General Fund Housing	—	(90,566)	—
FY 2010 Deleting Sr. Mgmt Analyst	—	15,817	—
FY 2010 Relocate Homeless Concerns in Mental Health Dept.	—	25,000	—



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

	Positions	Appropriations	Revenues
<b>Decision Packages</b>			
1. Reduce Expenditures for Programs and Projects in the Affordable Housing Fund	—	(500,000)	—
Appropriations for projects and programs in the Affordable Housing Fund 0196 are reduced by \$500,000, due to the reduction of revenue transferred from the General Fund.			
Subtotal (Recommended Changes)	—	\$ (549,749)	\$ (500,000)
<b>Total Recommendation</b>	—	\$ 870,000	\$ 1,010,300

### Los Gatos - Rhab Revolving Loan-Fund 0101 — Cost Center 1175 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Los Gatos Rehab Revolving Loan (Fund Number 0101)</b>			
FY 2009 Approved Budget	—	\$ 249,441	\$ 249,441
Board Approved Adjustments During FY 2009	—	93,885	50,350
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(303,326)	(259,791)
Subtotal (Current Level Budget)	—	\$ 40,000	\$ 40,000
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 40,000	\$ 40,000

### Saratoga Rehab Revolving Loan-Fund 0102 — Cost Center 1176 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Saratoga Rehab Revolving Loan (Fund Number 0102)</b>			
FY 2009 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2009	—	63,615	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(53,615)	10,000
Subtotal (Current Level Budget)	—	\$ 10,000	\$ 10,000
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 10,000	\$ 10,000



### Los Altos Rehab Revolving Loan-Fund 0103 — Cost Center 1177 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Los Altos Rehab Revolving Loan (Fund Number 0103)</b>			
FY 2009 Approved Budget	—	\$ 7,000	\$ 7,000
Board Approved Adjustments During FY 2009	—	53,000	53,000
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(60,000)	(60,000)
Subtotal (Current Level Budget)	—	\$ —	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ —	\$ —

### CalHome Resue Account Fund 0104 — Cost Center 1178 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>CalHome Resue Account (Fund Number 0104)</b>			
FY 2009 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2009	—	900,000	900,000
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(900,000)	(900,000)
Subtotal (Current Level Budget)	—	\$ —	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ —	\$ —

### Stanford Affordable Housing Fund 0289 — Cost Center 9859 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Stanford Affordable Housing Trust Fund (Fund Number 0289)</b>			
FY 2009 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2009	—	1,878,580	1,878,580
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(578,580)	(578,580)
Subtotal (Current Level Budget)	—	\$ 1,300,000	\$ 1,300,000

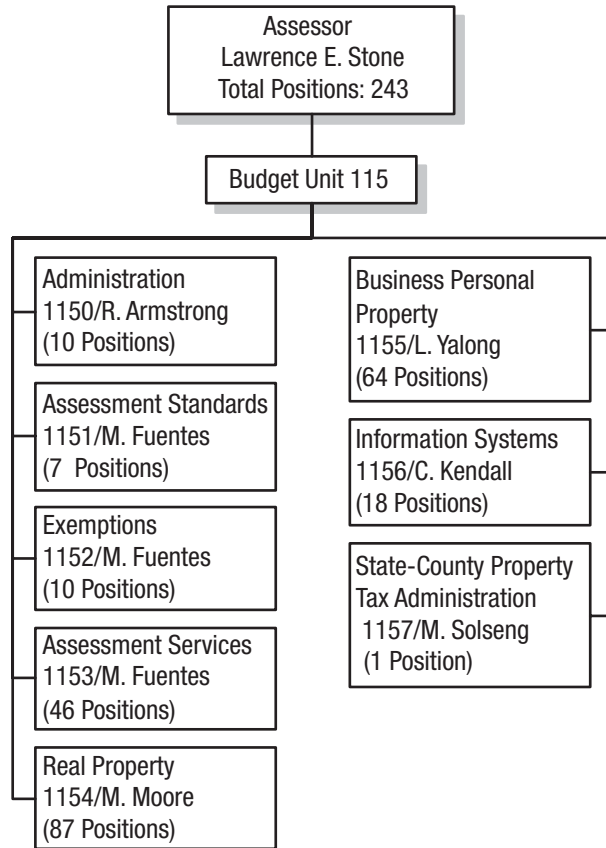


**Stanford Affordable Housing Fund 0289 — Cost Center 9859**  
**Major Changes to the Budget**

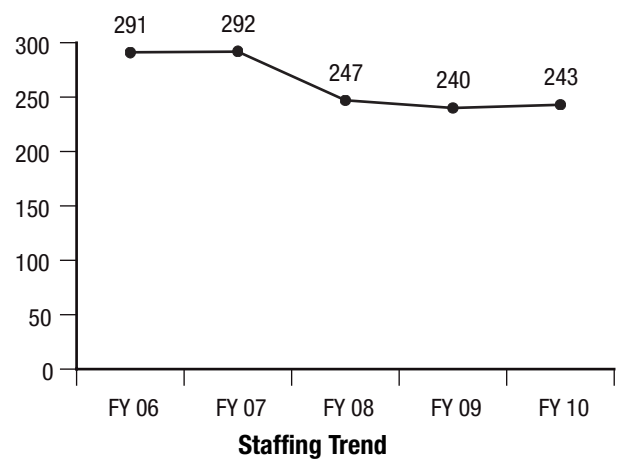
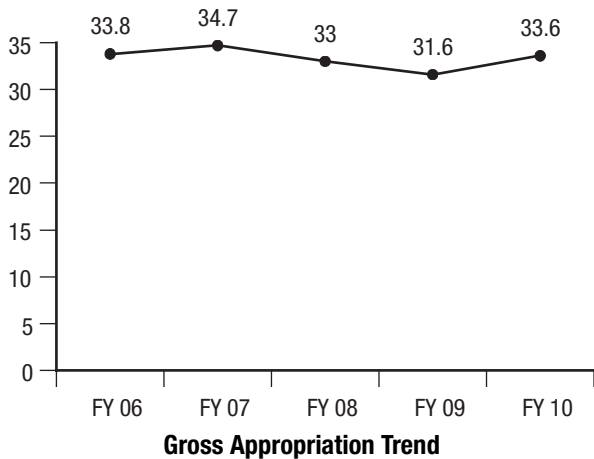
	Positions	Appropriations		Revenues	
<b>Recommended Changes for FY 2010</b>					
Internal Service Fund Adjustments					
Decision Packages					
Subtotal (Recommended Changes)	—	\$	—	\$	—
<b>Total Recommendation</b>	—	\$	1,300,000	\$	1,300,000



# Office of the Assessor



Section 1: Finance and Government



Note: Since 1995, the State-County Property Tax Administration Program has funded additional positions. One of the Assessor's FTES are funded through reserve funds from the program in the FY 2010 current level budget.



## Public Purpose

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



## Desired Results

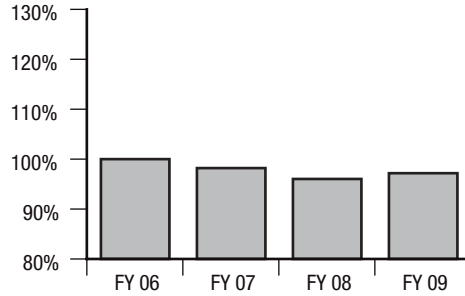
### Methodology

The Assessor's Office performance measures are comprehensive indicators of the performance of the entire department. The indices provide a way to standardize and record program and service delivery performance. The 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 continues to be collected manually. The department implemented an electronic time and activity tracking system in Fiscal Year 2005 which enables the office to track cost efficiencies.



**Improve the overall performance and services over prior year performance levels**

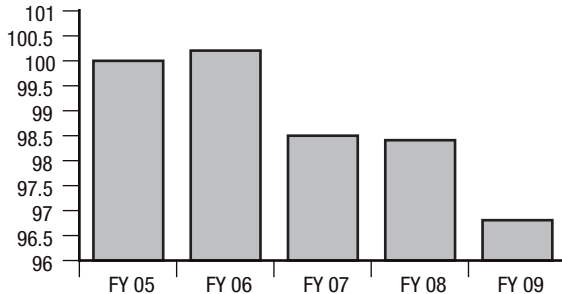


**Overall Department Performance**

The overall department performance was **97.2<sup>a</sup>**, as of June 30, 2008. This chart reflects the weighted aggregate total index for the department based upon seven measures.

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

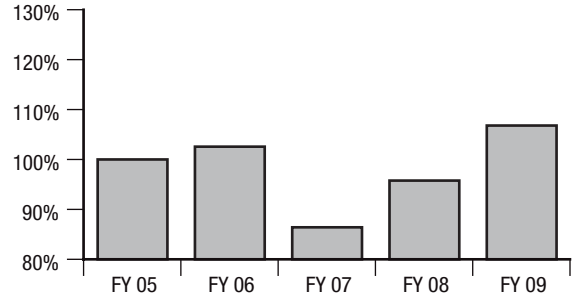
**Produce the annual and supplemental rolls in an increasingly timely and efficient manner.**



**Timeliness**

The percentage of assessments completed by July 1, 2008 was **95.7%<sup>a</sup>**, or 96.8% of the baseline amount. Why is this important? The assessment roll is the basis by which property taxes are levied. The completeness of the assessment roll assures those agencies dependent upon property tax revenue that the roll reflects the current market activity.

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



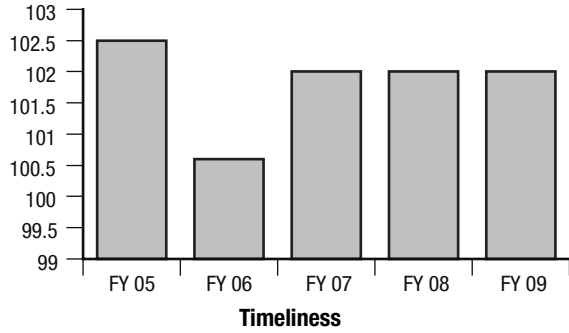
**Timeliness**

Supplemental assessments are delivered to the Tax Collector in 172 days, 18 days greater than last year (as of June 30, 2008)<sup>a</sup>, or 6.8% 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)**

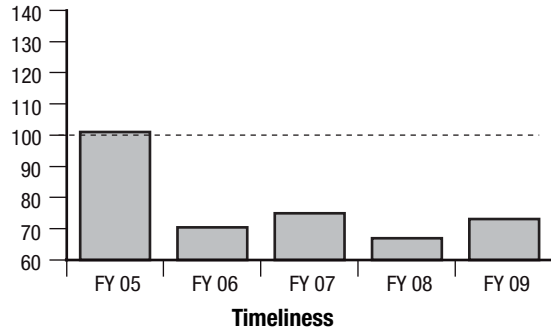


Fiscal year's assigned mandatory audits completed by June 30, 2008 was **99.6%**<sup>a</sup>, or 102%.

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.



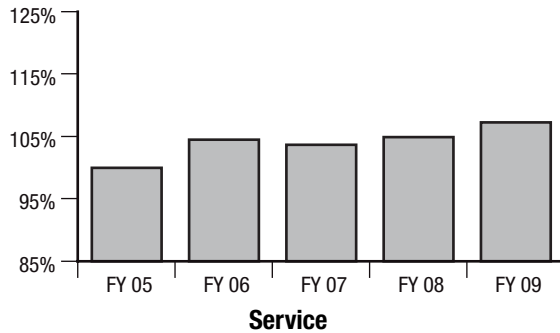
The overall average number of days for an appeal to be closed is 414<sup>b</sup> days, 24 days less than last year (as of June 30, 2008), or 73% of the baseline.

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.



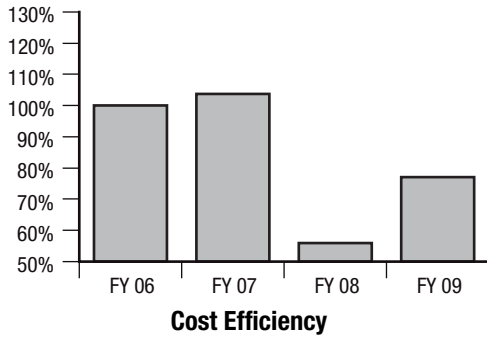
The Department's customer satisfaction rate by survey is **92**<sup>a</sup> (as of June 30, 2008), or 7.2% above the baseline.

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

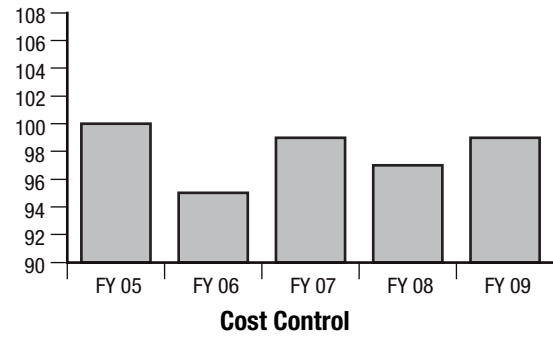
a. Baseline established at 85.8 (100%) in FY 2005.



**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 **77<sup>a</sup>**, in FY 2008.  
 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 **99%<sup>a</sup>** of the total budget in FY 2008.  
 Why is this important?  
 The budget/cost ratio compares the department's actual bottom line expenditures at the end of the fiscal year to the plan to insure costs do not exceed allocated funds. (Reflects actual annual performance.)

Cost Efficiency	
Cost efficiency is based upon two components, the cost of a single family residential property appraisal and the cost of a Business Property Class 1 Audit. The following is a comparison between costs per transaction and average value.	
Single Family Residential property appraisal cost per unit \$198.00.	Business Property Class 1 Audit cost per unit \$17,131.00
Average value added per Appraisal \$302,584	Average value added per Audit \$44.65 M

## Description of Major Services

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

The Assessor's Office is divided into 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 statute requires an audit of a significant number of businesses at least once every four years.

### State Funding Opportunities

In 2006, the Governor suspended the final two years of the Property Tax Administration Program (AB589). AB 83 was introduced in 2007 to reestablish the property

tax administration loan program but was not enacted. Therefore, funding from the State for fiscal year 2010 is not available. The Assessor's Office continues working with the California Assessors' Association to identify new funding from the State.

The Assessor's Office utilized unexpended grant funding in fiscal year 2009 to fund and complete technology projects, such as the Business Process Management system, which has resulted in work efficiencies, as well as personnel in the Tax Collector's Office.

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

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Assessment Services	Yes	Mandated		■
Business Division	Yes	Mandated		■
Real Property Division	Yes	Mandated		■
Administration and Support	Yes	Required	One-time General Fund and unspent PTAP proceeds budgeted to support PAAMS project.	▲
Exemptions Division	Yes	Mandated		■
Assessment Standards	Yes	Mandated		■

Impact on Current Level of Service:

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



## County Executive's Recommendation

The Assessor was assigned a \$1.3 million reduction target for FY 2010, which has been met with a proposal to increase General Fund revenue.

### Assessor Backlog Effort (ABE)

**Increase Property Tax Revenue:** Additional property tax revenue is expected to be generated through the Assessor's current effort to address a backlog of property assessments.

**Background:** The loss of state funding for the Assessor's Property Tax Administration Program (PTAP) and the resulting reduction in Assessor staff over the past two fiscal years has resulted in a backlog of over 4,000 assessments with an estimated roll value of \$700 million.

In January 2009 the Board of Supervisors authorized the addition of two unclassified Senior Appraiser positions to work on the most complex current income property assessments in order to prevent a similar backlog of unworked activities at the close of the 2009-2010 assessment roll.

**Service Impact:** As of April 15, 2009, resultant assessments have contributed more than \$683 million to the assessment roll of which the County's revenue share stands at \$1.2 million and should reach \$1.3 million at roll close.

**Ongoing Revenue: \$1,300,000**

Revenue is budgeted in the Tax Collector's Office (BU112)

### Administration

**Allocate Funds for the Property Appraisal, Assessment & Management System (PAAMS) Project:** Total project costs for FY 2010 are \$4.7 million. However, the General Fund obligation is only \$1,945,000, with the remaining cost covered by funds from prior years Property Tax Administration Program (PTAP) proceeds (see below).

**Background:** The PAAMS project is designed to integrate a number of applications using a Business Process Management (BPM) System that will tightly manage the extensive document and process work-flow utilized by the Assessor's Office. Through a series of project phases over multiple fiscal years, all of the

existing application functionality that is now running on mainframe, mini-computer, and server platforms will be replaced with a simpler and more flexible environment based on a common relational database architecture and a web browser-based user interface.

**Service Impact:** The specific objectives of the PAAMS project are:

- Eliminate risk of running critical Assessor applications on old, obsolete, and in some cases, unsupported equipment and software.
- Eliminate cost of running legacy software on mainframe computer.
- Eliminate roll changes in paper format and associated cost.
- Improve timing of supplemental assessment data to the Tax Collector by 60 days, so that billing of these assessments and associated revenue collection can occur sooner.
- Improve data quality via better integration and use of normalized tables.
- Support succession planning by incorporating business process knowledge into documented, automated work flow with the Business Process Management system.

**Total One-time Cost: \$4,706,690**

One-time Revenue from PTAP Reserves: \$2,761,690

Net One-time Cost: \$1,945,000

**Add 1.0 Information Systems Manager I-Unclassified** to support the transition from the existing assessment system to PAAMS. Because the need for this staff resource is temporary an unclassified position, with an expiration date of December 31, 2010, is recommended. The FY 2010 cost of the proposed position is fully offset with funds from PTAP reserves (see below).

**One-time Cost: \$129,264**

Fully offset with PTAP Reserve Funds

### Use of Unspent Prior Year Property Tax Administration Program (PTAP) Funds

**Allocate Unspent PTAP Funds:** As in prior fiscal years, the use of unspent PTAP proceeds (funds accumulated in the PTAP Reserve from previous fiscal years' salary



savings and interest earnings) will be used to improve the existing legacy system, replace the current Assessment Information and Management System (AIMS) and incorporate Business Process Management capability in order to implement improvements in the property tax administration process.

The FY 2010 use of PTAP reserves includes support for the PAAMS project, funding of a new Information Systems Manager position to support the transition from AIMS to PAAMS, and the allocation of unspent reserves to both the Tax Collector and the Clerk of the Board to implement planned improvements in the property tax administration process.

The use of PTAP reserves mitigates the need for General Fund support of PAAMS system development in FY 2010.

The four separate trust funds created for the PTAP proceeds will be consolidated into one trust fund (AB 818 SCPTAP Fund 0269) to allow for more efficient accounting oversight and control.

Description of FY 2010 Use of PTAP Reserves	Amount
Property Appraisal, Assessment & Management (PAAMS) Project	\$2,761,690
Fund 1.0 FTE Information Systems Manager I-Unclassified	\$129,264
Allocate funds to the Tax Collector's Office	\$42,700
Allocate funds to the Clerk of the Board	\$95,000
<b>Total</b>	<b>\$3,028,654</b>

**One-time Cost: \$3,028,654**

One-time funds from PTAP Reserves

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

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1150	Assessor-Admin Fund 0001	\$ 1,964,566	\$ 1,993,199	\$ 2,038,787	\$ 2,028,964	\$ 35,765	1.8%
1151	Assessor-Standards Fund 0001	654,402	693,708	693,708	692,693	(1,015)	-0.1%
1152	Assessor-Exemptions Fund 0001	819,811	908,791	908,791	1,000,893	92,102	10.1%
1153	Assessor-Services Fund 0001	3,663,248	3,834,817	3,834,817	3,914,555	79,738	2.1%
1154	Real Property Fund 0001	9,207,340	9,311,746	9,432,358	9,823,979	512,233	5.5%
1155	Personal Property Fund 0001	7,467,025	7,476,642	7,431,054	7,383,375	(93,267)	-1.2%
1156	Assessor-Systems Fund 0001	2,005,002	4,091,754	4,436,754	5,697,382	1,605,628	39.2%

### ▲ Re-Establish ITEC Funding for PAAMS Project

#### Allocate Previously Returned ITEC Funds to Support PAAMS Project:

During Fiscal Year 2009 the Assessor's Office returned \$1,041,642 in unused ITEC funds originally intended for use on the PAAMS project back to the General Fund. At the time, these funds were not anticipated to be required during FY 2009 based on the timeline of negotiations with the current vendor. It was the intent of the department to return these funds to support the General Fund fund balance and at a later date to formally request funding through the ITEC process when the project required additional funding.

However, the RFP process is taking longer than originally planned and it appears that the cost may be higher than anticipated in March, 2009. Therefore, it is recommended these funds be returned for immediate use for the project.

**Service Impact:** These funds are required for the continued work to progress on the PAAMS project. If these funds are not re-established in the department, the project could be delayed and costs due to a significant delay could increase exponentially.

**One-time Cost: \$1,041,642**



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

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1157	State/Co Prop Tax Admin Prg Fund 0001	1,237,350	1,130,381	3,555,381	3,028,654	1,898,273	167.9%
1158	State/Co Prop Tax Admin Prg 719 Fund 0001	1,703,413	1,679,213	4,815,934	—	(1,679,213)	-100.0%
1159	State/Co Prop Tax Admin Prg AB1036 Fund 0001	195,516	168,282	383,282	—	(168,282)	-100.0%
1160	State/Co Prop Tax Admin Grant AB 589 Fund 0001	749,758	275,781	275,781	—	(275,781)	-100.0%
<b>Total Net Expenditures</b>		<b>\$ 29,667,432</b>	<b>\$ 31,564,314</b>	<b>\$ 37,806,647</b>	<b>\$ 33,570,495</b>	<b>2,006,181</b>	<b>6.4%</b>

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

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1150	Assessor-Admin Fund 0001	\$ 1,964,566	\$ 1,993,199	\$ 2,038,787	\$ 2,028,964	\$ 35,765	1.8%
1151	Assessor-Standards Fund 0001	654,402	693,708	693,708	692,693	(1,015)	-0.1%
1152	Assessor-Exemptions Fund 0001	819,811	908,791	908,791	1,000,893	92,102	10.1%
1153	Assessor-Services Fund 0001	3,663,248	3,834,817	3,834,817	3,914,555	79,738	2.1%
1154	Real Property Fund 0001	9,207,340	9,311,746	9,432,358	9,823,979	512,233	5.5%
1155	Personal Property Fund 0001	7,467,025	7,476,642	7,431,054	7,383,375	(93,267)	-1.2%
1156	Assessor-Systems Fund 0001	2,005,002	4,091,754	4,436,754	5,697,382	1,605,628	39.2%
1157	State/Co Prop Tax Admin Prg Fund 0001	1,237,350	1,130,381	3,555,381	3,028,654	1,898,273	167.9%
1158	State/Co Prop Tax Admin Prg 719 Fund 0001	1,703,413	1,679,213	4,815,934	—	(1,679,213)	-100.0%
1159	State/Co Prop Tax Admin Prg AB1036 Fund 0001	195,516	168,282	383,282	—	(168,282)	-100.0%
1160	State/Co Prop Tax Admin Grant AB 589 Fund 0001	749,758	275,781	275,781	—	(275,781)	-100.0%
<b>Total Gross Expenditures</b>		<b>\$ 29,667,432</b>	<b>\$ 31,564,314</b>	<b>\$ 37,806,647</b>	<b>\$ 33,570,495</b>	<b>2,006,181</b>	<b>6.4%</b>

### Assessor — Budget Unit 115 Expenditures by Object

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 25,517,079	\$ 25,467,933	\$ 25,588,545	\$ 26,278,377	\$ 810,444	3.2%
Services And Supplies	4,150,353	6,096,381	12,218,102	7,292,118	1,195,737	19.6%
<b>Subtotal Expenditures</b>	<b>29,667,432</b>	<b>31,564,314</b>	<b>37,806,647</b>	<b>33,570,495</b>	<b>2,006,181</b>	<b>6.4%</b>
<b>Total Net Expenditures</b>	<b>29,667,432</b>	<b>31,564,314</b>	<b>37,806,647</b>	<b>33,570,495</b>	<b>2,006,181</b>	<b>6.4%</b>



## Assessor — Budget Unit 115 Revenues by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1150	Assessor-Admin Fund 0001	\$ 21,008	\$ 350,000	\$ 315,000	\$ 317,000	\$ (33,000)	-9.4%
1152	Assessor-Exemptions Fund 0001	200	—	—	—	—	—
1153	Assessor-Services Fund 0001	15,034	12,000	12,000	5,500	(6,500)	-54.2%
1154	Real Property Fund 0001	348,368	6,000	6,000	3,000	(3,000)	-50.0%
1155	Personal Property Fund 0001	33,957	—	—	—	—	—
1157	State/Co Prop Tax Admin Prg Fund 0001	1,237,350	1,130,381	3,555,381	3,028,654	1,898,273	167.9%
1158	State/Co Prop Tax Admin Prg 719 Fund 0001	1,703,413	1,679,213	4,815,934	—	(1,679,213)	-100.0%
1159	State/Co Prop Tax Admin Prg AB1036 Fund 0001	195,516	168,282	383,282	—	(168,282)	-100.0%
1160	State/Co Prop Tax Admin Grant AB 589 Fund 0001	749,758	275,781	275,781	—	(275,781)	-100.0%
<b>Total Revenues</b>		\$ 4,304,604	\$ 3,621,657	\$ 9,363,378	\$ 3,354,154	\$ (267,503)	-7.4%

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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	10.0	\$ 1,993,199	\$ 350,000
Board Approved Adjustments During FY 2009	—	45,588	(35,000)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	6,815	—
Internal Service Fund Adjustments	—	(21,893)	—
Other Required Adjustments	—	—	2,000
Subtotal (Current Level Budget)	10.0	\$ 2,023,709	\$ 317,000
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Voice Communications Adjustment	—	(474)	—
FY 2010 Data Processing Adjustment	—	5,729	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 5,255	\$ —
<b>Total Recommendation</b>	10.0	\$ 2,028,964	\$ 317,000

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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	7.0	\$ 693,708	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	985	—





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

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	7.0	\$ 694,693	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Postage Adjustment	—	(2,000)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (2,000)	\$ —
<b>Total Recommendation</b>	7.0	\$ 692,693	\$ —

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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	9.0	\$ 908,791	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	1.0	102,102	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	10.0	\$ 1,010,893	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Printing Adjustment	—	(5,000)	—
FY 2010 Postage Adjustment	—	(5,000)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (10,000)	\$ —
<b>Total Recommendation</b>	10.0	\$ 1,000,893	\$ —

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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	46.0	\$ 3,834,817	\$ 12,000
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	80,738	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	(6,500)
Subtotal (Current Level Budget)	46.0	\$ 3,915,555	\$ 5,500
<b>Recommended Changes for FY 2010</b>			



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

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments			
FY 2010 Postage Adjustment	—	(1,000)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (1,000)	\$ —
<b>Total Recommendation</b>	46.0	\$ 3,914,555	\$ 5,500

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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	85.0	\$ 9,311,746	\$ 6,000
Board Approved Adjustments During FY 2009	2.0	120,612	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	381,621	—
Internal Service Fund Adjustments	—	15,000	—
Other Required Adjustments	—	—	(3,000)
Subtotal (Current Level Budget)	87.0	\$ 9,828,979	\$ 3,000
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Postage Adjustment	—	(5,000)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (5,000)	\$ —
<b>Total Recommendation</b>	87.0	\$ 9,823,979	\$ 3,000

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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	65.0	\$ 7,476,642	\$ —
Board Approved Adjustments During FY 2009	—	(45,588)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-1.0	(30,679)	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	64.0	\$ 7,400,375	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Printing Adjustment	—	(10,000)	—
FY 2010 Postage Adjustment	—	(7,000)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (17,000)	\$ —
<b>Total Recommendation</b>	64.0	\$ 7,383,375	\$ —



## Assessor-Systems Fund 0001 — Cost Center 1156

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	18.0	\$ 4,091,754	\$ —
Board Approved Adjustments During FY 2009	—	345,000	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	18,986	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(1,745,000)	—
Subtotal (Current Level Budget)	18.0	\$ 2,710,740	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Return ITEC Funding for PAAMS Project	—	1,041,642	—
One-time appropriation of ITEC funds for Assessor's PAAMS project. These funds were originally returned to the General Fund fund balance during FY 2009. Due to unanticipated project needs, these funds will be returned to the department for use on the project.			
2. PAAMS Project Funded by FY 2010 ITEC Funds	—	1,945,000	—
Funding appropriation in the amount of \$1,945,000 using FY 2010 ITEC funds for the PAAMS project. Additional funding for PAAMS is through Prior Year PTAP funds in cost center 1157.			
Subtotal (Recommended Changes)	—	\$ 2,986,642	\$ —
<b>Total Recommendation</b>	18.0	\$ 5,697,382	\$ —

## State/Co Prop Tax Admin Prg Fund 0001 — Cost Center 1157

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	—	\$ 1,130,381	\$ 1,130,381
Board Approved Adjustments During FY 2009	—	2,425,000	2,425,000
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	(1,130,381)
Other Required Adjustments	—	(3,555,381)	(2,425,000)
Subtotal (Current Level Budget)	—	\$ —	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Transfer PTAP Reserves from Assessor to Clerk of the Board for Assessment Appeal System	—	95,000	—
Transfer PTAP Reserves from Assessor to Tax Collector	—	42,700	—
Decision Packages			
1. Add 1.0 FTE Information Systems Manager I - Unclassified	1.0	129,264	129,264
Add 1.0 FTE Information Systems Manager I - Unclassified. The position will expire December 31, 2010. Property Tax Administration Program (PTAP) reserves will be used to cover 100% of the cost of this position, which will manage the transfer of data from the existing Assessment Information and Management System (AIMS) to the planned replacement system. The transfer of PTAP reserves to the General Fund is reflected in the Internal Service Funds adjustments above.			
2. PAAMS Project funded by Prior Year PTAP Funds	—	2,761,690	2,761,690



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

	Positions	Appropriations	Revenues
Funding appropriation in the amount of \$2,761,690 using prior year PTAP (Property Tax Administration Program) funds for the PAAMS project. Additional funding for PAAMS is through ITEC funds in cost center 1156.			
3. PTAP Reserves to be Transferred to the Tax Collector and Clerk of the Board	—	—	137,700
Recognize transfer of Property Tax Administration Program reserves to the General Fund to offset costs in the following departments:			
◆ Tax Collector - \$42,700 for costs associated with reducing backlogs and maintaining processes to increase revenues			
◆ Clerk of the Board - \$95,000 for costs associated with the Assessment Appeals System. The expense to transfer funds to these departments is reflected on the Internal Service Fund Adjustment line above.			
Subtotal (Recommended Changes)	1.0	\$ 3,028,654	\$ 3,028,654
<b>Total Recommendation</b>	1.0	\$ 3,028,654	\$ 3,028,654

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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	—	\$ 1,679,213	\$ 1,679,213
Board Approved Adjustments During FY 2009	—	3,136,721	3,136,721
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(461,480)	(1,679,213)
Other Required Adjustments	—	(4,354,454)	(3,136,721)
Subtotal (Current Level Budget)	—	\$ —	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ —	\$ —

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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	—	\$ 168,282	\$ 168,282
Board Approved Adjustments During FY 2009	—	215,000	215,000
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	(168,282)
Other Required Adjustments	—	(383,282)	(215,000)
Subtotal (Current Level Budget)	—	\$ —	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ —	\$ —

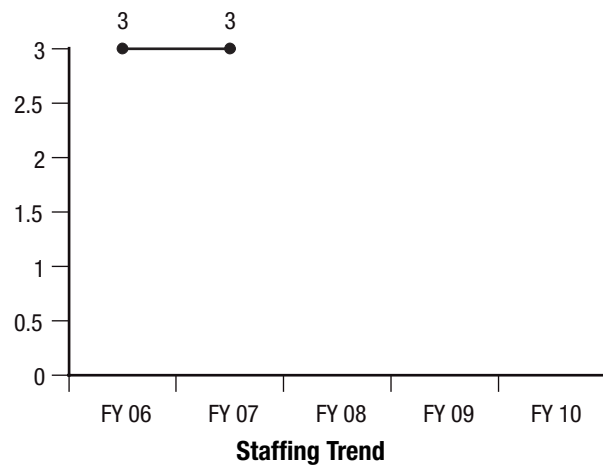
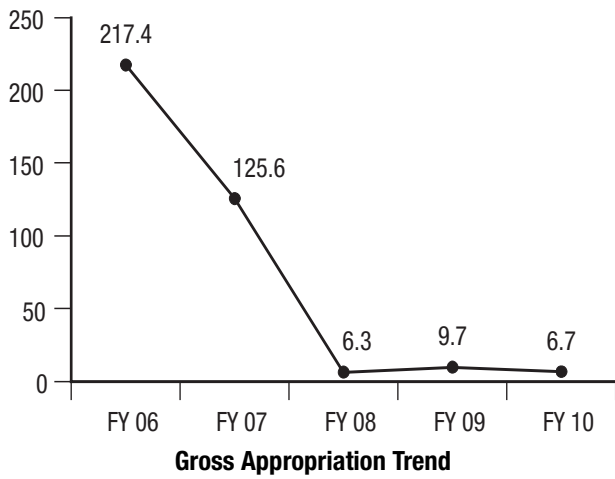
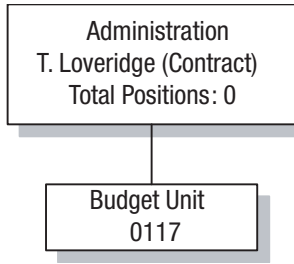


**State/Co Prop Tax Admin Grant AB 589 Fund 0001 — Cost Center 1160**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	—	\$ 275,781	\$ 275,781
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	(275,781)
Other Required Adjustments	—	(275,781)	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ —	\$ —



# Measure B Transportation Improvement Program



## Public Purpose

- **Oversee the implementation of the \$1.3 billion transit, highway and ancillary projects listed in the 1996 voter-approved advisory Measure A, financed with the 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).**
- **Oversee the performance of Valley Transportation Authority and report progress to the Board of Supervisors.**



## Description of Major Services

The goal of Measure B is to provide effective fiscal, project and program management oversight for Measure B transportation projects. Staff support was also provided to the Citizens Watchdog Committee through FY 2007, which had an annual external audit performed of the Measure B Transportation Improvement Program through FY 2006.

Measure B serves as a liaison to the Board of Supervisors to ensure that funds expended by the implementing agencies (VTA, County Roads and Airports, etc.) for acquisition and construction of public transportation facilities are appropriately and responsibly administered. This includes monitoring each project's progress in order to determine if the project is on time, within budget and in conformance with the project's plans and specifications. Measure B projects are designed and constructed by the VTA staff and consultants through a cooperative agreement with the County. Additionally, Measure B programs and projects are implemented in collaboration with the County Roads and Airports Department.

Since the half-cent County sales tax ceased on March 30, 2006, the Measure B Program has collected over \$6.5 million in residual sales tax revenues through March

2009. This funding has been allocated by the Board, primarily through Amendments to the Master Agreement.

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

### Highway Program

#### Fiscal Year 2009 Accomplishments:

- Completed plant establishment for Route 880 Widening;
- Continued plant establishment for Route 85/101 (S) Interchange, Route 85/101 (N) Interchange, and Route 17.
- Continued monitoring and maintenance activities for Combined Biological Mitigation Site - Phase III.
- Continued with closeout activities for all highway projects, with the exception of the Route 101 Widening and the Route 85 Noise Mitigation projects, which have achieved complete closeout and acceptance.

### **Fiscal Year 2010 Planned Accomplishments**

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

### **Transit and Rail Program**

#### **Fiscal Year 2009 Accomplishments:**

- Continue closeout on light rail projects, with completed acceptance and closeout of the Capitol Light Rail Project.
- Completed construction of the San Martin project.
- Completed construction of the California Avenue and Palo Alto Station Underpass projects.

#### **Planned Accomplishments for Fiscal Year 2010:**

- Continuing closeout of the light rail projects.
- Complete closeout of San Martin project.
- Complete closeout of California and Palo Alto Station Underpass projects.

### **Measure B Bond Proceeds Fund, 0194**

This fund was established in FY 2003 pursuant to the Board of Supervisor's approval of the Special Obligation Bonds, Series 2003 (retired), to insure continued funding of the Measure B projects. The bond proceeds were fully utilized in FY 2003 except for interest earnings. The remaining interest income was utilized for reimbursement of eligible expenditures. This debt was fully retired, as scheduled and required, in FY 2007. Fund 0194, was closed in FY 2008.

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

Historically, through 2006, in June of each year, the Board of Supervisors and the VTA Board of Directors have convened in a joint meetings to consider and adopt a Revenue and Expenditure Plan (the Plan) for the Measure B Program. Since 2007, Progress Reports have been transmitted periodically to the Board of Supervisors, with the most recent report in December 2008.

The budget for FY 2010 is based primarily on a multi-year strategic plan and cashflow with the focus on continued project delivery and closeout, and is prepared in conjunction with implementing agencies' staff. The next Progress Report is expected to be transmitted in December 2009.

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

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





## County Executive's Recommendation

Maintain the Current Level Budget for FY 2010.

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

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1117	Measure B Default Index Fund 0011	\$ 619	\$ —	\$ —	\$ —	\$ —	—
1118	Measure B Bond Proceeds Fund 0194	856,095	—	—	—	—	—
1701	Measure B Admin Fund 0011	237,437	204,100	204,100	311,944	107,844	52.8%
1702	Measure B Prog Mgmt Oversight Fund 0011	274,037	125,000	125,000	161,250	36,250	29.0%
1703	Measure B Hway Proj Fund 0011	7,517,039	2,800,000	2,800,000	1,600,000	(1,200,000)	-42.9%
1704	Measure B Railway Proj Fund 0011	10,249,893	1,200,000	1,200,000	3,200,000	2,000,000	166.7%
1705	Measure B Bicycle Proj Fund 0011	7,439,952	—	—	—	—	—
1706	Measure B Co Expy Lev Of Serv Fund 0011	560,235	1,778,000	5,710,883	—	(1,778,000)	-100.0%
1707	Measure B Co Expy Signal Prg Fund 0011	756,006	2,028,500	2,874,073	—	(2,028,500)	-100.0%
1709	Measure B Swap I Fund 0011	2,485,186	1,038,000	1,038,000	1,000,000	(38,000)	-3.7%
1712	Measure B Prog Wide Mitigation Fund 0011	99,775	520,000	520,000	450,000	(70,000)	-13.5%
<b>Total Net Expenditures</b>		<b>\$ 30,476,274</b>	<b>\$ 9,693,600</b>	<b>\$ 14,472,056</b>	<b>\$ 6,723,194</b>	<b>\$ (2,970,406)</b>	<b>-30.6%</b>

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

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1117	Measure B Default Index Fund 0011	\$ 619	\$ —	\$ —	\$ —	\$ —	—
1118	Measure B Bond Proceeds Fund 0194	856,095	—	—	—	—	—
1701	Measure B Admin Fund 0011	237,437	204,100	204,100	311,944	107,844	52.8%
1702	Measure B Prog Mgmt Oversight Fund 0011	274,037	125,000	125,000	161,250	36,250	29.0%
1703	Measure B Hway Proj Fund 0011	7,517,039	2,800,000	2,800,000	1,600,000	(1,200,000)	-42.9%
1704	Measure B Railway Proj Fund 0011	10,249,893	1,200,000	1,200,000	3,200,000	2,000,000	166.7%
1705	Measure B Bicycle Proj Fund 0011	7,439,952	—	—	—	—	—



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

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1706	Measure B Co Expy Lev Of Serv Fund 0011	560,235	1,778,000	5,710,883	—	(1,778,000)	-100.0%
1707	Measure B Co Expy Signal Prg Fund 0011	756,006	2,028,500	2,874,073	—	(2,028,500)	-100.0%
1709	Measure B Swap I Fund 0011	2,485,186	1,038,000	1,038,000	1,000,000	(38,000)	-3.7%
1712	Measure B Prog Wide Mitigation Fund 0011	99,775	520,000	520,000	450,000	(70,000)	-13.5%
<b>Total Gross Expenditures</b>		<b>\$ 30,476,274</b>	<b>\$ 9,693,600</b>	<b>\$ 14,472,056</b>	<b>\$ 6,723,194</b>	<b>\$ (2,970,406)</b>	<b>-30.6%</b>

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

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 24,790	\$ —	\$ —	\$ 12,394	\$ 12,394	—
Services And Supplies	28,279,148	9,693,600	9,693,600	6,710,800	(2,982,800)	-30.8%
Operating/Equity Transfers	2,172,336	—	4,778,456	—	—	—
<b>Subtotal Expenditures</b>	<b>30,476,274</b>	<b>9,693,600</b>	<b>14,472,056</b>	<b>6,723,194</b>	<b>(2,970,406)</b>	<b>-30.6%</b>
<b>Total Net Expenditures</b>	<b>30,476,274</b>	<b>9,693,600</b>	<b>14,472,056</b>	<b>6,723,194</b>	<b>(2,970,406)</b>	<b>-30.6%</b>

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

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1117	Measure B Default Index Fund 0011	\$ 5,025,631	\$ 2,000,000	\$ 2,000,000	\$ 828,000	\$ (1,172,000)	-58.6%
1118	Measure B Bond Proceeds Fund 0194	20,841	—	—	—	—	—
1704	Measure B Railway Proj Fund 0011	315,000	—	—	—	—	—
<b>Total Revenues</b>		<b>\$ 5,361,472</b>	<b>\$ 2,000,000</b>	<b>\$ 2,000,000</b>	<b>\$ 828,000</b>	<b>\$ (1,172,000)</b>	<b>-58.6%</b>

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

	Positions	Appropriations	Revenues
<b>Measure B Trans Improve Prog Fund (Fund Number 0011)</b>			
FY 2009 Approved Budget	—	\$ —	\$ 2,000,000
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—



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

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	(1,172,000)
Subtotal (Current Level Budget)	—	\$ —	\$ 828,000
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ —	\$ 828,000

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

	Positions	Appropriations	Revenues
<b>Measure B Trans Improve Prog Fund (Fund Number 0011)</b>			
FY 2009 Approved Budget	—	\$ 204,100	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	12,394	—
Internal Service Fund Adjustments	—	(300)	—
Other Required Adjustments	—	95,750	—
Subtotal (Current Level Budget)	—	\$ 311,944	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 311,944	\$ —

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

	Positions	Appropriations	Revenues
<b>Measure B Trans Improve Prog Fund (Fund Number 0011)</b>			
FY 2009 Approved Budget	—	\$ 125,000	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	36,250	—
Subtotal (Current Level Budget)	—	\$ 161,250	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 161,250	\$ —



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

	Positions	Appropriations	Revenues
<b>Measure B Trans Improve Prog Fund (Fund Number 0011)</b>			
FY 2009 Approved Budget	—	\$ 2,800,000	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(1,200,000)	—
Subtotal (Current Level Budget)	—	\$ 1,600,000	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 1,600,000	\$ —

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

	Positions	Appropriations	Revenues
<b>Measure B Trans Improve Prog Fund (Fund Number 0011)</b>			
FY 2009 Approved Budget	—	\$ 1,200,000	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	2,000,000	—
Subtotal (Current Level Budget)	—	\$ 3,200,000	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 3,200,000	\$ —

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

	Positions	Appropriations	Revenues
<b>Measure B Trans Improve Prog Fund (Fund Number 0011)</b>			
FY 2009 Approved Budget	—	\$ 1,778,000	\$ —
Board Approved Adjustments During FY 2009	—	3,932,883	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(5,710,883)	—
Subtotal (Current Level Budget)	—	\$ —	\$ —



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

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ —	\$ —

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

	Positions	Appropriations	Revenues
<b>Measure B Trans Improve Prog Fund (Fund Number 0011)</b>			
FY 2009 Approved Budget	—	\$ 2,028,500	\$ —
Board Approved Adjustments During FY 2009	—	845,573	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(2,874,073)	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ —	\$ —

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

	Positions	Appropriations	Revenues
<b>Measure B Trans Improve Prog Fund (Fund Number 0011)</b>			
FY 2009 Approved Budget	—	\$ 1,038,000	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(38,000)	—
Subtotal (Current Level Budget)	—	\$ 1,000,000	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 1,000,000	\$ —

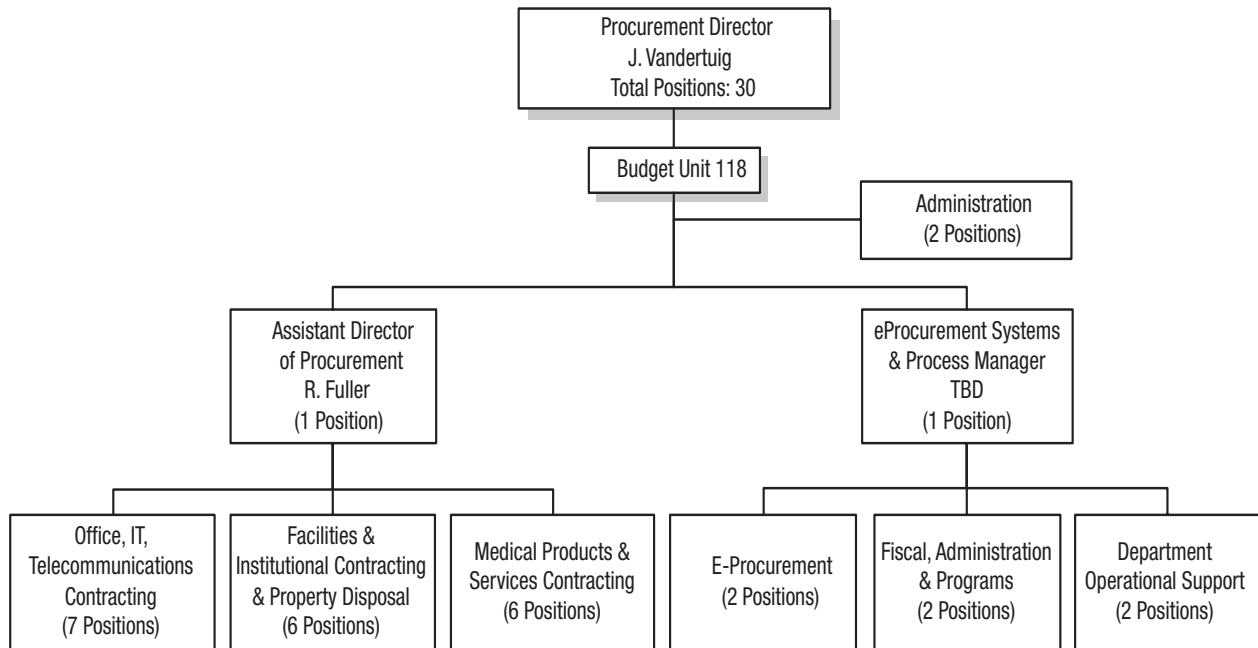


**Measure B Prog Wide Mitigation Fund 0011 — Cost Center 1712**  
**Major Changes to the Budget**

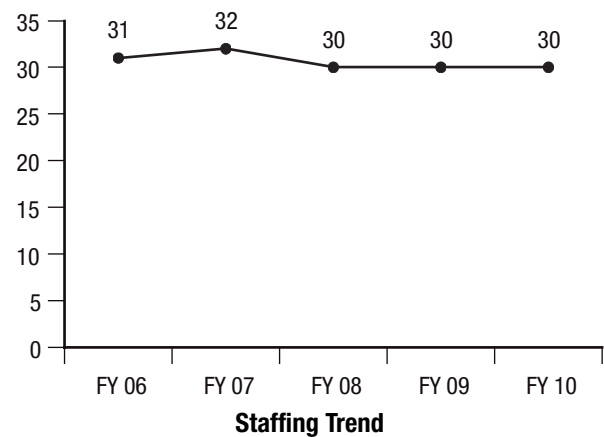
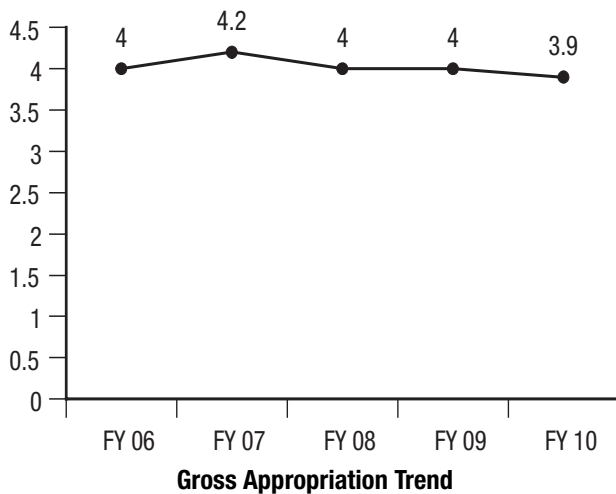
	Positions	Appropriations	Revenues
<b>Measure B Trans Improve Prog Fund (Fund Number 0011)</b>			
FY 2009 Approved Budget	—	\$ 520,000	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(70,000)	—
Subtotal (Current Level Budget)	—	\$ 450,000	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 450,000	\$ —



# Procurement Department



Section 1: Finance and Government



## Public Purpose

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



## Description of Major Services

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

### 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 and Cost Avoidance

Public procurement functions face a momentous change in strategic positioning, moving from purchasing to a management role which embraces the entire procurement process, from the initial identification of need through termination of the contract. The emphasis has shifted rapidly from a “buy transaction” to supply chain management, which includes the requirement definition and disciplines such as supplier development and strategic sourcing.

As the Department's role has expanded to strategic procurement, the department has adopted strategic sourcing principles and implemented a centralized/decentralized model to provide procurement services. 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 master contracts without going through Procurement, resulting in streamlined processes and quick delivery of products and/or services. In the last



several years the Department has realized over \$9,000,000 each year in savings and cost avoidance using this strategic sourcing approach.

In 2009, the Department took further steps to negotiate with technology suppliers for additional cash rebates. Based on the volume and economies of scale, the County has been able to negotiate deeper discounts and inclusion of value added services at no additional cost when applicable. Given the economic downturn and the importance of continued relationships with existing suppliers who are able to do business with the County, Procurement met with various technology suppliers to discuss future acquisition needs, and was able to

effectively negotiate cash rebates of \$400,000 over a three year period from three suppliers. Cash rebates will be given in the form of a check on a quarterly basis. In FY 2009, the County Procurement Department has already received over \$250,000 in cash rebates from companies like Hewlett Packard and Office Depot. The Department has been able to effectively capitalize on the saturated marketplace to utilize the economic downturn and the County's budgetary constraints to negotiate these deals in the best interest of the County. It is the Department's plan to explore such opportunities and expand on additional savings as feasible.

## Current and Emerging Issues

### Shift from Tactical to Strategic Procurement

In 2003 the Procurement Department began the transition from "tactical" procurement to "strategic" procurement in an effort to achieve cost savings and efficiencies, and to lower the risk the County faces in its purchasing practices.

For years, the Department's day-to-day services related to purchasing, i.e. processing requisitions, purchase orders and resolving problem orders. Matching industry trends to minimize risk and derive greater benefits; the Department has moved towards strategic procurement, which involves developing and utilizing long term forecasts, leveraging the County's spending power for savings, and instituting measurement of supplier performance in a formal, systematic manner.

The Department began with strategic procurement in information technology contracting, and based on its success, moved towards strategic acquisitions of medical patient care supplies and services. The Department is continuing to utilize this strategic model to transition all commodity groups. This effort is indispensable in an era of cost-cutting.

### Reform to Revise the Laws and Policies Related to Contracting and Updated Procedures

The Department, in collaboration with County Counsel, is currently engaged in the assessment, re-drafting and revision of ordinances, policies, rules and procedures which govern procurement activities of the County.

In addition to the shift from tactical to strategic procurement, the Department is well on its way to developing standardized procedures for the selection of the County's contractors, standardized contract provisions, simplified yet effective review procedures for County contracts, and more strategic contract administration practices. This reform includes education and training, internal and external communication and outreach. All of these will result in the lowering of the County's potentially costly litigation risks, achievement of cost savings and more efficient use of County staff.

### County-wide Procedures for Solicitation and Contracting

Currently, a sizable portion of the County's procurement occurs within various county departments. These departments have identified several procurement needs, including: additional training, standardization at every step of the County's procurement activities, review of existing procedures and implementation of checks and balances that minimize risks to the County. In response to this identified need, the Department is engaged in identifying applicable Best Practices and developing a training program for promulgation of County-wide standards in solicitation and contracting.



## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Office and Technology Contracting Program	Yes	Mandated	Increase revenue.	■
eProcurement	Yes	Non-Mandated	Maintain two Enterprise Resource Planning Systems.	■
Administration and Support	Yes	Non-Mandated	Revision of procedures for conducting countywide procurement activities and decrease budgeted overtime allocation.	▣
P-Card Program	Yes	Non-Mandated		■
Institutional Procurement and Contracting	Yes	Mandated	Longer waiting period for procured goods.	▼
Medical Procurement and Contracting	Yes	Mandated		■
Property Disposal	Yes	Mandated		■

Impact on Current Level of Service:

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

## County Recommendation

The Procurement Department was assigned a \$250,000 reduction target for FY 2010. After analysis of the budget proposal submitted by the department, and consideration of alternative reductions, the Acting County Executive recommends the following actions, that will contribute to balancing the General Fund budget.

additional years based on the success of the partnership in providing the best value to the County through further negotiations.

**Service Impact:** Additional resources will allow the Department to avoid additional reductions in personnel or client services.

**Ongoing Revenue: \$125,000**

### Office and Technology Contracting Programs

**Increase revenue:** The Department has successfully negotiated cash rebates from the County's office supply vendor, Office Depot. The contract was established in April 2007 and is valid for a five year period (ending January 1, 2012). In addition to the deep discounts the County receives for the products ordered, the County also receives e-commerce and volume cash rebates up to 6% of the total sales. In the first year of the contract, the County received a cash rebate check for approximately \$250,000. Though the actual revenues received in any given year may vary, the County can expect to receive an additional \$125,000 in annual revenue over the term of the current contract. The Department also has the option of recommending to the Board of Supervisors to extend the contract for

### eProcurement

**Add a new 1.0 FTE eProcurement Systems and Process Manager position at no cost to the General Fund:** A dedicated position is recommended for the management of Countywide eProcurement and to maximize the efficiency of dual procurement systems and processes. The specific job classification is under study by Employee Services Agency.

For the period of July 1, 2009 - February 28, 2010, the position is funded with existing IT Service-on-Demand funds, and for the remaining four months (March through June 2010), the Department will use one-time FY 2009 savings. For FY 2011 and beyond, the Department will be required to develop revenue sources to fully fund the position costs.



Currently, a position from the IT Services-on-Demand Program assists with the leadership and management of procurement processes and systems. However, positions from the IT program are time-limited to eighteen months. In order for the Procurement Department to continue maximizing and improving use of the SAP and PMM systems, and utilize technology to streamline the procurement bidding and contracting process, it is recommended that a dedicated position be added to the Department.

Elements of the e-procurement function, such as the bid management system, and web layout and content management that have resided in departments and agencies, have been transferred to the Procurement Department without additional funding. In addition, the Santa Clara Valley Health and Hospital System utilizes a separate procurement system, McKesson Materials Management System (PMM), for their supply chain and distribution, whereas the rest of the County uses SAP. This bifurcated system of procurement requires the Procurement Department to operate two Enterprise Resource Planning (ERP) systems.

The complexities of utilizing two systems that do not interface with each other has caused major challenges in aligning technology with the legal requirements and Board policies related to contracting for goods and services.

**Service Impact:** An eProcurement Systems and Process Manager position will allow the Department to manage strategic initiatives, plan, forecast and implement and enhance the bid management system, streamline the procurement bidding and contracting process using technology, maximize and improve the use of SAP and PMM systems including reporting.

**Position Added: 1.0**  
**Ongoing Costs: \$0**

Total Estimated Position Cost: \$160,000  
Unused Service on Demand Funding: \$100,000  
FY 2009 Rollover from Salary & Benefit Savings: \$60,000

## Administration and Support

**Reduce Overtime Costs:** The Department consistently underutilizes its budgeted overtime allocation of \$50,000, and will reduce it in FY 2010.

**Service Impact:** A reduction in overtime will help the Department meet the County reduction target without negatively affecting the Department's performance.

**Ongoing Savings: \$10,844**

**Continue Procurement "Governance" Project:** In order to complete efforts begun in earnest in FY 2009 to undertake a comprehensive review and update of Santa Clara County's procedures related to contracting activities, one-time funds of \$100,000 are recommended to allow for the application of best practices for improving operational efficiencies in both the Procurement Department and in operating departments,

In FY 2009, the Procurement Department started this effort by embarking on the extensive revision of contracting documents, starting with templates for solicitations and contracts. By the end of FY 2009, the Procurement Department, in partnership with County Counsel, will have completed a revision of most solicitation documents and contracting templates. As a continuation of this effort, what will follow in FY 2010 is a thorough revision of the procedures for conducting Countywide procurement activities more effectively, efficiently and ethically, while minimizing risk to the County

In FY 2010, the Procurement Department, with assistance from County Counsel, will review and revise the County's Purchasing Department Customer Guide, benchmarking against progressive jurisdictions to insure best practices and the most efficient use of tax dollars.

The revision and update of the County's Purchasing Customer Guide will involve a thorough examination and proper codification of each step of the procurement process, from the creation of a requisition, to contract administration and termination, while ensuring alignment with the most current technology tools available for optimizing operational efficiencies. The goal is to produce a comprehensive procurement guide which includes information about the mechanics of routine procurement, as well as fundamentals such as procurement authority. The Department intends to promulgate this Purchasing Customer Guide to all county departments that engage in contracting for services, such as Service Agreements and Board-delegated contracts.

**Service Impact:** County Counsel's direct involvement and oversight will assist in mitigating and minimizing risk to the County, potentially saving considerable tax dollars and ensuring continued public trust in our operations. Availability of standardized information will improve efficiency of County departments. Work done in FY 2010 will set the stage for revision, in Fiscal 2011, of the County's Ordinance and Board policy relating to contracting, and if applicable, the County Charter.

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

agencies to acquire goods and services to maintain and improve facilities, including contracts for furniture, flooring, carpeting, landscaping and waste management and recycling. In addition, all food for County departments, such as the Department of Correction, Probation Department and Valley Medical Center are purchased by these procurement professionals.

**Service Impact:** Remaining staff will absorb the workload. Customers will have to wait longer for their requests to be fulfilled, which will impact the services provided by departments to their clients.

**Position Deleted: 1.0**  
**Ongoing Savings: \$110,664**

## Institutional Procurement and Contracting

**Delete 1.0 FTE Vacant Buyer III (C31):** This position is in the Facilities Contracting Unit. This unit is responsible for managing and procuring public works contracts, construction projects and institutional needs Countywide. Staff in this function work with County

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

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
2300	Procurement Dept Fund 0001	\$ 2,754,502	\$ 3,480,282	\$ 4,438,493	\$ 3,373,537	\$ (106,745)	-3.1%
	<b>Total Net Expenditures</b>	\$ 2,754,502	\$ 3,480,282	\$ 4,438,493	\$ 3,373,537	\$ (106,745)	-3.1%

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

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
2300	Procurement Dept Fund 0001	\$ 3,252,721	\$ 3,989,955	\$ 4,948,166	\$ 3,881,114	\$ (108,841)	-2.7%
	<b>Total Gross Expenditures</b>	\$ 3,252,721	\$ 3,989,955	\$ 4,948,166	\$ 3,881,114	\$ (108,841)	-2.7%

### Procurement — Budget Unit 118 Expenditures by Object

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 2,444,641	\$ 3,549,796	\$ 3,556,348	\$ 3,447,386	\$ (102,410)	-2.9%
Services And Supplies	808,080	440,159	1,391,818	433,728	(6,431)	-1.5%
<b>Subtotal Expenditures</b>	3,252,721	3,989,955	4,948,166	3,881,114	(108,841)	-2.7%
Expenditure Transfers	(498,219)	(509,673)	(509,673)	(507,577)	2,096	-0.4%
<b>Total Net Expenditures</b>	2,754,502	3,480,282	4,438,493	3,373,537	(106,745)	-3.1%



## Procurement — Budget Unit 118

### Revenues by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
2300	Procurement Dept Fund 0001	\$ 75,739	\$ 50,000	\$ 50,000	\$ 300,000	\$ 250,000	500.0%
<b>Total Revenues</b>		\$ 75,739	\$ 50,000	\$ 50,000	\$ 300,000	\$ 250,000	500.0%

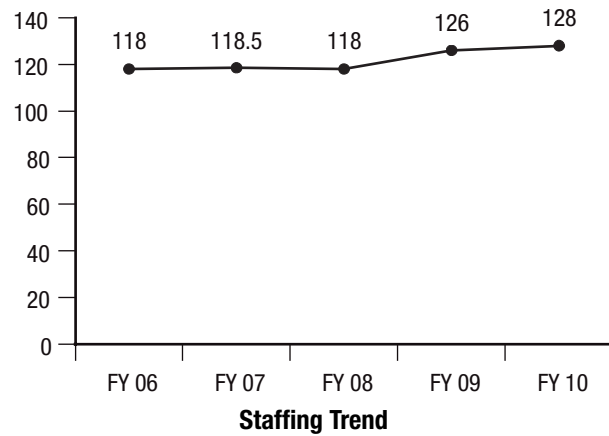
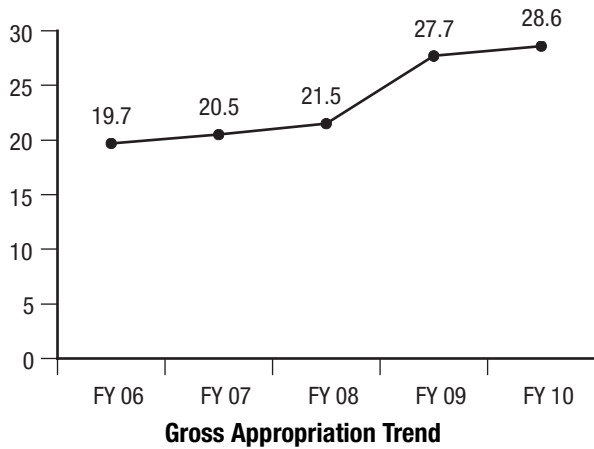
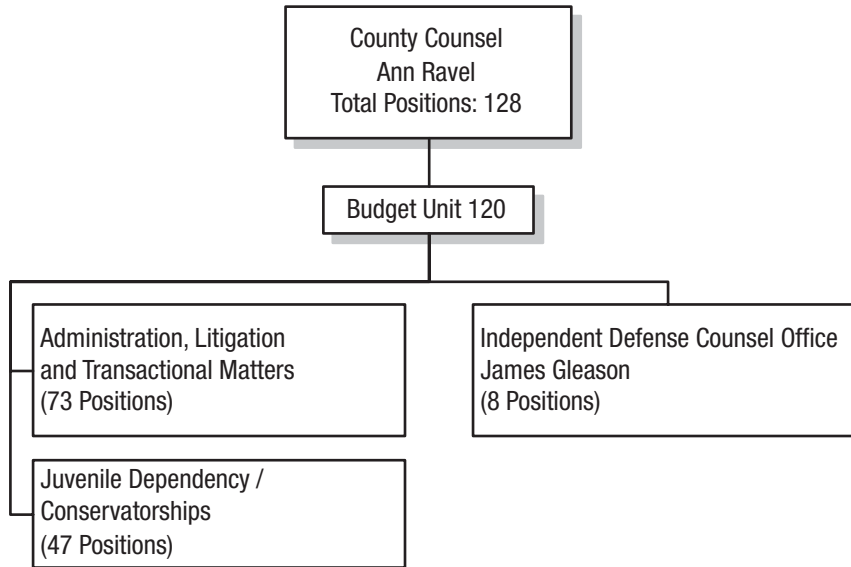
## Procurement Dept Fund 0001 — Cost Center 2300

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	30.0	\$ 3,480,282	\$ 50,000
Board Approved Adjustments During FY 2009	—	958,211	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	12,546	—
Internal Service Fund Adjustments	—	2,276	—
Other Required Adjustments	—	(958,211)	125,000
Subtotal (Current Level Budget)	30.0	\$ 3,495,104	\$ 175,000
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Voice Communications Adjustment	—	(59)	—
Decision Packages			
1. Add 1.0 FTE eProcurement Systms and Process Manager	1.0	—	—
Procurement will use unspent FY 2009 IT Service on Demand and savings from salaries and benefits to fund position in FY 2010. The Department will determine ongoing source of funding for the position before the end of FY 2010 for FY 2011 and beyond.			
2. New Revenue from Office Depot Rebates	—	—	125,000
The County receives e-commerce and volume cash rebates up to 6% of total sales.			
3. Delete 1.0 Vacant Buyer III position.	-1.0	(121,508)	—
The department is deleting a vacant Buyer III position in the contracting division and reducing the overtime allocation.			
Subtotal (Recommended Changes)	—	\$ (121,567)	\$ 125,000
<b>Total Recommendation</b>	<b>30.0</b>	<b>\$ 3,373,537</b>	<b>\$ 300,000</b>



# Office of the County Counsel



## 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, the Special 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 the 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 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, labor, civil rights matters and Workers' Compensation litigation.

### **Special Projects**

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

### **Elder Financial Abuse Specialist Team (FAST)**

The County Counsel developed 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)**

The County Counsel developed the visionary ERP program, a collaboration with 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 the appropriate school program, 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.

### **Independent Defense Counsel Office**

Assures legal representation to indigent defendants accused of crimes where the Public Defender and the Alternate Defender have a conflict. On July 1, 2008 the Board established the Independent Defense Counsel Office to administer, manage and oversee a panel of experienced private criminal defense attorneys with whom the County contracts to handle the conflict criminal cases, the indigent Family Court civil contempt cases, and misdemeanor appeals for indigent appellants. With this restructuring the County of Santa Clara is the first County in the state of California to manage the indigent defense panel in this manner.

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## **Current and Emerging Issues**

### **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 natural gas suppliers, lead paint manufacturers, independent insurance brokers, and computer chip manufacturers to recover damages for unfair business practices, anti-trust violations and false claims.

### **Indigent Defense Services**

In July 2008, oversight of the indigent criminal defense program transferred from the Legal Aid Society (LAS) to the Office of the County Counsel. Nearly 400 child support contempt cases were transferred from LAS and more than 200 new cases were opened in the first six months of the program. This increase is nearly 40% higher than the initial estimate for new cases and may be partially related to the current economic downturn. Over 300 active criminal matters were also transferred to the Indigent Defense Counsel's Office (IDO) from LAS. Of these, about 25% were juvenile matters and the remaining 75% were adult offenders. Eight (8) of these cases are on-going death penalty matters, the most



serious and costly cases. One such transferred case that recently went to trial cost the County over \$2 million before it was concluded.

Since July 2008, the workload has continued to grow. The Office has opened nearly 1300 new criminal cases, of which 30% are serious felonies and 8% are homicides or other types of especially complex cases, such as the murder and conspiracy case filed against eleven gang members in May 2008 that will likely result in one of the most expensive criminal cases in the County's history. Another large gang case alleging attempted murder along with conspiracy to manufacture and sell methamphetamine was filed against 20 defendants in

December 2008, and a large gang-related case with 29 defendants was received in April 2009. These large gang-related cases with numerous defendants will strain available resources, since all but the first two co-defendants must be sent to IDO. Changes in the protocol for handling some adult gang-related cases involving certain less serious and less violent felony violations are being implemented by the Office of the District Attorney. This may help to reduce the number of long, expensive trials and move these cases through the court system more quickly, but the largest, most serious and most costly cases will not be considered for the expedited process.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Administration and Support	Yes	Required	Deleted position will require the shifting of assignments among existing staff.	▼
Conservatorships	Yes	Mandated		■
Health Services	Yes	Mandated		■
Hospital Services	Yes	Mandated		■
Indigent Defense Services	Yes	Mandated	Additional position will provide unit with needed clerical support to manage its increasing workload. A reserve will mitigate the impact of unanticipated costs of the Conflict Panel attorneys.	▲
Juvenile Dependency	Yes	Mandated	Additional position will enable legal representation in the new 4th juvenile courtroom.	▲
Law and Justice	Yes	Mandated		■
Litigation	Yes	Mandated	Increased revenue from affirmative litigation will enable the Office to continue its work in the area of social justice.	▲
Personnel and Labor	Yes	Mandated		■
Social Services (excluding dependency matters)	Yes	Mandated		■
Transactional and General Government	Yes	Mandated	Services to the Tax Collector will generate additional reimbursement for the Office.	▲
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



## County Executive's Recommendation

The Office of the County Counsel was assigned a \$350,000 reduction target for FY 2010. After analysis of the budget proposal submitted by the Office and consideration of alternative reductions, the Acting County Executive recommends the following actions, that will contribute to balancing the General Fund budget.

Other recommendations that address additional programmatic needs of the Office are also discussed below.

### Administration and Support

**Delete 1.0 FTE Vacant Office Specialist I Position:** This position provides general support to the Litigation and Transactional Government Units within the Office.

**Service Impact:** Deletion of this position will require work assignments and priorities to be juggled to meet deadlines. This deletion will also increase the workload of existing staff and may result in delays in completing lower priority tasks.

**Positions Reduced: 1.0**  
**Total Ongoing Savings: \$59,100**

### Juvenile Dependency

**Add 1.0 FTE Attorney IV Position:** Effective July 2009, the Superior Court will increase the number of courtrooms dedicated to hearing dependency cases from three to four due to the public focus on issues concerning the juvenile dependency system. The Office currently represents the Department of Family and Children's Services (DFCS) with 15.5 FTE Attorney positions who appear at over 10,000 dependency hearings annually and has approximately 3,500 active cases. The existing staffing allocation will not meet the needs of the new courtroom. While DFCS recognizes this need, the Department has maximized its reimbursable cost limit of 75% from the State. Until DFCS can increase its reimbursement from the State, this position will be funded 100% from the General Fund.

**Service Impact:** If this position is not added, there may be inadequate legal representation at the morning hearings, which may result in an increase of cases at a later stage. Additionally, there may be an increase of

cases that will be set for trial, thereby impacting the entire dependency system, including the court, DFCS and County Counsel staff.

**Positions Added: 1.0**  
**Total Ongoing Cost: \$236,724**

### Litigation

#### Recognize Ongoing Revenue from Affirmative Litigation Services:

This revenue will be recognized in the budget of the County Counsel. The Office engages in litigation matters related to social justice services which have oftentimes resulted in substantial revenues to the County. These revenues include legal case settlements and attorney fees. A few of these cases include:

- The 1999 tobacco lawsuit which resulted in \$200,000 in attorney fees and \$500 million to be paid to the County over a 25-year period.
- A lawsuit against a hardware supplier in 2002 resulted in the recovery of \$136,000 for defective hardware.
- An antitrust lawsuit against wholesale electricity suppliers resulted in a \$1.2 million settlement, and \$30,000 in attorney fees in 2003 and 2004.
- In 2005, an antitrust lawsuit resulted in a settlement of \$3.5 million. This fund was dedicated to activities that promote alternative energy production or improved energy efficiency. The County received the final payment of \$1.5 million in January 2007.
- To date in 2009, the Office has received \$343,000 in litigation settlements against the wholesale natural gas suppliers and an antitrust settlement.

Although these revenues are oftentimes substantial when they are received, the amounts collected are unpredictable and may not be received on a regular basis. Revenues from these settlements will be assigned a dedicated general ledger account for Judgments and Damages (4203200) to track this revenue stream.

**Service Impact:** This revenue will allow the Office to continue to pursue social justice opportunities by utilizing its legal resources in areas of concern to the Board that will further the County's policy goals.

**Total Ongoing Revenue: \$257,124**



## ▲ Indigent Defense Services

**Add 1.0 FTE Legal Clerk/Legal Clerk Trainee Position:** The Board transferred the management of the Indigent Defense program to the Office in July 2008. The Office manages conflict matters which cannot be handled by the Public Defender or the Alternate Defender's Office. The Office requires additional clerical support for the child support contempt cases, one of the service areas of the program. Currently 2.0 FTE attorney positions and 1.0 FTE paralegal position handle the four hundred (400) active child support cases that transitioned from the Legal Aid Society.

Since the transfer of this program last July, two hundred (200) new contempt cases have been opened. This increase is far more than anticipated by the Office during the review of the resources required by the Office when staffing was initially determined. The economic downturn may also be partly responsible for the increase in cases. Once a case is opened, it may remain active until the youngest child in the family reaches the age of 18. All active cases require court appearance from 2 to 4 times a year, to demonstrate proof of child support payments. The increase in caseload for this unit, together with the voluminous paperwork and tracking processes have necessitated the use of a part-time extra-help position to support the clerical functions.

**Service Impact:** The Office will not have the resources it needs to meet the clerical support demands for the child support contempt cases.

**Positions Added: 1.0**  
**Total Ongoing Cost: \$74,052**

**Establish Ongoing Reserve of \$850,000 for the Conflict Panel:** The Offices of the Public Defender, Alternate Defender and County Counsel are in the first year of operating the Indigent Defense Program internally. A report on the administration and oversight of this program will be jointly submitted by the three departments in the fall.

In the meantime, the Office of the County Counsel anticipates it may exceed its operating budget for the Conflict Panel by about \$750,000 by the end of the fiscal year. The budget for the Conflict Panel is \$3,908,000, equal to the contract amount, (excluding salary and benefits) with the Legal Aid Society. Historically, an annual augmentation has been required for this

program. In FY 2004, an additional \$344,912 was transferred from the Contingency reserve; in FY 2005, \$735,799; in FY 2006, \$310,629; in FY 2007, \$97,583, and in FY 2008, \$850,000.

The greatest impact on the funding for this program comes from the large scale multi-defendant cases being filed which may require the appointment of several defense attorneys per case. Since the administration of this program, the Office has received several cases ranging from 7 or 8 defendants to as high as 29 defendants that require individual representation. As discussed under the recommendation for clerical support, this increase in caseload may be partially due to the economic downturn.

As at the end of March 2009, a total of \$2,496,403 of the \$3.9 million budget has been expended, leaving a balance of \$1,411,597. Historically, some of the Conflict Panel attorneys have been late in submitting invoices, sometimes as late as several months after the close of a fiscal year. The Office is working with the Court to address this matter with the attorneys to ensure timely submission of invoices moving forward.

Each year, any unutilized reserve funds will revert to the General Fund balance at year-end close.

**Service Impact:** The Board will continue authorizing the transfer of funds from the Contingency reserve to fund anticipated operational shortfalls.

**Total Ongoing Reserve: \$850,000**

## ▲ Transactional and General Government

**One-time Reimbursement for Bankruptcy Services for the Office of the Tax Collector:** The Office will provide additional legal services to the Office of the Tax Collector, in response to the impact of the economy on tax collection in the County. These services will include: reviewing pleadings; drafting and filing responses to claim objections and other motions with the potential to affect claims; providing legal analysis; and making court appearances.

**Service Impact:** If a Bankruptcy Claim is not filed, or there is no response to an objection, the County may be unable to collect debt that could equate to millions of

dollars in lost tax revenue. Bankruptcy collections in the past several years have resulted in average collections of well over \$1 million per year.

**One-time Reimbursement: \$42,700**

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

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
12001	County Council Fund 0001	\$ 4,932,752	\$ 10,269,715	\$ 10,555,820	\$ 10,896,334	\$ 626,619	6.1%
<b>Total Net Expenditures</b>		\$ 4,932,752	\$ 10,269,715	\$ 10,555,820	\$ 10,896,334	\$ 626,619	6.1%

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

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
12001	County Council Fund 0001	\$ 20,740,836	\$ 27,685,515	\$ 28,210,864	\$ 28,573,199	\$ 887,684	3.2%
<b>Total Gross Expenditures</b>		\$ 20,740,836	\$ 27,685,515	\$ 28,210,864	\$ 28,573,199	\$ 887,684	3.2%

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

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 19,451,562	\$ 22,433,893	\$ 22,518,084	\$ 22,695,773	\$ 261,880	1.2%
Services And Supplies	1,274,156	5,251,622	5,666,398	5,027,426	(224,196)	-4.3%
Fixed Assets	15,118	—	26,382	—	—	—
Reserves	—	—	—	850,000	850,000	—
<b>Subtotal Expenditures</b>	20,740,836	27,685,515	28,210,864	28,573,199	887,684	3.2%
Expenditure Transfers	(15,808,085)	(17,415,800)	(17,655,044)	(17,676,865)	(261,065)	1.5%
<b>Total Net Expenditures</b>	4,932,752	10,269,715	10,555,820	10,896,334	626,619	6.1%

**County Council — Budget Unit 120  
Revenues by Cost Center**

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
12001	County Council Fund 0001	\$ 1,257,717	\$ 1,320,470	\$ 1,507,470	\$ 1,471,249	\$ 150,779	11.4%
<b>Total Revenues</b>		\$ 1,257,717	\$ 1,320,470	\$ 1,507,470	\$ 1,471,249	\$ 150,779	11.4%

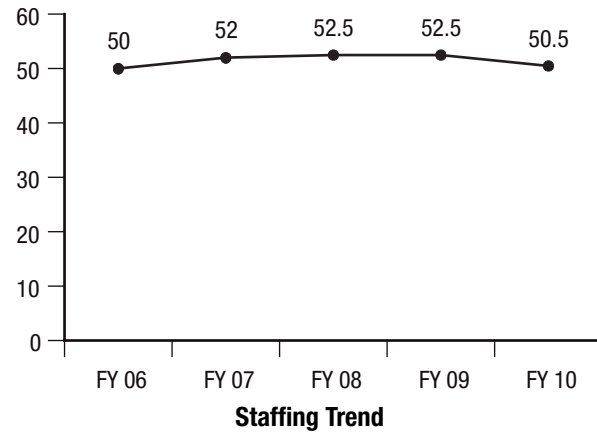
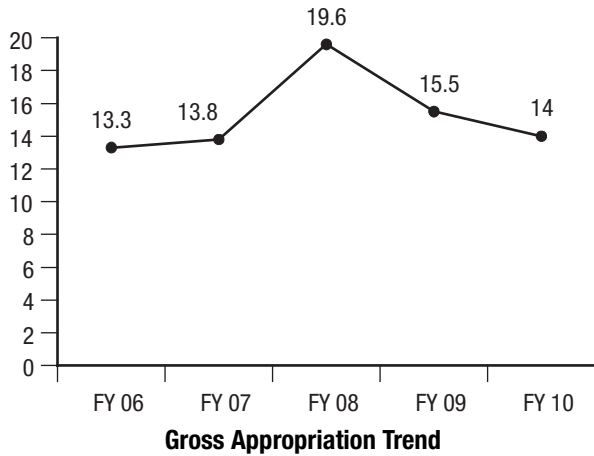
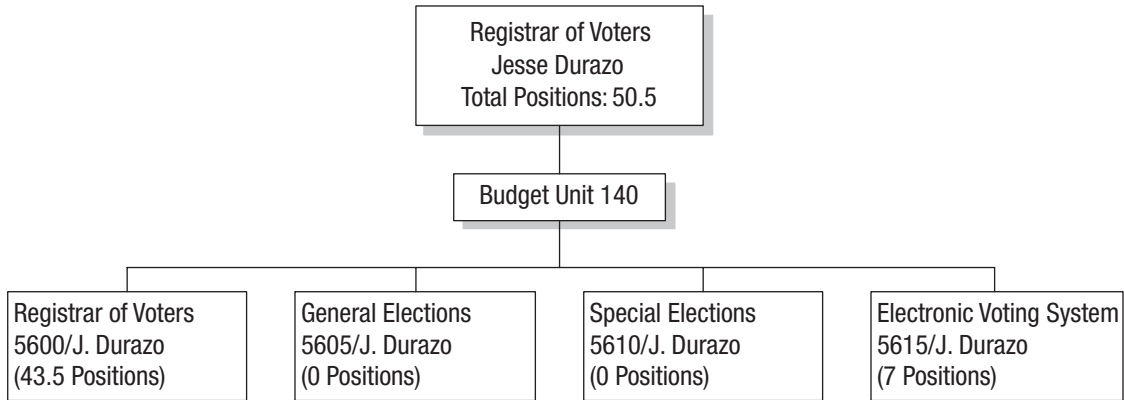


**County Counsel Fund 0001 — Cost Center 12001**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	126.0	\$ 10,269,715	\$ 1,320,470
Board Approved Adjustments During FY 2009	1.0	286,105	187,000
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(73,988)	—
Internal Service Fund Adjustments	—	156,008	—
Other Required Adjustments	—	(431,835)	(293,345)
Subtotal (Current Level Budget)	127.0	\$ 10,206,006	\$ 1,214,125
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
One-Time Reimbursement from the Tax Collector	—	(42,700)	—
SSA Reimbursement to County Counsel for New Juvenile Dependency Attorney	—	(363,370)	—
FY 2010 Voice Communications Adjustment	—	(16)	—
FY 2010 Data Processing Adjustment	—	(5,262)	—
Decision Packages			
1. Delete 1.0 FTE Vacant Office Specialist I Position. Duties of this position have been reassigned to existing staff.	-1.0	(59,100)	—
2. Add 1.0 FTE Attorney IV Position for Dependency Cases. Position will represent the Department of Family and Children's Services on dependency cases in a new courtroom beginning July 2009.	1.0	236,724	—
3. Add 1.0 FTE Alternately Staffed Legal Clerk/Legal Clerk Trainee Position and Establish a Reserve for Criminal Defense. The position will provide the needed clerical support to respond to the high volume of hearings generated by the court, and the 50% increase in new contempt cases opened since the transfer of cases from the Legal Aid Society to the County Counsel. A reserve of \$850,000 is recommended to address the unpredictability of caseload coverage.	1.0	924,052	—
4. Recognize Ongoing Revenue from Affirmative Litigation. Recognize ongoing revenue from legal case settlements and attorney fees on affirmative litigation cases.	—	—	257,124
Subtotal (Recommended Changes)	1.0	\$ 690,328	\$ 257,124
<b>Total Recommendation</b>	<b>128.0</b>	<b>\$ 10,896,334</b>	<b>\$ 1,471,249</b>



# Registrar of Voters



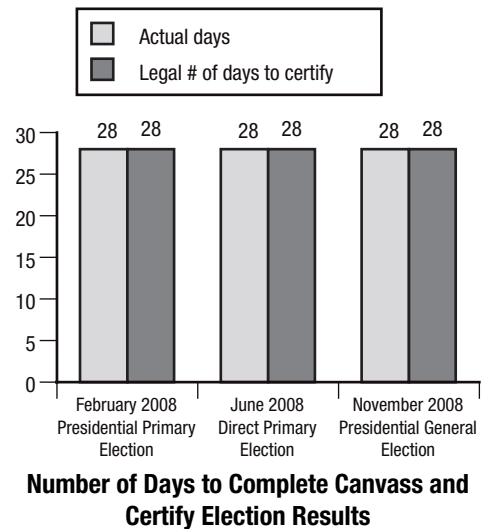
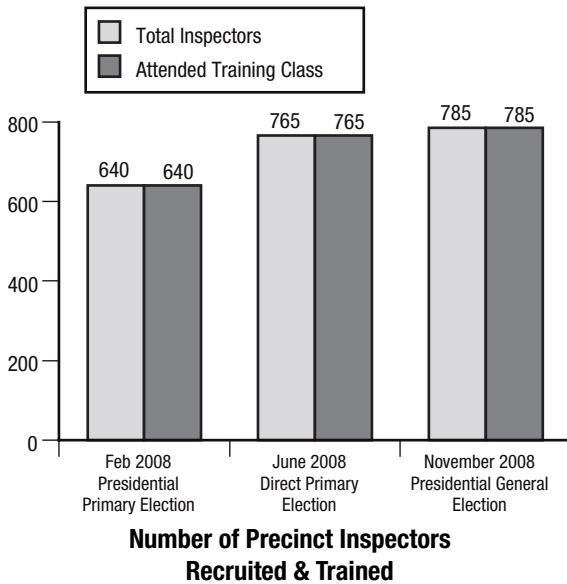
## Public Purpose

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



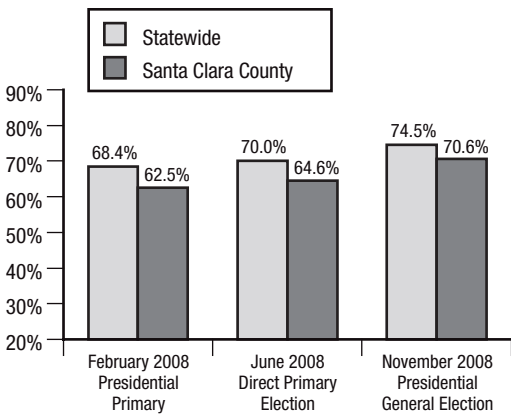
## Desired Results

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

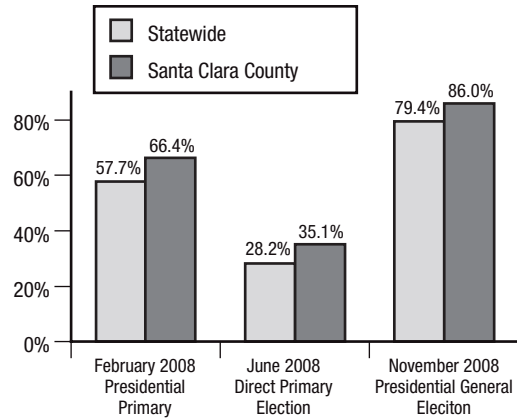




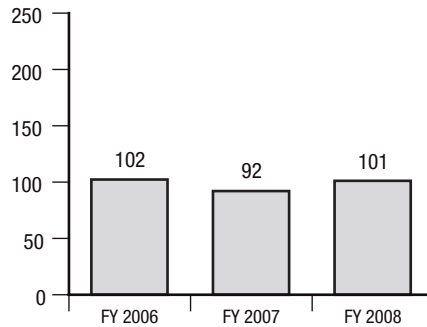
**An Election Process that is Accessible to all Citizens**, which this Department promotes by providing voter registration outreach; assistance to potential candidates, jurisdictions and citizens seeking ballot placement; verbal and written language accommodations; absentee and early voting opportunities;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



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

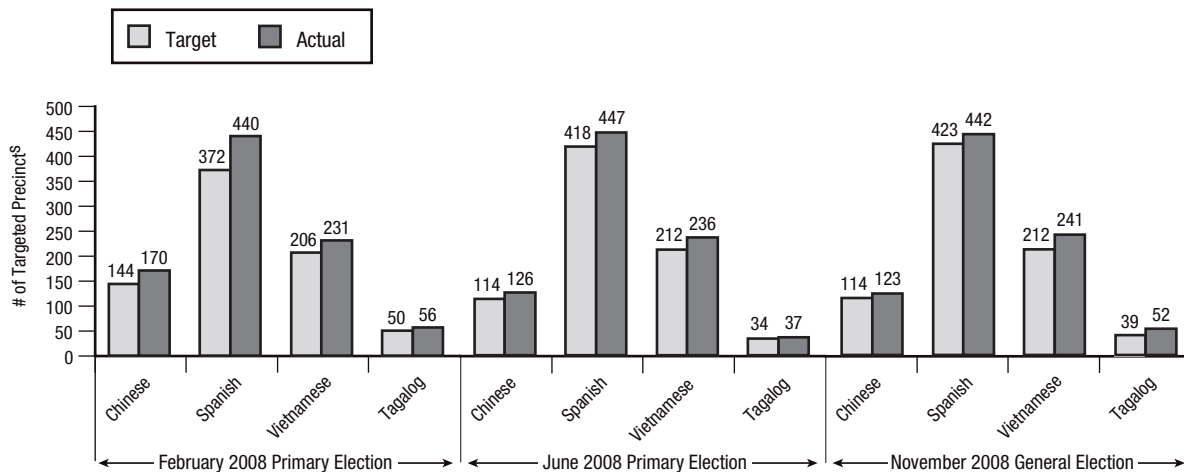


**Percent of Voters Participating in Election, Compared to Statewide**



**Number of Voter Education and Outreach Activities**

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



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





## Description of Major Services

The Registrar of Voters (ROV) is the County Elections Official and conducts all federal, state, county, school district and special district general and special elections. 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

### Voting by Mail

The Registrar of Voters Office has been successful in its campaign to increase the number of Permanent Vote by Mail (PVBM) voters. The number has increased to approximately 64% of the County’s 800,000 registered voters.

Voting by Mail allows residents to vote in the convenience of their own home and at their leisure without worrying about waiting lines or finding parking on Election Day.

The number of voters who opted to vote by mail has more than doubled over the last four years. In the November 2004 Election, 232,000 vote by mail ballots were issued (about 27% of registered voters); whereas in the November 2008 Election, 557,000 vote by mail ballots were issued (about 70% of registered voters).

Voter turnout for the November 2008 General Presidential Election was 86% of the County’s 800,000 registered voters, the highest in 40 years. Of the 557,000 Vote by Mail and Early Voting ballots issued for the Presidential Election, over 83% were returned as voted ballots.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Ballot Layout	Yes	Mandated		■
Vote by Mail	Yes	Mandated	Delay in obtaining change of address information from voters who have relocated.	▣

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
Precinct Operations/Outreach	Yes	Mandated	No Adverse impact.	■
Training and Staff Development	Yes	Mandated	Election officers will be recruited and thoroughly trained ensuring HAVA compliance in polling places.	▲
Administration & Support	Yes	Required	Fee increase will cover inflation of county overhead costs.	▲

Impact on Current Level of Service:

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

## County Executive's Recommendation

The Registrar of Voters (ROV) was assigned a \$500,000 reduction target for FY 2010. After analysis of the budget proposal submitted by the department and consideration of alternative reductions, the Acting County Executive recommends the following actions, that will contribute to balancing the General Fund budget.

### Vote by Mail

**Reduce Printing and Mailing Costs:** The Department will eliminate the printing and mailing of pre-election notices to Permanent Vote By Mail Voters.

**Service Impact:** The elimination of the mailing of pre-election notices delays the update of voters' information in the ROV database and thus may result in the ballot being returned as undeliverable due to an incorrect address.

**Ongoing Savings: \$43,000**

### Precinct Operations

**Delete 1.0 FTE Information Systems Analyst I/II (G29) and 1.0 FTE Election Systems Technician I/II (G7D):** In August 2007 the Secretary of State determined that the Direct Recording Electronic (DRE) Voting Systems were defective or unacceptable for use. Certification and approval for use in subsequent elections in California was denied, except to provide accessible balloting to voters with disabilities in compliance with the Help America Vote Act of 2002 (HAVA). Jurisdictions are allowed to use no more than one DRE per polling place on Election Day. Pursuant to the Secretary of State's

directive, ROV decreased the use of DRE voting systems from five to one. This eliminates the need for two IT positions.

**Service Impact:** None. There is no adverse impact due to the reduction in the number of DRE voting systems deployed to polling places. The deleted positions are no longer needed due to the reduced number of DREs.

**Total Positions Reduced: 2.0**  
**Ongoing Savings: \$208,152**

### Training and Staff Development

**Allocate One-time Funds in the Amount of \$288,000 for Extra Help Salaries, Services and Supplies Related to Election Costs:** The ROV will coordinate the training of Election Officers in the use of the two voting systems (paper ballots and DRE). Extra-help staff, multi-lingual voter education materials, and advertising will be used to educate voters about voting rights and accessibility to voters with disabilities.

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

**Total Cost: \$0**  
**One-time Revenue: \$288,000**  
**One-time Cost: \$288,000**

### Administration and Support

**Increase Fees Collected by ROV:** On April 7, 2009 the Board of Supervisors approved the recommendations from ROV to increase fees to cities, schools and special



districts related to costs incurred in preparing for and conducting elections, such as assisting with filing of candidacy papers; layout, translation and proofreading of ballot issues in five languages; recruitment and training of bilingual poll workers; election supplies, etc. The last time these fees were increased was June 2007.

**Service Impact:** The additional revenue generated from the fees will cover the increased costs of employee salaries and benefits, services and supplies, and County overhead.

**Ongoing Revenue: \$250,000**

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

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
5600	Registrar Of Voters Fund 0001	\$ 4,960,729	\$ 7,682,551	\$ 7,647,541	\$ 7,631,638	\$ (50,913)	-0.7%
5605	Registrar Gen Elections Fund 0001	9,264,800	6,574,142	6,574,142	5,095,526	(1,478,616)	-22.5%
5610	Registrar Spec Elections Fund 0001	3,924,307	58,516	5,058,516	123,933	65,417	111.8%
5615	Electronic Voting Sys Fund 0001	300,609	1,176,776	1,159,776	1,116,745	(60,031)	-5.1%
<b>Total Net Expenditures</b>		<b>\$ 18,450,445</b>	<b>\$ 15,491,985</b>	<b>\$ 20,439,975</b>	<b>\$ 13,967,842</b>	<b>\$ (1,524,143)</b>	<b>-9.8%</b>

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

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
5600	Registrar Of Voters Fund 0001	\$ 4,960,729	\$ 7,682,551	\$ 7,647,541	\$ 7,631,638	\$ (50,913)	-0.7%
5605	Registrar Gen Elections Fund 0001	9,264,800	6,574,142	6,574,142	5,095,526	(1,478,616)	-22.5%
5610	Registrar Spec Elections Fund 0001	3,924,307	58,516	5,058,516	123,933	65,417	111.8%
5615	Electronic Voting Sys Fund 0001	300,609	1,176,776	1,159,776	1,116,745	(60,031)	-5.1%
<b>Total Gross Expenditures</b>		<b>\$ 18,450,445</b>	<b>\$ 15,491,985</b>	<b>\$ 20,439,975</b>	<b>\$ 13,967,842</b>	<b>\$ (1,524,143)</b>	<b>-9.8%</b>

### Registrar Of Voters — Budget Unit 140 Expenditures by Object

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 8,408,367	\$ 7,699,079	\$ 9,699,079	\$ 6,933,782	\$ (765,297)	-9.9%
Services And Supplies	9,400,203	7,792,906	10,723,896	7,034,060	(758,846)	-9.7%
Fixed Assets	641,875	—	17,000	—	—	—
<b>Subtotal Expenditures</b>	<b>18,450,445</b>	<b>15,491,985</b>	<b>20,439,975</b>	<b>13,967,842</b>	<b>(1,524,143)</b>	<b>-9.8%</b>
<b>Total Net Expenditures</b>	<b>18,450,445</b>	<b>15,491,985</b>	<b>20,439,975</b>	<b>13,967,842</b>	<b>(1,524,143)</b>	<b>-9.8%</b>



## Registrar Of Voters — Budget Unit 140

### Revenues by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
5600	Registrar Of Voters Fund 0001	\$ 597,578	\$ 1,022,600	\$ 1,022,600	\$ 1,022,600	\$ —	—
5605	Registrar Gen Elections Fund 0001	55,278	200,000	200,000	200,000	—	—
5610	Registrar Spec Elections Fund 0001	9,023,574	2,853,992	7,853,992	3,103,992	250,000	8.8%
5615	Electronic Voting Sys Fund 0001	759,511	582,622	582,622	465,622	(117,000)	-20.1%
<b>Total Revenues</b>		<b>\$ 10,435,942</b>	<b>\$ 4,659,214</b>	<b>\$ 9,659,214</b>	<b>\$ 4,792,214</b>	<b>\$ 133,000</b>	<b>2.9%</b>

## Registrar Of Voters Fund 0001 — Cost Center 5600

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	43.5	\$ 7,682,551	\$ 1,022,600
Board Approved Adjustments During FY 2009	—	(35,010)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(222,646)	—
Internal Service Fund Adjustments	—	87,254	—
Other Required Adjustments	—	75,838	—
Subtotal (Current Level Budget)	43.5	\$ 7,587,987	\$ 1,022,600
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Voice Communications Adjustment	—	2,744	—
FY 2010 Postage Adjustment	—	(25,000)	—
FY 2010 Data Processing Adjustment	—	(26,473)	—
Decision Packages			
1. Delete 1.0 Vacant Information Systems Analyst	-1.0	(115,620)	—
Delete 1.0 Vacant Information Systems Analyst with no adverse impact due to a reduction in the number of electronic voting machines deployed to polling sites.			
2. County's HAVA-Complaint Voting Systems	—	208,000	—
The department will use HAVA funds to recruit election officers to expand knowledge of voting requirements and ensure compliance at the polling places.			
Subtotal (Recommended Changes)	-1.0	\$ 43,651	\$ —
<b>Total Recommendation</b>	<b>42.5</b>	<b>\$ 7,631,638</b>	<b>\$ 1,022,600</b>

## Registrar Gen Elections Fund 0001 — Cost Center 5605

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	—	\$ 6,574,142	\$ 200,000
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(575,000)	—
Internal Service Fund Adjustments	—	10,000	—



## Registrar Gen Elections Fund 0001 — Cost Center 5605

### Major Changes to the Budget

	Positions	Appropriations	Revenues
Other Required Adjustments	—	(880,000)	—
Subtotal (Current Level Budget)	—	\$ 5,129,142	\$ 200,000
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Printing Adjustment	—	(70,616)	—
Decision Packages			
1. Reduce Printing Costs	—	(43,000)	—
Eliminate the printing and mailing of pre-election notices to Permanent Vote by Mail Voters.			
2. Voter Advertising and Education Material	—	80,000	—
The department will increase services and supplies budget for media advertising, voter education material and training software. All costs are reimbursed by HAVA funds.			
Subtotal (Recommended Changes)	—	\$ (33,616)	\$ —
<b>Total Recommendation</b>	—	\$ 5,095,526	\$ 200,000

## Registrar Spec Elections Fund 0001 — Cost Center 5610

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	—	\$ 58,516	\$ 2,853,992
Board Approved Adjustments During FY 2009	—	5,000,000	5,000,000
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(2,000,000)	—
Internal Service Fund Adjustments	—	75,417	—
Other Required Adjustments	—	(3,000,000)	(5,000,000)
Subtotal (Current Level Budget)	—	\$ 133,933	\$ 2,853,992
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Printing Adjustment	—	(10,000)	—
Decision Packages			
1. Increase Fees	—	—	250,000
The department will increase election fees charged to cities, schools and special districts to recover County General Fund costs.			
Subtotal (Recommended Changes)	—	\$ (10,000)	\$ 250,000
<b>Total Recommendation</b>	—	\$ 123,933	\$ 3,103,992

## Electronic Voting Sys Fund 0001 — Cost Center 5615

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	9.0	\$ 1,176,776	\$ 582,622
Board Approved Adjustments During FY 2009	—	(17,000)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	32,501	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	17,000	(405,000)
Subtotal (Current Level Budget)	9.0	\$ 1,209,277	\$ 177,622

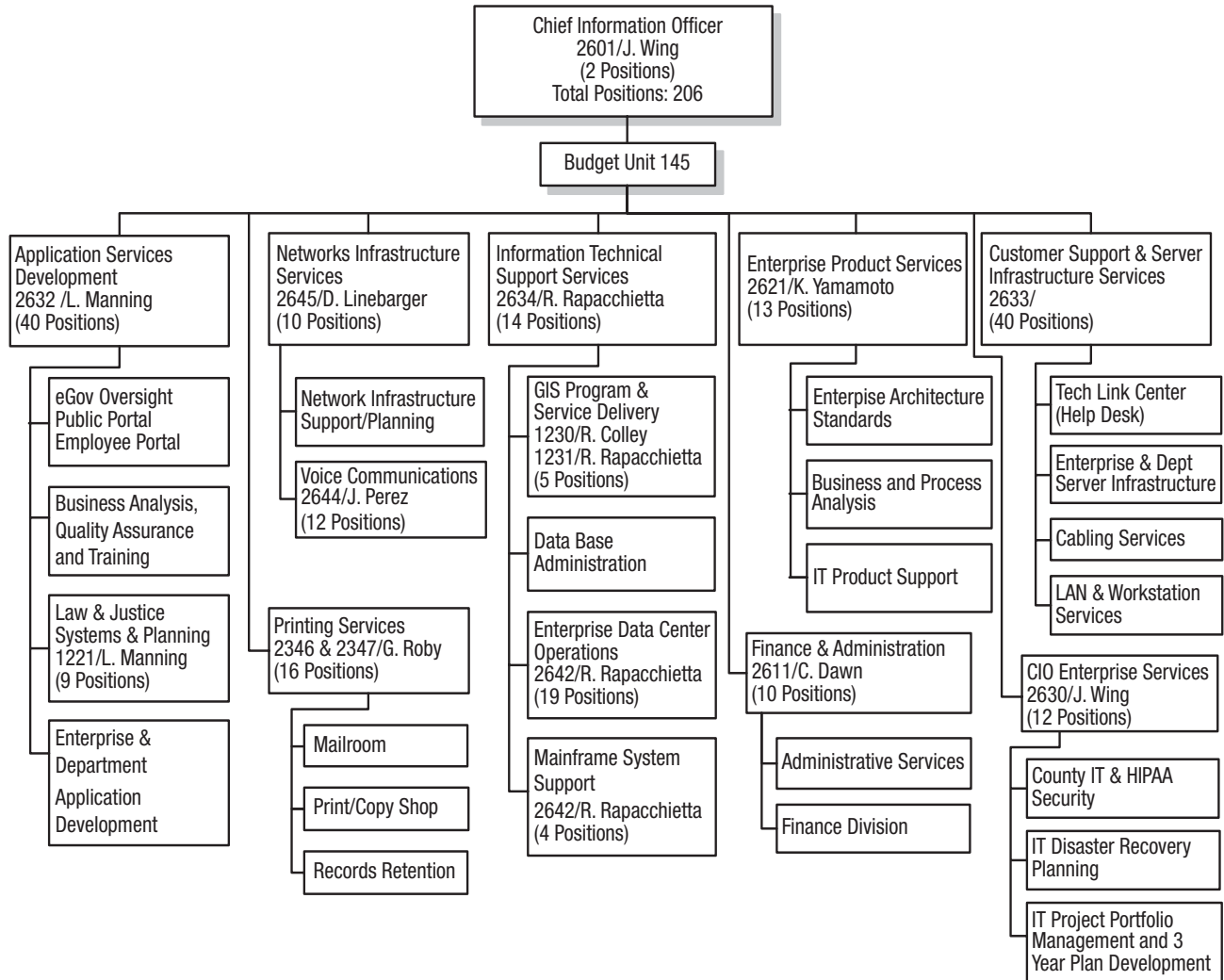


**Electronic Voting Sys Fund 0001 — Cost Center 5615**  
**Major Changes to the Budget**

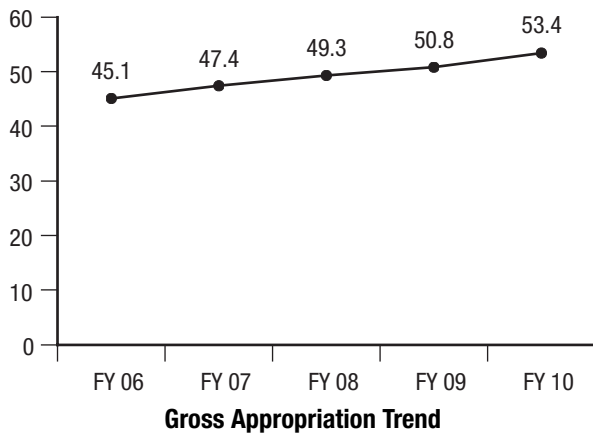
	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Delete 1.0 Filled Election Systems Technician	-1.0	(92,532)	—
Delete 1.0 FTE filled Elections Systems Technician position. There is no adverse service impact due to a reduction in the number of electronic voting machines deployed to polling places.			
2. HAVA Revenue	—	—	288,000
The department will receive HAVA reimbursement to cover 100% of the costs of advertising, training, software and temporary help.			
Subtotal (Recommended Changes)	-1.0	\$ (92,532)	\$ 288,000
<b>Total Recommendation</b>	<b>8.0</b>	<b>\$ 1,116,745</b>	<b>\$ 465,622</b>



# Information Services Department



Section 1: Finance and Government



## Public Purpose

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



## 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 is to provide leadership in the collaborative efforts required to ensure a strong, scalable, and adaptable technical foundation to support the various business services the County provides.

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 1.7 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
- Planning and implementing knowledge transfer for succession planning
- Planning and implementation of shared services within the County and region
- Pursue the transformation of business processes to improve operational efficiencies, reduce costs, provide enhanced services with fewer staff

### Enterprise Services

#### Information Technology (IT) Project Portfolio Management Services

- Management of the IT Project Portfolio, assist departments with project guidelines and templates, review and report on IT Project status, and funding requests.



- Coordination of customers/stakeholder focus groups consisting of advisory groups, focus groups, product forums, etc.
- Participate/coordinate in the IT Governance responsibilities, covering the Three Year Plan for Information Technology, architecture standards, and project standards.

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

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

#### **IT Service on Demand Program**

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

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

## **Enterprise Product Services**

### **Enterprise Architecture and Standards Services**

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

### **Enterprise Product Support**

Analysis, design, selection, implementation, maintenance and enhancement of IT products and packages, including:

- 1) HaRP - PeopleSoft payroll system
- 2) SAP - Financial Accounting System
- 3) ERD - Electronic Reporting and Distribution Tools
- 4) Document Management and Imaging systems
- 5) Business Intelligence and Analytical Reporting Tools.

### **Business and Process Analysis**

- These responsibilities consist of analysis, requirements development, documentation and RFP assistance for IT products and packages;
- Facilitation, documentation and analysis of "as is" processes and development of "to be" processes to enable streamlining and efficiencies through the use of technology.

## **Application Development Services**

### **e-Government Oversight**

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



- Project management
- Governance support.

The usage of SCCgov has increased from 6.9 million visits in calendar year 2007 to 8.1 million in 2008. The portal includes 39 online applications, which offer the public 24x7 access to a number of services the County provides. There are now over 100 sites on the County's public and employee portals, including new websites for 911 Dispatch and the Office of Emergency Services. Consistently of interest to residents are online parks reservations, public records searches, and the ability to schedule inmate visits via the Web.

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

- Analysis, design, development, implementation, maintenance, and enhancement of Law and Justice systems, including Criminal Justice Information Control (CJIC) and Juvenile Record System (JRS)
- Strategic planning for enhanced law and justice technology services
- Law and justice architecture planning and development
- Coordination with external and internal law and justice agencies to support and lead countywide strategic and operational system development

### **Enterprise and Department Applications**

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

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

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

## **Information Technical Support Services**

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

The County's Regional GIS Program was established by the CIO's Office in conjunction with the support of the Assessor's Office. By collaborating, the two have been able to develop and maintain the County GIS Basemap to ensure the information is current and accurate. One of the goals of the program is to engage the County's cities, agencies, and districts in information collection and sharing that would enhance the GIS Basemap, improve the Assessor's information systems, and provide cities, agencies, and districts with needed GIS information.

The Basemap consists of orthophotography, right-of-way boundaries for roads, street centerline data and point address for the County. There are many more overlay layers produced by at least 18 County departments, which include the Office of Emergency Services, Sheriff's Office, County Communications, Planning Office, Office of the Assessor, Public Health Department, Department of Parks and Recreation, Office of the District Attorney, Facilities and Fleet, Roads and Airports, Santa Clara Valley Health and Hospital System, and the Department of Environmental Health.

The following list includes current examples of how the Basemap is used and some of the potential uses the department is currently researching:

**Hazards and Resource, and Population at Risk Maps:** This layer shows concentrations of low income and elderly populations in hazardous areas, which potentially require more assistance than others during a disaster.

**County Fire: Route of Travel, Fire Run Maps & Fire Status Maps:** This map shows the freeways, highways, and streets used by County Fire to determine the best route to an emergency.

**Fire Run Map:** This map shows the details of a particular location in the unincorporated areas of the County, in addition to the highways and streets, individual property addresses, building layouts for public structures that have preplans (hospitals, schools, churches, etc.) details of infrastructure such as fire hydrants, the geographic location of bodies of water, and attributes of the roads, hazards, etc.

**Fire Run Map Symbol Sheet or Map Legend:** This shows all the various symbols that are used in the County Fire map book set. The annotations to the map are useful in understanding what is on the ground in the areas of an incident and helps County Fire better respond and protect their staff.

**Fire Status Maps:** During the Summit fire in the Spring of 2008, ISD was called upon by the Office of Emergency Services to produce a series of maps which showed the variation of ground elevation as a “hill shade” with the County boundary between Santa Clara and Santa Cruz counties, the roads, names of places of interest, parks, joint addresses where people live, and the location of the fire. This information was used in the Emergency Operations Center to coordinate agency efforts and to plan for evacuation as the fire proceeded.

**Dynamic Routing Analysis:** For the purpose of routing the County’s roads, the roads are divided into road segments, with a node at each end of a segment. During an emergency event, such as flooding, many of the road segments can become flooded and therefore unusable. The routing tool allows for the flooded areas to be defined and removed from the search for paths. This results in the “best” path by the selected criteria given that these road segments are not available.

**Pre-Plan Routing:** Evacuation Planning, Pre-Planning, Logistical Modeling, and Routing Software will vastly increase the ability to analyze and plan for site-specific actions associated with any type of potential emergency situation.

**County Pocket to Shelter Map:** This uses a hill shade and road network as a basemap. Overlaid on this basemap are the political city boundaries, the highlighted County pockets within these jurisdictions, population locations, hazards, American Red Cross (ARC) sites, and ARC/ARK supply sites. This map can be used to find underserved populations in the event of a disaster and to select sites to open as shelters.

**Population Distance to Shelter Analysis:** This map defines the distribution of distances citizens who live in these County pockets would need to travel to get to an existing shelter site.

**Public and Employee Notification System:** By using the GIS Basemap, the County and city governments can notify the public of specific events in specific

geographical areas. This system provides the capability to select a buffer around an event, such as a fire, and only notify those citizens within that area.

**Habitat Conservation Plan:** By using the GIS Basemap, the County and city governments can update and maintain this plan in a central web portal and data repository; this web capability is currently being developed. This will provide access to the participating entities, developers, and members of the public.

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

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

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

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

- Analysis, design, administration, implementation and maintenance of enterprise and departments’ servers that support critical applications, and file-sharing services, including operating systems, database systems, and file management software across multiple platforms.
- 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.

### **Cabling Services**

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

### **Networks Infrastructure Services**

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

- Analysis, design, administration, implementation and maintenance of the County 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.

#### **Voice Communications Services**

- Analysis, design, administration, implementation, and maintenance of voice communication systems.
- 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.

### **Printing and Copying 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:

- Provides convenient and cost effective printing and copying services at an average of 15% less than comparable outside printing companies.
  - Re-produces confidential and mandated documents within secure in-house conditions, often under same-day rush circumstances.
  - 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.
  - Consults with departments on document and job planning as well as specialized printing specifications that must be competitively bid.
  - Achieves significant savings through selective and competitive paper purchases, equipment selections and efficient utilization of resources.
  - Provide time-sensitive and confidential services for the Registrar of Voters, County Counsel, District Attorney, Tax Collector, and Emergency Services printing and mailing requirements.
  - Provides physical and electronic storage of mandated 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 Civic Center, and onsite at the Valley Medical Center.
- #### **Mail Handling, Postage, Messenger Delivery and Records Retention**
- Provides mail delivery to 84 County departments.
  - Transports 250,000 large Pony envelopes per year, concurrently delivering boxes of reports to local County facilities, saving the County at least \$300,000 annually in postage and freight services.
  - Meters and administers a \$1.5 million dollar US Postage budget.
  - Advises and assists departments with bulk mailing projects, saving at least \$60,000 per year in postage when compared to standard rates.
  - Provides outgoing metering services for mandated time-sensitive mailings.

- Strategically works with customers to set USPS pickups for same-day mail services.
- Administer and maintains 41,646 records boxes in the Berger Drive Warehouse. 17,600 of the 19,168 sq. ft. is utilized at a savings of \$55,000/year, compared to outside services.

## Current and Emerging Issues

### Replacement of Large, Costly and Complex Legacy Systems:

**TCAS (Tax Collection and Apportionment System):** The goal of this project is to replace a 40-year-old legacy system with an integrated comprehensive Tax Collection and Apportionment system that encompasses the functions of the Tax Collector's Office and all the apportionment functions of the Controller's Office. This is a multiple year, multi-million dollar project. Expected completion is in FY 2011.

**PAAMS (Property Appraisal Assessment Management System) and Assessor Information Systems Reengineering Project:** The goal of this project is to replace the old legacy system that is running on unsupported hardware with an integrated comprehensive Property Appraisal Assessment Management System along with other business functions within the Assessor's Office. This is a multiple year, multi-million dollar project. Expected completion is in FY 2012.

**Criminal Justice (CJIC and Juvenile Records Systems):** This project will develop a Law and Justice Information Systems roadmap for the region. The primary goals for this project are to understand the impact the State's Court Case Management System will have on the local Criminal Justice system and the Law and Justice Community within the County; plan for this impact; develop strategies to enhance business processes to provide efficiencies and cost reductions; and identify technology to better support the efforts.

### Replacement of Aging Critical Infrastructure (computers, radios, phone systems)

- In order to keep current services productive, a percentage of aging infrastructure needs to be replaced annually. The County has approximately 11,000 workstations, 500-plus servers, hundreds of switches and routers and numerous radios and phone systems.

- Increasing Internet access and bandwidth is a growing demand.

### Implementation of Technology to Support Emergency Preparedness and Disaster Recovery

- The County is taking a leadership role in providing the coordination and funding for a regional Public and Employee Notification system. Other systems will also be needed to store plans and to respond and manage incidents regionally. Staffing to adequately support these efforts needs to be considered.
- The reliance on Geographical Information Systems to support emergency response is growing.

### Implementation of IT Security Software and Management Tools to Protect the County Information Assets

- Maintaining the IT Security levels required to protect the County's information assets is an on-going effort and requires on-going management and tools to counter the ever-increasing threats.

### Analysis and Technology to Enhance Business Processes to Save Effort, Time and Costs

- By changing and streamlining our business processes to use best practices, we can minimize the need for technical customization, thus reducing cost and effort for implementing and maintaining systems.

### Simplification, Standardization and Consolidation

- By standardizing, the County can negotiate economies of scale, reducing costs and simplifying the support 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
Printing Services	Yes	Non-Mandated	Slower turnaround times for some services.	▼
Data Processing and Voice Communications	Yes	Mandated and Non-Mandated	Limited ability to provide customer back-up support and coverage in event of absences.	▼
Geographic Information Svcs.	Yes	Non-Mandated	No negative impact on current level of service.	◻
Criminal Justice Info. Control	Yes	Mandated	No negative impact on current level of service.	◻
Enterprise IT Planning	Yes	Non-Mandated		■
Network Infrastructure	No	Mandated	No negative impact on current level of service.	◻
Mail/Retention/Pony	Yes	Non-Mandated		■
HIPAA Security Officer	Yes	Mandated		■
Administration and Support	Yes	Required		■
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 Information Services Department was assigned a \$1,250,000 reduction target for FY 2010. After analysis of the budget proposal submitted by the department and consideration of alternative reductions, the Acting County Executive recommends the following actions, that will contribute to balancing the General Fund budget.

Reductions are recommended in a variety of areas, which result in less flexibility in departmental spending for food, memberships, external postage, professional and specialized services, PC hardware, business travel PC software, office expenses, communications, phones, and equipment and maintenance.

The reduction in postage is due to a new 2-year contract to meter First class mail, which results in discounted postage rates without any additional service charges.

**Ongoing Savings: \$223,332**

### General Fund - 0001

The majority of the cost reductions in ISD are in the Internal Service Fund, Fund 74, and are subsequently reflected as savings through lower rates to rate payers, particularly in the General Fund, where the savings equals \$857,452. Specific reductions are outlined below.

#### Reduce Services and Supplies

Division	Amount of Reduction
CJIC	\$38,656
GIS	\$5,825
CIO Fund	\$6,500
Network Infrastructure	\$99,351
Printing Services (Postage reduction)	\$73,000
<b>Total General Fund</b>	<b>\$223,332</b>

### Printing Services - Fund 77

**Reduce \$169,216 in Funding from Reimbursements from General Fund Departments:** Printing Services operating costs were reduced, and, as such, the rates for this ISD service were reduced. In various County department budgets, these reduced adjustments can be found in the Internal Service Fund Adjustment section of this budget document.



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

**Ongoing General Fund Savings: \$169,216**

**Reduce \$99,052 in Funding for Services and Supplies in Printing Services:** This reduction is in printing material expenses, specifically printing paper and printing plates.

**Service Impact:** This is to be achieved by encouraging increased two-sided printing and identifying lower priced materials.

**Ongoing Savings: \$99,052**

**Delete Vacant 1.0 FTE Bindery Worker I Position:** This position recently became vacant due to a promotion to another department.

**Service Impact:** Deletion of this position will result in 1,430 fewer billable production hours in printing. The workload of this position will need to spread to several other individuals and may result in slower turnaround times for some services. Additionally, the department may need to increase the amount of bindery services that are out-sourced to local binderies when, and if, needed.

**Ongoing Savings: \$70,164**

## ▼ Data Processing and Voice Communications - Fund 74

### Reduce Services and Supplies

Division	Amount of Reduction
Voice Network Operations	\$53,603
Server Infrastructure Services	\$215,966
Application Services	\$21,952
<b>Total Fund 74 Reduction</b>	<b>\$368,920</b>

**Voice Network Operations:** These reductions are the result of ongoing audits conducted by departmental telecommunication technicians of Centrex telephone lines for which usage has, or will be, discontinued. There will be no negative impact as a result of these reductions.

**Server Infrastructure Services:** The reduction will eliminate the department's ability to purchase software related to GIS and CLARAnet divisions for unexpected needs. Additionally, through recent contract changes to software, the department is able to recognize ongoing savings.

**Application Services:** The reduction is in operating expenses, and will be achieved through various actions taken to improve efficiencies.

**Ongoing Savings: \$368,920**

**Delete Vacant 1.0 FTE Software Engineer III Position:** This vacant position is being deleted in Application Services.

**Service Impact:** Deletion of this position will severely limit the department's ability to provide customer back-up support and coverage in the event of absences, or to provide unplanned support in a timely manner in case of emergencies.

**Ongoing Savings: \$142,488**

**Delete 2.0 FTE Information Technician II Positions:** These positions are being deleted in the Enterprise Data Center (EDCO).

**Service Impact:** These positions provide support in the EDCO division. Work in this division has diminished, and the remaining work will be reassigned to existing staff. The department does not anticipate any negative impact to its customers as a result of this action.

**Ongoing Savings: \$213,432**

**Unfund and Delete 1.0 FTE Local Area Network (LAN) Analyst II Position:** This position is deleted in Customer Support Services, effective with a Departmental reorganization.

**Service Impact:** The department is in the process of reorganizing the Customer Support Services division in an attempt to minimize any negative impact to their customers as it relates to LAN and server support, while reducing assignments in areas with diminishing workload. It is anticipated that this reorganization will be completed in September 2009, the position will become vacant, and then be deleted. Until then, the Department will use Fund 74 retained earnings to fund the position.

**Ongoing Savings: \$143,676**



**Delete 1.0 FTE Information Technician II Position:** This position is being deleted in Customer Support Services.

**Service Impact:** This position currently provides internal IT support to the department. The department does not anticipate any negative impact to their customers as a result of this action. However, there may be internal departmental delays related to IT support.

**Ongoing Savings: \$106,716**

**Reduce \$857,452 in Funding from Reimbursements from General Fund Departments:** Data Processing and Voice Communications operating costs were reduced, and, as such, the rates for these ISD services were reduced. In various County department budgets, these reduced adjustments can be found in the Internal Service Fund Adjustment section of this budget document.

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

**Ongoing General Fund Savings: \$857,452**

## FY 2010 Enterprise Technology Projects

**Fund \$1,675,352 in Projects Utilizing Departmental Retained Earnings:** Retained earnings will be utilized for purchases to be used in the areas of infrastructure replacement, web monitoring replacement, upgrades, expansions, and disaster recovery.

**Service Impact:** These are Countywide Enterprise Technology projects and have been reviewed by the IT Governance committees (ITEC and ITGC) and all comply with the Board's IT Replacement requirements. Failure to carry out needed purchases would result in a severe and disabling negative impact to Countywide systems, services and customers (both internal and external).

Description	Amount
EGOV Infrastructure Replacement	\$87,603
GIS Infrastructure Replacement	\$80,103
Kronos Infrastructure Replacement	\$100,000
PeopleSoft Infrastructure Replacement	\$20,000
SAP Infrastructure Replacement	\$40,000
Enterprise SAN Infrastructure Replacement	\$62,500
Web Monitoring Replacement	\$113,000
Internet Capacity Upgrade	\$66,500
Enterprise Backup Expansion	\$260,000
Disaster Recovery Enterprise Backup Expansion	\$320,000
Enterprise Email Disaster Recovery	\$300,646
Security Information Management System	\$225,000
<b>Total</b>	<b>\$1,675,352</b>
<b>One-time Cost</b>	<b>\$1,487,352</b>
<b>Ongoing Cost</b>	<b>\$188,000</b>

## Fiscal Year 2010 - 2012 Three-Year Information Technology (IT) Plan

In accordance with Board Policy Resolution 0206, adopted January 14, 2003, and Board Policy 4.19 regarding Information Technology (IT) Capital Investment Policy adopted December 6, 2005, the IT Plan is produced to provide an overview of the County's IT Strategy. Project descriptions and analyses were

evaluated and prioritized initially by the Information Technology Governance Council (ITGC), comprised of Department Managers and IT Managers and then subsequently by the Information Technology Executive Committee (ITEC), comprised of the County Budget Director and Agency and Department Heads.

## County Executive's Recommendation

The Acting County Executive is recommending a one-time Technology appropriation of \$9,860,908 and an ongoing amount of \$441,208.

## FY 2010 Technology Projects

Funding is recommended for the following General Fund Technology Projects:



Narrative descriptions are provided for the projects in Department narratives unless indicated (ISD).

Description	Amount
County Comm. AVL GPS Replacement	\$561,999
OES Infrastructure Replacement	\$57,000
Sheriff's Office Network Upgrade	\$220,500
Clerk of the Board Broadcasting Project	\$224,200
Clerk of the Board Audio/Video Replacement	\$600,000
Tax Collector's Office TCAS Project	\$3,200,000
Assessor's Re-engineering Project	\$1,945,000
Clerk of the Board Assessment Appeals	\$264,466
DA CRIMES.Net Project	\$568,988
Enterprise - Law/Justice Project (ISD)	\$414,000
Probation Document Management System	\$84,125
Enterprise - Network - Berger Voice Hub PBX (ISD)	\$875,000
Enterprise Network FY09 - CLARAnet (ISD)	\$178,000
HHS - CH - Wireless Implementation	\$300,000
HHS - BH - Unicare Server Replacement	\$216,067
HHS - PH - Infrastructure Replacement	\$35,000
HHS - CH - PC Replacement	\$127,003
HHS - CH - CH User Licenses - EWS	\$194,808
Medical Examiner Coroner Infrastructure Repl,	\$18,600
Tax Collector's Office - Banc Tec Pay Courier	\$103,860
Tax Collector's Office - Banc Tec iRemit to USC	\$59,500
Tax Collector's Office - Infrastructure Repl.	\$54,000
<b>Total</b>	<b>\$10,302,116</b>
<b>One-time Cost</b>	<b>\$9,860,908</b>
<b>Ongoing Cost</b>	<b>\$441,208</b>

### Information Services Department General Fund Technology Project Descriptions

**Allocate \$414,000 in One-time Funding for the Criminal Justice Information Control (CJIC), Law and Justice Systems Roadmap Project:** This project will begin the process of developing a roadmap focused on information technology and how it can be leveraged to meet the current and future needs of the law and justice community.

The County of Santa Clara recently contracted with the Justice Management Institute to study the criminal case management process in the County. Preliminary recommendations from this study include defining a system-wide vision and goals. The shared vision, goals, guiding principles and agreed-upon outcomes will influence the direction of the technology that supports the criminal case management process.

A key part of this project will be planning for the integration of CJIC with the new Statewide Court Case Management System (CCMS). The project will focus on technical and functional systems planning, quick wins and research in various areas to provide a comprehensive strategy to address multiple challenges and opportunities. CJIC architecture and continuity planning will be improved, environmental challenges will be addressed in a timely manner, and key enhancement requirements and reporting needs of the justice community will be met.

Outside consultants will be hired who understand industry-wide and local challenges plus potential solutions, and who will assist County staff in developing an overall plan that meets the needs of the many County stakeholders. In addition, retired subject matter experts from the various Law and Justice departments will be hired as liaisons for the departments. The CJIC Steering Committee, which includes the Acting County Executive, the District Attorney, the Public Defender, the Chief of Correction, the Presiding Judge, the Sheriff, and the Chief Probation Officer has endorsed this project. In addition, requirements for the Public Defender's Case Management System will be developed.

This project is crucial to take advantage of the knowledge available and required to undertake major system changes. As the system ages, it is more costly and difficult to use, maintain, and support. Data from the system is critical to all departments in the law and justice agencies, and failure of the system could cause problems for the County, cities, Courts, and citizens.

**One-time Cost: \$414,000**

**Allocate \$800,000 in One-time Funding and \$75,000 in Ongoing Funding for the Berger Complex Voice Hub PBX Replacement Project:** This project involves replacing the Berger Drive Mitel SX2000 with a Cisco Call Manager-based Voice Over Internet Protocol (VOIP) phone system. VOIP will replace the existing phone system for the entire Berger campus and will build upon the Cisco VOIP phone infrastructure already in place for the new Crime Lab and South County Justice Administration Building. This project will mitigate any service interruptions due to hardware failures, which would have a major impact on County business processes and service delivery to the public.



In 2001, funding was approved to upgrade County telecommunication platforms. A very large portion of that funding was directed toward acquiring new digital Nortel PBX-based phone systems for high priority sites with failure prone phone systems, such as 70 W. Hedding, 55 W. Younger, County Communications, etc. To make the most out of the available funding, at other locations, ISD telecommunications staff re-engineered and upgraded existing phone systems to digital voice mail integration and modern digital Public Switched Telephone Network (PSTN) services. Most of those were Mitel SX2000 phone systems that had been in service for years, but that still had remaining useful life.

These aging Mitel SX2000 systems must be replaced because they have reached the end of life. The SX2000 platform was introduced by Mitel into the market in the early 1990's and many of the County systems go back to that era. Recent support calls placed by ISD telecommunications staff to Mitel have revealed that manufacturer support for SX2000 systems is likely to soon be phased out, essentially making it obsolete.

**One-time Cost: \$800,000**  
**Ongoing Cost: \$75,000**

**Allocate \$178,000 in One-time Funding for the CLARAnet Sonet Core Replacement Project:** Current voice traffic in particular has to be shaped and prioritized across existing AT&T EOS connections, or voice calls could randomly be dropped, and have a major impact on county business operations. The capability to implement traffic shaping and prioritization of voice and video network traffic on the Sonet core will minimize failure of the sonet core infrastructure.

The County of Santa Clara Network Infrastructure is required to support voice, video and data network traffic simultaneously. The four major network Hub Sites are interconnected using AT&T Ethernet over Sonet (EOS) circuits. Voice traffic is intermixed with video and data traffic.

This project compliments existing Voice Over Internet Protocol (VOIP)-based phone systems being installed for the new Crime Lab and South County Justice Administration Building, and in addition to existing VOIP users at the Berger Drive complex, County Parks, Registrar of Voters and Facilities and Fleet.

**One-time Cost: \$178,000**

### Information Services — Budget Unit 145 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
14501	Information Services Fund 0001	\$ 13,081,423	\$ 16,516,591	\$ 16,381,031	\$ 18,270,323	\$ 1,753,732	10.6%
14574	Information Services Fund 0074	30,673,181	29,558,935	29,999,549	30,716,361	1,157,426	3.9%
14577	Printing Operations Fund 0077	1,978,651	2,182,913	2,182,913	2,100,909	(82,004)	-3.8%
14502	Messenger Driver - Records Ret Fund 0001	421,994	428,420	488,420	435,962	7,542	1.8%
1231	GIS SCC Regional Budgetary Fund 0242	529,425	479,325	479,325	335,672	(143,653)	-30.0%
<b>Total Net Expenditures</b>		<b>\$ 46,684,674</b>	<b>\$ 49,166,184</b>	<b>\$ 49,531,238</b>	<b>\$ 51,859,227</b>	<b>\$ 2,693,043</b>	<b>5.5%</b>



### Information Services — Budget Unit 145 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
14501	Information Services Fund 0001	\$ 13,115,223	\$ 16,550,391	\$ 16,414,831	\$ 18,304,123	\$ 1,753,732	10.6%
14574	Information Services Fund 0074	30,673,181	29,591,935	30,032,549	30,716,361	1,124,426	3.8%
14577	Printing Operations Fund 0077	1,978,651	2,182,913	2,182,913	2,100,909	(82,004)	-3.8%
14502	Messenger Driver - Records Ret Fund 0001	1,822,294	1,974,278	2,034,278	1,908,056	(66,222)	-3.4%
1231	GIS SCC Regional Budgetary Fund 0242	529,425	479,325	479,325	335,672	(143,653)	-30.0%
<b>Total Gross Expenditures</b>		<b>\$ 48,118,774</b>	<b>\$ 50,778,842</b>	<b>\$ 51,143,896</b>	<b>\$ 53,365,121</b>	<b>\$ 2,586,279</b>	<b>5.1%</b>

### Information Services — Budget Unit 145 Expenditures by Object

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 26,585,345	\$ 28,008,894	\$ 27,597,589	\$ 28,051,289	\$ 42,395	0.2%
Services And Supplies	21,000,046	22,721,359	22,722,559	24,974,360	2,253,001	9.9%
Fixed Assets	324,794	—	538,570	—	—	—
Operating/Equity Transfers	208,589	48,589	285,178	339,472	290,883	598.7%
<b>Subtotal Expenditures</b>	<b>48,118,774</b>	<b>50,778,842</b>	<b>51,143,896</b>	<b>53,365,121</b>	<b>2,586,279</b>	<b>5.1%</b>
Expenditure Transfers	(1,434,101)	(1,612,658)	(1,612,658)	(1,505,894)	106,764	-6.6%
<b>Total Net Expenditures</b>	<b>46,684,674</b>	<b>49,166,184</b>	<b>49,531,238</b>	<b>51,859,227</b>	<b>2,693,043</b>	<b>5.5%</b>

### Information Services — Budget Unit 145 Revenues by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
14501	Information Services Fund 0001	\$ 591,972	\$ 153,589	\$ 153,589	\$ 105,000	\$ (48,589)	-31.6%
14574	Information Services Fund 0074	29,854,667	33,388,794	33,388,794	32,240,197	(1,148,597)	-3.4%
14577	Printing Operations Fund 0077	2,018,816	2,197,239	2,197,239	2,125,043	(72,196)	-3.3%
1231	GIS SCC Regional Budgetary Fund 0242	83,240	479,325	479,325	339,472	(139,853)	-29.2%
<b>Total Revenues</b>		<b>\$ 32,548,696</b>	<b>\$ 36,218,947</b>	<b>\$ 36,218,947</b>	<b>\$ 34,809,712</b>	<b>\$ (1,409,235)</b>	<b>-3.9%</b>

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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	28.0	\$ 16,516,591	\$ 153,589
Board Approved Adjustments During FY 2009	3.0	(135,560)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	921,336	—



## Information Services Fund 0001 — Cost Center 14501

### Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	1,737,007	(48,589)
Other Required Adjustments	—	(1,805,064)	—
Subtotal (Current Level Budget)	31.0	\$ 17,234,310	\$ 105,000
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Printing Adjustment	—	(9,000)	—
FY 2010 Voice Communications Adjustment	—	(2,963)	—
FY 2010 Data Processing Adjustment	—	(344,292)	—
Decision Packages			
1. Reducing Funding in Services and Supplies	—	(38,656)	—
In the Criminal Justice Information Control division, reduce funding in the Administrative budget to include food, memberships, external postage, professional and specialized services, PC hardware, business travel, and PC software.			
2. Reduce Funding in Services and Supplies	—	(6,500)	—
In the Chief Information Office's division, reduce funding for communications and phones and memberships.			
3. Reduce Funding in Services and Supplies	—	(99,351)	—
In the CLARAnet division, reduce funding in equipment maintenance.			
4. Allocate Funds for County ITEC Projects	—	1,542,600	—
Allocate one-time funds in the amount of \$1,467,600 and ongoing funds in the amount of \$75,000 for the following ITEC projects:			
◆ Law and Justice Systems Plan Project - \$414,000 one-time			
◆ Berger Voice Hub PBX Project - \$800,000 one-time and \$75,000 ongoing			
◆ CLARAnet SONET Core Replacement Project - \$178,000 one-time			
◆ Office of Emergency Services Infrastructure Replacement Project - \$57,000 one-time			
◆ Office of the Medical Examiner Coroner Infrastructure Replacement Project - \$18,600 one-time			
5. Reduce Funding in Services and Supplies	—	(5,825)	—
In the Geographic Information Services (GIS) division, reduce funding in office expenses.			
Subtotal (Recommended Changes)	—	\$ 1,036,013	\$ —
<b>Total Recommendation</b>	<b>31.0</b>	<b>\$ 18,270,323</b>	<b>\$ 105,000</b>

## Information Services Fund 0074 — Cost Center 14574

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Data Processing ISF (Fund Number 0074)</b>			
FY 2009 Approved Budget	161.0	\$ 29,558,935	\$ 33,388,794
Board Approved Adjustments During FY 2009	—	440,614	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	94,919	—
Internal Service Fund Adjustments	—	(113,188)	198,842
Other Required Adjustments	—	(103,243)	(440,591)
Subtotal (Current Level Budget)	161.0	\$ 29,878,037	\$ 33,147,045
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Voice Communications	—	—	(16)
FY 2010 Data Processing	—	—	(4,442)
FY 2010 Voice Communications Adjustment	—	—	(59,291)
FY 2010 Data Processing Rate Adjustment	—	—	22,228



## Information Services Fund 0074 — Cost Center 14574

### Major Changes to the Budget

	Positions	Appropriations	Revenues
Eliminate Juvenile Dependency Program	—	—	(2,605)
FY 2010 Data Processing Adjustment	—	—	(862,722)
Reduce Reimbursement to County Communications Engineering Services	—	(16)	—
FY 2010 Voice Communications Adjustment	—	(4,979)	—
<b>Decision Packages</b>			
1. Delete 2.0 FTE Positions	-2.0	(193,514)	—
Delete filled 2.0 FTE Information Systems Technician II (G50) in Enterprise Center Data Operations.			
2. Delete 2.0 FTE Positions	-2.0	(226,446)	—
Delete filled 1.0 FTE Information Systems Technician II (G50) and Unfund, then Delete (effective September 2009) filled 1.0 FTE Local Area Network Analyst II (K35) in Customer Support Services.			
3. Reduce Funding in Services and Supplies	—	(53,603)	—
In the Voice Communications division, reduce funding in communications and phones.			
4. Reduce Funding in Services and Supplies	—	(215,966)	—
In the Server Infrastructure Services division, reduce funding in PC software.			
5. Reduce Funding in Services and Supplies	—	(21,952)	—
In the Application Services division reduce funding for operating expenses.			
6. Delete 1.0 FTE Position	-1.0	(120,552)	—
Delete vacant 1.0 FTE Software Engineer III (G5F) in Application Services.			
7. Allocate Funds for Enterprise Technology Projects	—	1,675,352	—
Allocate one-time and ongoing funds for the following enterprise technology projects via the use of the department's retained earnings:			
◆ EGOV Infrastructure Replacement - \$87,603 one-time			
◆ GIS Infrastructure Replacement - \$80,103 one-time			
◆ Kronos Infrastructure Replacement - \$100,000 one-time			
◆ PeopleSoft Infrastructure Replacement - \$20,000 one-time			
◆ SAP Infrastructure Replacement - \$40,000 one-time			
◆ Enterprise Storage Area Network (SAN) Infrastructure Replacement - \$62,500 one-time			
◆ Web Monitoring Replacement - \$60,000 one-time and \$53,000 ongoing			
◆ Internet Capacity Upgrade - \$6,500 one-time and \$60,000 ongoing			
◆ Enterprise Backup Expansion - \$230,000 one-time and \$30,000 ongoing			
◆ Disaster Recovery Enterprise Backup Expansion - \$275,000 one-time and \$45,000 ongoing			
◆ Enterprise Email Disaster Recovery - \$300,646 one-time			
◆ Security Information Management System (SIMS) - \$225,000 one-time			
Subtotal (Recommended Changes)	-5.0	\$ 838,324	\$ (906,848)
<b>Total Recommendation</b>	<b>156.0</b>	<b>\$ 30,716,361</b>	<b>\$ 32,240,197</b>

## Printing Operations Fund 0077 — Cost Center 14577

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Printing Services ISF (Fund Number 0077)</b>			
FY 2009 Approved Budget	12.0	\$ 2,182,913	\$ 2,197,239
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	15,739	—
Internal Service Fund Adjustments	—	73,781	68,347



## Printing Operations Fund 0077 — Cost Center 14577

### Major Changes to the Budget

	Positions	Appropriations	Revenues
Other Required Adjustments	—	—	28,848
Subtotal (Current Level Budget)	12.0	\$ 2,272,433	\$ 2,294,434
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Printing Adjustment	—	—	(169,216)
Eliminate Juvenile Dependency Program	—	—	(175)
FY 2010 Voice Communications Adjustment	—	(1,108)	—
FY 2010 Data Processing Adjustment	—	(1,200)	—
Decision Packages			
1. Reduce Funding in Services and Supplies	—	(99,052)	—
In the Printing Support division, reduce funding for printing costs as it relates to the bulk fuel expenditure that is used to purchase materials such as printing paper and printing plates.			
2. Delete 1.0 FTE Position	-1.0	(70,164)	—
Delete vacant 1.0 FTE Bindery Worker I (F91) in Printing Support.			
Subtotal (Recommended Changes)	-1.0	\$ (171,524)	\$ (169,391)
<b>Total Recommendation</b>	<b>11.0</b>	<b>\$ 2,100,909</b>	<b>\$ 2,125,043</b>

## Messenger Driver - Records Ret Fund 0001 — Cost Center 14502

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	5.0	\$ 428,420	\$ —
Board Approved Adjustments During FY 2009	—	60,000	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	7,636	—
Internal Service Fund Adjustments	—	(803)	—
Other Required Adjustments	—	(60,000)	—
Subtotal (Current Level Budget)	5.0	\$ 435,253	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Eliminate Juvenile Dependency Program	—	764	—
FY 2010 Postage Adjustment	—	73,000	—
FY 2010 Printing Adjustment	—	(1,500)	—
FY 2010 Voice Communications Adjustment	—	(14)	—
FY 2010 Data Processing Adjustment	—	1,459	—
Decision Packages			
1. Reduce Funding in Services and Supplies	—	(73,000)	—
In the Printing Services division, reduce funding in postage.			
Subtotal (Recommended Changes)	—	\$ 709	\$ —
<b>Total Recommendation</b>	<b>5.0</b>	<b>\$ 435,962</b>	<b>\$ —</b>

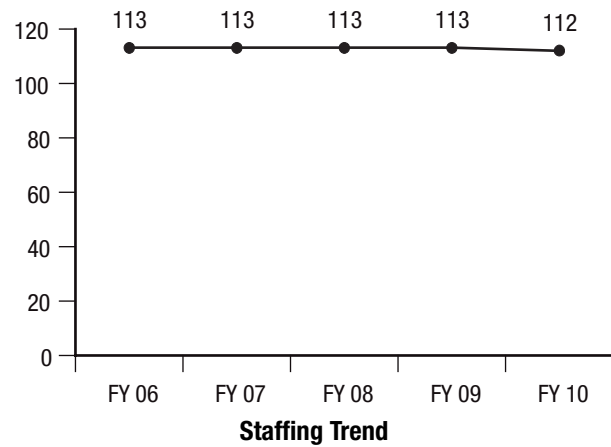
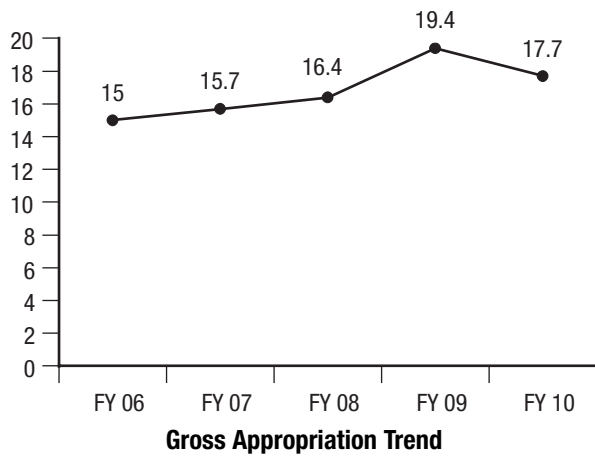
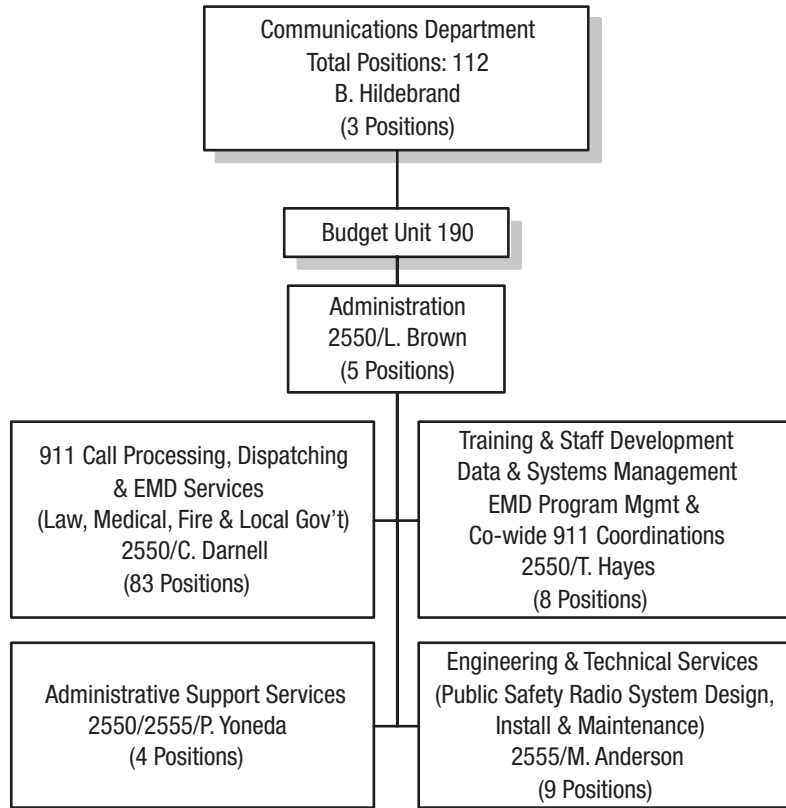


**GIS SCC Regional Budgetary Fund 0242 — Cost Center 1231**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>GIS SCC Regional Fund (Fund Number 0242)</b>			
FY 2009 Approved Budget	3.0	\$ 479,325	\$ 479,325
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	24,746	—
Internal Service Fund Adjustments	—	(168,399)	339,472
Other Required Adjustments	—	—	(479,325)
Subtotal (Current Level Budget)	3.0	\$ 335,672	\$ 339,472
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>3.0</b>	<b>\$ 335,672</b>	<b>\$ 339,472</b>



# 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.

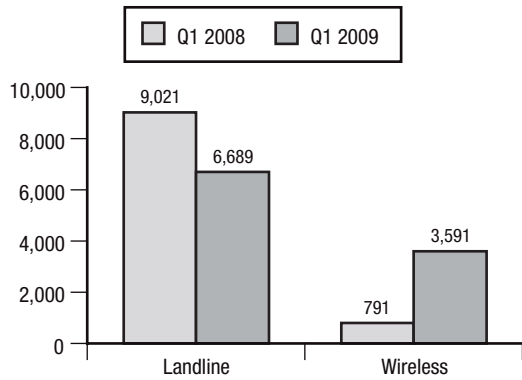


Top Photo: Communications Systems Technician accesses system to remotely monitor, maintain, repair and optimize public safety radio equipment.

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.

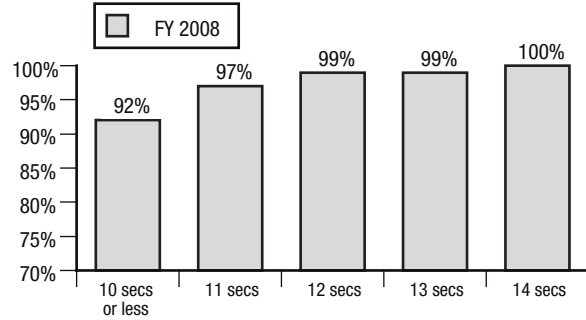
## Desired Results

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



**FY 08 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 the first quarter of 2008 and the comparable period in 2009 indicates the trend of decreasing landline (-26%) and increasing wireless (+354%) emergency reporting (1/1/08 - 3/24/08 vs 1/1/09 - 3/24/09).

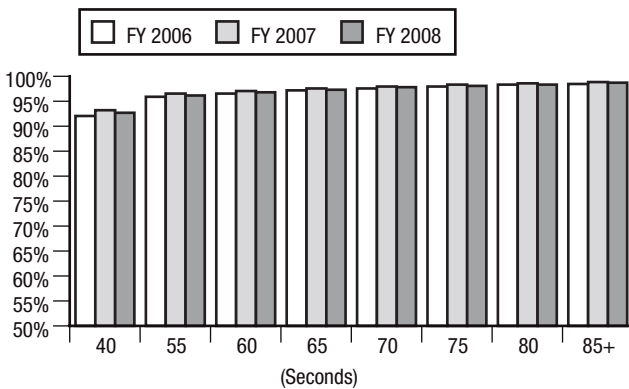


**9-1-1 and Emergency Call Answering Times**

In FY 08, 92% of emergency calls were answered within 2 rings or less (12 seconds). Due to differences between the new and old 9-1-1 system's call time logging, prior year data is not comparable and has been removed.

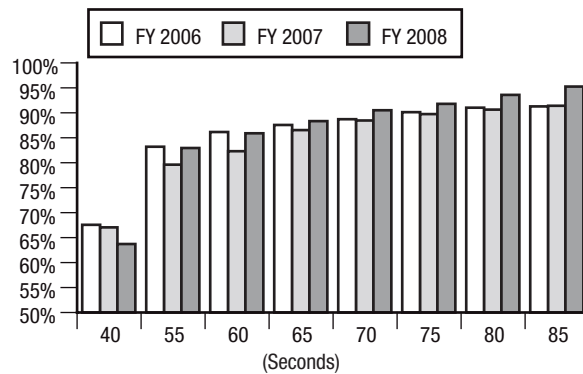
A total of 485,200 calls were handled in FY 2008, of which 208,123 (43%) were in response to law enforcement, 175,752 (36%) were medical, 54,558 (11%) were fire and 46,767 (10%) were admin/other in nature.

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



**Fire Dispatch Times**

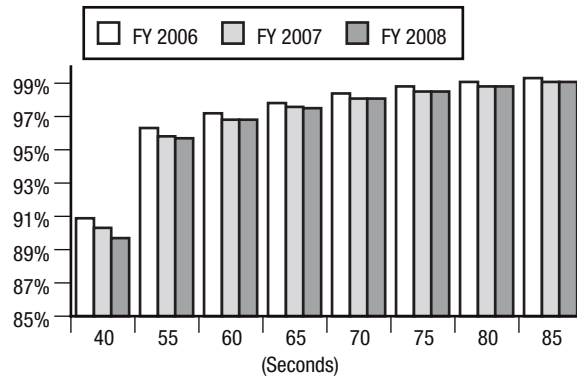
This graph illustrates the percentage of calls dispatched to field units over time. Also known as "time to dispatch." In FY 08, 93% of calls received for fire services were dispatched within 40 seconds or less. A fire dispatch involves evaluating for appropriate response, determining fire equipment availability, and alerting the emergency unit(s).



**Law Dispatch Times**

This graph illustrates the percentage of calls dispatched to field units over time, also known as "time to dispatch." In FY 08, 90% of calls received for law enforcement services were dispatched within less than 70 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.



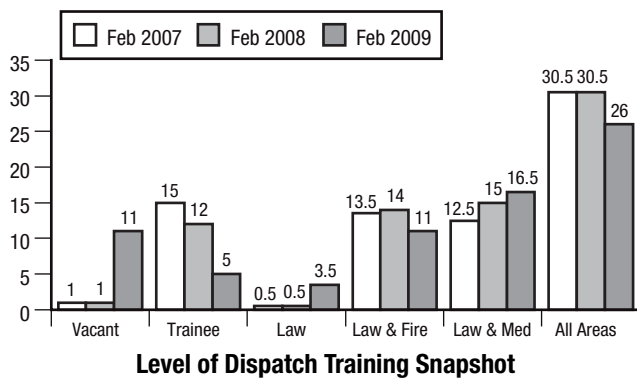


**Medical Dispatch Times**

This graph illustrates the percentage of calls dispatched to field units over time, also known as “time to dispatch.” In FY 2008, 90% of calls received for medical services were dispatched in 40 seconds or less.

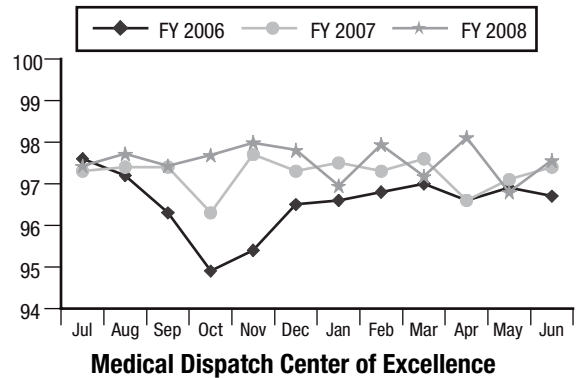
A medical dispatch involves evaluating for appropriate response, determining resource availability, and alerting paramedic unit(s) on medical calls in the county, including cities and CHP.

**Accurate Dispatching services** by improving recruitment, training and retention of 911 dispatchers.



**Level of Dispatch Training Snapshot**

Extensive training is required to reach productive levels: minimum of 1 year for Law only level, minimum of 1.5 years for either Law/Fire or Law/Med level, and a minimum of 2.5 years to complete All Areas level training.

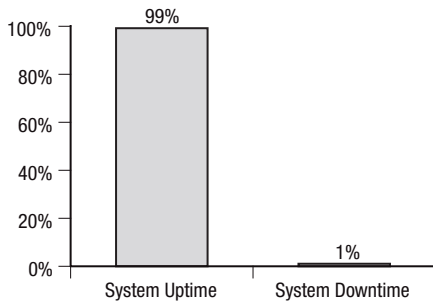


**Medical Dispatch Center of Excellence +90% Compliance**

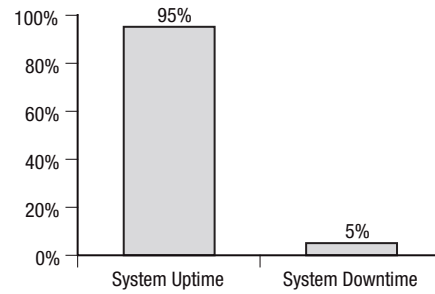
Santa Clara County was the first county in the state, and the 11th county nationwide, to achieve national “Center of Excellence” accreditation in January 2002. Fluctuations in overall average correspond with staffing level changes. Staff’s performance continues to exceed the 90% overall program compliance standard in providing pre-arrival medical instructions to 9-1-1 callers. The FY 2008 average overall program compliance score was 97.6%.



## Public Safety audio systems reliability.



**Major System Problems FY 2008**



**Minor System Problems FY 2008**

Public Safety radio systems operated 99% of the time without major system problems and 95% of the time without minor system problems.

## Description of Major Services

County Communications consists of two major divisions, Dispatch Operations and Technical Services. Desired results shown above pertain to the following services:

### Dispatch Operations

- Coordinated emergency radio dispatching services for Sheriff, County Fire, Emergency Medical Services, and various other local government agencies.
- State-mandated 911 emergency call answering service to the public calling from unincorporated areas of the County and from communities served by Sheriff and County Fire Departments.
- Provision of appropriate physician-approved medical instruction to 911 callers while paramedics are en route to the scene of a medical emergency.
- Expanded training, planning and coordination in support of the County's increased responsibilities during large-scale emergency events for fire and public health operational area emergency service coordination.
- Coordination and compliance for 911 functions required by the State 911, including information dissemination and maintenance of the 911 telephone/number/address information database, on behalf of all 911 centers in Santa Clara County.

### Technical Services

- Design, implementation, and maintenance of complex communications systems and equipment, such as sophisticated radio and computer

infrastructure systems used by Dispatch Operations and numerous public safety agencies for Countywide emergency communications.

- Implementation and maintenance of hardware such as a state-of-the-art 168-channel data logger, which supports information systems providing automated functions and management data for Dispatch Operations and the agencies it serves.
- Engineering design, project management installation, repair and other technical consultation in support of various interoperable communications projects, such as Silicon Valley Regional Interoperability Project (SVRIP) BayMACS radio system and Monterey Bay Area Microwave System (MBAMS).

Twelve of fourteen functions currently performed by the Department are mandated by Federal and State law, regulation and County ordinance. The remaining two functions, although not mandated, relate to critical services. 9-1-1 Coordination includes maintenance of the master database used by all local 9-1-1 call centers in the County to route 9-1-1 calls, identify caller locations, and identify appropriate law enforcement, medical and fire service providers and resources. The Emergency Medical Dispatch (EMD) Program provides callers with medical instruction prior to the arrival of paramedics at the scene of a medical emergency.

## Emerging Issue:

In November 2008, direct wireless 9-1-1 call routing to County Communications has significantly increased in call volume. Previously, all wireless 9-1-1 calls went to the California Highway Patrol (CHP), who screened the calls and generally forwarded one call for each incident. However, County Communications receives, answers and screens multiple calls for each incident. Based on experiences of other 9-1-1 centers, it is anticipated that

there will be a 20 to 40 percent increase in overall call volume, which will further increase after CHP implements proposed routing changes affecting calls originating in the 1/4 mile "buffer zones" along freeways. In addition, wireless calls are received with less precise location information than landline 9-1-1 calls, and require more interrogation, time and follow-up to identify callers' exact locations.

## 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	No impact related to position deletion.	■
Medical Dispatching	Yes	Mandated	Replaces aging Automatic Vehicle Location (AVL) equipment which relies on Global Positioning System (GPS) with new equipment based on more current, supported technology.	▲
Fire Dispatching	Yes	Mandated	Replaces aging Automatic Vehicle Location (AVL) equipment which relies on Global Positioning System (GPS) with new equipment based on more current, supported technology.	▲
Law Dispatching	Yes	Mandated	Replaces aging Automatic Vehicle Location (AVL) equipment which relies on Global Positioning System (GPS) with new equipment based on more current, supported technology.	▲
Local Government Dispatching	Yes	Mandated		■
Communications Infrastructure Installation and Maintenance	Yes	Mandated		■
9-1-1 and Non-Emergency Phone Answering	Yes	Mandated		■
Training and Staff Development	Yes	Mandated		■
Data Management	Yes	Mandated		■
Communications System Engineering & Design	Yes	Mandated		■
Portable and Mobile Radio Installation and Maintenance	Yes	Mandated		■
Information Systems Management	Yes	Mandated		■
Federal Communications Commission Licensing	Yes	Mandated		■

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
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

The County Communications Department was assigned a \$250,000 reduction target for FY 2010. After analysis of the budget proposal submitted by the department, and consideration of alternative reductions, the Acting County Executive recommends the following actions, that will contribute to balancing the General Fund budget:

### Administration and Support

**Delete Vacant 1.0 FTE Senior Office Specialist:** This position supports the Technical Services Division and the duties will be absorbed by existing staff.

**Service Impact:** The deletion of this position will have no impact on the current level of service.

**Ongoing Savings: \$71,316**

### Premium Pay Funding

**Reduce \$152,979 in Funding for Premium Pays:** Premium pay is associated with night/evening shift differentials, bilingual skills, hazard duty, and one-on-one dispatcher training. It is most often paid for defined work in addition to the salary. In FY 2008, when the Communications Dispatchers were reclassified, compensation for premium pay skills was incorporated into the position classification base salary.

**Service Impact:** None.

**Ongoing Savings: \$152,979**

### Reduce Expenditures and Related Reimbursements

**Reduce \$30,160 in the expenditure account for office rents:** The Department plans to vacate leased warehouse space.

**Service Impact:** There will be no impact on the current level of service. The Department will dispose of spare equipment and paper records, and the space will be rented to another tenant.

**Ongoing Savings: \$30,160**

**Reduce \$10,622 in External Data Processing:** The current and planned software development needs will be met through external sources such as regional grant funding.

**Service Impact:** This reduction will have no impact on the current level of service.

**Ongoing Savings: \$10,622**

**Reduce Revenue and Reimbursements:** Due to the cost reductions above, the Department must reduce its cost-recovery based revenues and reimbursements. Adjustments to reimbursements are reflected as Internal Service Fund Adjustments. Although \$14,480 of reimbursements are lost, the General Fund impact of these reduced reimbursements is \$10,675 (the amount that charges to non-General Fund departments will be reduced). Reductions in reimbursements from General Fund departments have no net General Fund impact as the reduced reimbursement in County Communications is offset by a reduced expense in the customer department.

Other internal services adjustments in this department are related to a combination of factors, such as internal service fund rate changes, and changes in charges between the Dispatching Division and the Technical Services Division.

Additionally, outside revenue is reduced by \$2,644 based on the reduced cost of services.

**Ongoing Loss of Revenue: \$2,644**  
**Ongoing Loss of Reimbursements: \$14,480**

Loss of internal reimbursements from non-General Fund departments: \$10,675

Loss of internal reimbursements from General Fund departments: \$3,805

### ▲ Law, Medical, & Fire Dispatching Project

**Allocate Technology Funding for Automatic Vehicle Location (AVL) system/Global Positioning System (GPS) Replacement:** This project will replace the old DOS-based system, which County Communications uses for the tracking and deployment of public safety field units it dispatches. This system also relies on GPS infrastructure equipment. The GPS equipment is 9 years old, the hardware and software are no longer supported by the manufacturer, and it is increasingly becoming more difficult and costly to maintain.

**Service Impact:** This project will develop and implement a plan to replace existing GPS system equipment and services with new equipment based on current, supported technology.

**One-time Cost: \$561,999**

#### Communications Department — Budget Unit 190 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
2550	Communications Dispatching/Admin Fund 0001	\$ 11,170,225	\$ 14,068,279	\$ 14,186,548	\$ 12,386,029	\$ (1,682,250)	-12.0%
19002	Communications Tech Svcs Div Fund 0001	462,667	47,061	47,061	6,814	(40,247)	-85.5%
<b>Total Net Expenditures</b>		<b>\$ 11,632,892</b>	<b>\$ 14,115,340</b>	<b>\$ 14,233,609</b>	<b>\$ 12,392,842</b>	<b>\$ (1,722,498)</b>	<b>-12.2%</b>

#### Communications Department — Budget Unit 190 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
2550	Communications Dispatching/Admin Fund 0001	\$ 14,329,789	\$ 17,404,231	\$ 17,522,500	\$ 15,801,680	\$ (1,602,551)	-9.2%
19002	Communications Tech Svcs Div Fund 0001	1,874,488	1,994,673	1,994,673	1,885,754	(108,919)	-5.5%
<b>Total Gross Expenditures</b>		<b>\$ 16,204,278</b>	<b>\$ 19,398,904</b>	<b>\$ 19,517,173</b>	<b>\$ 17,687,433</b>	<b>\$ (1,711,471)</b>	<b>-8.8%</b>





## Communications Department — Budget Unit 190 Expenditures by Object

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 13,481,674	\$ 14,386,309	\$ 14,386,309	\$ 14,002,674	\$ (383,635)	-2.7%
Services And Supplies	2,650,768	5,012,595	5,130,864	3,684,759	(1,327,836)	-26.5%
Fixed Assets	71,836	—	—	—	—	—
<b>Subtotal Expenditures</b>	16,204,278	19,398,904	19,517,173	17,687,433	(1,711,471)	-8.8%
Expenditure Transfers	(4,571,385)	(5,283,564)	(5,283,564)	(5,294,591)	(11,027)	0.2%
<b>Total Net Expenditures</b>	11,632,892	14,115,340	14,233,609	12,392,842	(1,722,498)	-12.2%

## Communications Department — Budget Unit 190 Revenues by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
2550	Communications Dispatching/Admin Fund 0001	\$ 1,553,321	\$ 1,462,405	\$ 1,462,405	\$ 1,491,005	\$ 28,600	2.0%
19002	Communications Tech Svcs Div Fund 0001	118,074	75,000	75,000	72,356	(2,644)	-3.5%
	<b>Total Revenues</b>	\$ 1,671,395	\$ 1,537,405	\$ 1,537,405	\$ 1,563,361	\$ 25,956	1.7%

## Communications Dispatching/Admin Fund 0001 — Cost Center 2550 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	99.0	\$ 14,068,279	\$ 1,462,405
Board Approved Adjustments During FY 2009	—	118,269	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(126,113)	—
Internal Service Fund Adjustments	—	(46,148)	—
Other Required Adjustments	—	(1,967,080)	28,600
Subtotal (Current Level Budget)	99.0	\$ 12,047,207	\$ 1,491,005
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Reduced Reimbursement to County Communications	—	14,480	—
FY 2010 Printing Adjustment	—	(2,000)	—
Non-renewal of lease for Communications Warehouse	—	(30,160)	—
Reduction in Reimbursement to County Communications Engineering Services	—	(64,872)	—
FY 2010 Voice Communications Adjustment	—	748	—
FY 2010 Data Processing Rate Adjustment	—	22,228	—
Decision Packages			
1. Reduce External Data Processing Services Funding	—	(10,622)	—
Reduce allocation in the expenditure account for external data processing services.			
2. Reduce Premium Pay	—	(120,000)	—
Reduce allocation in the expenditure account for premium pay.			





## Communications Dispatching/Admin Fund 0001 — Cost Center 2550

### Major Changes to the Budget

	Positions	Appropriations	Revenues
3. Reduce Miscellaneous Salaries affecting Benefits on Special Pays	—	(32,979)	—
Reduce allocation in the expenditure account for miscellaneous salaries affecting Benefits on Special Pays.			
4. GPS-Based AVL Replacement	—	561,999	—
Allocate one-time funding in the amount of \$561,999 for the Automatic Vehicle Location (AVL) replacement system. This system is used by County Communications for tracking and deployment of public safety field units it dispatches. It now relies on global positioning system (GPS) equipment that is 9 years old, no longer supported by the manufacturer, and increasingly difficult and costly to maintain.			
Subtotal (Recommended Changes)	—	\$ 338,822	\$ —
<b>Total Recommendation</b>	<b>99.0</b>	<b>\$ 12,386,029</b>	<b>\$ 1,491,005</b>

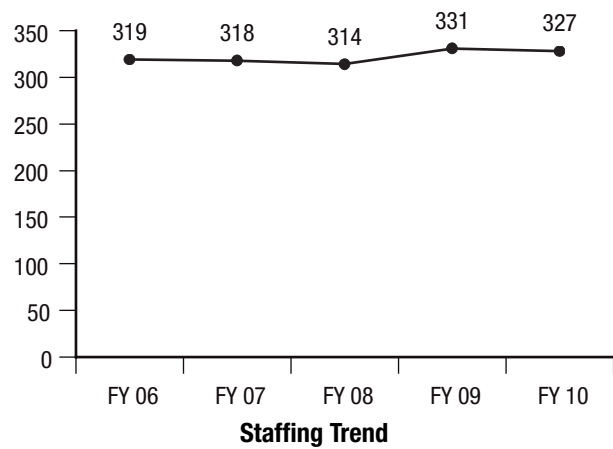
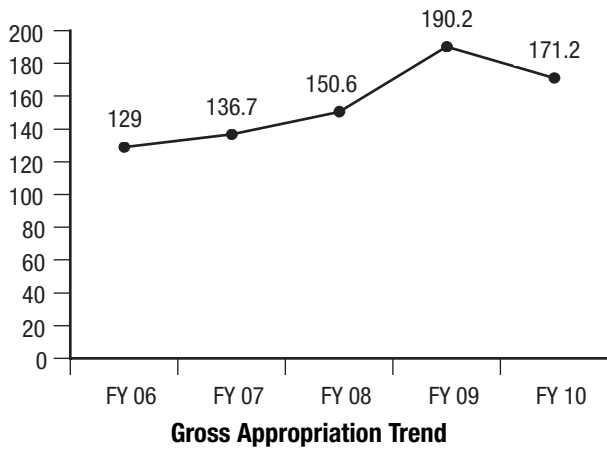
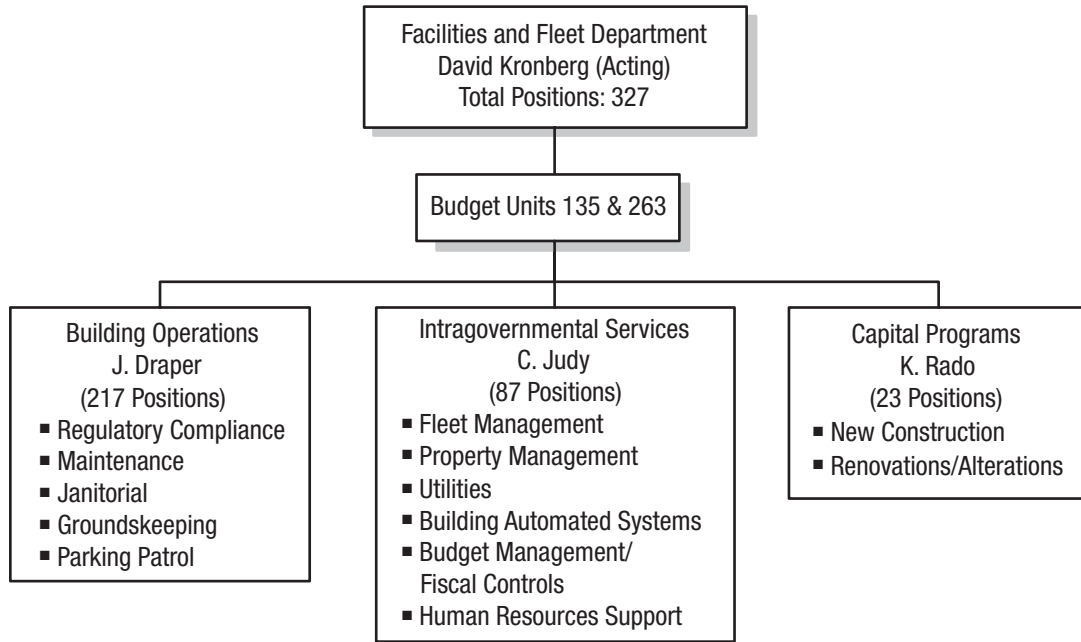
## Communications Tech Svcs Div Fund 0001 — Cost Center 19002

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	14.0	\$ 47,061	\$ 75,000
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(33,226)	—
Internal Service Fund Adjustments	—	(4,527)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	14.0	\$ 9,308	\$ 75,000
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Reduce Reimbursement to County Communications Engineering Services	—	3,800	—
Reduction in Reimbursement to County Communications Engineering Services	—	64,872	—
FY 2010 Voice Communications Adjustment	—	150	—
Decision Packages			
1. Delete 1.0 FTE Position	-1.0	(71,316)	—
Delete vacant 1.0 FTE Senior Office Specialist (X09) in Technical Services Division.			
2. Reduce Revenues and Reimbursements Due to Reduced Costs	—	—	(2,644)
Revenues and reimbursements based on cost recovery must be adjusted due to cost reductions. Reimbursement adjustments are reflected on the Internal Service Fund Adjustment line above.			
Subtotal (Recommended Changes)	-1.0	\$ (2,494)	\$ (2,644)
<b>Total Recommendation</b>	<b>13.0</b>	<b>\$ 6,814</b>	<b>\$ 72,356</b>



# Facilities and Fleet Department



## Public Purpose

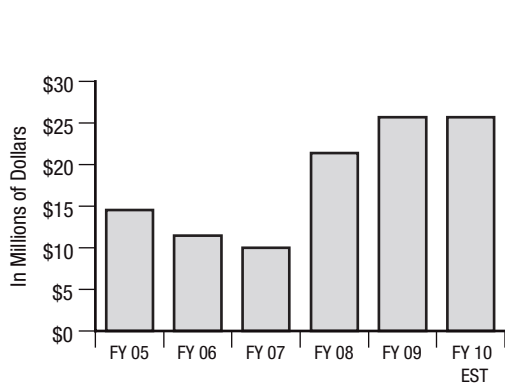
- **Design, Construction Management, Planning, Property Management and Building Maintenance services that assure the most effective use of taxpayer monies in support of services to County residents**
- **Energy Conservation, Fleet, Utilities, Waste Disposal and Cafeteria Management in a manner that assures the most effective use of taxpayer monies in support of services to County residents**



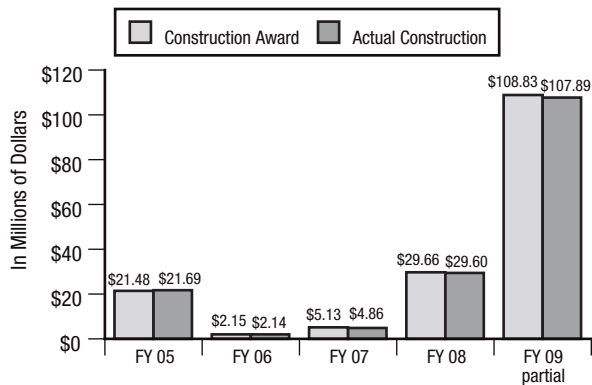
**Valley Health Center at Fair Oaks**

## Desired Results

**Appropriate, safe, functional and healthy work environments** for public service by acquiring, constructing, remodeling and maintaining County-owned and leased buildings.



**Capital Budget by Fiscal Year**

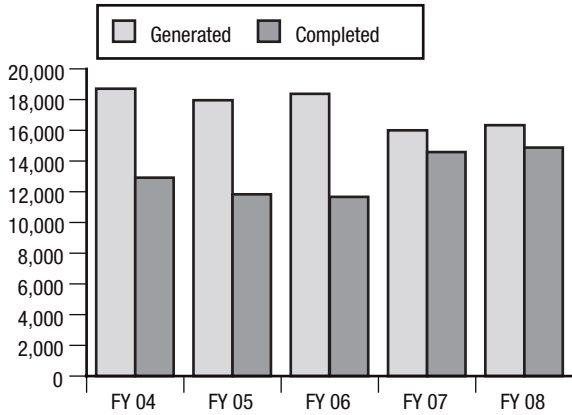


**Cumulative Comparison of Construction Award Amount Plus Supplementary Work Allowance (SWA) vs. Actual Cost for Completed Projects by Fiscal Year**

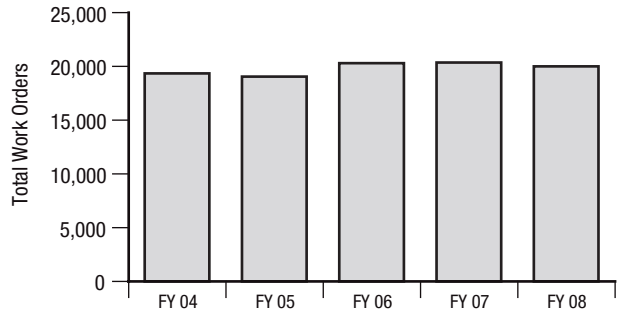
This graph charts, for projects closed during the fiscal year, the actual cost of construction vs. the “construction budget amount:” value of the construction contract award amount plus supplemental work allowance (SWA—contingency). The County goal is to complete construction projects for less than the budgeted amount. The causes for projects to exceed their construction budget include change orders that address unknown site conditions, client-required changes identified during construction, and incorporation of building code changes that occur during construction.



**Maximum Life of Buildings and Building Systems**

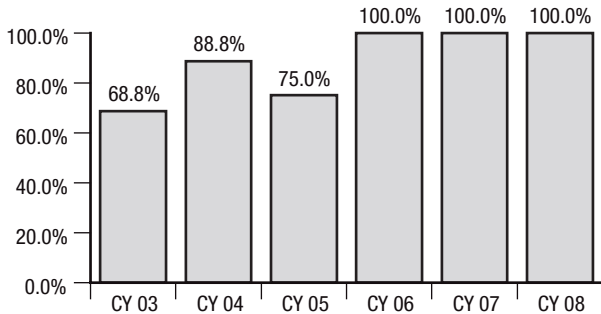


**Number of Preventive Maintenance Work Orders**

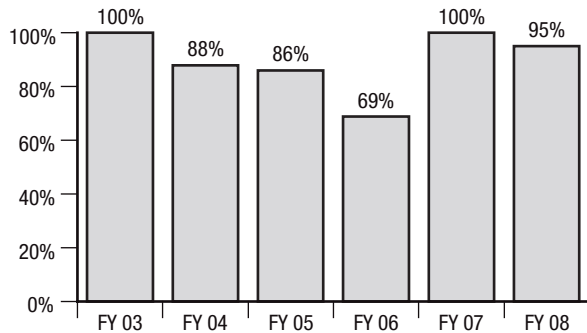


**Corrective Maintenance Work Orders (Received and Completed)**

**Protected County Investments and Resources**



**Percent of New or Renewed Leases Negotiated at or Below Market Value by Calendar Year**

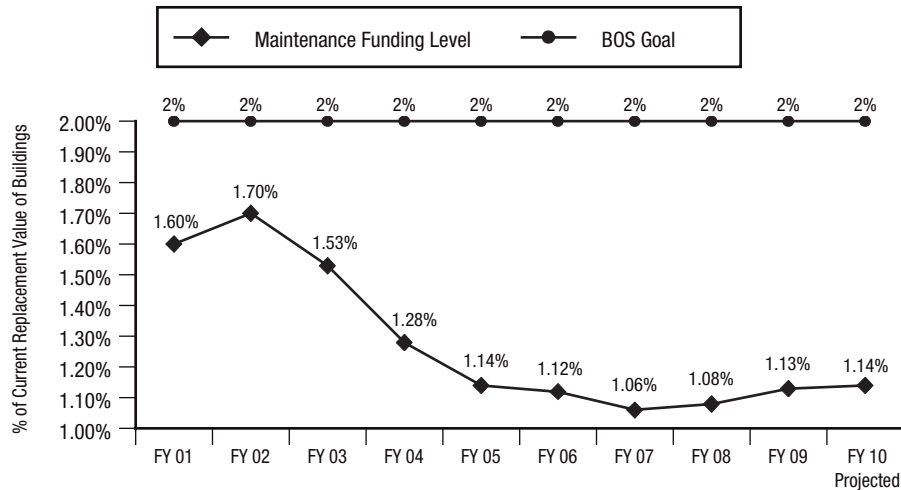


**Percent of Lease Renewals Completed Prior to Expiration by Fiscal Year**

Rate of renewals less due to unexpected vacancy.



**Protected County Investments and Resources (Continued)**



**Maintenance Funding Levels**

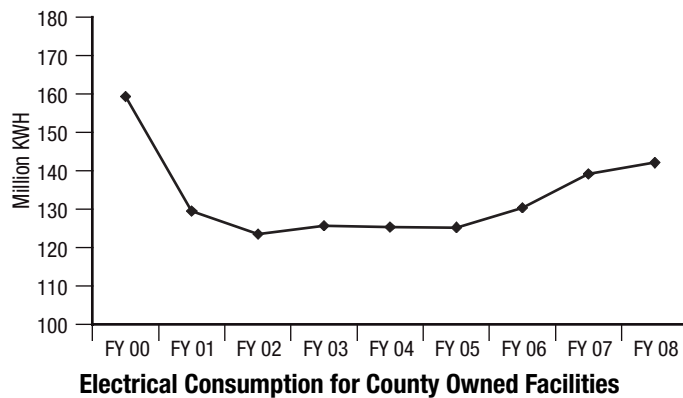
Reductions sustained from FY 2002 through those anticipated in FY 2008 result in building maintenance at levels below the Board's existing policy standard of 2% of the Current Replacement Value (CRV) of County facilities. When comparing the FY 2007 % CRV - Actual to the FY 2008 % CRV - Budgeted, the recommended budget continues to reduce maintenance funding levels, while at the same time, the square footage of space to be maintained is increasing and construction inflationary costs are driving the building replacement values upward.

**Countywide Energy Saving Measures** that Result in Cost Reductions for the County.

Contributing factors to energy reduction were the installation of motion sensor power strips in work station cubicles, the reprogramming of HVAC thermostats according to the County's energy policies, installation of lockable thermostat covers, reprogramming of lighting control systems and the disabling of high wattage decorative lighting. This is one example of many energy conservation measures implemented by Facilities.

Note: New data chart for FY 2009 Recommended Budget which shows a county-wide perspective for all county owned facilities.

70 West Hedding East & West, 55 Younger, & Fleet Garage

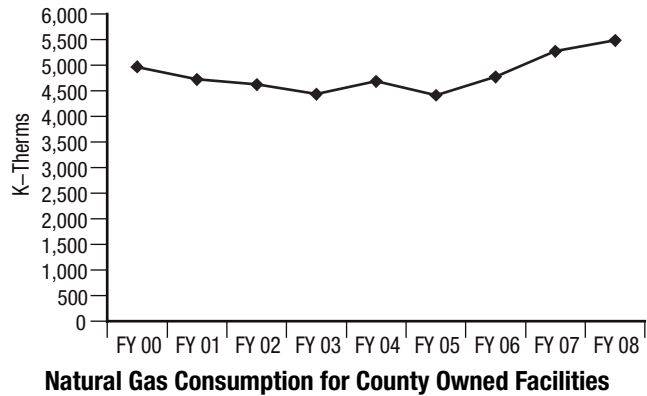
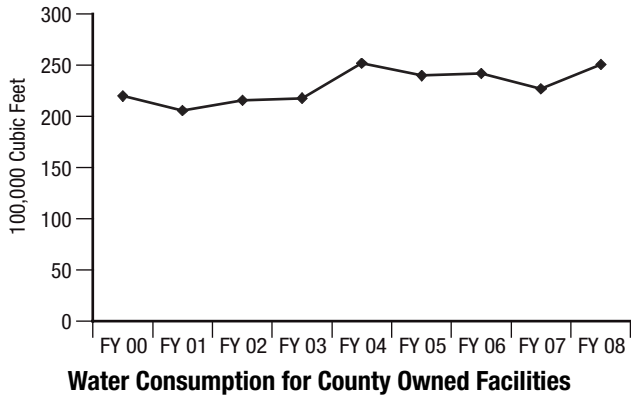


**Electrical Consumption for County Owned Facilities**

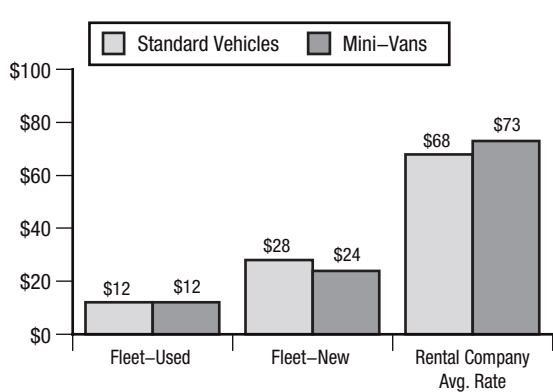
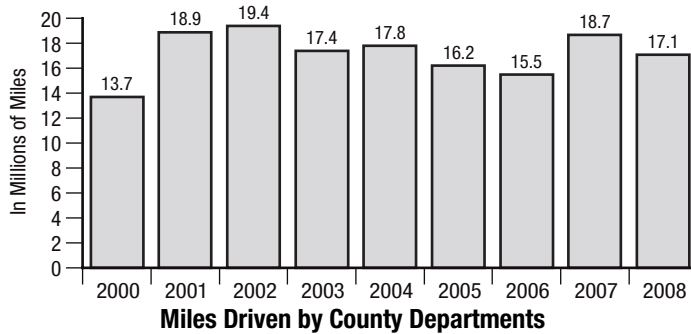
Section 1: Finance and Government



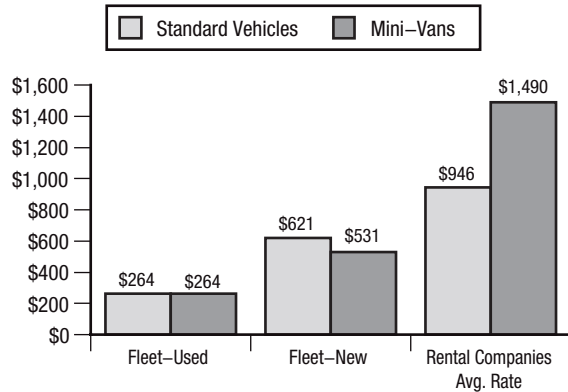
**Countywide Energy Saving Measures (Continued)**



**Provision of Reliable Vehicles** in order for County Departments to render services which Fleet Management promotes by acquiring best-value vehicles that support Department needs.



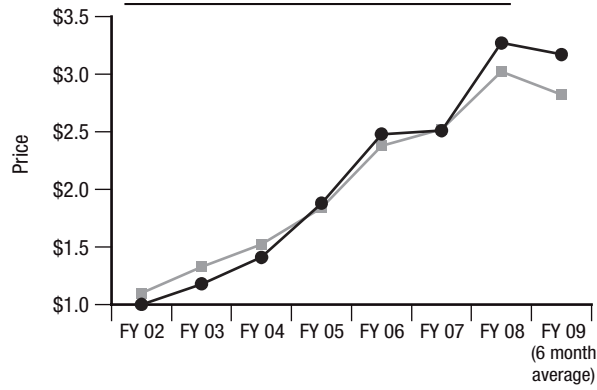
**Daily Cost of County Vehicle Compared to Daily Cost of Nationally Recognized Car Rental Companies as of 1/08**



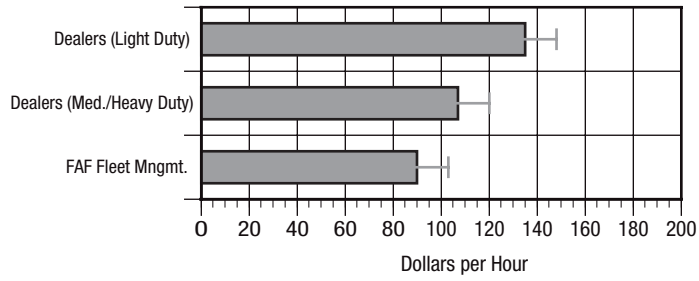
**Monthly Cost of County Vehicle Compared to Monthly Cost of Nationally Recognized Car Rental Companies as of 1/08**



**Provision of Reliable Vehicles (Continued)**



**County Fuel Price Trends FY 02 – FY 09**



**Average Labor Rates — January 2008**

Section 1: Finance and Government



## Description of Major Services

The function of the Facilities and Fleet (FAF) department is to provide design, construction management, planning, property management, and building management services that assure effective use of taxpayer monies in support of services to County residents. In addition, the Department provides energy and water conservation, fleet services, utilities management and billing services, waste disposal and cafeteria management services for County government operations.

The Facilities and Fleet department consists of three major divisions:

- Intragovernmental Support Services (ISS)
- Building Operations
- Capital Programs

### Intragovernmental Operations or ISS

This division contains two countywide support units, Property Management and Fleet Management, and three internal support services units: Fiscal, Information Technology and Human Resources.

**ISS Property Management** provides centralized property management for the General Fund including strategic real property portfolio management and the expertise to manage all real property negotiations. The County General Fund property and asset portfolio consists of 5 million square feet of County-owned space, and 1.5 million square feet of leased space including 90 acquisition leases with a \$45 million budget, and 25 revenue leases with a \$2 million budget. Property Management also coordinates the County Administrative Space Planning Committee, and manages cafeteria and vending contracts and the Civic Center Garage contract. Recent accomplishments for ISS Property Management include achieving \$10 million in savings since 2003 by moving County departments from leased to owned space; property purchases for the Valley Health centers in Gilroy, Sunnyvale, and Milpitas, the County Center at Charcot, the Consolidated Fleet facility and the Vector Control site on Berger Drive; and the transfer of approximately 500,000 square feet of court buildings to the State Administrative Office of the Courts under the requirements of Senate Bill 1732.

**ISS Fleet Management** provides vehicles, fuel and maintenance services to all County departments. The fleet consists of 2,100 vehicles and equipment including Roads and Airports. Following the FY 2010 vehicle purchase, approximately 10% are alternative fueled vehicles. Monthly rates are charged to supported departments. In addition, Fleet Management provides contract services and fuel to the Valley Transportation Agency, OUTREACH, California Highway Patrol, and several school districts. Currently, the County has four maintenance yards. In December, 2009, Fleet will consolidate into two yards located at 2265 Junction Ave., San Jose and 13600 Murphy Ave., San Martin. Recent accomplishments for Fleet Management include: maintaining vehicle rates below commercial rates, increasing the direct charge service base, early adoption of ultra low sulphur diesel fuel, emissions compliance for 80% of all diesel vehicles, and numerous Bay Area Air Quality Management District (BAAQMD) grant awards.

### Internal Support Units

**The ISS Fiscal unit** supports accounts payable for Building Operations and Capital Projects worth over \$635 million, utilities payments and departmental billing, revenue leases and lease payments and reimbursements.

**The ISS Information Systems unit** supports building life, safety and security systems and provides IT support to FAF.

**The ISS Human Resources unit** provides support to FAF, Procurement and County Communications Departments.

FAF also has leadership and functional responsibility for Logistics Section support during Emergency Operations and Disasters. The department collaborates with the disaster planning and preparedness activities of Public Health, VMC, the Sheriff's Office, Medical Examiner Coroner, County Fire, and the Office of Emergency Services, among others.

### Building Operations

This division maintains over 1,150 structures on 5 million square feet of County-owned property. County facilities are maintenance-intensive and include



detention facilities, health clinics, Timpany Center, the Crime Laboratory, office buildings, vehicle maintenance yards, and data/communications centers.

Building Operations performs preventative maintenance on all fire, heating and air conditioning systems, elevators, electrical and plumbing systems through two shifts; day and swing. The County performs major maintenance and alteration projects primarily through Job Order Contracts, and preventive and immediate corrective maintenance work primarily with County staff. A 24/7 Service Call Center (MAC room) operates to respond to emergency repair requests and other critical issues experienced by County employees. Finally, Building Operations maintains a Custodial and Grounds unit supporting General Fund departments, and a small Parking Patrol unit.

Each year through the budget process, funding is provided to achieve a level of maintenance service that results in a specific current replacement value (CRV) of the General Fund property assets. Board Policy 4.11 states the objective of achieving a 2% CRV, however in FY 2009 due to insufficient funding, the CRV was set at 1.08%. Building Operations also performs maintenance on non-General Fund properties and is reimbursed accordingly.

### **Capital Programs**

This division provides design and construction management services for renovation and new construction capital improvement projects. All capital

projects are approved by the Board of Supervisors through a process starting at the Finance and Government Operations Committee in November each year. The Ten Year Capital Improvement Plan is updated annually and reviewed by the Board of Supervisors. Funds for Capital Projects in the subsequent fiscal year are approved by the Board during Budget Hearings.

Capital Programs is completing a major construction effort approved by the Board of Supervisors in 2002 for eight new buildings funded through a combination of bond issuances, and fund sources including Redevelopment Settlement, Tobacco Settlement, and Criminal Justice funds. Bond projects include the: Valley Health Centers in Gilroy, Milpitas, and Sunnyvale, Morgan Hill Courthouse, Valley Specialty Center, Crime Laboratory, County Center at Charcot, and the Consolidated Fleet Facility. All of these projects are substantially complete except for the Consolidated Fleet Facility and the Valley Health Center in Milpitas, which will be completed in early 2010.

In addition, Capital Programs is completing projects funded from other sources including: two Vector Control buildings, Valley Health Center at Tully, Juvenile Hall Phase II, and the Muriel Wright Center Program building. Finally, Capital Programs has recently completed major renovation projects including seismic upgrades of four Court facilities per SB 1732 requirements, and seismic upgrades and renovations at Berger Drive Warehouse, County Communications Tower, and Berger Building One offices.

## **Current and Emerging Issues**

### **Court Facility Transfer**

While the transfer process was completed for all 18 Court facilities, the final transfer of eight leased facilities and the Los Gatos Courthouse was held pending resolution of the New Family Resource Court anticipated in November 2009. Once the situation with the leased facilities and Los Gatos is resolved, the department will transfer existing funds. The County lease, maintenance, and utility costs for all transferred buildings are to be used for ongoing County Facilities Payments to the State.

### **Building Efficiency Improvement Efforts**

FAF continues to lead efforts to meet the Board of Supervisors' objectives to reduce greenhouse gas emissions resulting from governmental operations of facilities and the fleet. Although newly constructed facilities, such as the Crime Lab and health clinics have been built to various Leadership in Energy and Environmental Design (LEED) standards, most facilities are more difficult to operate efficiently. The department is actively supporting and gathering data for the Climate Action Planning effort lead by the Climate Change and Sustainability Program Manager in the County Executive's office.



Building Operations has successfully achieved electrical savings of 20% at four major campuses since 2003. The Utility Manager is completing \$1.2 million in energy and water conservation projects, with another \$11 million worth of projects identified for future funding. The County participates in PG&E Peak Demand Reduction programs and is implementing improved energy management software and systems to allow further energy savings during peak periods. The department also anticipates that water conservation will become a high priority and therefore is planning several initiatives in this area.

Other alternative power generation projects are underway, including a hydrogen fuel cell demonstration project at the County 911 Communications Center, funded in part by the Department of Energy, and the

construction of solar arrays on two parking garages at the Valley Medical Center. The ISS unit is also leading an effort to create a Solar Power Purchase Agreement template to be used by ABAG members, and hopefully implemented at a County site to be determined in 2009.

### Aging Staff Demographics

One final emerging issue for FAF is the aging demographics of the FAF employee population for all units. The average age of FAF employees is 5 years older than the Countywide department average. This means that FAF is particularly vulnerable to staffing turnover and needs continued focus on succession planning. Nationwide, candidates that are skilled in the trades positions are diminishing. As a result, future recruitment and retention challenges will continue.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Corrective Maintenance	Yes	Mandated	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 Maintenance/Fire Protection	Yes	Mandated	Results in increased grounds maintenance backlog.	▼
Capital Programs - New Construction	Yes	Non-Mandated		■
Capital Programs - Renovations/Alterations	Yes	Mandated		■
Lifecycle Infrastructure Investment/Backlog Maintenance Program -- LIIP	Yes	Mandated		■
Property Lease Management	Yes	Non-Mandated	Responsibilities assigned to remaining staff.	▣
Safety	Yes	Mandated		■
Environmental Compliance	Yes	Mandated		■
Energy Conservation	Yes	Mandated	Recognizes savings from ongoing conservation efforts.	■
Building Cleaning/Pest Control	Yes	Mandated		■
Property Acquisition and Disposal	Yes	Mandated		■
Civic Center Garage	Yes	Mandated	Realizes increased revenue.	■

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
Emergency Operations Logistics Support	Yes	Mandated		■
Reimbursed Maintenance for Client Departments	Yes	Non-Mandated		■
Emergency Biohealth	Yes	Mandated		■
Parking Patrol	Yes	Non-Mandated		■
Event Set-Up/Furniture Moving	Yes	Non-Mandated		■
Cafeteria Contract Mgt.	Yes	Non-Mandated		■
Fleet Maintenance/Repair	Yes	Non-Mandated	Increases operational efficiencies.	▲
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

The Facilities and Fleet Department was assigned a \$2,000,000 reduction target for FY 2010. After analysis of the budget proposal submitted by the department and consideration of alternative reductions, the Acting County Executive recommends the following actions, which fulfill the assigned reduction target:

### ■ Civic Center Garage

**Realize \$98,000 in Increased Revenue:** Increase the Civic Center Parking Garage Rate by an average of 17% as it relates to external customer parking charges.

**Service Impact:** None. The provided level of service will remain the same.

**Ongoing Savings: \$98,000**

### ◻ Property Lease Management

**Reduce \$128,566 in Funding for Services and Supplies in the Property Management Division:** The reductions are in licenses and taxes expenses.

**Service Impact:** The stand-alone budget expense for licenses and taxes is no longer needed as these costs are reflected in existing lease expenditures.

**Ongoing Savings: \$128,566**

**Delete Vacant 1.0 FTE Office Specialist III Position:** This position supported the Property Management division.

**Service Impact:** Responsibilities have been reassigned to remaining staff.

**Ongoing Savings: \$67,800**

### ▼ Landscape Maintenance - Custodial and Grounds

**Delete Vacant 1.0 FTE Gardener Position:** This position supported the Grounds division.

**Service Impact:** The short- and long- term impacts include increasing grounds maintenance backlog at an increasing rate which will cause interruptions of operations of supported departments and their availability to serve the public.

**Ongoing Savings: \$73,032**

**Delete Vacant 3.0 FTE Positions in the Custodial division:**

- 1.0 FTE Janitor Supervisor - \$84,780
- 2.0 FTE Janitors - \$123,504



**Service Impact:** This reduces the division's flexibility to both manage and provide janitorial services. With the reorganization of custodial and grounds work, responsibilities will be absorbed by other staff.

**Ongoing Savings: \$208,284**

## Preventative Maintenance and Corrective Maintenance

**Reduce \$246,486 in Funding for Services and Supplies in the Service Work Center:** The reduction is in maintenance-structure improvement expenses.

**Service Impact:** This will reduce Building Operations' ability to provide construction and service-related materials related to maintain County buildings.

**Ongoing Savings: \$246,486**

**Reduce \$368,524 in Funding for Services and Supplies in Management Administration:** The reductions are in contract maintenance, repair services, and in materials to perform janitorial maintenance expenses.

**Service Impact:** This will reduce Building Operations' ability to provide contract services to maintain County buildings and will reduce the department's flexibility to address staff absences and provide reliable custodial services.

**Ongoing Savings: \$368,524**

**Reduce \$625,000 in Funding for Budgeted Salaries and Overtime:** The reductions are in overtime and in salaries without benefits related to a previously approved allocation to add:

- 3.0 FTE General Maintenance Mechanics II
- 1.0 FTE Plumber
- 1.0 FTE Refrigeration Mechanic
- 1.0 FTE Information Systems Analyst II

**Service Impact:** This will result in less preventative maintenance on HVACR (heating, ventilation, air conditioning, and refrigeration) systems, plumbing services reductions, decreased resource water and energy conservation. This also reduces overtime for response to after hours emergencies. And, this will

hinder the department's ability to move closer to achieving the Board policy of 2% Current Replacement Value (CRV) for all County-owned facilities.

**Ongoing Savings: \$625,000**

**Delete Vacant 1.0 FTE Electrician Position:** This position supported the Service Work Center.

**Service Impact:** Due to an impending promotion, the position was vacated in April 2009. The work will be distributed among remaining staff, possibly causing delays in service response time.

**Ongoing Savings: \$128,460**

**Delete Vacant 1.0 FTE Information Systems Technician II Position:** The position supported the Preventative Maintenance Electrical division.

**Service Impact:** The work will be distributed among remaining staff, possibly causing delays in service response time.

**Ongoing Savings: \$92,232**

**Add 1.0 FTE Information Services Technician III and Delete Vacant 2.0 FTE Positions in Preventative Maintenance Mechanical:**

- Add 1.0 FTE Information Services Technician III
- Delete 2.0 FTE Utility Workers

**Service Impact:** The Information Services Technician III will enable the department to address exponential growth in the use of increasing sophisticated security access systems and their ongoing maintenance requirements. The deletion of the utility worker positions will reduce the department's ability to provide preventative maintenance at a frequency necessary to sustain building systems to their design life.

**Net Ongoing Savings: \$15,756**

**Add 3.0 FTE New Job Codes and Delete 2.0 FTE Positions in the Scheduled Work Center:**

- Add 3.0 FTE "Construction Project Managers"
- Delete 1.0 FTE Program Manager I
- Delete 1.0 FTE Project Control Specialist

**Service Impact:** These new positions will be assigned to develop detailed specifications and cost estimates in addition to contracting for and managing construction projects. The Employee Services Agency has created a job classification specification which is indicative of both the needed employment standards and typical duties and tasks of the new positions. The Program Manager I and Project Control Specialist positions are being deleted because the department believes that these classifications are not indicative of the duties and responsibilities needed provide the Department with construction expertise, and their current duties will be distributed to other staff.

**Net Ongoing Cost: \$144,126**

### ■ Energy Conservation

**Reduce \$100,000 in Funding for Services and Supplies in Facilities Utility:** The reductions are in electricity and natural gas expenses, realized from recommissioning several County building facilities.

**Service Impact:** This recognizes energy savings from ongoing conservation efforts.

**Ongoing Savings: \$100,000**

### ▲ Fleet Maintenance/Repair - Fund 70

**Add 2.0 FTE Positions:**

- Add 1.0 FTE Fleet Maintenance Supervisor
- Add 1.0 FTE New Operations Manager

**Service Impact:** By adding these positions, operational efficiencies may be realized in the areas of Parts, Fuel, Production Logistics and supplies activities and the cost efficiencies related to procurement requisition requirements. The cost of these positions will not impact the General Fund, as they will be funded by other revenue sources. The Employee Services Agency has created a job classification specification, for Operations Manager, which is indicative of both the needed employment standards and typical duties and tasks of the new position.

**Ongoing Cost: \$258,576**

**Add and Delete the following Positions:**

- Add 1.0 FTE Emergency Vehicle Equipment Installer

- Delete Vacant 1.0 FTE Fleet Services Assistant Mechanic
- Add 1.0 FTE New "Fleet Logistics Supervisor"
- Delete 1.0 FTE Fleet Services Coordinator

**Service Impact:** The department believes that these added positions are more indicative of the typical responsibilities performed by staff. The difference in additional cost will not impact the General Fund as it will be funded by other revenue sources. The Employee Services Agency has created a job classification specification, for "Fleet Logistics Supervisor", which is indicative of both the needed employment standards and typical duties and tasks of the new position.

**Ongoing Cost: \$12,150**

**Realize \$270,726 in Additional Revenue:** This additional revenue results from the increased provision of services to the Valley Transportation Authority (VTA), Outreach, and the County of Santa Cruz.

**Service Impact:** The external agency revenue contracts enable Fleet to reduce rates to County departments by providing a larger direct dollar base over which County overhead costs can be spread. The new Consolidated Fleet Facility, which will become available FY 2010, will enable Fleet to support additional agency revenue paying customers.

**Ongoing Savings: \$270,726**

### ▼ Lease Changes

**Reduce Leases for Non-renewals:** The following leases will not be renewed for FY 2010. Savings are assumed for the following departments due to non-renewals:

- Social Services Agency - Happy Hands Preschool (\$92,305)
- County Communications - Communications Warehouse (\$30,160)

Service impact information can be found in the respective department sections.

**Ongoing Savings: \$122,465**

## Fiscal Year 2010 Capital Budget

In accordance with Board Policy 4.10 regarding Capital Outlay, Capital Programs initiated the Fiscal Year 2010 Capital Outlay process in August, 2008 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. On December 9, 2008, the Board of Supervisors directed which capital projects and capital programs were to

proceed for further development and consideration as part of the FY2010 Capital Budget process. The Administrative Capital Committee met again in March 2009 to establish funding priorities, which were agendaized at the Finance and Government Operations Committee on April 14, 2009, and approved by the Board on April 21, 2009. Detailed descriptions of the following Capital projects are available in the Ten Year Capital Improvement Plan FY 2010 - FY 2019 and on the Facilities and Fleet website at [www.faf.sccgov.org](http://www.faf.sccgov.org)

## County Executive's Recommendation

The Acting County Executive is recommending a one-time Capital appropriation of \$25,700,000 for FY 2010. Funding sources include a one-time allocation of \$11,700,000 from the General Fund, \$13,200,000 from redevelopment funds and \$800,000 from Fund 50 fund balance.

An additional \$6.7 million in redevelopment funds are transferred to SCVMC for RDA-qualified SCVMC capital needs. This transfer allows SCVMC to return \$6.7 million in General Fund subsidy which is part of the \$11.7 million General Fund contribution to Capital here.

It is important to note that the use of redevelopment funds is governed by statute restricting how these funds can be spent. The Administration is aware of these restrictions and will allocate these funds where appropriate and qualified, consistent with current statutes and terms of the Fair Settlement agreement. (In FY 2008 the first settlement payment was allocated to support the Crime Lab Project).

The following Capital Projects are recommended for FY 2010:

### FY 2010 Capital Projects

Description	Amount
Backlog Maintenance	\$8,063,856
FY 2011 Capital Budget Planning	\$50,000
Water Conservation Audit	\$80,000
ISD Server Room UPS System	\$1,900,000
Elmwood East Gate Entrance and Access Road	\$1,300,000
Records Storage for DA and Sheriff	\$1,700,000
Elmwood Emergency Water Supply	\$1,500,000

### FY 2010 Capital Projects

Description	Amount
Main Jail Security Upgrades to Entrance	\$750,000
Energy Conservation Projects	\$1,000,000
Muriel Wright Air Conditioning	\$120,000
San Martin DADS Relocation	\$120,000
Elmwood Facility Perimeter Fence Enhancements	\$800,000
San Martin DADS Building Demolition	\$250,000
Elmwood Inmate Restrooms	\$550,000
Sheriff's Office Water Storage (Malech Road)	\$2,200,000
Main Jail South Observation Cell Conversion	\$220,000
Main Jail South Control Station Renovation	\$220,000
Berger 2 and 3 Seismic Evaluation	\$220,000
Purchase VTA Parcel at First and St. James	\$1,061,600
Timpany Center Repairs	\$3,034,544
Central Mental Health/Don Lowe Pavillion/645	\$560,000
South Bascome Maintenance Backlog (Phase III)	
<b>Total</b>	<b>\$25,700,000</b>

### Backlog/Life Cycle Infrastructure Investment

The Life Cycle Infrastructure Investment Program (LIIP) focuses on protecting the County's assets in County-owned buildings and property. This appropriation will fund projects that restore and repair County buildings, systems, and equipment as part of deferred maintenance. It funds the continual replacement of building systems and the supporting infrastructure that have reached or exceeded their useful life and are in need of replacement or repair.



As presented at the Finance and Government Operations Committee meeting on April 14, 2008, the deferred maintenance project list is growing at \$3 million to \$4 million annually at the current funding level of \$5 million per year.

The following list of Backlog projects and cost estimates are preliminary. However, if during FY 2010, equipment or structures fail unexpectedly that are not on this list, unexpected failures will take precedence over certain projects on this list.

### FY 2010 Backlog/Deferred Maintenance Projects

Project Description	Budget
Reseal Black Mountain Repeater Vault Walls	100,000
Reseal Mt. Rodani Repeater Vault Walls	100,000
Repair Repeater Roofs Various Locations - add eaves	100,000
Replace Coroner Damaged Wall Water Proofing	45,000
Repair James Ranch Swimming Pool Treatment System Exterior Lights	25,000
Repair East Valley Mental Health (0707) Fire Hatches and Fall Restraint System	40,000
Repair James Ranch Vocational (5104) Lighting and Electrical System	50,000
Repair Elmwood Barracks 21 Damaged Louver and Cracked Foundation	25,000
Repave Park Alameda Parking Lots B and C	800,000
Repair Main Jail South Maximum Security Cell Doors	700,000
Repair Elmwood M5 Dorm D HVAC	84,000
Repair Elmwood M2 Dorm D HVAC	84,000
Repair Elmwood Support Services Roof	250,000
Renovate Elmwood Barracks 6 and 7	800,000
Replace Hedding East Wing Boiler	200,000
Repair Elmwood M6 Dorm A thru H Restrooms	260,000
Renovate Mariposa Lodge Residence 3	215,000
Repair Mariposa Lodge Admin Roof	75,000
Repair North County Mental Health (2005) Communications System	27,000
Replace Support Service (Laundry) Boiler	190,000
Repair Elmwood W2 Front Entrance Walk-Off Mat and Column	20,000
Clean West Wing Internal Lined Ducts	75,000
Replace Elmwood W2 Restroom Registers	20,000
Reseal Hedding West Wing Parking Lot	100,000
Repair Elmwood Freezer and Condenser	200,000
Repave Elmwood CCW Parking	75,000
Repair James Ranch Tool Shed broken Receptacles and Electrical System	15,000
Repair Main Jail North Intercom System	100,000
Renovate James Ranch Walk-In Freezer	20,000
Repair 55 Younger Exterior Stucco 2nd floor	20,000
Regrade 840 Guadalupe Patio for Drainage Control	10,000

### FY 2010 Backlog/Deferred Maintenance Projects

Project Description	Budget
Repair Elmwood M2 Dorm B HVAC Exhaust	104,000
Repair Elmwood M2 Dorm A HVAC Exhaust	104,000
Renovate Elmwood M5 Dorm A thru H Restrooms	270,000
Repair Elmwood M5 Dorm B HVAC and Water	108,000
Repair Elmwood M5 Dorm A HVAC	92,000
Seal Elmwood W2 Janitor Closet Floors	60,000
Repair Main Jail South Air Compressor Units	100,000
Replace Main Jail Domestic and Fire Water Lines	150,000
Repair Main Jail South Siberia Carrier Unit	100,000
Modify Sam Della Maggiore HVAC pipe system	500,000
Repair Main Jail North Food Cart Corridor Walls	60,000
Replace County Communications Boiler	100,000
Reseal Berger Parking Lot	525,000
Renovate Elmwood Barracks 8 and 9	800,000
Construct Separate access to 840 Guadalupe Basement Fire Alarm Panel	100,000
Replace Elmwood M3 1 of 2 Roof Mounted Hot Water Boilers	40,000
Repair James Ranch Recreation Hall HVAC	25,000
<b>Total</b>	<b>8,063,000</b>

### FY 2011 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 Ten-Year Capital Planning documents. This project allots funds for reimbursement of staff time.

**Total One-time Cost: \$50,000**

### Water Conservation Audit

This project provides one-time funds to perform Water Conservation Audits of Detention and other General Fund high water-use buildings.

**Total One-time Cost: \$80,000**

### ISD Server Room UPS System

This project provides one-time funds to replace and enlarge the Server Room Uninterruptable Power System (UPS) at Berger II.





The existing UPS capacity is undersized for the systems it supports. In the event of a power outage the existing UPS may fail due to overload. Critical County computer functions may be adversely affected. A new UPS would also require an upgrade in the HVAC, power distribution and fire alarm systems.

**Total One-time Cost: \$1,900,000**

### **Elmwood East Gate Entrance and Access Road**

This project provides one-time funds to build a new East Gate building and sallyport at Elmwood.

The current East Gate configuration represents a security breach opportunity due to the limits in capacity in the guard house which does not allow for a detention area to inspect incoming and outgoing vehicles. The existing gate is also too close to the street which contributes to traffic issues by causing back-ups with cars waiting to enter Elmwood.

**Total One-time Cost: \$1,300,000**

### **Records Storage for District Attorney and Sheriff's Office**

This project provides one-time funds to convert spaces at Berger II basement and the Fleet facility on Younger into forensic and records storage for both the District Attorney's and Sheriff's Offices.

Funding for design of this project was approved in FY 2008. This request funds the construction phase of the project.

**Total One-time Cost: \$1,700,000**

### **Elmwood Emergency Water Supply**

This project provides one-time funds to construct a back-up water supply to support staff and inmates at Elmwood, the Main Jail, Juvenile Hall and the Probation Ranches in the event of an earthquake or other natural disaster which might interrupt the main water supply to these facilities.

Funding for design of this project was provided in the FY 2008 Capital Budget. The project scope is to construct a 200,000 gallon water tank at Elmwood.

Outlying sites would be supported by transporting water via tanker truck with water supplied from Elmwood.

**Total One-time Cost: \$1,500,000**

### **Main Jail Security Upgrades to Entrances**

This project provides one-time funds to construct security enhancements to the Main Jail entrances. This project would enhance the separation between the public and the DOC screening guard at the entrances providing added security in the event of an aggressive member of the public with a weapon. Currently, there is no real physical separation.

Funding for design of this project was provided in FY 2008 as part of the Security Master Plan.

**Total One-time Cost: \$750,000**

### **Energy Conservation Projects**

The Facilities and Fleet Department has identified energy conservation projects totaling over \$12 million with paybacks that justify investment.

In 2002 the County Board of Supervisors responded to the California energy crisis by creating an Emergency Energy Task Force co-chaired by two Board members.

Capital funding of \$1,000,000 is recommended to address energy conservation projects. Renewable energy projects may also be considered. Additional details can be found in the Ten Year Capital Improvement Plan.

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

### **Muriel Wright Air Conditioner**

This project provides one-time funds to install an air-conditioning system in the Muriel Wright Administration building including kitchen, recreation room, staff offices and nurse's office.

There is currently no air conditioning in this building. The project cost will fund both the design and construction.

**Total One-time Cost: \$120,000**



### San Martin DADS Relocation and Demolition

This project provides one-time funds to demolish the existing building which houses the Drug and Alcohol Methadone Treatment Program and relocate staff.

The existing facility is in poor health and is outdated. This project is two separate capital requests. One request for \$120,000 is to fund the relocation of this program and the second request for \$220,000 is to fund the demolition of the existing structure.

**Total One-time Cost: \$370,000**

\$120,000 for Relocation costs  
\$220,000 for Demolition costs

### Elmwood Perimeter Fence Enhancements

This project provides one-time funds for the Elmwood Facility Perimeter Fence Enhancements. The original scope of this project was the install a concrete grade beam beneath the perimeter fence. That project was funded in the FY 2009 Recommended Budget.

In FY 2009 the Board approved diverting the funds to a new project to pave the areas between the inner and outer perimeter fences. This new project prevents inmates from burrowing under the fence as well as eliminating the vegetation growth that now occurs between the fences. Reduction in time spent on vegetation control will reduce maintenance costs.

**Total One-time Costs: 800,000**

### Elmwood Inmate Restrooms

This project provides one-time funds for construction of a new restroom facility in the Food Services building.

The current restroom facilities are located far from the actual food services area. Inmates must walk "out of sight" of supervisory personnel in order to use the restrooms. This presents an accountability problem with the potential for inmate escape. This project would construct a restroom facility adjacent to the loading dock area which is closer to the food services area.

**Total One-time Costs: \$550,000**

### Sheriff's Office Water Storage Tank

This project provides one-time funds for establishing a water line to supply water for fire-fighting capability to the Sheriff's Firing Range, the Mariposa Lodge and House on the Hill complex (Malech Road).

This project, in conjunction with negotiations with the Great Oaks water company to install a water line, will construct a water distribution system from a newly installed pumping station that will pump water up to the firing range and provide a tie in to the Mariposa Lodge and House on the Hill complex.

**Total One-time Costs: \$2,200,000**

### Main Jail South Observation Cell Conversion

This project provides one-time design funds for conversion of the Main Jail South Observation Cells to provide a secure observation post for Main Jail South staff. This would better protect staff from inmate actions will enhance personnel safety.

**Total One-time Costs: \$220,000**

### Main Jail South Control Station Renovation

This project provides one-time funds for the design and project management for the renovation of the control station located in the Main Jail South.

The existing control station houses the security controls for Main Jail South. The monitoring equipment is outdated and the area is cramped and does not provide adequate line-of-sight for staff to monitor inmates.

**Total One-time Costs: \$220,000**

### Seismic Evaluation of Berger 2 and Berger 3

This project provides one-time funds to conduct a seismic evaluation of Berger 2 and 3 in comparison to current codes.

Berger 2 and 3 house critical County functions including offices of the Registrar of Voters and the Information Services Department Server room that provides much of the computer services for County operations. Seismic Building Codes have changed significantly since the buildings were originally constructed.

**Total One-time Costs: \$220,000**

### Timpany Center Repairs

The pool surface, chlorination system and deck floor around the Timpany Center pool are in need of repair. An allocation of \$3 million is recommended in order to address the most critical of the maintenance backlog needs at Timpany Center.

**Background:** From January 1998 to March 2009, the Timpany Center was operated by a single service provider. During that time, FAF managed a capital project to perform structural renovations to the building which were completed in the fall of 2008. From 1998 to 2006, Easter Seals Bay Area was responsible for building maintenance, during which many issues were addressed, but very few involving the pool area itself. From 2006 to January 2009, Easter Seals paid rent to the County and FAF took over the routine maintenance, averaging \$154,301 per year.

Currently, San Jose State University is operating the pool temporarily, until a long-term pool plan is approved by the Board of Supervisors. If the County intends to continue use of the pool beyond June 30, 2009, the recommended repairs are essential to the health and safety of the facility. The Timpany Center project is qualified for use of RDA funds for these purposes, and no General Funds are required for these repairs.

**Service Impact:** If the pool is not repaired, the quality of the pool, deck and chlorination systems, while adequate for the short-term, are not fit for long-term operation. The populations currently accessing the pool generally have balance issues, and improving the deck in particular will insure the safety of pool users. Timing of the repairs is important, because the time frame for pool maintenance is typically limited to a window of time once a year in the interest of service continuity.

**Total One-time Costs: \$3,034,544**

### **Central Mental Health/Don Lowe Pavilion/645 South Bascom Maintenance Backlog Phase III**

Several buildings on the Santa Clara Valley Health and Hospital System (SCVHHS) main campus originally were constructed to accommodate General Fund-supported programs of the then-Santa Clara County Health Department. No funding has been made available for these buildings since the transfer of building maintenance responsibilities on the campus to Valley Medical Center (VMC). Three buildings in particular have accumulated significant maintenance backlog problems: the Central Mental Health Center, Don Lowe Pavilion, and 645 S. Bascom Avenue. A three-year program has been developed to address the backlog of maintenance work on these existing capital assets.

This is the final year of the three year plan. In FY 2008 a Capital funding amount of \$500,000 was allocated for this effort and in FY 2009 \$560,000 was available for Phase II.

**Total One-time Costs: \$560,000**

### **Purchase of Vacant VTA Parcel**

This project provides one-time funds to purchase a vacant parcel at First and St. James streets in downtown San Jose from Valley Transportation Authority.

In order to improve services to the community, reduce lease expenses and consolidate lease facilities occupied by Superior Court, the County is considering financing a New Family Resource Court. The new courthouse would be located on a County-owned parcel on the corner of St. James and Market Street. This facility would be constructed by the Administrative Office of the Courts from bonds issued by the county. The AOC and Superior Court have requested that the county purchase a corner portion of the property currently owned by the Valley Transportation Agency for \$1.06 million. The cost is offset by the placement of the Civil Grand Jury into the new facility at no cost. This will result in a savings of \$1.06 million over 30 years. Funds for this purchase are derived from Redevelopment Agency sources.

**Total One-time Costs: \$1,061,600**

### Facilities Department — Budget Unit 263 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
2309	Facilities Utility Fund 0001	\$ 13,003,078	\$ 16,003,672	\$ 15,463,124	\$ 13,966,265	\$ (2,037,407)	-12.7%
2315	Court Facility Payments Fund 0001	—	—	2,113,584	3,930,550	3,930,550	—
26301	Facilities Admin Fund 0001	1,386,016	1,330,276	1,330,276	1,288,252	(42,024)	-3.2%
26302	Capital Programs Division	170,117,441	69,652,852	75,795,247	50,727,317	(18,925,535)	-27.2%
26303	Property Management Fund 0001	2,536,083	1,666,970	3,321,461	1,894,861	227,891	13.7%
26304	Building Operations-Fund 0001	22,746,218	26,774,276	25,911,946	25,851,499	(922,777)	-3.4%
<b>Total Net Expenditures</b>		<b>\$ 209,788,837</b>	<b>\$ 115,428,046</b>	<b>\$ 123,935,638</b>	<b>\$ 97,658,744</b>	<b>\$ (17,769,302)</b>	<b>-15.4%</b>

### Facilities Department — Budget Unit 263 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
2309	Facilities Utility Fund 0001	\$ 13,259,221	\$ 16,003,672	\$ 15,463,124	\$ 13,966,265	\$ (2,037,407)	-12.7%
2315	Court Facility Payments Fund 0001	—	—	2,113,584	3,930,550	3,930,550	—
26301	Facilities Admin Fund 0001	2,643,331	2,668,897	2,668,897	2,614,559	(54,338)	-2.0%
26302	Capital Programs Division	172,403,927	73,872,337	80,014,732	54,946,802	(18,925,535)	-25.6%
26303	Property Management Fund 0001	43,886,647	45,616,686	47,271,177	44,822,112	(794,574)	-1.7%
26304	Building Operations-Fund 0001	28,085,502	31,305,273	30,442,943	30,382,496	(922,777)	-2.9%
<b>Total Gross Expenditures</b>		<b>\$ 260,278,629</b>	<b>\$ 169,466,865</b>	<b>\$ 177,974,457</b>	<b>\$ 150,662,784</b>	<b>\$ (18,804,081)</b>	<b>-11.1%</b>

### Facilities Department — Budget Unit 263 Expenditures by Object

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 28,340,075	\$ 29,819,357	\$ 29,950,428	\$ 29,801,649	\$ (17,708)	-0.1%
Services And Supplies	70,833,165	70,047,508	72,281,634	70,261,135	213,627	0.3%
Other Charges	185,290	—	—	—	—	—
Fixed Assets	141,950,610	24,970,000	15,963,970	25,700,000	730,000	2.9%
Operating/Equity Transfers	20,612,133	44,630,000	59,778,425	24,900,000	(19,730,000)	-44.2%
<b>Subtotal Expenditures</b>	<b>260,278,629</b>	<b>169,466,865</b>	<b>177,974,457</b>	<b>150,662,784</b>	<b>(18,804,081)</b>	<b>-11.1%</b>
Expenditure Transfers	(52,132,436)	(54,038,819)	(54,038,819)	(53,004,040)	1,034,779	-1.9%
<b>Total Net Expenditures</b>	<b>209,788,837</b>	<b>115,428,046</b>	<b>123,935,638</b>	<b>97,658,744</b>	<b>(17,769,302)</b>	<b>-15.4%</b>



## Facilities Department — Budget Unit 263

### Revenues by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
26301	Facilities Admin Fund 0001	94,304	31,200	31,200	30,240	(960)	-3.1%
26302	Capital Programs Division	2,430,688	55,070,000	53,547,974	38,100,000	(16,970,000)	-30.8%
26303	Property Management Fund 0001	3,760,115	2,751,554	3,550,633	2,534,247	(217,307)	-7.9%
26304	Building Operations-Fund 0001	62,108	—	19,563	—	—	—
<b>Total Revenues</b>		<b>\$ 6,347,214</b>	<b>\$ 57,852,754</b>	<b>\$ 57,149,370</b>	<b>\$ 40,664,487</b>	<b>\$ (17,188,267)</b>	<b>-29.7%</b>

## Facilities Utility Fund 0001 — Cost Center 2309

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	1.0	\$ 16,003,672	\$ —
Board Approved Adjustments During FY 2009	—	(540,548)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	674	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(1,397,533)	—
Subtotal (Current Level Budget)	1.0	\$ 14,066,265	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Reduce Funding in Services and Supplies	—	(100,000)	—
Reduce \$100,000 in utility expenses due to savings in electrical and natural gas energy usage.			
Subtotal (Recommended Changes)	—	\$ (100,000)	\$ —
<b>Total Recommendation</b>	1.0	\$ 13,966,265	\$ —

## Court Facility Payments Fund 0001 — Cost Center 2315

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2009	—	2,113,584	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	1,816,966	—
Subtotal (Current Level Budget)	—	\$ 3,930,550	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 3,930,550	\$ —



## Facilities Admin Fund 0001 — Cost Center 26301 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	23.0	\$ 1,330,276	\$ 31,200
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	15,907	—
Internal Service Fund Adjustments	—	9,905	—
Other Required Adjustments	—	—	(960)
Subtotal (Current Level Budget)	23.0	\$ 1,356,088	\$ 30,240
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Voice Communications Adjustment	—	(36)	—
Decision Packages			
1. Delete Position in Administration Support	-1.0	(67,800)	—
Delete vacant 1.0 FTE Office Specialist (D09) position in Administration Support.			
Subtotal (Recommended Changes)	-1.0	\$ (67,836)	\$ —
<b>Total Recommendation</b>	<b>22.0</b>	<b>\$ 1,288,252</b>	<b>\$ 30,240</b>

## Capital Programs Division — Cost Center 26302 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	23.0	\$ 44,682,852	\$ 30,100,000
Board Approved Adjustments During FY 2009	—	(6,700,000)	(6,652,000)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	87,609	—
Internal Service Fund Adjustments	—	(44,642,770)	(22,600,000)
Other Required Adjustments	—	6,700,000	(848,000)
Subtotal (Current Level Budget)	23.0	\$ 127,691	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Transfer RDA to General Fund	—	—	13,200,000
FY 2010 Voice Communications Adjustment	—	(374)	—
FY 2010 Contributed Capital	—	24,900,000	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 24,899,626	\$ 13,200,000
<b>Total Recommendation</b>	<b>23.0</b>	<b>\$ 25,027,317</b>	<b>\$ 13,200,000</b>
<b>General Capital Improvements (Fund Number 0050)</b>			
FY 2009 Approved Budget	—	\$ 24,970,000	\$ 24,970,000
Board Approved Adjustments During FY 2009	—	12,842,395	5,129,974
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	(24,970,000)
Other Required Adjustments	—	(37,812,395)	(5,129,974)
Subtotal (Current Level Budget)	—	\$ —	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			



## Capital Programs Division — Cost Center 26302

### Major Changes to the Budget

	Positions	Appropriations	Revenues
FY 2010 Contributed Capital	—	—	24,900,000
Decision Packages			
1. San Martin DADS Relocation	—	120,000	—
Appropriate one-time funding in the amount of \$120,000 for the San Martin DADS Relocation.			
2. Muriel Wright Air Conditioning	—	120,000	—
Appropriate one-time funding in the amount of \$120,000 for the Muriel Wright Air Conditioning project.			
3. Elmwood Facility Perimeter Fence Enhancements	—	800,000	—
Appropriate one-time funding in the amount of \$800,000 for the Elmwood Facility Perimeter Fence Enhancements.			
4. San Martin DADS Building Demolition	—	250,000	—
Appropriate one-time funding in the amount of \$250,000 for the San Martin DADS Building Demolition.			
5. Elmwood Inmate Restroom Construction	—	550,000	—
Appropriate one-time funding in the amount of \$550,000 for the Elmwood Inmate Restroom construction.			
6. Malech Road Water Supply	—	2,200,000	—
Appropriate one-time funding in the amount of \$2,200,000 for the construction of the Malech Road Water Supply.			
7. Main Jail South Observation Cell Conversion	—	220,000	—
Appropriate one-time funding in the amount of \$220,000 for the Main Jail South Observation Cell Conversion.			
8. Main Jail South Control Station Renovation	—	220,000	—
Appropriate one-time funding in the amount of \$220,000 for the Main Jail South Control Station Renovation.			
9. Backlog Maintenance Projects	—	8,063,856	—
Appropriate one-time funding in the amount of \$8,063,856 for Backlog Maintenance projects.			
10. ISD Server Room UPS System	—	1,900,000	—
Appropriate one-time funding in the amount of \$1,900,000 to upgrade ISD's Server Room Uninterrupted Power Source (UPS) System.			
11. Elmwood East Gate Entrance and Access Road	—	1,300,000	—
Appropriate one-time funds in the amount of \$1,300,000 for the construction of the Elmwood East Gate Entrance and Access Road.			
12. Records Storage for District Attorney and Sheriff's Office	—	1,700,000	—
Appropriate one-time funding in the amount of \$1,700,000 for construction of Records Storage for the District Attorney's Office and the Sheriff's Office.			
13. Elmwood Emergency Water Supply	—	1,500,000	—
Appropriate one-time funding in the amount of \$1,500,000 for the construction of the Elmwood Emergency Water Supply.			
14. Main Jail Security Upgrades to Entrances	—	750,000	—
Appropriate one-time funding in the amount of \$750,000 to support the construction of the Main Jail Security Upgrades to the entrances.			
15. Board Identified Energy Conservation Program	—	1,000,000	—
Appropriate one-time funding in the amount of \$1,000,000 for Board Identified Energy Conservation projects.			
16. FY 2011 Capital Budget Planning	—	50,000	—
Appropriate one-time funding in the amount of \$50,000 to support the FY 2011 Capital Budget Papers and Ten Year Capital Plan.			
17. Water Conservation Audit	—	80,000	—
Appropriate one-time funds in the amount of \$80,000 to support the Water Conservation Audit.			
18. SCVMC General Fund Buildings Maintenance Backlog Phase III	—	560,000	—
Appropriate one-time funding in the amount of \$560,000 for Santa Clara Valley Medical Center General Fund Buildings Maintenance Backlog Phase III.			
19. Berger 2 and 3 Seismic Evaluation	—	220,000	—
Appropriate one-time funding in the amount of \$220,000 for the Berger 2 and 3 Seismic Evaluation.			
20. Purchase VTA Parcel at 1st and St. James	—	1,061,600	—



## Capital Programs Division — Cost Center 26302

### Major Changes to the Budget

	Positions	Appropriations	Revenues
Appropriate one-time funding in the amount of \$1,061,600 for the purchase of Valley Transportation Authority parcel located at First and St. James.			
21. Timpany Center Repairs	—	3,034,544	—
Appropriate one-time funding in the amount of \$3,034,544 for Timpany Center Repairs.			
Subtotal (Recommended Changes)	—	\$ 25,700,000	\$ 24,900,000
<b>Total Recommendation</b>	—	\$ 25,700,000	\$ 24,900,000

## Property Management Fund 0001 — Cost Center 26303

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	8.0	\$ 1,666,970	\$ 2,751,554
Board Approved Adjustments During FY 2009	—	1,654,491	799,079
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	16,311	—
Internal Service Fund Adjustments	—	623,048	—
Other Required Adjustments	—	(1,973,657)	(1,114,386)
Subtotal (Current Level Budget)	8.0	\$ 1,987,163	\$ 2,436,247
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Non-renewal of lease for Communications Warehouse	—	30,160	—
FY2010 Funds Required to Carry Lease to Term	—	(174,692)	—
Non-renewal of lease for Happy Hands Preschool	—	92,305	—
Eliminate Juvenile Dependency Program	—	211,003	—
FY 2010 Voice Communications Adjustment	—	(47)	—
Decision Packages			
1. Reduce Funding in Services and Supplies	—	(128,566)	—
Reduce \$128,566 in in ongoing expenses related to licenses and taxes in Property Management.			
2. Realize \$98,000 in Ongoing Revenue from Rate Increase	—	—	98,000
This recommendation realizes \$98,000 in ongoing revenue from the parking garage rate increase.			
3. Reduce Lease Expense due to Non-renewals	—	(122,465)	—
Reduction of Lease Expense for non-renewal of the following two leases:			
◆ Happy Hands Preschool for Social Services Agency (\$92,305)			
◆ Communications Warehouse for County Communications (\$30,160)			
Subtotal (Recommended Changes)	—	\$ (92,302)	\$ 98,000
<b>Total Recommendation</b>	8.0	\$ 1,894,861	\$ 2,534,247

## Building Operations-Fund 0001 — Cost Center 26304

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	226.0	\$ 26,774,276	\$ —
Board Approved Adjustments During FY 2009	-1.0	(862,982)	19,563
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	797,158	—



## Building Operations-Fund 0001 — Cost Center 26304

### Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	(215,060)	—
Other Required Adjustments	—	973,601	(19,563)
Subtotal (Current Level Budget)	225.0	\$ 27,466,993	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Printing Adjustment	—	(3,000)	—
FY 2010 Voice Communications Adjustment	—	1,154	—
Decision Packages			
1. Reduce Funding in Services and Supplies	—	(368,524)	—
Reduce \$580,146 in contract services and maintenance-structure improvements in Management Administration.			
2. Delete position in Service Work Center	-1.0	(128,460)	—
Delete vacant 1.0 FTE Electrician (M59) in Service Work Center - Electrical.			
3. Reduce Funding in Services and Supplies	—	(246,486)	—
Reduce \$246,486 in Maintenance - Structure Improvements in the Service Work Center - Electrical.			
4. Add/Delete Actions in the Scheduled Work Center	1.0	144,126	—
Add 3.0 FTE New positions with the proposed title of Construction Project Manager and Delete filled 1.0 FTE Program Manager I (B3P) and filled 1.0 FTE Project Control Specialist in the Scheduled Work Center - Administration.			
5. Delete Positions in Custodial	-3.0	(208,284)	—
Delete vacant 1.0 FTE Janitor Supervisor (H12) and vacant 2.0 FTE Janitors (H18) in Custodial.			
6. Delete Position in Grounds	-1.0	(73,032)	—
Delete vacant 1.0 FTE Gardener (H28) in Grounds.			
7. Delete Position in Preventive Maintenance	-1.0	(92,232)	—
Delete vacant 1.0 FTE Information Systems Technician II (G50) in Preventive Maintenance Work Center - Mechanical 1.			
8. Add/Delete Actions in Preventive Maintenance	-1.0	(15,756)	—
Add 1.0 FTE Information Systems Technician III (G38) and Delete vacant 2.0 FTE Utility Workers (H17) in Preventive Maintenance Work Center - Mechanical 2.			
9. Reduce Funding Designated for New Positions in FY 2010	—	(625,000)	—
This recommendation reduces \$625,000 that was previously budgeted for the creation of new positions, pending a departmental reorganization, in Fiscal Year 2010.			
Subtotal (Recommended Changes)	-6.0	\$ (1,615,494)	\$ —
<b>Total Recommendation</b>	<b>219.0</b>	<b>\$ 25,851,499</b>	<b>\$ —</b>

## Fleet Services — Budget Unit 135

### Net Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
2320	Fleet Management Capital Fund 0073	\$ 4,076,621	\$ 502,703	\$ 502,703	\$ 214,128	(288,575)	-57.4%
2321	Fleet Operating Fund 0070	18,016,358	20,253,936	19,889,086	20,276,355	22,419	0.1%
	<b>Total Net Expenditures</b>	<b>\$ 22,092,979</b>	<b>\$ 20,756,639</b>	<b>\$ 20,391,789</b>	<b>\$ 20,490,483</b>	<b>(266,156)</b>	<b>-1.3%</b>





### Fleet Services — Budget Unit 135 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
2320	Fleet Management Capital Fund 0073	\$ 4,076,621	\$ 502,703	\$ 502,703	\$ 214,128	\$ (288,575)	-57.4%
2321	Fleet Operating Fund 0070	18,016,358	20,253,936	19,889,086	20,276,355	22,419	0.1%
<b>Total Gross Expenditures</b>		<b>\$ 22,092,979</b>	<b>\$ 20,756,639</b>	<b>\$ 20,391,789</b>	<b>\$ 20,490,483</b>	<b>\$ (266,156)</b>	<b>-1.3%</b>

### Fleet Services — Budget Unit 135 Expenditures by Object

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 4,718,963	\$ 5,087,676	\$ 5,222,826	\$ 5,478,348	\$ 390,672	7.7%
Services And Supplies	13,206,229	12,607,133	12,591,133	11,253,696	(1,353,437)	-10.7%
Other Charges	57,548	527,429	527,429	224,038	(303,391)	-57.5%
Fixed Assets	4,110,238	—	16,000	—	—	—
Operating/Equity Transfers	—	2,500,000	2,000,000	3,500,000	1,000,000	40.0%
Reserves	—	34,401	34,401	34,401	—	—
<b>Subtotal Expenditures</b>	<b>22,092,979</b>	<b>20,756,639</b>	<b>20,391,789</b>	<b>20,490,483</b>	<b>(266,156)</b>	<b>-1.3%</b>
<b>Total Net Expenditures</b>	<b>22,092,979</b>	<b>20,756,639</b>	<b>20,391,789</b>	<b>20,490,483</b>	<b>(266,156)</b>	<b>-1.3%</b>

### Fleet Services — Budget Unit 135 Revenues by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
2320	Fleet Management Capital Fund 0073	\$ 235,938	\$ 2,726,880	\$ 3,226,880	\$ 3,630,000	\$ 903,120	33.1%
2321	Fleet Operating Fund 0070	21,717,933	20,413,339	20,413,991	20,136,371	(276,968)	-1.4%
<b>Total Revenues</b>		<b>\$ 21,953,871</b>	<b>\$ 23,140,219</b>	<b>\$ 23,640,871</b>	<b>\$ 23,766,371</b>	<b>\$ 626,152</b>	<b>2.7%</b>

### Fleet Management Capital Fund 0073 — Cost Center 2320 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Garage ISF (Fund Number 0073)</b>			
FY 2009 Approved Budget	—	\$ 502,703	\$ 2,726,880
Board Approved Adjustments During FY 2009	—	—	500,000
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	1,000,000
Other Required Adjustments	—	(288,575)	(596,880)
Subtotal (Current Level Budget)	—	\$ 214,128	\$ 3,630,000



## Fleet Management Capital Fund 0073 — Cost Center 2320

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 214,128	\$ 3,630,000

## Fleet Operating Fund 0070 — Cost Center 2321

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Fleet Operating Fund (Fund Number 0070)</b>			
FY 2009 Approved Budget	50.0	\$ 20,253,936	\$ 20,413,339
Board Approved Adjustments During FY 2009	2.0	(364,850)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(15,204)	—
Internal Service Fund Adjustments	—	(352,557)	(1,046,102)
Other Required Adjustments	—	485,184	510,964
Subtotal (Current Level Budget)	52.0	\$ 20,006,509	\$ 19,878,201
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Increase Fleet Services	—	—	25,000
Transfer Fleet Charges to Central Valley Clinic due to Closure of East Valley Clinic	—	—	—
Eliminate Juvenile Dependency Program	—	—	(37,556)
Reduce Reimbursement to County Communications Engineering Services	—	(1,418)	—
Decision Packages			
1. Add/Delete Fleet Services Position	—	10,038	—
Add 1.0 FTE New position with proposed title of Fleet Logistics Supervisor and Delete 1.0 filled FTE Fleet Services Coordinator (M27). The difference in the position cost will not impact the General Fund as it will be funded by various revenue sources.			
2. Add 2.0 FTE Positions	2.0	258,576	—
This recommendation adds 1.0 FTE Fleet Maintenance Supervisor (M21) and 1.0 FTE New position for which the proposed title is Operations Manager. The cost of these two positions will not impact the General Fund as they will be funded by various revenue sources.			
3. Realize \$270,726 in Ongoing Revenue	—	—	270,726
This recommendation realizes \$270,726 in ongoing revenue from service to the Valley Transportation Authority (VTA), the County of Santa Cruz and Outreach.			
4. Add/Delete Fleet Services Position	—	2,112	—
Add 1.0 Emergency Vehicle Equipment Installer (M28) and Delete a vacant 1.0 FTE Fleet Services Assistant Mechanic (M18). The difference in cost for this add/delete action will not impact the General Fund as it will be funded by various revenue sources.			
Subtotal (Recommended Changes)	2.0	\$ 269,308	\$ 258,170
<b>Total Recommendation</b>	54.0	\$ 20,275,817	\$ 20,136,371
<b>Garage ISF (Fund Number 0073)</b>			
FY 2009 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—

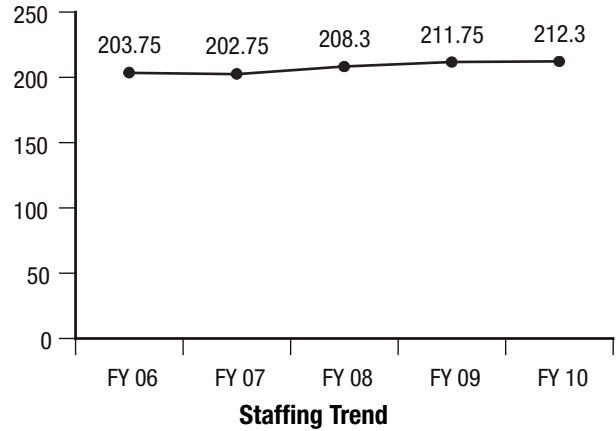
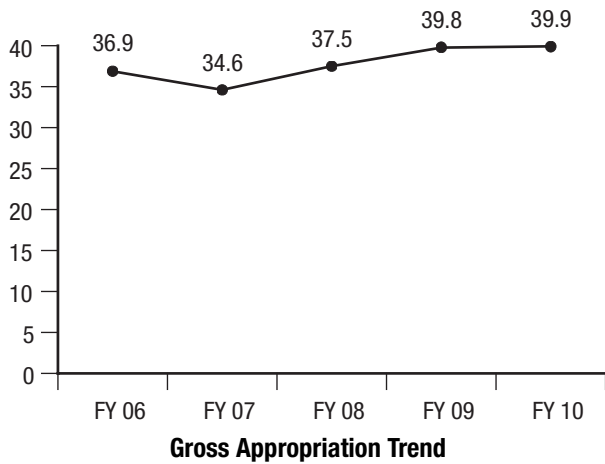
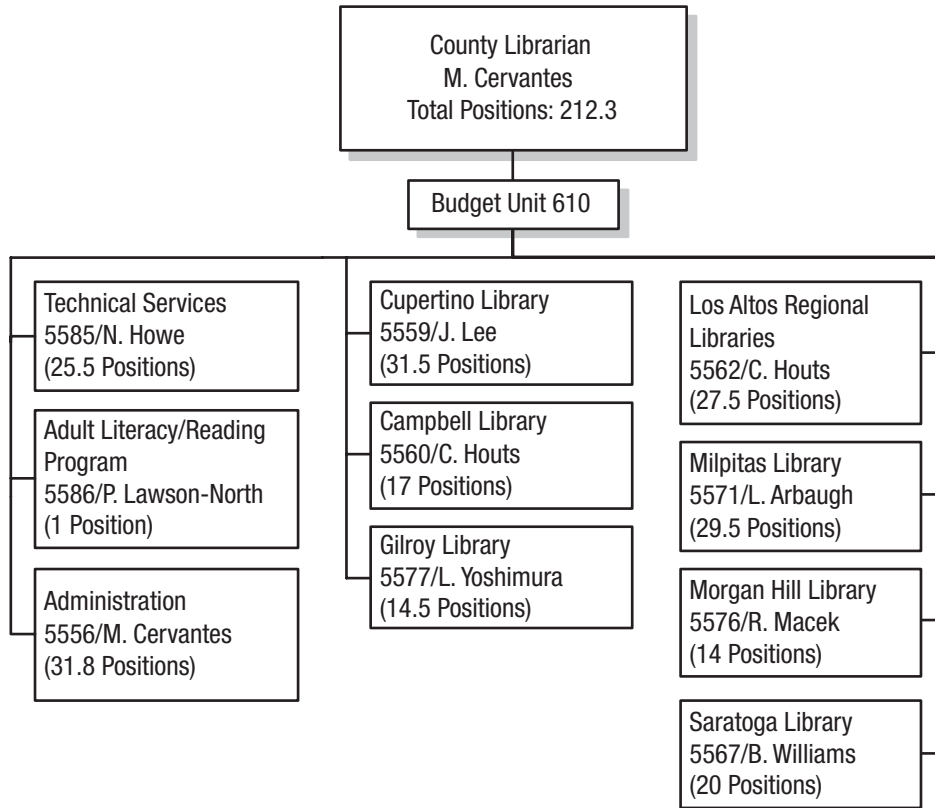


**Fleet Operating Fund 0070 — Cost Center 2321**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Subtotal (Current Level Budget)	—	\$ —	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Voice Communications Adjustment	—	538	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 538	\$ —
<b>Total Recommendation</b>	—	\$ 538	\$ —



# County Library



## 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.**



## Description of Major Services

Santa Clara County Library is one of the top 100 libraries in the United States. For seven years, it has ranked as the best in the nation for its size by *Hennen's American Public Library Ratings* which uses 15 different measures such as collections, circulation, visits and customer service. With more than 3.5 million visits each year, Santa Clara County Library is one of the most-used public resources in the region.

Santa Clara County Library serves a population of 426,943 including residents of unincorporated County neighborhoods and residents of the cities of Campbell, Cupertino, Gilroy, Los Altos, Los Altos Hills, Milpitas,

Monte Sereno, Morgan Hill and Saratoga. In FY 2009 the Library had 326,796 registered borrowers with a library use (circulation) of 10.8 million. These customers or patrons include district residents and residents from other jurisdictions; businesses, schools and other community organizations; the County Board of Supervisors, staff and city council of nine cities; seven city-appointed Library commissions; the North County Library Authority; seven Friends of the Library groups and three 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 County 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 1993, the cities of Saratoga, Cupertino, Morgan Hill and Milpitas have all constructed new libraries. The largest at 60,000 square feet is the new Milpitas Library that opened in January 2009. The cities of Campbell, Gilroy and Los Altos are in various stages of planning for new or expanded library facilities. Gilroy passed a \$37 million library construction bond measure in November 2008 and begins construction in July 2009. 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 beyond these community libraries with its Bookmobile service which takes books, DVDs, CDs and other materials to locations isolated by geography or other circumstances such as the rural South County, the mountains, nursing homes, migrant camps and locked facilities. In addition, the County Library reaches out to the homebound and underserved populations in the community through its Adult and Family Literacy Program.

Library programs:

- Provide access to library materials through reference and reader advisory service;
- Purchase, process, assess, maintain and augment print and non-print collections and services;
- Foster library use through programs, community outreach and other assistance;
- Provide technical support for computers, as well as planning and implementation for technological applications;
- Provide circulation services;
- Provide administration and business services for the community libraries, the Joint Powers Authority Board and a workforce of 280 employees.

## Current and Emerging Issues

### Continued Development of the Joint Powers Authority (JPA) and Community Facilities District (CFD)

This issue continues to be the focus of Library staff and JPA Board members. Library staff will continue to work with county departments such as the Assessor, the Tax Collector and the Santa Clara County Local Agency Formation Commission, and with member cities to implement the provisions of the JPA and the CFD.

### Implementing Envisioned Future

The number of residents actively using the library has increased year after year as a result of the library's commitment to providing targeted services both virtually and physically. The library constantly monitors changes in the demographics of the service area and adapts to those changes to better serve both traditional

and non-traditional library patrons. Patrons acknowledge the availability and accessibility of materials when and where they desire them.

In order to move toward achieving the Library's Strategic Plan "Envisioned Future," the Library Staff Team identified three specific areas to focus on in the next five years:

- Convenience: Making Library services more convenient for prospective and current users.
- Public Awareness and Marketing: Creating greater awareness of how the Library is relevant to prospective users.
- Information Literacy: Enhancing the Library's role as a trusted source for information and resources.

## Investments in Technology and Collection

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 10.8 million in FY 2009, an increase of 9% over the prior year. New library cards were issued to 57,810 residents last year, bringing the total of library cardholders to 326,796 or three out of every four residents. A concerted effort is made to add materials to the collection in languages that reflect the diversity of the County, including Spanish, Chinese, Vietnamese, Russian, Japanese, Hindi, Korean, German and French.

Library patrons use computers in the Library, and personal laptop computers and personal handheld devices with wireless access, to access a wide variety of online services available through the Library's website. These electronic library resources are available 24/7 and include content-rich databases, round-the-clock student homework assistance and resources, video storybooks and interactive online books for young children. Students in grades 3-12 can get one-on-one online tutoring with the Brainfuse service every day between 1-10 p.m. Collaboration with other libraries allows Santa Clara County Library patrons access to online reference help 24/7 as well as in-person assistance from reference librarians at each community library.

Technology enhances Library services in other ways. Each community library now features free wireless Internet access for patrons who want to log on to the Internet with their own laptop computer, PDA or other mobile device. Convenient automated check-out and

check-in systems are increasingly popular with library users. On average, 56% of all materials checked out of Santa Clara County Library are through self-checkout machines. Nearly 85% of all return transactions were handled with the automated return system installed at each library.

## Investments in Services and Staff Development

Programs remain an important component of Library service. Each community library offers a wide array of programs - from storytimes for children and families to activities for teens, how-to-do-it workshops for adults, speakers on timely subjects, and drop-in book discussion groups. Santa Clara County Library looks for opportunities to work with other organizations such as the Small Business Administration, the National Library of Medicine, the Tech Museum of Innovation, The Health Trust, Santa Clara Valley Health and Hospital System and the PlaneTree Health Library to offer compelling programs on issues of interest to Library patrons. One of the most well attended series of events every year at Santa Clara County Library is Silicon Valley Reads, which encourages the community to read a specific book and discuss its relevant themes. Each of the community libraries offers events in conjunction with Silicon Valley Reads, and often they are standing-room-only.

Librarians who attended the California State Library *The Eureka! Leadership Program: Discover the Leader Within* were identified as exhibiting leadership potential and willing to share with others their enthusiasm, optimism and vision for future library services. Two grants received as part of this program have increased services to Spanish-speaking library patrons.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Library Administration	No	Not part of Mandate Study.	Patron and general library services will be enhanced with the addition of fixed assets.	▲
Campbell Library	No	Not part of Mandate Study.		■

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
Cupertino Library	No	Not part of Mandate Study.		■
Morgan Hill Library	No	Not part of Mandate Study.		■
Gilroy Library	No	Not part of Mandate Study.		■
Milpitas Library	No	Not part of Mandate Study.		■
Los Altos Regional Libraries	No	Not part of Mandate Study.		■
Saratoga Library	No	Not part of Mandate Study.		■
Adult Literacy/Reading Program	No	Not part of Mandate Study.		■
Technical Services	No	Not part of Mandate Study.		■

Impact on Current Level of Service:

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

## County Executive's Recommendation

The Santa Clara County Library's recommended budget reflects the budget reviewed by the Santa Clara County Library JPA on April 23, 2009, including services and supply expenditures totaling \$11.3 million, Building and Technology reserves of \$2.4 million, and a revenue projection of \$33.4 million. The fixed asset expenditures are detailed below.

### ▲ Library Administration

**Allocate One-time funding in the amount of \$79,600 to purchase the following assets:**

Item	Amount
Automated materials handling equipment tote lifter, to reduce employee exposure to heavy-lifting injury.	\$57,500
Security Firewall Switch, to ensure integrity of the ILS and other operating systems in consideration of the number of public computers residing in the library's system.	\$22,100
<b>Total</b>	<b>\$79,600</b>

#### **Total One-time Cost: \$79,600**

Additionally, \$20,000 in fixed asset is recognized in the base budget for purchase of vehicles.



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

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
5556	Library Admin Fund 0025	\$ 12,381,932	\$ 18,851,794	\$ 18,917,794	\$ 17,732,323	\$ (1,119,471)	-5.9%
5586	Literacy Program Fund 0025	477,702	351,943	351,943	412,121	60,178	17.1%
5559	Cupertino Library Fund 0025	2,838,089	3,423,182	3,423,182	3,496,939	73,757	2.2%
5560	Campbell Library Fund 0025	1,714,078	1,871,774	1,871,774	1,928,206	56,432	3.0%
5562	Los Altos Library Fund 0025	2,777,765	2,627,013	2,627,013	2,994,668	367,655	14.0%
5567	Saratoga Comm Library Fund 0025	2,187,435	2,177,396	2,177,396	2,399,054	221,658	10.2%
5571	Milpitas Comm Library Fund 0025	2,824,119	3,044,720	3,044,720	3,350,311	305,591	10.0%
5575	Alum Rock Library Fund 0025	242,177	437,840	437,840	300,000	(137,840)	-31.5%
5576	Morgan Hill Library Fund 0025	1,585,827	1,528,137	1,528,137	1,811,438	283,301	18.5%
5577	Gilroy Library Fund 0025	1,565,247	1,569,720	1,569,720	1,753,995	184,275	11.7%
5585	Technical Svcs Fund 0025	3,638,732	3,904,857	3,904,857	3,713,573	(191,284)	-4.9%
<b>Total Net Expenditures</b>		<b>\$ 32,233,103</b>	<b>\$ 39,788,376</b>	<b>\$ 39,854,376</b>	<b>\$ 39,892,628</b>	<b>\$ 104,252</b>	<b>0.3%</b>

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

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
5556	Library Admin Fund 0025	\$ 12,381,932	\$ 18,851,794	\$ 18,917,794	\$ 17,732,323	\$ (1,119,471)	-5.9%
5586	Literacy Program Fund 0025	477,702	351,943	351,943	412,121	60,178	17.1%
5559	Cupertino Library Fund 0025	2,838,089	3,423,182	3,423,182	3,496,939	73,757	2.2%
5560	Campbell Library Fund 0025	1,714,078	1,871,774	1,871,774	1,928,206	56,432	3.0%
5562	Los Altos Library Fund 0025	2,777,765	2,627,013	2,627,013	2,994,668	367,655	14.0%
5567	Saratoga Comm Library Fund 0025	2,187,435	2,177,396	2,177,396	2,399,054	221,658	10.2%
5571	Milpitas Comm Library Fund 0025	2,824,119	3,044,720	3,044,720	3,350,311	305,591	10.0%
5575	Alum Rock Library Fund 0025	242,177	437,840	437,840	300,000	(137,840)	-31.5%
5576	Morgan Hill Library Fund 0025	1,585,827	1,528,137	1,528,137	1,811,438	283,301	18.5%
5577	Gilroy Library Fund 0025	1,565,247	1,569,720	1,569,720	1,753,995	184,275	11.7%
5585	Technical Svcs Fund 0025	3,638,732	3,904,857	3,904,857	3,713,573	(191,284)	-4.9%
<b>Total Gross Expenditures</b>		<b>\$ 32,233,103</b>	<b>\$ 39,788,376</b>	<b>\$ 39,854,376</b>	<b>\$ 39,892,628</b>	<b>\$ 104,252</b>	<b>0.3%</b>



## County Library Headquarters — Budget Unit 610 Expenditures by Object

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 19,718,634	\$ 21,495,844	\$ 21,495,844	\$ 22,380,228	\$ 884,384	4.1%
Services And Supplies	10,939,682	12,897,083	12,897,083	11,323,833	(1,573,250)	-12.2%
Fixed Assets	1,574,787	757,085	823,085	99,600	(657,485)	-86.8%
Reserves	—	4,638,364	4,638,364	6,088,967	1,450,603	31.3%
<b>Subtotal Expenditures</b>	<b>32,233,103</b>	<b>39,788,376</b>	<b>39,854,376</b>	<b>39,892,628</b>	<b>104,252</b>	<b>0.3%</b>
<b>Total Net Expenditures</b>	<b>32,233,103</b>	<b>39,788,376</b>	<b>39,854,376</b>	<b>39,892,628</b>	<b>104,252</b>	<b>0.3%</b>

## County Library Headquarters — Budget Unit 610 Revenues by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
5556	Library Admin Fund 0025	\$ 28,275,225	\$ 32,379,650	\$ 32,379,650	\$ 33,167,419	\$ 787,769	2.4%
5586	Literacy Program Fund 0025	234,786	225,000	225,000	245,000	20,000	8.9%
5562	Los Altos Library Fund 0025	5	—	—	—	—	—
5567	Saratoga Comm Library Fund 0025	22	—	—	—	—	—
5571	Milpitas Comm Library Fund 0025	22	—	—	—	—	—
5576	Morgan Hill Library Fund 0025	3	—	—	—	—	—
	<b>Total Revenues</b>	<b>\$ 28,510,063</b>	<b>\$ 32,604,650</b>	<b>\$ 32,604,650</b>	<b>\$ 33,412,419</b>	<b>\$ 807,769</b>	<b>2.5%</b>

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

	Positions	Appropriations	Revenues
<b>County Library Fund (Fund Number 0025)</b>			
FY 2009 Approved Budget	32.3	\$ 18,851,794	\$ 32,379,650
Board Approved Adjustments During FY 2009	—	66,000	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-0.5	25,451	—
Internal Service Fund Adjustments	—	(266,907)	—
Other Required Adjustments	—	(1,023,615)	787,769
Subtotal (Current Level Budget)	31.8	\$ 17,652,723	\$ 33,167,419
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			



## Library Admin Fund 0025 — Cost Center 5556

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Decision Packages</b>			
1. Allocate One-time Funding for Fixed Asset Purchases	—	79,600	—
Appropriate one-time funding for the purchase of:			
◆ Automated materials handling equipment tote lifter, to reduce employee exposure to heavy-lifting injury - \$57,500			
◆ Security Firewall Switch, to ensure integrity of the ILS and other operating systems in consideration of the number of public computers residing in the library's system - \$22,100			
Subtotal (Recommended Changes)	—	\$ 79,600	\$ —
<b>Total Recommendation</b>	<b>31.8</b>	<b>\$ 17,732,323</b>	<b>\$ 33,167,419</b>

## Literacy Program Fund 0025 — Cost Center 5586

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>County Library Fund (Fund Number 0025)</b>			
FY 2009 Approved Budget	1.0	\$ 351,943	\$ 225,000
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	40,178	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	20,000	20,000
Subtotal (Current Level Budget)	1.0	\$ 412,121	\$ 245,000
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>1.0</b>	<b>\$ 412,121</b>	<b>\$ 245,000</b>

## Cupertino Library Fund 0025 — Cost Center 5559

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>County Library Fund (Fund Number 0025)</b>			
FY 2009 Approved Budget	31.5	\$ 3,423,182	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(3,213)	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	76,970	—
Subtotal (Current Level Budget)	31.5	\$ 3,496,939	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>31.5</b>	<b>\$ 3,496,939</b>	<b>\$ —</b>



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

	Positions	Appropriations	Revenues
<b>County Library Fund (Fund Number 0025)</b>			
FY 2009 Approved Budget	17.0	\$ 1,871,774	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	31,752	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	24,680	—
Subtotal (Current Level Budget)	17.0	\$ 1,928,206	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	17.0	\$ 1,928,206	\$ —

### Los Altos Library Fund 0025 — Cost Center 5562 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>County Library Fund (Fund Number 0025)</b>			
FY 2009 Approved Budget	26.5	\$ 2,627,013	\$ —
Board Approved Adjustments During FY 2009	0.5	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	0.5	265,930	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	101,725	—
Subtotal (Current Level Budget)	27.5	\$ 2,994,668	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	27.5	\$ 2,994,668	\$ —

### Saratoga Comm Library Fund 0025 — Cost Center 5567 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>County Library Fund (Fund Number 0025)</b>			
FY 2009 Approved Budget	20.0	\$ 2,177,396	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	137,838	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	83,820	—
Subtotal (Current Level Budget)	20.0	\$ 2,399,054	\$ —



### Saratoga Comm Library Fund 0025 — Cost Center 5567 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	20.0	\$ 2,399,054	\$ —

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

	Positions	Appropriations	Revenues
<b>County Library Fund (Fund Number 0025)</b>			
FY 2009 Approved Budget	29.5	\$ 3,044,720	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	154,408	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	151,183	—
Subtotal (Current Level Budget)	29.5	\$ 3,350,311	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	29.5	\$ 3,350,311	\$ —

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

	Positions	Appropriations	Revenues
<b>County Library Fund (Fund Number 0025)</b>			
FY 2009 Approved Budget	—	\$ 437,840	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(137,840)	—
Subtotal (Current Level Budget)	—	\$ 300,000	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 300,000	\$ —



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

	Positions	Appropriations	Revenues
<b>County Library Fund (Fund Number 0025)</b>			
FY 2009 Approved Budget	14.0	\$ 1,528,137	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	177,540	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	105,761	—
Subtotal (Current Level Budget)	14.0	\$ 1,811,438	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	14.0	\$ 1,811,438	\$ —

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

	Positions	Appropriations	Revenues
<b>County Library Fund (Fund Number 0025)</b>			
FY 2009 Approved Budget	14.5	\$ 1,569,720	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	159,384	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	24,891	—
Subtotal (Current Level Budget)	14.5	\$ 1,753,995	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	14.5	\$ 1,753,995	\$ —

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

	Positions	Appropriations	Revenues
<b>County Library Fund (Fund Number 0025)</b>			
FY 2009 Approved Budget	25.5	\$ 3,904,857	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(104,884)	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(86,400)	—
Subtotal (Current Level Budget)	25.5	\$ 3,713,573	\$ —

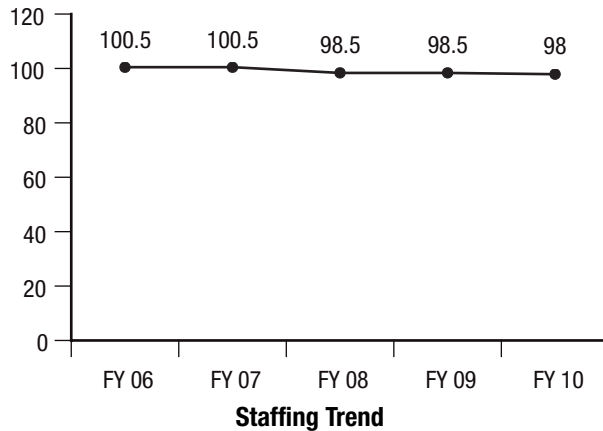
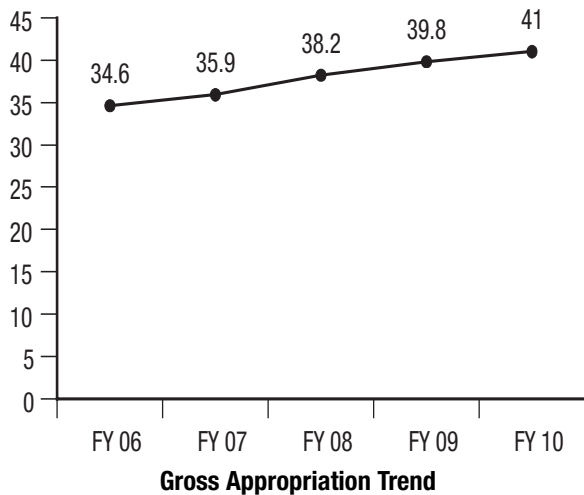
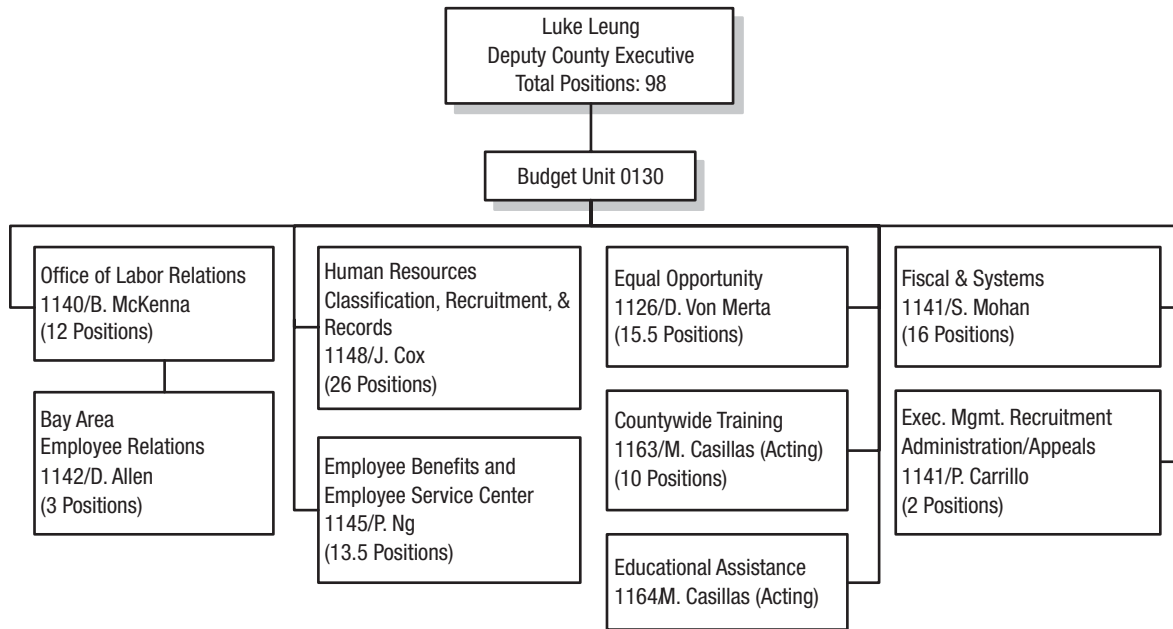


**Technical Svcs Fund 0025 — Cost Center 5585**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	25.5	\$ 3,713,573	\$ —



# 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 maintenance of the Countywide position classification

plan by conducting classification and reallocation studies. Human Resources also works with County departments to implement personnel actions required as a result of budget reductions including lay-off and in-placement of affected employees.

### Employee Benefits

Employee Benefits Services administers a full range of benefit programs, from initial hire through retirement for employees, retirees and their families. The division administers health, dental, life, vision, disability, and optional insurance programs. In addition, Employee Benefits coordinates with CalPERS for the

administration of the retirement pension plan and with a third party administrator for the deferred compensation plan.

Most of the benefit programs that are offered by the County to its employees are the result of collective bargaining agreements and other decisions by the Board of Supervisors. Benefit premium costs are 100% charged via benefit rates to all operating funds and reimbursements from external subgroups and retirees.

Other programs that the division coordinates are the EcoPass Program, the Labor/Management Health Care Cost Containment Committee and Disability Retirement for safety employees.

### **Employee Development and Training**

Employee Development serves as the central provider and resource for the County's training needs. Employee Development provides the following training programs: Leadership Seminar Series Program, Working Together Workshop Program, New Employee Orientation, Performance Appraisal Training, Retirement Workshop, as well as numerous professional development courses and trainings customized per departmental requests. Employee Development coordinates the Education Assistance Program which provides monetary support for employees' individual education-related activities, and the Accelerated Associate Degree Program.

Employee Development also provides special services to employees in crisis and their survivors, like Vacation Donation for employees prevented from working by a critical life incident, Precautionary Retirement for qualified survivors, and Critical Incident Stress Debriefing to serve groups of employees that have experienced a trauma or loss.

### **Labor Relations**

The Office of Labor Relations is responsible for the collective bargaining process between the County and 24 bargaining units represented by 16 employee organizations representing approximately 15,000 County and Central Fire District employees and Independent Providers in the Public Authority. Labor Relations negotiates, administers, and interprets labor contracts, processes grievances, provides procedural guidance and advice regarding disciplinary matters, resolves disputes, prepares and presents matters in hearings or binding arbitration proceedings, coordinates employee alcohol and drug testing, and conducts analysis on new labor laws.

Under a joint powers agreement, the Bay Area Employee Relations Service (BAERS), an intergovernmental employee relations service, also provides services to other public jurisdictions. These include compensation information, bargaining settlements and trends, and research on contracts, arbitrators, labor legislation and litigation.

### **Equal Opportunity**

Equal Opportunity is responsible for providing Countywide leadership in advancing the goals of opportunity, equal access and diversity. This division provides training in the areas of discrimination and sexual harassment prevention, Reasonable Job Accommodation, Equal Opportunity and Diversity. Responsibilities include implementing County policies, guidelines and procedures to comply with federal and state laws and regulations.

The division is responsible for facilitating reasonable accommodation placements for employees, and the placement of disabled individuals under the Special Qualifications Worker (SQW) Program.

## **Current and Emerging Issues**

### **Increased Retirements and Retiree Costs**

An area of continued concern is that nearly half of the workforce will be eligible to retire in the next five years, taking with them a substantial level of institutional knowledge. Human Resource Operations is assuming

the challenge of strategic workforce planning, analyzing the most critical areas of need and developing strategies to mitigate the exodus of long-term employees.

The expected continued growth in the number of retirees eligible for medical insurance, combined with the increase in health insurance premiums, will continue to put a considerable strain on the County's



budget. In addition, the recent turmoil in the financial markets and the resulting loss of equity in the stock market will increase the unfunded liability of the retiree

medical trust. Similarly, the CalPERS pension fund will also see an increase in the unfunded liability which, in turn, will likely increase employer contributions.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Executive Management Recruiting	Yes	Mandated		■
Equal Opportunity - Non-Discrimination and Confidential Records	Yes	Mandated		■
Human Resources Operations	Yes	Mandated	Reducing staff will increase workload on remaining staff.	▣
Intergovernmental Relations	Yes	Non-Mandated		■
Administration/Support	Yes	Required	Recognize savings for Premium-Only Plans.	■
Employee Benefits	Yes	Non-Mandated	Increase revenue for Flexible Spending Accounts.	■
Benefits Administration	Less than 5%	Mandated		■
Labor Relations	Yes	Mandated		■
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		■

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

## County Executive's Recommendation

The Employee Services Agency was assigned a \$350,000 reduction target for FY2010. After analysis of the budget proposal submitted by the department and consideration of alternative reductions, the Acting County Executive recommends the following actions, that will contribute to balancing the General Fund budget.

### Administration and Support

**Recognize Savings for Premium-Only Plans from Lower FICA (Social Security and Medicare) Taxes:** Recognize approximately \$334,500 in savings Countywide related to the County paying lower FICA/Medicare taxes when County employees make pre-tax health contributions.

On December 16, 2008 the Board adopted the Premium Reduction Option Plan allowing County employees to make contributions to their health insurance premiums on a pre-tax basis, thus lowering an employee's federal and state income taxes and FICA (social security and Medicare) taxes. The County will save on matching FICA taxes paid to the federal government. Employees who are either part-time or have Health Net family coverage, and eligible extra help employees represented by SEIU Local 521 covered by Valley Health Plan, began to notice tax savings in their paychecks starting March 13, 2009. Since implementation, the Agency calculated \$15,129 in savings from the first pay period, and expects to realize about \$136,161 for FY 2009. Initial estimates showed a total of \$310,000 in savings for FY 2010. Current estimates of Countywide savings (General Fund Departments and VMC) are \$334,500 for FY 2010.



**Service Impact:** Additional resources will mitigate the need to make additional reductions in the Agency.

**Ongoing Savings: \$334,500**

## Employee Benefits

**Recognize Increased Revenue for Flexible Spending Accounts:** Increase ongoing revenue by \$30,000 related to Flexible Spending Accounts. The County established Flexible Spending Accounts allowing employees to annually designate and set aside a bi-weekly payroll deduction of wages on a pre-tax basis for reimbursement of personal medical and dental expenses. Any monies left in the account at the end of the year are forfeited per the terms of the plan. Updated analysis by the Agency shows this revenue exceeding \$30,000 in the past three years and should now be recognized in the General Fund on an ongoing basis.

**Service Impact:** Additional resources will allow the Agency to avoid additional reductions in personnel or client services.

**Ongoing Revenue: \$30,000**

## Equal Opportunity

**Reduce Funding for Contract with Silicon Valley Independent Living Center (SVILC):** Contract funding for SVILC services will be reduced by \$29,000. SVILC currently provides training in independent residential living to individuals with disabilities.

**Service Impact:** The proposal to reduce the contract with SVILC represents a 10% reduction of the total contract amount. This recommendation may result in reducing the number of clients SVILC serves or reduce program services offered to clients.

**Ongoing Savings: \$29,000**

## Human Resources

**Delete Filled 0.5 FTE Human Resources Analyst:** The half-time Human Resources Analyst supports the recruitment process. The incumbent will be moved to a full-time position.

**Service Impact:** Responsibilities will be distributed among the existing staff of analysts and assistants for recruitment activities.

**Ongoing Savings: \$63,540**

## Human Resources, LR, and EOED — Budget Unit 130 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1145	Employee Benefit Services Fund 0001	\$ 465,076	\$ 2,364,583	\$ 2,364,583	\$ 2,705,164	\$ 340,581	14.4%
1163	Employee Dev Fund 0001	1,473,441	1,198,931	1,198,931	1,208,728	9,797	0.8%
1140	Office Of Labor Relations Fund 0001	1,362,386	1,306,993	1,306,993	1,430,941	123,948	9.5%
1148	Human Resources Fund 0001	4,981,727	4,711,481	4,711,481	4,294,834	(416,647)	-8.8%
1141	Agency Admin, Fiscal & Sys Fund 0001	1,575,082	962,143	1,611,070	637,027	(325,117)	-33.8%
1164	Educational Asst Prog Fund 0001	1,192,419	1,064,912	1,064,912	1,064,912	—	—
1142	Bay Area Employee Relations Serv Fund 0001	396,606	386,341	386,341	402,325	15,984	4.1%
1126	Equal Opportunity Fund 0001	1,174,562	1,240,626	1,240,626	1,242,455	1,829	0.1%
1127	Life Ins Prog Fund 0280	1,999,726	914,546	914,546	1,172,881	258,335	28.2%
1129	Delta Dental Ins Prog Fund 0282	20,521,155	21,060,203	21,060,203	22,214,738	1,154,535	5.5%
<b>Total Net Expenditures</b>		<b>\$ 35,142,181</b>	<b>\$ 35,210,760</b>	<b>\$ 35,859,686</b>	<b>\$ 36,374,005</b>	<b>\$ 1,163,246</b>	<b>3.3%</b>



## Human Resources, LR, and EOED — Budget Unit 130

### Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1145	Employee Benefit Services Fund 0001	\$ 2,361,351	\$ 4,345,724	\$ 4,345,724	\$ 4,686,480	\$ 340,756	7.8%
1163	Employee Dev Fund 0001	1,677,484	1,393,931	1,393,931	1,403,728	9,797	0.7%
1140	Office Of Labor Relations Fund 0001	1,650,557	1,632,079	1,632,079	1,805,562	173,483	10.6%
1148	Human Resources Fund 0001	5,311,925	5,143,509	5,143,509	4,648,401	(495,108)	-9.6%
1141	Agency Admin, Fiscal & Sys Fund 0001	3,250,731	2,533,207	3,182,134	2,205,101	(328,107)	-13.0%
1164	Educational Asst Prog Fund 0001	1,192,419	1,064,912	1,064,912	1,064,912	—	—
1142	Bay Area Employee Relations Serv Fund 0001	396,606	386,341	386,341	402,325	15,984	4.1%
1126	Equal Opportunity Fund 0001	1,318,696	1,370,790	1,370,790	1,372,496	1,706	0.1%
1127	Life Ins Prog Fund 0280	1,999,726	914,546	914,546	1,172,881	258,335	28.2%
1129	Delta Dental Ins Prog Fund 0282	20,521,155	21,060,203	21,060,203	22,214,738	1,154,535	5.5%
<b>Total Gross Expenditures</b>		<b>\$ 39,680,650</b>	<b>\$ 39,845,243</b>	<b>\$ 40,494,169</b>	<b>\$ 40,976,624</b>	<b>\$ 1,131,382</b>	<b>2.8%</b>

## Human Resources, LR, and EOED — Budget Unit 130

### Expenditures by Object

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 10,683,800	\$ 10,542,127	\$ 10,714,744	\$ 10,425,220	\$ (116,906)	-1.1%
Services And Supplies	28,837,334	29,280,916	29,750,425	28,428,454	(852,462)	-2.9%
Other Charges	11,771	22,200	22,200	22,950	750	3.4%
Fixed Assets	147,746	—	6,800	—	—	—
Reserves	—	—	—	2,100,000	2,100,000	—
<b>Subtotal Expenditures</b>	<b>39,680,650</b>	<b>39,845,243</b>	<b>40,494,169</b>	<b>40,976,624</b>	<b>1,131,382</b>	<b>2.8%</b>
Expenditure Transfers	(4,538,469)	(4,634,483)	(4,634,483)	(4,602,619)	31,864	-0.7%
<b>Total Net Expenditures</b>	<b>35,142,181</b>	<b>35,210,760</b>	<b>35,859,686</b>	<b>36,374,005</b>	<b>1,163,246</b>	<b>3.3%</b>

## Human Resources, LR, and EOED — Budget Unit 130

### Revenues by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1145	Employee Benefit Services Fund 0001	\$ 129,081	\$ 97,405	\$ 97,405	\$ 125,458	\$ 28,053	28.8%
1163	Employee Dev Fund 0001	247	—	—	—	—	—
1140	Office Of Labor Relations Fund 0001	1	—	—	—	—	—
1148	Human Resources Fund 0001	3,118	—	—	—	—	—
1141	Agency Admin, Fiscal & Sys Fund 0001	1,656,513	1,328,306	1,357,399	1,465,095	136,789	10.3%



## Human Resources, LR, and EOED — Budget Unit 130

### Revenues by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1164	Educational Asst Prog Fund 0001	390	—	—	—	—	—
1142	Bay Area Employee Relations Serv Fund 0001	358,234	394,354	394,354	394,354	—	—
1126	Equal Opportunity Fund 0001	0	—	—	—	—	—
1127	Life Ins Prog Fund 0280	1,158,115	1,140,554	1,140,554	1,096,042	(44,512)	-3.9%
1129	Delta Dental Ins Prog Fund 0282	20,471,530	20,296,472	20,296,472	20,273,430	(23,042)	-0.1%
<b>Total Revenues \$</b>		<b>23,777,229 \$</b>	<b>23,257,091 \$</b>	<b>23,286,184 \$</b>	<b>23,354,379 \$</b>	<b>97,288</b>	<b>0.4%</b>

## Employee Benefit Services Fund 0001 — Cost Center 1145

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	13.5	\$ 2,364,583	\$ 97,405
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	21,722	—
Internal Service Fund Adjustments	—	(79,401)	—
Other Required Adjustments	—	402,702	(1,947)
Subtotal (Current Level Budget)	13.5	\$ 2,709,606	\$ 95,458
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Data Processing	—	(4,442)	—
Decision Packages			
1. Adjust Revenues in Employee Benefits Unit for Flexible Spending Accounts	—	—	30,000
Increase ongoing revenue related to the Flexible Spending Accounts for health care.			
Subtotal (Recommended Changes)	—	\$ (4,442)	\$ 30,000
<b>Total Recommendation</b>	<b>13.5</b>	<b>\$ 2,705,164</b>	<b>\$ 125,458</b>

## Employee Dev Fund 0001 — Cost Center 1163

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	10.0	\$ 1,198,931	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	8,130	—
Internal Service Fund Adjustments	—	1,241	—
Other Required Adjustments	—	0	—
Subtotal (Current Level Budget)	10.0	\$ 1,208,302	\$ —
<b>Recommended Changes for FY 2010</b>			



### Employee Dev Fund 0001 — Cost Center 1163 Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments			
FY 2010 Data Processing Adjustment	—	426	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 426	\$ —
<b>Total Recommendation</b>	10.0	\$ 1,208,728	\$ —

### Office Of Labor Relations Fund 0001 — Cost Center 1140 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	12.0	\$ 1,306,993	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	110,869	—
Internal Service Fund Adjustments	—	12,311	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	12.0	\$ 1,430,173	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Data Processing Adjustment	—	768	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 768	\$ —
<b>Total Recommendation</b>	12.0	\$ 1,430,941	\$ —

### Human Resources Fund 0001 — Cost Center 1148 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	26.5	\$ 4,711,481	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	28,302	—
Internal Service Fund Adjustments	—	(310,633)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	26.5	\$ 4,429,149	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Voice Communications Adjustment	—	170	—
FY 2010 Postage Adjustment	—	(5,000)	—
FY 2010 Data Processing Adjustment	—	(65,945)	—



### Human Resources Fund 0001 — Cost Center 1148 Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
1. Delete 0.5 FTE Position	-0.5	(63,540)	—
Delete filled 0.5 FTE Human Resources Analyst in the Recruitment Unit.			
Subtotal (Recommended Changes)	-0.5	\$ (134,315)	\$ —
<b>Total Recommendation</b>	26.0	\$ 4,294,834	\$ —

### Agency Admin, Fiscal & Sys Fund 0001 — Cost Center 1141 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	18.0	\$ 962,143	\$ 1,328,306
Board Approved Adjustments During FY 2009	—	648,926	29,093
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(105,975)	—
Internal Service Fund Adjustments	—	2,208	—
Other Required Adjustments	—	(527,809)	107,696
Subtotal (Current Level Budget)	18.0	\$ 979,494	\$ 1,465,095
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Voice Communications	—	(16)	—
FY 2010 Data Processing Adjustment	—	(7,951)	—
Decision Packages			
1. General Fund Savings from Premium-Only Plans	—	(334,500)	—
The County is expected to realize savings by paying lower FICA (social security and Medicare) taxes when County employees in General Fund Departments and SCVMC make pre-tax health contributions. This action is a placeholder to reflect countywide savings in the General Fund and SCVMC. In the Final Budget, this action will be replaced with specific reductions in individual departments totaling \$334,500 in savings.			
Subtotal (Recommended Changes)	—	\$ (342,467)	\$ —
<b>Total Recommendation</b>	18.0	\$ 637,027	\$ 1,465,095

### Educational Asst Prog Fund 0001 — Cost Center 1164 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	—	\$ 1,064,912	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 1,064,912	\$ —





### Educational Asst Prog Fund 0001 — Cost Center 1164 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 1,064,912	\$ —

### Bay Area Employee Relations Serv Fund 0001 — Cost Center 1142 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	3.0	\$ 386,341	\$ 394,354
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	16,030	—
Internal Service Fund Adjustments	—	417	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	3.0	\$ 402,788	\$ 394,354
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Data Processing Adjustment	—	(463)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (463)	\$ —
<b>Total Recommendation</b>	3.0	\$ 402,325	\$ 394,354

### Equal Opportunity Fund 0001 — Cost Center 1126 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	15.5	\$ 1,240,626	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	29,439	—
Internal Service Fund Adjustments	—	1,618	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	15.5	\$ 1,271,683	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Data Processing Adjustment	—	(228)	—
Decision Packages			
1. Adjust Expenses in Equal Opportunity Unit for Service Contract	—	(29,000)	—
Reduce contract services with Silicon Valley Independent Living Center - (\$29,000)			
Subtotal (Recommended Changes)	—	\$ (29,228)	\$ —
<b>Total Recommendation</b>	15.5	\$ 1,242,455	\$ —



### Life Ins Prog Fund 0280 — Cost Center 1127 Major Changes to the Budget

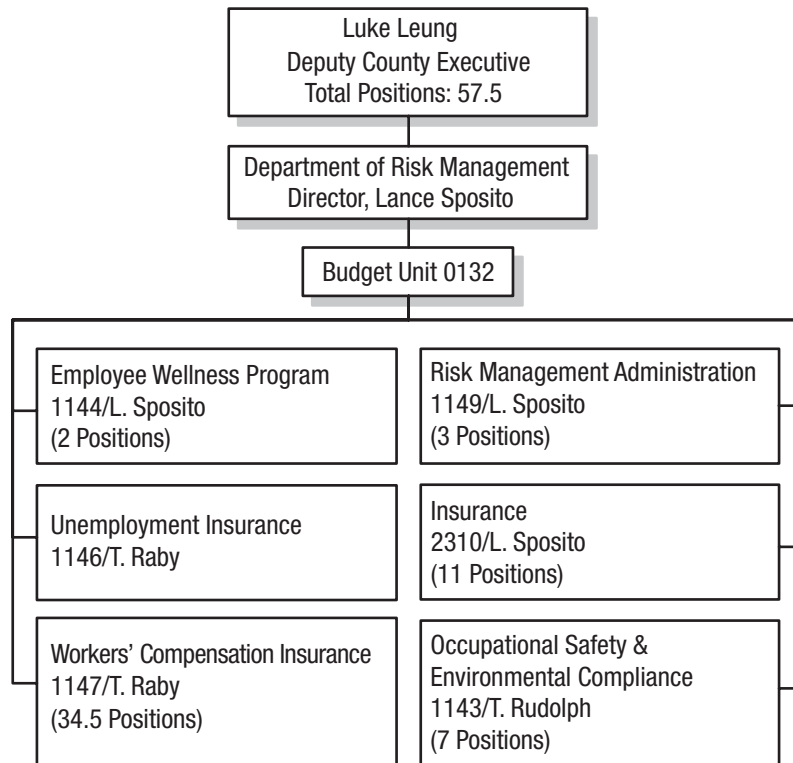
	Positions	Appropriations	Revenues
<b>County Life Insurance Plan ISF (Fund Number 0280)</b>			
FY 2009 Approved Budget	—	\$ 914,546	\$ 1,140,554
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(2,815)	—
Other Required Adjustments	—	261,150	(44,512)
Subtotal (Current Level Budget)	—	\$ 1,172,881	\$ 1,096,042
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 1,172,881	\$ 1,096,042

### Delta Dental Ins Prog Fund 0282 — Cost Center 1129 Major Changes to the Budget

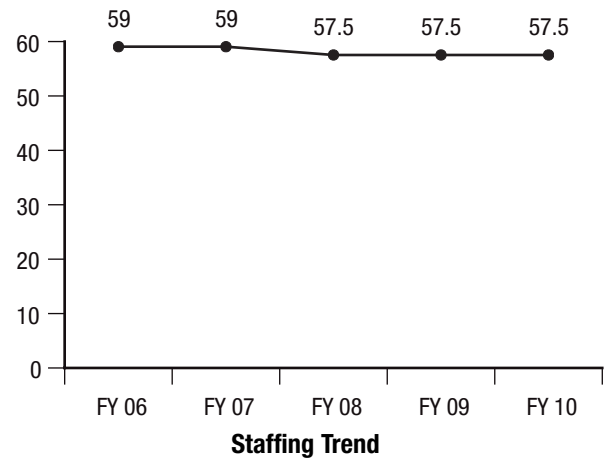
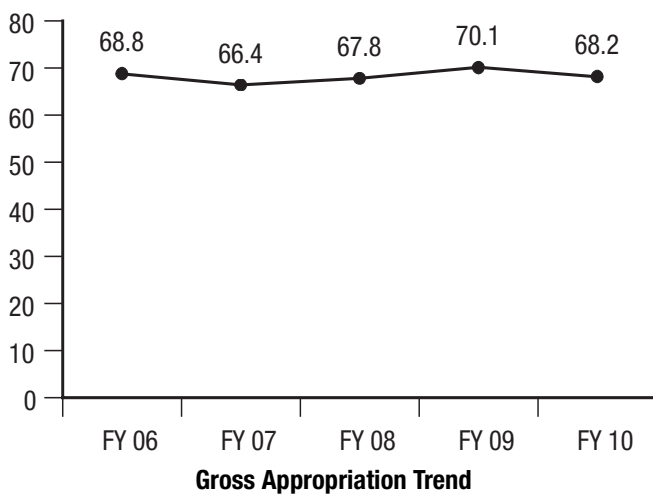
	Positions	Appropriations	Revenues
<b>CA Delta Dental Service Plan ISF (Fund Number 0282)</b>			
FY 2009 Approved Budget	—	\$ 21,060,203	\$ 20,296,472
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	1,523	—
Other Required Adjustments	—	1,153,012	(23,042)
Subtotal (Current Level Budget)	—	\$ 22,214,738	\$ 20,273,430
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 22,214,738	\$ 20,273,430



# Department of Risk Management



Section 1: Finance and Government



## 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 Services

The County meets its State mandate for workers' compensation services by maintaining a self-administered workers' compensation program. The program administers claims for County employees, inmates who work, temporary workers, including extra help and dependent contractors, 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 by 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

## Employee Wellness Services

The Employee Wellness Program is dedicated to enhancing the health and well-being of Santa Clara County employees by providing services that promote optimal health. Those services include:

- Classes offered through the CountyWise Employee Development Catalog and by departmental request

- Screening services, including blood pressure, cholesterol, glucose, bone density, and pulmonary function screening
- A lending library with books videos, audiotapes and CDs is available for employees
- Activity programs designed to motivate employees to make positive lifestyle changes.

## Unemployment Insurance Services

The Unemployment Insurance Division administers the State-mandated unemployment insurance program by providing the following services:

- Weekly unemployment insurance benefits to qualified workers no longer employed by the County
- Work with contracted program administrator to ensure that only valid claims are paid
- Provide documentation and testimony for protested and appealed claims

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Administration of Workers Compensation	Yes	Mandated		■
Wellness Program	Yes	Non-Mandated		■
Insurance/Claims	Yes	Mandated	Recognize savings from reduced Liability Insurance rates will mitigate the need to make additional reductions.	▲
Unemployment Insurance	Yes	Mandated		■
Adjusters Training	Yes	Mandated		■
Self Insurance and Commercial Insurance	Yes	Mandated		■
Job Placement for Injured Workers	Yes	Mandated		■
Loss Prevention	Yes	Mandated		■
Medical and Disability Program	Yes	Mandated		■
Workers Compensation Training	Yes	Mandated		■
Contract Insurance	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
Occupational Safety and Environmental Compliance	Yes	Mandated		■
Administration/Support	Yes	Required	Reductions in various contract services will be absorbed by the department.	■
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

The Department of Risk Management contributed to the Employee Services Agency's \$350,000 reduction target for FY 2010. After analysis of the budget proposal submitted by the department and consideration of alternative reductions, the Acting County Executive recommends the following actions, that will contribute to balancing the General Fund budget.

### Administration and Support

**Reduce \$55,417 (net savings) in Funding for Service and Supplies:** The reductions are in the following cost centers: Occupational Safety and Environmental Compliance (\$7,000), Liability Insurance (\$13,000), Risk Management Administration (\$8,417) and Workers Compensation (\$30,000). Funding for services and supplies in the Wellness Program will increase by \$3,000. Reductions in services and supplies funding for Workers' Compensation Fund 0078 and Liability Insurance Fund 0075 will result in reduced Workers' Compensation and Insurance rates charged to operating departments.

**Service Impact:** Contracts for actuarial valuations, workers compensation pending case closure, computer program design, software installation, and ergonomic training will be reduced. Reductions will have minimum impact on service delivery.

**Ongoing Net Savings: \$55,417**

### Insurance/Claims

**Recognize \$1,005,000 in Savings from Reduced Liability Insurance Rates:** The County of Santa Clara is primarily self-insured for liability claims. To cover the cost of these claims, ESA Risk Management uses self-insured funds along with the purchase of excess insurance for General Liability, Auto Liability, Medical Malpractice and Property/Fire insurance. Annual program costs are determined each year by actuarial valuations, which consider review of claims, trends and available fund reserves. Currently, the County discounts outstanding claims and new claims at the projected 1.5% rate of return for the coming year. Using a discount rate based on current conditions has the potential to cause fluctuations in the liabilities from year to year.

The actuary has suggested that we use a more consistent long term discount rate when reporting liabilities. The County's Investment Officer has analyzed the last 10 to 15 years of rate of returns, and has indicated an average rate of return of 4.926%. ESA recommends a 4.5% discount rate for outstanding claims and using 1.5% discount rate for new claims. This would result in reducing the FY 2010 charges by \$1,024,000, of which \$1,005,000 is the General Fund share. In the Final Budget process, this savings will be budgeted as a reduction in Insurance charges to operating departments.

**Service Impact:** Additional resources will mitigate the need to make additional reductions.

**Ongoing Savings: \$1,005,000**

### Risk Management Department — Budget Unit 132 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1149	Risk Mgt Admin Fund 0001	\$ 0	\$ 0	\$ 3,811	\$ (1,052,577)	\$ (1,052,577)	375,920,414 .3%
1147	Workers Comp Fund 0078	33,408,871	35,165,329	35,165,329	34,444,656	(720,673)	-2.0%
2310	Insur/Claims Fund 0075	26,440,513	30,637,773	31,037,773	30,479,625	(158,148)	-0.5%
1143	OSEC Fund 0001	564	0	0	(13,155)	(13,155)	- 6,577,460.0 %
1146	Unemployment Ins Fund 0076	1,582,921	1,939,988	1,939,988	1,930,613	(9,375)	-0.5%
1144	Employee Wellness Fund 0001	(38,039)	11,500	11,500	(8,560)	(20,060)	-174.4%
<b>Total Net Expenditures</b>		<b>\$ 61,394,830</b>	<b>\$ 67,754,590</b>	<b>\$ 68,158,401</b>	<b>\$ 65,780,602</b>	<b>\$ (1,973,988)</b>	<b>-2.9%</b>

### Risk Management Department — Budget Unit 132 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1149	Risk Mgt Admin Fund 0001	\$ 428,743	\$ 436,116	\$ 439,927	\$ (628,445)	\$ (1,064,561)	-244.1%
1147	Workers Comp Fund 0078	33,472,733	35,232,924	35,232,924	34,512,120	(720,804)	-2.0%
2310	Insur/Claims Fund 0075	26,440,513	30,637,773	31,037,773	30,479,625	(158,148)	-0.5%
1143	OSEC Fund 0001	1,224,758	1,280,432	1,280,432	1,316,579	36,147	2.8%
1146	Unemployment Ins Fund 0076	1,582,921	1,939,988	1,939,988	1,930,613	(9,375)	-0.5%
1144	Employee Wellness Fund 0001	619,501	560,938	560,938	563,188	2,250	0.4%
<b>Total Gross Expenditures</b>		<b>\$ 63,769,169</b>	<b>\$ 70,088,171</b>	<b>\$ 70,491,982</b>	<b>\$ 68,173,680</b>	<b>\$ (1,914,491)</b>	<b>-2.7%</b>

### Risk Management Department — Budget Unit 132 Expenditures by Object

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 6,537,289	\$ 6,597,408	\$ 6,601,219	\$ 6,610,598	\$ 13,190	0.2%
Services And Supplies	50,614,885	63,490,763	63,490,763	61,563,082	(1,927,681)	-3.0%
Other Charges	6,600,093	—	—	—	—	—
Fixed Assets	16,902	—	—	—	—	—
Operating/Equity Transfers	—	—	400,000	—	—	—
<b>Subtotal Expenditures</b>	<b>63,769,169</b>	<b>70,088,171</b>	<b>70,491,982</b>	<b>68,173,680</b>	<b>(1,914,491)</b>	<b>-2.7%</b>
Expenditure Transfers	(2,374,340)	(2,333,581)	(2,333,581)	(2,393,078)	(59,497)	2.5%
<b>Total Net Expenditures</b>	<b>61,394,830</b>	<b>67,754,590</b>	<b>68,158,401</b>	<b>65,780,602</b>	<b>(1,973,988)</b>	<b>-2.9%</b>



## Risk Management Department — Budget Unit 132

### Revenues by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1147	Workers Comp Fund 0078	35,209,221	31,627,528	31,627,528	32,357,301	729,773	2.3%
2310	Insur/Claims Fund 0075	26,002,624	25,258,964	25,258,964	25,890,796	631,832	2.5%
1143	OSEC Fund 0001	114	—	—	—	—	—
1146	Unemployment Ins Fund 0076	1,043,815	1,855,746	1,855,746	2,648,866	793,120	42.7%
<b>Total Revenues</b>		<b>\$ 62,255,775</b>	<b>\$ 58,742,238</b>	<b>\$ 58,742,238</b>	<b>\$ 60,896,963</b>	<b>\$ 2,154,725</b>	<b>3.7%</b>

## Risk Mgt Admin Fund 0001 — Cost Center 1149

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	3.0	\$ 0	\$ —
Board Approved Adjustments During FY 2009	—	3,811	3,811
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(16,645)	—
Internal Service Fund Adjustments	—	12,822	—
Other Required Adjustments	—	0	(3,811)
Subtotal (Current Level Budget)	3.0	\$ (12)	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Data Processing Adjustment	—	88	—
Decision Packages			
1. Reduce Rates for Workers Compensation and Liability Insurance	—	(39,236)	—
Reductions in services and supplies funding for Workers' Compensation Fund 0078 and Liability Insurance Fund 0075 will result in reduced Workers' Compensation and Insurance rates charged to operating departments. This action is a placeholder to reflect Countywide savings for the General Fund. In the Final Budget this action will be replaced with reduced Workers' Compensation and Liability Insurance rates in individual departments.			
2. Reduce Funding in Services and Supplies	—	(8,417)	—
Reduce funding for Contract Services.			
3. Reduce Liability Insurance Rates	—	(1,005,000)	—
This action represents a placeholder for General Fund and SCVMC savings expected to result from a recalculation of Liability Insurance rates charged to operating departments. In the Final Budget process this placeholder will be removed and the savings budgeted in each department for a total General Fund savings of \$1,005,000 (SCVMC savings will result in a reduced General Fund subsidy, thus lowering General Fund costs). Additional savings of \$21,000 will be recognized in non-General Fund departments (e.g., Parks, Roads, County Library).			
Subtotal (Recommended Changes)	—	\$ (1,052,565)	\$ —
<b>Total Recommendation</b>	<b>3.0</b>	<b>\$ (1,052,577)</b>	<b>\$ —</b>





## Workers Comp Fund 0078 — Cost Center 1147

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Worker's Compensation (Fund Number 0078)</b>			
FY 2009 Approved Budget	34.5	\$ 35,165,329	\$ 31,627,528
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(8,009)	—
Internal Service Fund Adjustments	—	(680,044)	—
Other Required Adjustments	—	131	762,524
Subtotal (Current Level Budget)	34.5	\$ 34,477,407	\$ 32,390,052
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Voice Communications Adjustment	—	(21)	—
FY 2010 Data Processing Adjustment	—	(2,730)	—
Decision Packages			
1. Reduce Funding in Services and Supplies	—	(30,000)	(32,751)
Appropriations for services and supplies are reduced (including expenses for phones and data processing reflected on the Internal Service Fund adjustment line above), 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.			
Subtotal (Recommended Changes)	—	\$ (32,751)	\$ (32,751)
<b>Total Recommendation</b>	<b>34.5</b>	<b>\$ 34,444,656</b>	<b>\$ 32,357,301</b>

## Insur/Claims Fund 0075 — Cost Center 2310

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Insurance ISF (Fund Number 0075)</b>			
FY 2009 Approved Budget	11.0	\$ 30,637,773	\$ 25,258,964
Board Approved Adjustments During FY 2009	—	400,000	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	4,657	—
Internal Service Fund Adjustments	—	(571,063)	7,720
Other Required Adjustments	—	21,577	637,431
Subtotal (Current Level Budget)	11.0	\$ 30,492,944	\$ 25,904,115
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Voice Communications Adjustment	—	(6)	—
FY 2010 Data Processing Adjustment	—	(313)	—
Decision Packages			
1. Reduce Funding in Services and Supplies	—	(13,000)	(13,319)
Appropriations for services and supplies are reduced (including expenses for phones and data processing reflected on the Internal Service Fund adjustment line above), resulting in a matching revenue reduction for Liability Insurance Fund 0075. The benefit of this action is a reduced cost for Liability Insurance in operating departments.			
Subtotal (Recommended Changes)	—	\$ (13,319)	\$ (13,319)
<b>Total Recommendation</b>	<b>11.0</b>	<b>\$ 30,479,625</b>	<b>\$ 25,890,796</b>



### OSEC Fund 0001 — Cost Center 1143 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	7.0	\$ 0	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	37,174	—
Internal Service Fund Adjustments	—	(43,484)	—
Other Required Adjustments	—	0	—
Subtotal (Current Level Budget)	7.0	\$ (6,310)	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Data Processing Adjustment	—	155	—
Decision Packages			
1. Reduce Funding in Services and Supplies	—	(7,000)	—
Reduce funding for Professional & Special Services and Training Programs.			
Subtotal (Recommended Changes)	—	\$ (6,845)	\$ —
<b>Total Recommendation</b>	7.0	\$ (13,155)	\$ —

### Unemployment Ins Fund 0076 — Cost Center 1146 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Unemployment Insurance ISF (Fund Number 0076)</b>			
FY 2009 Approved Budget	—	\$ 1,939,988	\$ 1,855,746
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(9,375)	—
Other Required Adjustments	—	—	793,120
Subtotal (Current Level Budget)	—	\$ 1,930,613	\$ 2,648,866
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 1,930,613	\$ 2,648,866

### Employee Wellness Fund 0001 — Cost Center 1144 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	2.0	\$ 11,500	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	20,102	—
Internal Service Fund Adjustments	—	(22,957)	—
Other Required Adjustments	—	(22,310)	—

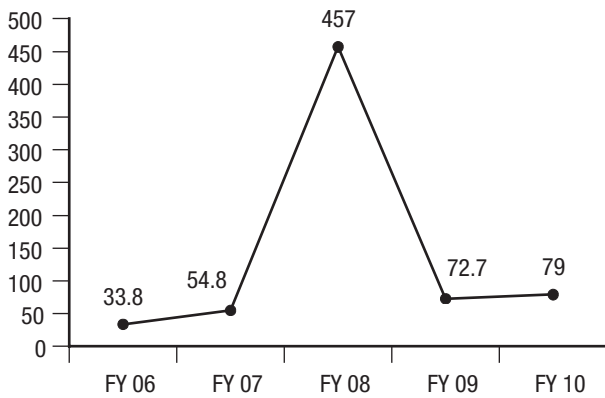
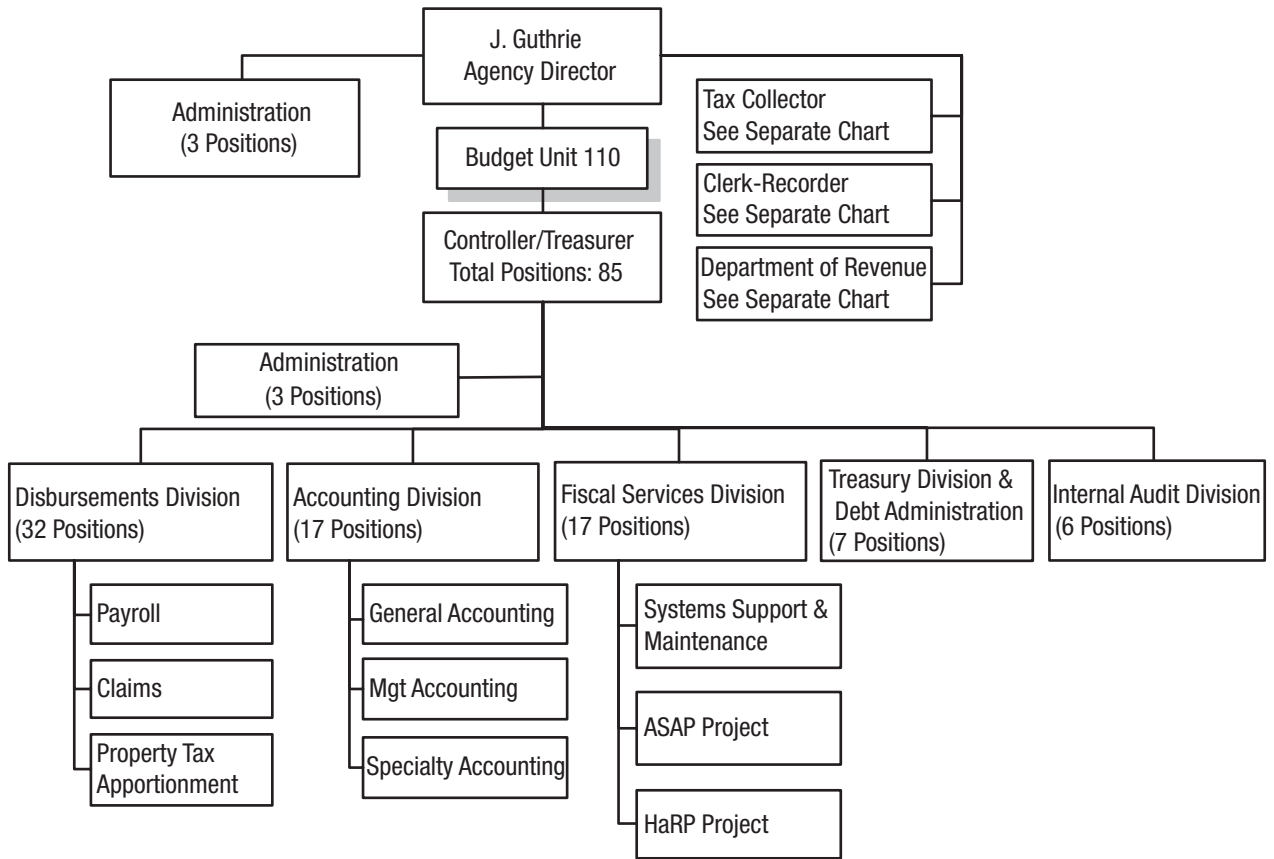


**Employee Wellness Fund 0001 — Cost Center 1144**  
**Major Changes to the Budget**

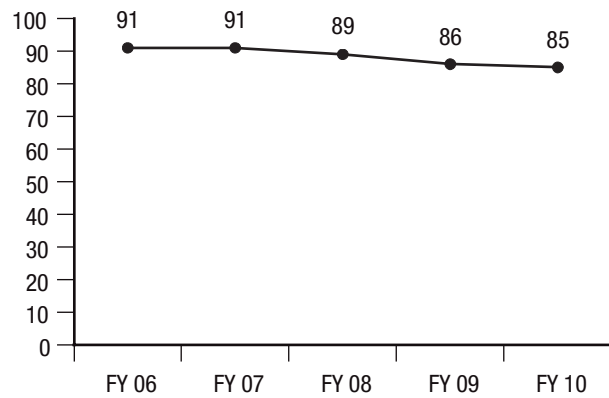
	Positions	Appropriations	Revenues
Subtotal (Current Level Budget)	2.0	\$ (13,665)	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Data Processing Adjustment	—	2,105	—
Decision Packages			
1. Increase Funding for Services and Supplies	—	3,000	—
Increase funding for Copy Machine.			
Subtotal (Recommended Changes)	—	\$ 5,105	\$ —
<b>Total Recommendation</b>	2.0	\$ (8,560)	\$ —



# 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 is the largest of 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 the most critical role of all County departments 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, fees and charges 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, and financial reporting; compliance with state and federal reporting requirements and generally accepted governmental accounting principles. Responsible for oversight of annual single audit and production of the Comprehensive Annual Financial Report (CAFR).

#### Management 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 safety of principal and maintaining 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). The HaRP Development Team is responsible for business process improvement analysis, problem solving, custom reports including the County's electronic report distribution system (ERD), user training, system development and customization as well as ongoing system maintenance.

## ASAP Development

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 role of establishing and maintaining internal control systems that ensure the safeguarding of assets, reliability of financial records, compliance with laws and regulations, efficiency of operations, and the achievement of objectives.

## Current and Emerging Issues

### County Banking Services

About three years ago, the County initiated a major undertaking in reviewing its existing banking practices with aim to implement best business practices and optimum utilization of modern banking technology. The project team documented the "As-Is" and "Could-

Be" practices, reviewed banking practices of major counties, and initiated steps to issue request for proposal (RFP) for banking services. The project was divided into custodial and operational banking services. The Bank of New York (BONY) was selected as the custodial services provider. It enhanced efficiency through automating processes and use of cutting-edge technology; immensely improved quality of management reporting; and increased security protocol for wire transfers. The Bank of America (BOA) was recently selected the County's primary bank. Phase 1 of the banking project was completed in December 2008, with Phase 2 targeted for completion in June 2009. The BOA implementation will enhance efficiency through automating existing processes, use of cutting-edge technology, and employing best business practices.

### General Obligation Bonds for Valley Medical Center Seismic Project

In November 2008 the citizens of the County of Santa Clara overwhelmingly passed Measure A authorizing the County to issue \$840 million in general obligation (GO) bonds to assure that facilities at the Santa Clara County Valley Medical Center (VMC) meet the 2013 State seismic safety requirements set under SB1953. The County plans to issue these GO bonds in multiple phases starting in June 2009, depending on the cashflow requirements for the VMC seismic project, and the conditions in the municipal bond market.

### Tax and Revenue Anticipation Notes (TRANS)

After a nine year hiatus, the County is considering the issuance of Tax and Revenue Anticipation Notes (TRANS) in FY2010. TRANS are issued to finance short term cashflow deficits arising due to timing difference between irregular receipt of certain taxes and revenues, and the ongoing requirement for regular disbursements of operating expenses. They help even out cashflow during the fiscal year. The County was a regular issuer of TRANS until 2000 when its cashflow position improved due to the booming economy. The County foresees declining cash balances and the need for TRANS in the upcoming fiscal year due to current economic conditions. TRANS are a direct obligation of the General Fund.

## Property Tax Collection and Allocation System

The Controller-Treasurer and the Tax Collector are working together to develop a new tax collection and allocation (TCAS) system to replace the existing 40-year old legacy system. The new browser-based system will be a fully integrated state-of-the-art system using cutting-edge technology. It will improve efficiency through automating some highly complex processes when it becomes operational in FY 2011.

## Auditing Standards

A new auditing standard, Statement of Auditing Standard (SAS) 112, Communicating Internal Control Related Matters Identified in an Audit, provides communication requirements for internal control deficiencies that are detected in financial statement audits. SAS 112 defines control deficiency, significant deficiency, and material weakness and provides guidelines on evaluating the severity of such control deficiencies in financial statement audits. With SAS 112, the auditors are expected to test, review, and report on the County's internal control.

## 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	Minor service reduction due to automation and process improvement	▼
General Accounting	Yes	Mandated	Impact to department minimized due to enhanced computerized processes	▼
Cost Management	Yes	Mandated		■
Property Tax Apportion	Yes	Mandated	Management position reconfigured with significant savings and no service impact	■
Treasury	Yes	Mandated	Debt service management requires realignment as this specialized field deals with severe challenges	▲
Internal Audit	Yes	Mandated		■
Financial System Support	Yes	Mandated		■
Admin/Support	Yes	Required	Minor office expense reduction, no significant service impact	▼

Impact on Current Level of Service:

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

## County Executive's Recommendation

The Controller-Treasurer is part of the Finance Agency, which was assigned a reduction target \$1,100,000 for FY 2010. The Controller-Treasurer contributed \$392,296 to the Finance Agency's overall target. After analysis of the budget proposal submitted by the department and consideration of alternative reductions, the Acting County Executive recommends the following actions, that will contribute to balancing the General Fund budget.

- Assists and provides clarification to employees regarding Wage and Hour laws, tax laws, PERS regu-

### Disbursements

#### Reduce Staffing

**Delete 1.0 FTE Vacant Payroll Services Clerk:** The specific tasks performed by this position include:

- Maintains and processes confidential PERS retirement payroll information
- lations and related payroll legislation



- Reviews time entries processed in Kronos and interfaced to PeopleSoft for errors
- Audits exception reports and requests for corrections and then prepares and processes appropriate emergency payroll warrants.

**Service Impact:** The recent upgrade of PeopleSoft in late 2007 has enabled the department to automate and improve processes. As a result, they have been able to consolidate some routine operations in the Payroll Unit, which generated some man-hour savings. The Payroll Services Clerk position became vacant in April 2008 when its existing occupant was promoted. Duties have been absorbed by existing staff.

**Positions Reduced: 1.0**  
**Total Ongoing Savings: \$72,216**

## General Accounting

### New Revenue Source, Reduce Staffing

**Implement E-Payables Rebate:** Bank of America (BOA) is currently helping the County implement this program by June 30, 2009. Once implemented and operational, the E-Payable program is expected to generate revenues starting at approximately \$225,000 in FY 2010 and reaching \$500,000 in FY2014. The E-Payables program provides an alternative method for the County to pay its vendors for goods or services. Once invoices have been selected to pay, BOA will provide vendors an immediate credit for which BOA will charge them a fee. The County will benefit from enhanced float as it will make only one payment to BOA for all the vendors paid via e-payable, for all invoices paid by BOA. The quarterly rebate from BOA will depend on volume generated. BOA will contact and enroll the vendors in this program. The department has not yet estimated the impact of enhanced float on County interest income pending more data.

**Service Impact:** There is no direct service impact to the Controller. However, this action provides additional revenue to the County's general fund, which supports services Countywide.

**Total Ongoing Revenue: \$225,000**

**Delete 1.0 FTE Vacant Accountant Assistant:** This position performed a variety of tasks that included:

- entering and posting journal entries and affidavit of deposit transactions into SAP accounting system
- reconciling general ledger accounts
- processing special and school district payments

**Service Impact:** The department has automated some manual processes, such as bank reconciliation and deposit processing. With implementation of new custodial and operational banking contracts, the department has moved from more labor-intensive processes to electronic interfaces. This efficiency has allowed them to consolidate some processes and reduce manual input. The result is minimal service impact from the loss of this position.

**Positions Reduced: 1.0**  
**Total Ongoing Savings: \$73,032**

## Property Tax Apportionment

### New Revenue, Department Restructure

**VMC General obligation Bond Administrative Fee:** Measure A, approved by voters in November 2008, authorized the County to issue \$840 million in general obligation bonds for the Valley Medical Center seismic project. The California Government Code allows the County to charge an administrative fee of up to 0.25% of the debt service override tax collections to defray its costs. These administrative fees will be included when calculating the annual debt service rates for the GO bonds and will not reduce the amount available for debt service of the VMC bonds.

**Service Impact:** There is no direct service impact to the Controller. This action provides additional revenue to the County's general fund.

**Total Ongoing Revenue: \$152,824**

**Add 1.0 FTE Property Tax Unit Manager, Delete 1.0 FTE Vacant Tax Apportionment Manager:** The department has reorganized and consolidated the property tax function in the Disbursements Division. The Property Tax Unit will be managed by a Unit Manager, a CEMA position, which will report to the Division Manager. The savings from deleting this executive management position exceed the cost of the new CEMA position.



**Service Impact:** There is no service impact. This position is simply being realigned from Executive Management to CEMA.

**Positions Reduced: 0**  
**Total Ongoing Savings: \$14,542**

## ▲ Treasury Services

### Enhance Staffing

**Add 1.0 FTE Debt Management Officer:** Municipal debt is a highly specialized field. In recent years, the County's debt portfolio has become increasingly sophisticated with financial instruments, such as SWAPS, derivatives, auction rate and variable debt instruments. Under the direction of the Controller-Treasurer and the Director of Finance, this new position will manage the County's debt administration function. The addition of this position will allow the Controller-Treasurer's Office to hire and develop staff to manage the County's debt portfolio in a challenging financial environment. This will be a CEMA position reporting to the Controller-Treasurer and Director of Finance.

**Service Impact:** Management of the County's debt portfolio will be greatly enhanced with the addition of this position. In addition, the unique skills this function demands can be shared with a second employee, facilitating succession management.

**Positions Added: 1.0**  
**Total Ongoing Cost: \$150,384**

### Controller-Treasurer — Budget Unit 110 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
2113	Controller-Treasurer Fund 0001	\$ (27,838,639)	\$ (36,927,855)	\$ (36,742,855)	\$ (23,924,126)	\$ 13,003,729	-35.2%
1115	Internal Audit Fund 0001	803,962	840,776	840,776	847,348	6,572	0.8%
2116	Accounting System & Procurement Proj Fund 0001	4,219,636	4,403,347	4,403,347	4,117,120	(286,227)	-6.5%
<b>Total Net Expenditures</b>		<b>\$ (22,815,041)</b>	<b>\$ (31,683,732)</b>	<b>\$ (31,498,732)</b>	<b>\$ (18,959,658)</b>	<b>\$ 12,724,074</b>	<b>-40.2%</b>

## Tax and Revenue Anticipation Note (TRANS)

**Recommendation:** Issue a Taxable Tax and Revenue Anticipation Note (TRANS)

TRANS are a type of one year financing issued to cover cash shortfalls during a given fiscal year. Such cash shortfalls occur because the County's revenue flow is uneven, particularly during the first half of a fiscal year, while the expenditures are constant throughout the fiscal year. FY 2010 will be the first County TRANS issued in ten years. Prior to that, the County had issued TRANS for eighteen consecutive years.

**Service Impact:** This action will keep the County's cash balance positive during the first half of FY 2010 when revenue is low.

**Total Net Revenue: \$970,000**  
Total Cost of TRANS: \$1,700,000  
Gross Revenue: \$2,670,000

## ▼ Administration and Support

### Reduce Office Expense

In order for the department to reduce their budget to the appropriate level and make needed staffing adjustments, their budget for office expenses will be reduced. The department will closely manage these expenditures.

**Total Ongoing Savings: \$3,556**



### Controller-Treasurer — Budget Unit 110 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
2113	Controller-Treasurer Fund 0001	\$ 12,982,395	\$ 11,137,531	\$ 11,322,531	\$ 11,258,132	\$ 120,601	1.1%
1115	Internal Audit Fund 0001	803,962	840,776	840,776	847,348	6,572	0.8%
2116	Accounting System & Procurement Proj Fund 0001	4,219,589	4,403,347	4,403,347	4,117,120	(286,227)	-6.5%
<b>Total Gross Expenditures</b>		\$ 18,005,946	\$ 16,381,654	\$ 16,566,654	\$ 16,222,600	\$ (159,054)	-1.0%

### Controller-Treasurer — Budget Unit 110 Expenditures by Object

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 9,832,809	\$ 10,253,677	\$ 10,281,006	\$ 10,375,086	\$ 121,409	1.2%
Services And Supplies	7,931,332	6,127,977	6,285,648	5,847,514	(280,463)	-4.6%
Fixed Assets	241,805	—	—	—	—	—
<b>Subtotal Expenditures</b>	18,005,946	16,381,654	16,566,654	16,222,600	(159,054)	-1.0%
Expenditure Transfers	(40,820,987)	(48,065,386)	(48,065,386)	(35,182,258)	12,883,128	-26.8%
<b>Total Net Expenditures</b>	(22,815,041)	(31,683,732)	(31,498,732)	(18,959,658)	12,724,074	-40.2%

### Controller-Treasurer — Budget Unit 110 Revenues by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
2113	Controller-Treasurer Fund 0001	\$ 352,004,266	\$ 308,030,231	\$ 299,201,605	\$ 294,297,090	\$ (13,733,141)	-4.5%
1115	Internal Audit Fund 0001	12,000	12,000	12,000	12,000	—	—
2116	Accounting System & Procurement Proj Fund 0001	1	—	—	—	—	—
<b>Total Revenues</b>		\$ 352,016,267	\$ 308,042,231	\$ 299,213,605	\$ 294,309,090	\$ (13,733,141)	-4.5%

### Controller-Treasurer Fund 0001 — Cost Center 2113 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	69.0	\$ (36,927,855)	\$ 308,030,231
Board Approved Adjustments During FY 2009	—	185,000	(8,828,626)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	1.0	213,636	—
Internal Service Fund Adjustments	—	12,572,805	—
Other Required Adjustments	—	75,223	(5,282,339)
Subtotal (Current Level Budget)	70.0	\$ (23,881,191)	\$ 293,919,266
<b>Recommended Changes for FY 2010</b>			



## Controller-Treasurer Fund 0001 — Cost Center 2113

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Internal Service Fund Adjustments</b>			
FY 2010 Voice Communications Adjustment	—	(16)	—
FY 2010 Data Processing Adjustment	—	(29,957)	—
<b>Decision Packages</b>			
1. Delete 2.0 FTE and Reduce Object 2	-2.0	(148,804)	—
This action deletes the following positions:			
◆ 1.0 FTE vacant Payroll Services Clerk: \$72,216			
◆ 1.0 FTE vacant Accountant Assistant: \$73,032			
These reductions have minimal service impact due to recent upgrades to the County's financial system and improved workflow processes. Also, the Department's discretionary budget for office expenses is reduced by \$3,556 to meet the target reduction.			
2. New Revenue Solutions	—	—	377,824
Recognize two new ongoing revenue sources:			
a. E-Payables Rebate: \$225,000			
b. VMC General obligation Bond Administrative Fee: \$152,824			
3. Add 1.0 FTE Property Tax Unit Mgr, Delete 1.0 FTE Tax Apportionment Mgr	—	(14,542)	—
This action adds 1.0 FTE Property Tax Unit Manager, a CEMA position, and deletes 1.0 FTE Tax Apportionment Manager (B83), an executive management position. This action reduces expenditures by \$14,542.			
4. Add 1 FTE Debt Management Officer	1.0	150,384	—
Add 1.0 FTE Debt Management Officer. The County's debt portfolio has become increasingly sophisticated with complex financial instruments such as SWAPS, derivatives, auction rate and variable debt instruments. Under the direction of of the Controller-Treasurer and the Director of Finance, this new position will manage the County's debt administration.			
Subtotal (Recommended Changes)	-1.0	\$ (42,935)	\$ 377,824
<b>Total Recommendation</b>	<b>69.0</b>	<b>\$ (23,924,126)</b>	<b>\$ 294,297,090</b>

## Internal Audit Fund 0001 — Cost Center 1115

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	6.0	\$ 840,776	\$ 12,000
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	5,006	—
Internal Service Fund Adjustments	—	2,007	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	6.0	\$ 847,789	\$ 12,000
<b>Recommended Changes for FY 2010</b>			
<b>Internal Service Fund Adjustments</b>			
FY 2010 Data Processing Adjustment	—	(441)	—
<b>Decision Packages</b>			
Subtotal (Recommended Changes)	—	\$ (441)	\$ —
<b>Total Recommendation</b>	<b>6.0</b>	<b>\$ 847,348</b>	<b>\$ 12,000</b>



## Accounting System & Procurement Proj Fund 0001 — Cost Center 2116

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	11.0	\$ 4,403,347	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-1.0	(115,156)	—
Internal Service Fund Adjustments	—	(20,776)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	10.0	\$ 4,267,415	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Data Processing Adjustment	—	(150,295)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (150,295)	\$ —
<b>Total Recommendation</b>	10.0	\$ 4,117,120	\$ —

## County Debt Service — Budget Unit 810

### Net Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
2111	County Debt Service Fund 0001	\$ 15,699,300	\$ 20,705,001	\$ 21,570,391	\$ 25,211,867	\$ 4,506,866	21.8%
2112	POB Debt Service Fund 0079	10,296,676	18,383,684	18,383,684	19,165,038	781,354	4.3%
2117	Co Debt Serv Fund 0045	6,569,738	6,577,550	6,577,550	6,573,150	(4,400)	-0.1%
2119	Co Debt Serv Fund 0043	1,383,891	1,507,739	1,507,739	1,551,837	44,098	2.9%
2122	MH Courthouse Cap Int Fund 0492	726,014	100,000	282,947	—	(100,000)	-100.0%
2125	Multiple Facilities - Projects Funds	—	—	16,438	—	—	—
2126	Multiple Facilities - Capitalized Interest	542,801	100,000	523,322	—	(100,000)	-100.0%
2127	Multiple Facilities - Investment Interest	—	—	—	1,000,000	1,000,000	—
2131	SCCFA Hospital - Capitalized Int Fund 0486	4,453,555	—	—	—	—	—
2132	SCCFA Hospital - Investment Int Fund 0487	—	—	—	3,000,000	3,000,000	—
2134	Multiple Fac 2006-Projects Fund 0500	20,343,856	—	—	—	—	—
2135	Multiple Fac 2006 Cap Int Fund 0501	3,474,398	3,600,000	3,600,000	—	(3,600,000)	-100.0%
2136	Multiple Fac 2006 Inv Int Fund 0502	—	—	—	2,000,000	2,000,000	—



### County Debt Service — Budget Unit 810 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
2138	SCCFA 2006 Hospital Project Fund 0504	30,181,045	—	—	—	—	—
2139	SCCFA 2006 Hospital Cap Int Fund 0505	4,970,270	5,000,000	5,000,000	2,000,000	(3,000,000)	-60.0%
2140	SCCFA 2006 Hospital Investment Int Fund 0506	—	—	—	2,000,000	2,000,000	—
2145	SCCFA 2007 Hospital - Cap Int Fund 0511	—	306,205	306,205	306,205	—	—
<b>Total Net Expenditures</b>		<b>\$ 98,641,544</b>	<b>\$ 56,280,179</b>	<b>\$ 57,768,276</b>	<b>\$ 62,808,097</b>	<b>\$ 6,527,918</b>	<b>11.6%</b>

### County Debt Service — Budget Unit 810 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
2111	County Debt Service Fund 0001	\$ 15,699,300	\$ 20,705,001	\$ 21,570,391	\$ 25,211,867	\$ 4,506,866	21.8%
2112	POB Debt Service Fund 0079	10,296,676	18,383,684	18,383,684	19,165,038	781,354	4.3%
2117	Co Debt Serv Fund 0045	6,569,738	6,577,550	6,577,550	6,573,150	(4,400)	-0.1%
2119	Co Debt Serv Fund 0043	1,383,891	1,507,739	1,507,739	1,551,837	44,098	2.9%
2122	MH Courthouse Cap Int Fund 0492	726,014	100,000	282,947	—	(100,000)	-100.0%
2125	Multiple Facilities - Projects Funds	—	—	16,438	—	—	—
2126	Multiple Facilities - Capitalized Interest	542,801	100,000	523,322	—	(100,000)	-100.0%
2127	Multiple Facilities - Investment Interest	—	—	—	1,000,000	1,000,000	—
2131	SCCFA Hospital - Capitalized Int Fund 0486	4,453,555	—	—	—	—	—
2132	SCCFA Hospital - Investment Int Fund 0487	—	—	—	3,000,000	3,000,000	—
2134	Multiple Fac 2006-Projects Fund 0500	20,343,856	—	—	—	—	—
2135	Multiple Fac 2006 Cap Int Fund 0501	3,474,398	3,600,000	3,600,000	—	(3,600,000)	-100.0%
2136	Multiple Fac 2006 Inv Int Fund 0502	—	—	—	2,000,000	2,000,000	—
2138	SCCFA 2006 Hospital Project Fund 0504	30,181,045	—	—	—	—	—
2139	SCCFA 2006 Hospital Cap Int Fund 0505	4,970,270	5,000,000	5,000,000	2,000,000	(3,000,000)	-60.0%
2140	SCCFA 2006 Hospital Investment Int Fund 0506	—	—	—	2,000,000	2,000,000	—
2145	SCCFA 2007 Hospital - Cap Int Fund 0511	—	306,205	306,205	306,205	—	—
<b>Total Gross Expenditures</b>		<b>\$ 98,641,544</b>	<b>\$ 56,280,179</b>	<b>\$ 57,768,276</b>	<b>\$ 62,808,097</b>	<b>\$ 6,527,918</b>	<b>11.6%</b>



### County Debt Service — Budget Unit 810 Expenditures by Object

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Services And Supplies	1,030,128	1,171,875	1,171,875	1,301,875	130,000	11.1%
Other Charges	46,313,659	54,153,020	55,018,410	52,528,775	(1,624,245)	-3.0%
Operating/Equity Transfers	51,297,757	955,284	1,577,991	8,977,447	8,022,163	839.8%
<b>Subtotal Expenditures</b>	<b>98,641,544</b>	<b>56,280,179</b>	<b>57,768,276</b>	<b>62,808,097</b>	<b>6,527,918</b>	<b>11.6%</b>
<b>Total Net Expenditures</b>	<b>98,641,544</b>	<b>56,280,179</b>	<b>57,768,276</b>	<b>62,808,097</b>	<b>6,527,918</b>	<b>11.6%</b>

### County Debt Service — Budget Unit 810 Revenues by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
2111	County Debt Service Fund 0001	\$ 1,692,899	\$ 1,109,255	\$ 1,715,524	\$ 6,818,123	\$ 5,708,868	514.7%
2112	POB Debt Service Fund 0079	10,319,751	18,383,684	18,383,684	19,165,038	781,354	4.3%
2117	Co Debt Serv Fund 0045	6,569,954	6,577,550	6,577,550	6,737,000	159,450	2.4%
2119	Co Debt Serv Fund 0043	1,098,948	1,507,739	1,507,739	1,551,837	44,098	2.9%
2115	VMC Hospital Bonds Fund 0483	984,947	—	—	—	—	—
2110	Fire District Bonds Fund 0197	16,793	—	—	—	—	—
2122	MH Courthouse Cap Int Fund 0492	7,044	—	—	—	—	—
2126	Multiple Facilities - Capitalized Interest	11,518	—	16,438	—	—	—
2127	Multiple Facilities - Investment Interest	—	—	—	1,000,000	1,000,000	—
2131	SCCFA Hospital - Capitalized Int Fund 0486	34,349	—	—	—	—	—
2132	SCCFA Hospital - Investment Int Fund 0487	—	—	—	3,000,000	3,000,000	—
2134	Multiple Fac 2006-Projects Fund 0500	472,503	—	—	—	—	—
2135	Multiple Fac 2006 Cap Int Fund 0501	6,430	—	—	—	—	—
2136	Multiple Fac 2006 Inv Int Fund 0502	—	—	—	2,000,000	2,000,000	—
2138	SCCFA 2006 Hospital Project Fund 0504	270	—	—	—	—	—
2139	SCCFA 2006 Hospital Cap Int Fund 0505	13,962	—	—	—	—	—
2140	SCCFA 2006 Hospital Investment Int Fund 0506	—	—	—	2,000,000	2,000,000	—
	<b>Total Revenues</b>	<b>\$ 21,229,368</b>	<b>\$ 27,578,228</b>	<b>\$ 28,200,935</b>	<b>\$ 42,271,998</b>	<b>\$ 14,693,770</b>	<b>53.3%</b>



### County Debt Service Fund 0001 — Cost Center 2111 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	—	\$ 20,705,001	\$ 1,109,255
Board Approved Adjustments During FY 2009	—	865,390	606,269
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	22,163	3,231,000
Other Required Adjustments	—	1,919,313	(798,401)
Subtotal (Current Level Budget)	—	\$ 23,511,867	\$ 4,148,123
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Tax and Revenue Anticipation Note (TRANS)	—	1,700,000	2,670,000
The County of Santa Clara can issue a Tax and Revenue Anticipation Note.			
Subtotal (Recommended Changes)	—	\$ 1,700,000	\$ 2,670,000
<b>Total Recommendation</b>	—	\$ 25,211,867	\$ 6,818,123

### POB Debt Service Fund 0079 — Cost Center 2112 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Pension Obligation Bond - Debt Service Fund (Fund Number 0079)</b>			
FY 2009 Approved Budget	—	\$ 18,383,684	\$ 18,383,684
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	781,354	781,354
Subtotal (Current Level Budget)	—	\$ 19,165,038	\$ 19,165,038
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 19,165,038	\$ 19,165,038

### Co Debt Serv Fund 0045 — Cost Center 2117 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Public Facilities Corp Debt Service (Fund Number 0045)</b>			
FY 2009 Approved Budget	—	\$ 6,577,550	\$ 6,577,550
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(4,400)	159,450
Subtotal (Current Level Budget)	—	\$ 6,573,150	\$ 6,737,000



**Co Debt Serv Fund 0045 — Cost Center 2117**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 6,573,150	\$ 6,737,000

**Co Debt Serv Fund 0043 — Cost Center 2119**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Health Facilities Debt Service (Fund Number 0043)</b>			
FY 2009 Approved Budget	—	\$ 1,507,739	\$ 1,507,739
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	22,163
Other Required Adjustments	—	44,098	21,935
Subtotal (Current Level Budget)	—	\$ 1,551,837	\$ 1,551,837
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 1,551,837	\$ 1,551,837

**MH Courthouse Cap Int Fund 0492 — Cost Center 2122**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Morgan Hill Courthouse Capitalized Interest (Fund Number 0492)</b>			
FY 2009 Approved Budget	—	\$ 100,000	\$ —
Board Approved Adjustments During FY 2009	—	182,947	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(282,947)	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ —	\$ —





### Multiple Facilities - Projects Funds — Cost Center 2125 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Multiple Facilities - Projects (Fund Number 0495)</b>			
FY 2009 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2009	—	16,438	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(16,438)	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ —	\$ —

### Multiple Facilities - Capitalized Interest — Cost Center 2126 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Multiple Facilities - Capitalized Interest (Fund Number 0496)</b>			
FY 2009 Approved Budget	—	\$ 100,000	\$ —
Board Approved Adjustments During FY 2009	—	423,322	16,438
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(523,322)	(16,438)
Subtotal (Current Level Budget)	—	\$ —	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ —	\$ —

### Multiple Facilities - Investment Interest — Cost Center 2127 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Multiple Facilities - Investment Interest (Fund Number 0497)</b>			
FY 2009 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	1,000,000	—
Other Required Adjustments	—	—	1,000,000
Subtotal (Current Level Budget)	—	\$ 1,000,000	\$ 1,000,000



**Multiple Facilities - Investment Interest — Cost Center 2127**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 1,000,000	\$ 1,000,000

**SCCFA Hospital - Investment Int Fund 0487 — Cost Center 2132**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>SCCFA Hospital Investment Interest Fund (Fund Number 0487)</b>			
FY 2009 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	3,000,000	—
Other Required Adjustments	—	—	3,000,000
Subtotal (Current Level Budget)	—	\$ 3,000,000	\$ 3,000,000
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 3,000,000	\$ 3,000,000

**Multiple Fac 2006 Cap Int Fund 0501 — Cost Center 2135**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Multiple 2006 Bonds-Capitalized Interest (Fund Number 0501)</b>			
FY 2009 Approved Budget	—	\$ 3,600,000	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(3,600,000)	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ —	\$ —



**Multiple Fac 2006 Inv Int Fund 0502 — Cost Center 2136**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Multiple Fac 2006 Bonds-Investment Interest (Fund Number 0502)</b>			
FY 2009 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	2,000,000	—
Other Required Adjustments	—	—	2,000,000
Subtotal (Current Level Budget)	—	\$ 2,000,000	\$ 2,000,000
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 2,000,000	\$ 2,000,000

**SCCFA 2006 Hospital Cap Int Fund 0505 — Cost Center 2139**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>SCCFA 2006 Hospital Capitalized Interest Fund (Fund Number 0505)</b>			
FY 2009 Approved Budget	—	\$ 5,000,000	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(3,000,000)	—
Subtotal (Current Level Budget)	—	\$ 2,000,000	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 2,000,000	\$ —

**SCCFA 2006 Hospital Investment Int Fund 0506 — Cost Center 2140**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>SCCFA 2006 Hospital Investment Interest Fund (Fund Number 0506)</b>			
FY 2009 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	2,000,000	—
Other Required Adjustments	—	—	2,000,000
Subtotal (Current Level Budget)	—	\$ 2,000,000	\$ 2,000,000



**SCCFA 2006 Hospital Investment Int Fund 0506 — Cost Center 2140**  
**Major Changes to the Budget**

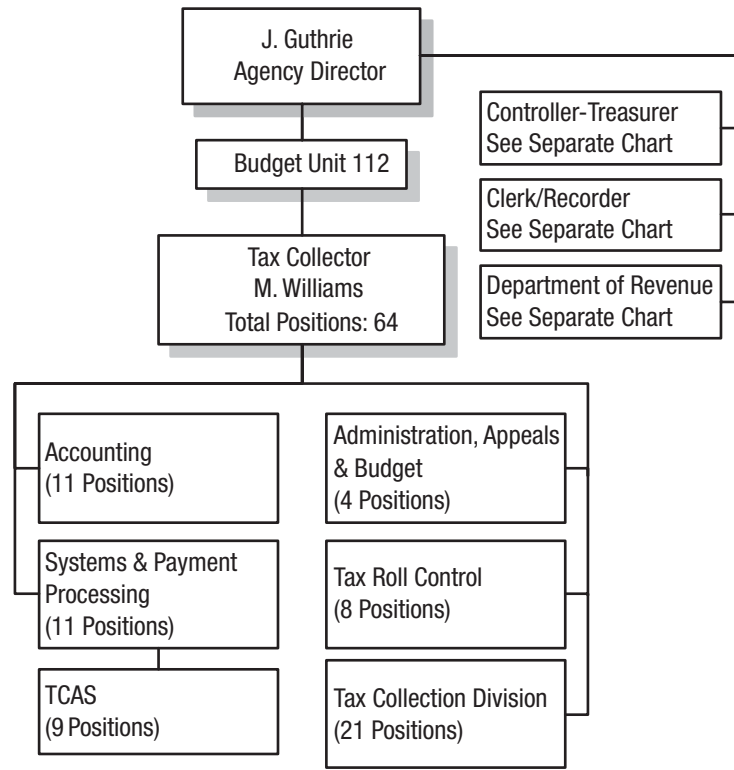
	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 2,000,000	\$ 2,000,000

**SCCFA 2007 Hospital - Cap Int Fund 0511 — Cost Center 2145**  
**Major Changes to the Budget**

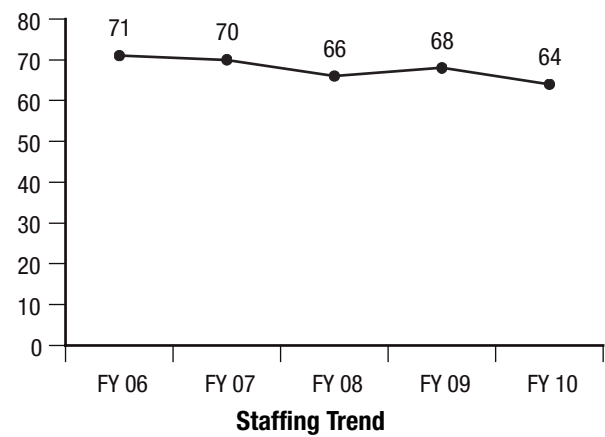
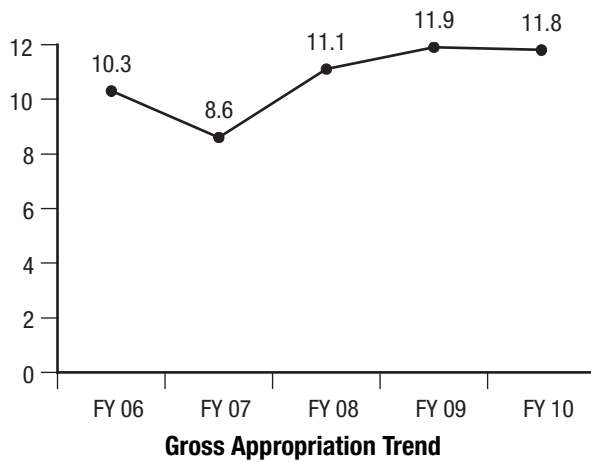
	Positions	Appropriations	Revenues
<b>SCCFA 2007 Hospital Capitalized Int Fund (Fund Number 0511)</b>			
FY 2009 Approved Budget	—	\$ 306,205	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 306,205	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 306,205	\$ —



# Tax Collector's Office



Section 1: Finance and Government



## Public Purpose

- ➔ Maximize tax revenue to support services to County residents



## 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 2007/2008 tax charge on these four tax rolls was 3.7 billion dollars.

In one form or another, all of the department’s employees partake in the Tax Collection program. However, the department currently operates three (3) specialized collection programs: automated payment processing, field collections and tax-defaulted property administration.

### Reconciliation

This service is required to comply with the tax code and to provide accurate collection statistics. The service is designed to ensure that public funding is based on actual collections so that governmental agencies and special districts can make informed budgetary decisions. Property owners and lending institutions also

rely on the reconciliation process to ensure that payments are properly credited and refunds are generated within the time prescribed by the tax code. In addition to reconciling tax collections, the program staff refunds duplicate payments, ensures proper payment application, coordinates the Senior Citizen’s Postponement Certificate program and manages the Extended Payment Plan program.

### Tax Information

The desired result of this service is a high collection rate through the provision of accurate and timely tax information to property owners and the general public. The service includes general tax information, parcel specific information, delinquent pay-off data, preparation of tax lien clearances and payment verification. Property owners, lending institutions, appraisers and governmental agencies rely on the accuracy of the department’s data to prepare financial records; develop credit reports and finalize real-estate transactions. In addition to employing professional customer service representatives, the department maintains an Interactive Voice Response (IVR) system and a website that are operational 24 hours a day - seven days a week to provide continuous uninterrupted information. The IVR and web applications access the department’s data base and supply information related to the current and prior year tax charge, validate

payment data and provide remittance and other general instructions. The department also accepts credit card and e-check payments via their website.

### **Automated Payment Processing**

Payments are received by mail, in the Tax Collector's Office and over the Internet. Developed to promote cost-efficient collection, the automated payment processing procedures make it possible for the department to receive, credit and deposit tax payments in one (1) day. The department uses professional mail extraction equipment and utilizes an image-enabled remittance processor to endorse, encode and capture tax payments. Same-day processing maximizes interest earnings and ensures that the tax rolls reflect accurate tax information. These payments are now shown as paid via the Internet and IVR the evening of the day processed. Same-day processing also minimizes duplicate payments and improves taxpayer information. Credit card and e-check payments show as paid the instant the approved authorization is posted to the Tax Information System.

### **Field Collections**

Established to ensure a high rate of collection, the Field Collections' personnel facilitate payment on delinquent unsecured tax accounts. Collectors perform site visits, review debtors' financial records, establish and monitor payment plans, record Certificate of Tax Liens and seize assets. This enforcement service is designed to ensure payment compliance. Unsecured tax revenue supports public services.

### **Tax-Defaulted Property Administration**

Designed to ensure compliance with all legal requirements before real property is offered for sale at public auction or sold by Agreement. Program personnel must adhere to strict publishing and noticing deadlines; perform extensive title searches; and employ skip-tracing techniques before establishing a "Power-to-Sell" classification. Mandated by the California Revenue and Taxation Code, selling tax-defaulted property returns the property to a tax paying status.

### **Refund Issuance**

The Tax Collector must refund duplicate payments within sixty (60) days to comply with the tax code. 100% of these refunds were issued within the time prescribed by the tax code.

### **Automated Systems**

Programming and implementation of the new Tax Collection and Apportionment System (TCAS) is currently underway. The core computerized programs currently used by the Finance Agency for tracking taxes date back to the mid 1960s. These legacy applications provide all tax information on printed reports. Many interim improvements have been made since the late 1990s to modernize the Tax Collector's Office and Controller/Treasurer's Office. In 1998, the Tax Information System was implemented that allows staff to view the tax information via a browser on their PC. Also, the Tax Office acquired and implemented a modern interactive voice response system, a modern payment processing system and a modern document management system to continue incremental improvements for support of staff.

In April 2003, the Tax Collector's Office created an Internet tax information site that allows the public to view current and prior year taxes and tax payments and accepts property tax payments by credit cards. E-check payments were added in March 2004. TCAS developments thus far include the calculation of tax rates and the apportionment factors, jurisdiction management and debt rate processing which were completed in FY 2009. A combination of technology funds and the Delinquent Property Tax Improvement Funds currently fund TCAS. The project goals for FY 2009 are to complete the tax billing and collection functions for the Tax Collector's Office and to place the core TCAS functionality into production.

### **Roll Creation**

Creating the tax roll for billing and collection is fundamental to maximizing tax revenue for public entities. In order to perform this service, the Tax Office is dependent upon internal and external stakeholders—the Assessor who provides value, exemptions and ownership data; the Controller who provides tax rates; public entities and special districts who supply special and bonded assessment information; and ISD who merges the data to create the tax roll.

### **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.

### **Information Systems**

Information Systems provides for the support of all the computer systems used by the Tax Collector's Office including the Tax Information System, the Document

Management System, the Internet Bill Presentment and Property Tax E-payment System, the Interactive Voice Response System, the BancTec Remittance Processing System along with managing the legacy mainframe system at ISD. Staff is committed to providing a reliable, secure computing environment including 24/7 access to tax information for the tax-paying public via the Internet.

## **Current and Emerging Issues**

### **Property Tax Application Support on the County's Mainframe**

Santa Clara County's existing tax applications run on the County's mainframe using obsolete architecture and software languages.

The legacy applications provide minimal functionality, no flexibility, and are excessively expensive to operate. Such an excessive amount of processing time means that updates cannot be performed as often as necessary. Because of the production schedules, taxpayer information is typically not current, and many critical business processes within the Finance Agency that should be completed on a daily basis are performed only once per week, and in some cases, only once per month.

Finally, the legacy systems do not provide for the apportionment function and cannot be programmed to meet the needs of current State Code for tax apportionment. The County tax levy is now nearly \$4 billion.

The TCAS project will replace all legacy systems. It will automate all property tax functions in modern JAVA using an Oracle database. The total cost of developing and implementing TCAS is estimated at \$12,500,000 over a six year period. The implementation is planned in stages, with several functions already on-line. However, until all functions of TCAS are implemented, the County is still dependent on COBOL programming support and the County Information Services Department has to continue to support old batch processing environments.

An additional development year has been added to TCAS due to several unanticipated factors. First, the complexity of the apportionment factor calculation and taxing jurisdiction management took significantly longer to define and implement than originally planned. Additionally, time was spent on refining and enhancing the RDA calculation. Second, receiving, processing and enrolling roll changes was originally planned as an electronic data transfer function. As the project development progressed, it was found that an electronic data transfer could not be reliably done at this time. To keep the project on track, the development team has been redirected to design and develop data entry screens and the corresponding programming necessary to calculate and input tax roll changes.

### **Economic Conditions and State Budget Crisis Impact on Property Tax Collections**

The current economic conditions have already led to changes in the growth of property tax revenues for the upcoming fiscal year. The Assessor continues to reduce the values of homes because of declining property values caused by the downturn in the economy. Also, examining the year-to-year delinquency rates shows that around 5,000 more annual tax bills are delinquent as compared to last year at the same time. It is anticipated that this trend will also affect the collection of business property taxes next fiscal year.

In addition, due to the California State Budget shortfall, if the State were to choose to change the formulas of property tax revenue sharing and implement special assessments to support state operations, these items could change the tax rates, affect billing and collections and affect the apportionment of property tax revenues.



Any of these would require careful analysis by the TCAS team and require reprogramming functions already in production within TCAS, as well as COBOL programming in the legacy ISD-run tax applications.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Tax Collection and Apportionment System	Yes	Non-Mandated	TCAS Implementation will improve service and reduce manual processes	▲
Secured Collections	Yes	Mandated	Continue high rate of collections, funding staff and legal services	▲
Unsecured Collections	Yes	Mandated	Continue high rate of collections, funding staff	■
Tax Roll Control	Yes	Mandated	New fee for special assessments	■
Accounting	Yes	Mandated	Adjust staffing to align with TCAS workflow	■
Payment Processing	Yes	Mandated	TCAS facilitates staff reduction, upgrade BancTec software and equipment	▲
Administration and Support	Yes	Required	ITEC funding to replace aging application servers	■

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

## County Executive's Recommendation

The Tax Collector's Office is part of the Finance Agency, which was assigned a reduction target of \$1,100,000 for FY 2010. The Tax Collector's Office contributed \$94,024 to the Finance Agency's overall target. After analysis of the budget proposal submitted by the department and consideration of alternative reductions, the Acting County Executive recommends the following actions, that will contribute to balancing the General Fund budget.

### ▲ Tax Collection and Apportionment System (TCAS)

**Continue Development of the Tax Collection and Apportionment System:** The Finance Agency is currently in the process of implementing an automated system that satisfies the overlapping needs of the Tax Collector and Auditor-Controller departments. The TCAS system is an integrated system that supports the Finance Agency's property tax administration functions, and is compatible with and interfaces with, the County's existing or future Assessment system.

**Service Impact:** This project, when completed in Fall 2010, will:

- Reduce costs and provide operational efficiencies
- Enhance service delivery
- Ensure a current, supportable and adaptable technology infrastructure

The specific objective of this project is to improve tax administration and public service by replacing a 40 year-old legacy COBOL mainframe system with a modern, integrated closed system that encompasses the functions of the Tax Collector's Office.

**Total One-Time Cost: \$3,200,000**

Fund 1474 - Delinquent Property Tax Improvement Fund: \$500,000  
 Total Funding Available for FY 2010: \$3,700,000



## ▲ Secured and Unsecured Collections

**Fund 1.0 FTE Existing Position, Collection Officer/Revenue Collection officer/Revenue Collection Clerk:** This position is currently Property Tax Administration Program (PTAP)-funded and filled with a permanent employee. PTAP funding has run out except for a small residual amount. The efforts of this position resulted in property tax revenue of \$16,387,618 for FY 2008, of which the County's share is \$1,966,514. This amount would not have been collected without this position, as these collection tasks cannot be absorbed by existing TCO staff. Therefore, without the use of General Funds to cover the cost of the position, this revenue would not be realized in the future.

**Total Ongoing Cost: \$102,936**

**Fund 1.0 FTE Existing Position, Account Clerk II/I:** This position is currently PTAP-funded and filled with a permanent employee. The efforts of this position resulted in property tax revenue of \$28,499,564 for FY 2008 of which the County's share is \$3,419,947. The tasks related to this position cannot be absorbed by existing TCO staff and without this position there would be a delay and eventual reduction in the collection of revenue. Additionally, as this position researches and redirects returned mail, and secured tax bills, a valuable public service would be eliminated if not funded.

**Total Ongoing Cost: \$78,276**

**Service Impact:** There is no service impact for the funding of these two positions. As PTAP funding has expired, General Funds are required to retain the positions.

**Allocate Remaining PTAP Funds for Dedicated Legal Services:** A minor amount of residual funds budgeted in past fiscal years for the Tax Collector's Office remain unspent from the PTAP reserve. Remaining funds will offset the cost of dedicated bankruptcy counsel.

**Service Impact:** For several years, dedicated legal counsel has proven to be effective in the negotiations of bankruptcy claims, bringing in additional revenue.

**Total One-Time Allocation: \$42,700**  
County Counsel Will Provide Legal Services

## ■ Tax Roll Control

**New Fees for Special Assessment:** In November 2008, three new Special Assessment measures were approved by Santa Clara County voters: Measure W Berryessa Union School District, Measure U Franklin-McKinley School District, Measure T Evergreen School District. Based on parcel count and a charge of one percent of the total collections to be enrolled, approximately \$55,000 is estimated as new fee revenue.

**Service Impact:** Additional funds will be available to the General Fund.

**Total Ongoing Revenue: \$55,000**  
Based on parcel count and charge to be enrolled

## ■ Accounting

### Adjust Staffing in Preparation for TCAS Implementation

**Delete 2.0 FTE Vacant Account Clerk II/I:** These positions performed the following tasks:

- Processed Senior Citizen's Tax Postponement Certificates - Program eliminated by the State
- Calculated and processed penalty cancellations on timely payments
- Entered, maintained and reconciled 4th period refund adjustment data
- Entered refund data from roll corrections into trust fund, balancing of data entered, reapplying and issuing refunds as needed

**Service Impact:** None - with the exception of processing Senior Citizen's Tax Postponement Certificates, all of the functions listed above will be automated by TCAS starting in July 2009.

**Positions Reduced: 2.0**  
**Total Ongoing Savings: \$146,004**

**Add 1.0 FTE Accountant II/Accountant Auditor Appraiser:** The improvements implemented by TCAS will eliminate several data entry and clerical tasks previously completed by the Account Clerk level. The new tax system will handle many of these tasks automatically, however, a position will now be needed

to review the refund documents for accuracy and completeness, reconciling the TCAS output records to SAP including balancing and reconciling the trust funds involved, recalculating tax refunds and preparing the new TCAS reports for the Controller's Office.

**Service Impact:** This change in staffing is a reconfiguration due to TCAS automation. While the initial service level will remain the same, eventual improvements should be realized.

**Positions Added: 1.0**  
**Total Ongoing Cost: \$80,652**

## ▲ Payment Processing

### Delete One Position, Upgrade BancTec Pay Courier and BancTec iRemit

**Delete 1.0 FTE Filled Information System Manager/Analyst II:** The individual currently filling this position is an expert Oracle Report Writer. In addition, This person also assists the department during its peak tax payment processing times as all systems staff support payment processing, efficient running of equipment and handling credit card and e-check problems as well as customer service with the public.

**Service Impact:** Oracle Report/Write and related improvements will have to be postponed until the implementation of TCAS. All special data research projects, which generate fee revenue, will be dependent on one remaining programmer.

**Positions Reduced: 1.0**  
**Total Ongoing Saving: \$154,884**

**ITEC Funding for BancTec Pay Courier Upgrade:** Fund an upgrade which will allow the BancTec PayCourier software to remain current with the latest updates to Oracle and work with Windows XP and newer operating systems. The newest release also provides enhanced features such as auto assist to reduce keying, and permutation balancing to reduce out-of-balance conditions. Another important improvement is the ability to enter lists of parcel numbers instead of printing individual payment stubs.

**Service Impact:** The function of processing checks will be improved, the security and sustainability of the system will be enhanced, and data entry errors reduced.

**Total One-Time Cost: \$103,860**

**ITEC Funding for BancTec iRemit USC Upgrade:** The Tax Collector's Office collects over 3.5 billion dollars in property taxes each year through business and personal checks. The department also processes the payments made to the Department of Revenue. Checks are processed through the BancTec Remittance Processing System. The remittance processor and two controllers are old, unsupported, and must be replaced.

This project will upgrade the hardware and operating systems of the servers directly connected to the remittance processor and its internal operating system. It will also upgrade the imaging technology with the remittance processor, enhancing the images displayed to the operators.

**Service Impact:** This is a critical system for the County. Were it not in place, check processing would take more time and require more staff. This upgrade will ensure a reliable and supportable system for several years.

**Total One-Time Cost: \$59,500**

## ■ Administration and Support

**IT Infrastructure Replacement - Application Servers:** Critical IT infrastructure for the Tax Collector's Office needs to be replaced based on the age of the equipment.

**Total One-Time Cost: \$54,000**

### Tax Collector — Budget Unit 112 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
2212	Tax Collector Fund 0001	\$ 7,472,417	\$ 8,187,537	\$ 8,083,677	\$ 8,047,267	\$ (140,270)	-1.7%
2213	Tax Collector-AB 589 Fund 0001	14,764	(152,557)	(152,557)	—	152,557	-100.0%
2214	Tax Collection & Apportionment Sys Fund 0001	3,183,585	3,547,519	3,547,519	3,732,392	184,873	5.2%
<b>Total Net Expenditures</b>		\$ 10,670,766	\$ 11,582,499	\$ 11,478,639	\$ 11,779,659	\$ 197,160	1.7%

### Tax Collector — Budget Unit 112 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
2212	Tax Collector Fund 0001	\$ 7,472,417	\$ 8,187,537	\$ 8,083,677	\$ 8,047,267	\$ (140,270)	-1.7%
2213	Tax Collector-AB 589 Fund 0001	278,120	213,923	213,923	42,700	(171,223)	-80.0%
2214	Tax Collection & Apportionment Sys Fund 0001	3,183,585	3,547,519	3,547,519	3,732,392	184,873	5.2%
<b>Total Gross Expenditures</b>		\$ 10,934,122	\$ 11,948,979	\$ 11,845,119	\$ 11,822,359	\$ (126,620)	-1.1%

### Tax Collector — Budget Unit 112 Expenditures by Object

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 5,349,009	\$ 5,795,863	\$ 5,775,999	\$ 5,423,081	\$ (372,782)	-6.4%
Services And Supplies	5,585,113	6,153,116	6,069,120	6,399,278	246,162	4.0%
<b>Subtotal Expenditures</b>	10,934,122	11,948,979	11,845,119	11,822,359	(126,620)	-1.1%
Expenditure Transfers	(263,356)	(366,480)	(366,480)	(42,700)	323,780	-88.3%
<b>Total Net Expenditures</b>	10,670,766	11,582,499	11,478,639	11,779,659	197,160	1.7%

### Tax Collector — Budget Unit 112 Revenues by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
2212	Tax Collector Fund 0001	\$ 469,522,658	\$ 500,265,000	\$ 500,265,000	\$ 481,870,000	\$ (18,395,000)	-3.7%
2214	Tax Collection & Apportionment Sys Fund 0001	240,000	400,000	400,000	500,000	100,000	25.0%
<b>Total Revenues</b>		\$ 469,762,658	\$ 500,665,000	\$ 500,665,000	\$ 482,370,000	\$ (18,295,000)	-3.7%



## Tax Collector Fund 0001 — Cost Center 2212

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	57.0	\$ 8,187,537	\$ 500,265,000
Board Approved Adjustments During FY 2009	—	(103,860)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-2.0	(133,081)	—
Internal Service Fund Adjustments	—	(23,239)	—
Other Required Adjustments	—	(22,263)	(19,750,000)
Subtotal (Current Level Budget)	55.0	\$ 7,905,094	\$ 480,515,000
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Printing Adjustment	—	(5,000)	—
FY 2010 Voice Communications Adjustment	—	(62)	—
FY 2010 Postage Adjustment	—	(10,000)	—
FY 2010 Data Processing Adjustment	—	(21,101)	—
Decision Packages			
1. Increased Property Tax Revenue Based on Assessor Backlog Project	—	—	1,300,000
Additional property tax revenue is expected to be generated through the Assessor's current effort to address a backlog of property assessments. As of April 15, 2009, resultant assessments have contributed more than \$683 million to the assessment roll, of which the County's revenue share stands at \$1.2 million and should reach \$1.3 million at roll close.			
2. Add/Delete Positions in the Tax Collector	-2.0	(220,236)	—
As the Tax Collection and Apportionment System (TCAS) project progresses, the Tax Collector is reconfiguring staffing. Certain skill sets will no longer be required and routine manual processes will be automated. As a result, staffing will be changed as follows:			
a. Delete 1.0 FTE Filled Information System Manager/Analyst II			
b. Delete 2.0 FTE Vacant Account Clerk II/I			
c. Add 1.0 FTE Accountant II/Accountant Auditor Appraiser			
The Accountant II/Accountant Auditor Appraiser position being added will perform high level tasks outside the functions accomplished by TCAS.			
3. ITEC Funding for FY 2010	—	217,360	—
ITEC Funding for FY 2010, in addition to TCAS, includes the following three projects:			
a. BancTec Pay Courier Upgrade: \$103,860			
b. BancTec iRemit to USC Upgrade: \$59,500			
c. IT Infrastructure Replacement - Application Servers: \$54,000			
Note: The BancTec Pay Courier Upgrade project was originally funded in FY 2009, but the project was put on hold because it could not be completed within that fiscal year.			
4. New Revenue from Administrative Fee for Special Assessments	—	—	55,000



## Tax Collector Fund 0001 — Cost Center 2212

### Major Changes to the Budget

	Positions	Appropriations	Revenues
Three new special assessment measures were approved by Santa Clara County voters in the November 2008 election:			
a. Measure W Berryessa Union School District			
b. Measure U Franklin-McKinley School District			
c. Measure T Evergreen School District			
Based on parcel count and charge to be enrolled (1% of total collections), approximately \$55,000 is estimated as new revenue.			
5. Fund 2.0 FTE that were Formerly PTAP-Funded	—	181,212	—
This action funds two critical positions that have been funded with PTAP funds from the Assessor. PTAP funds have been exhausted, but the work of these two positions is extremely beneficial to both the State and County. The Sr. Collection Officer position generated \$16,387,618 total revenue in FY 2008. The County's share was \$1,966,514. The Account Clerk position generated \$28,499,564 in total revenue in FY 2008, and the County's share was \$3,419,947. The tasks performed by these positions cannot be absorbed by the remaining TCO staff.			
Subtotal (Recommended Changes)	-2.0	\$ 142,173	\$ 1,355,000
<b>Total Recommendation</b>	<b>53.0</b>	<b>\$ 8,047,267</b>	<b>\$ 481,870,000</b>

## Tax Collector-AB 589 Fund 0001 — Cost Center 2213

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	2.0	\$ (152,557)	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(180,813)	—
Internal Service Fund Adjustments	—	366,480	—
Other Required Adjustments	—	(33,110)	—
Subtotal (Current Level Budget)	2.0	\$ —	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Transfer PTAP Reserves from Assessor to Tax Collector	—	(42,700)	—
One-Time Expense for County Counsel Services	—	42,700	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>2.0</b>	<b>\$ —</b>	<b>\$ —</b>

## Tax Collection & Apportionment Sys Fund 0001 — Cost Center 2214

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	9.0	\$ 3,547,519	\$ 400,000
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(13,637)	(400,000)
Other Required Adjustments	—	(3,501,211)	—
Subtotal (Current Level Budget)	9.0	\$ 32,671	\$ —
<b>Recommended Changes for FY 2010</b>			

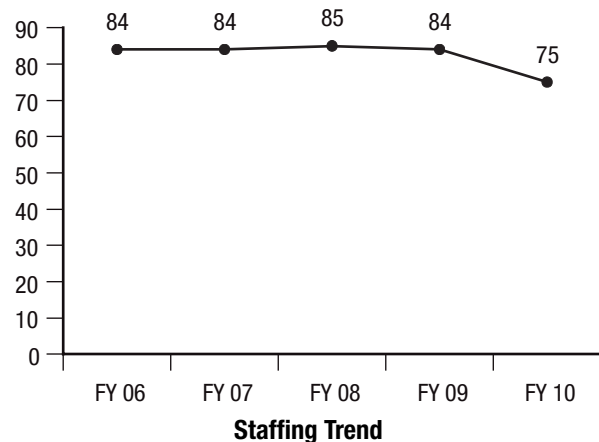
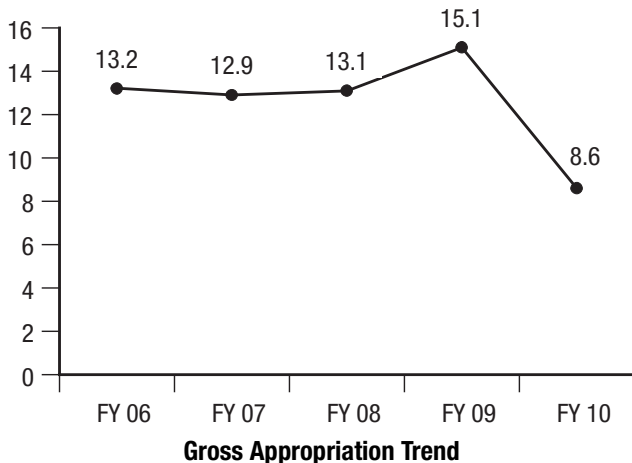
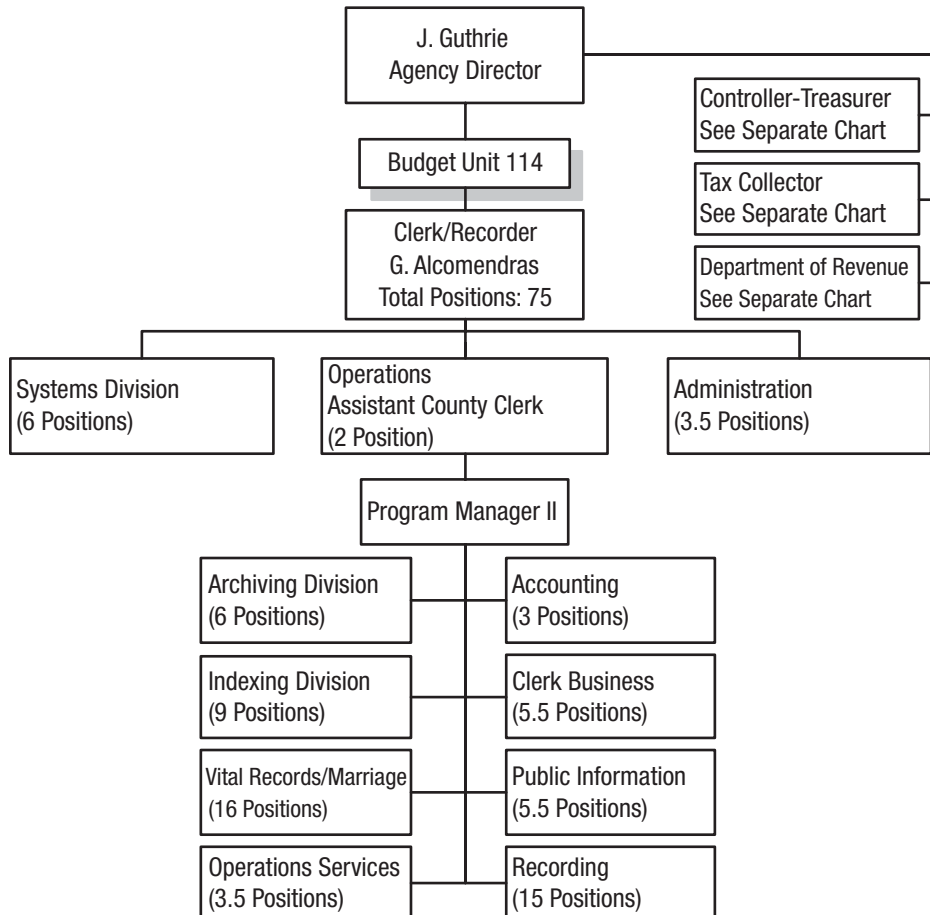


**Tax Collection & Apportionment Sys Fund 0001 — Cost Center 2214**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Internal Service Fund Adjustments</b>			
Contribute to TCAS Funding for FY 2010	—	—	500,000
FY 2010 Data Processing Adjustment	—	(279)	—
<b>Decision Packages</b>			
1. TCAS Funding for FY 2010	—	3,700,000	—
This action funds the TCAS project for FY 2010. Funding for TCAS started in FY 2006. This multi-year project is nearing completion as some modules are already in use. FY 2010 is the last year that the project will require major funding. Total funding is \$3.7 million, with \$3.2 million in ITEC funding and \$0.5 million coming from the Tax Collector's Delinquent Property Tax Improvement fund.			
Subtotal (Recommended Changes)	—	\$ 3,699,721	\$ 500,000
<b>Total Recommendation</b>	9.0	\$ 3,732,392	\$ 500,000



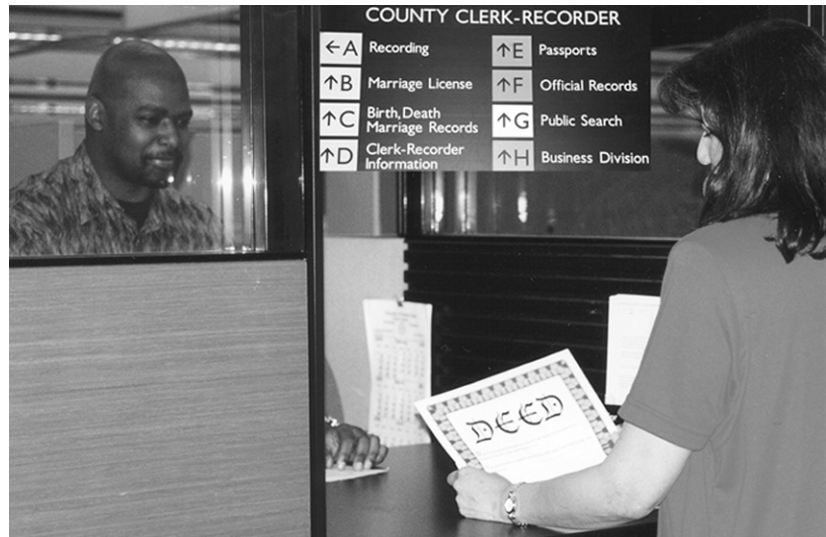
# County Clerk/Recorder's Office





## 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 viewing by the public. Examples of types of records that are commonly recorded are mortgages, deeds,

liens, abstracts of judgment and notices. Search methods available include computer searches and book/microfilm searches. Departmental staff is available to assist with the research process.

## Copies of Official and Vital Records

Plain and certified copies of official records and maps are sold, as well as certified copies of vital records. Once the required documents are identified with the assistance of staff, they are located and printed from the departmental imaging system.

## Current and Emerging Issues

### Marriage License Forms

In 2008, the marriage license and marriage recording systems are being enhanced to accommodate a format change prompted by state legislation requiring individuals to indicate the name they will use following the marriage ceremony, effective January 1, 2009. Following the California Supreme Court decision regarding civil rights issues related to marriage, the license was again reformatted using non-gender-specific titles for the parties to the marriage. It is unknown if further modifications will be implemented following the election results of Proposition 8. Each modification requires systems programming, testing and approval by the Secretary of State prior to putting the new form into use.

### Economic Downturn

This office is greatly impacted by the downturn in the local economy. Fewer properties sold negatively impacts collection of recording fees including transfer taxes, the single largest General Fund revenue category in the Recorder's Office. Transfer tax receipts were \$15.7 million lower in 2008 than in 2006. The decrease in recording fees impacts the Recorder's special funds, forcing the department to cancel or postpone projects which would streamline processes and enhance customer service.

### Social Security Truncation

Work has begun on implementing a system to comply with legislation requiring truncation of the first five digits of Social Security numbers on recorded documents per AB1168 (2006). To fund this requirement, a one dollar fee is collected on all recorded

documents. Phase one went live on December 15, 2008, affecting records from January 2, 2009 forward. Phase two will affect the back file conversion going as far back as 1980.

### Electronic Recording

The office has a key role in developing and implementing an electronic recording system compliant with State Attorney General's Office regulations, per AB537 (2003). Systems requirements and various options have been evaluated to allow electronic recording for the title industry and lenders. Systems development and infrastructure procurement will begin soon.

### 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 this 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 an outside 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 has 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 Clerk-Recorder's 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 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 would 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.

### Possible Regulation Related to Passport Issuance

In 2007, an out-of-state county was caught perpetrating fraud in the issuance of birth certificates and accepting fraudulent passport applications. This incident led the U.S. Department of State to consider tightening the security of this process by rescinding the authority to accept passport applications if the office issues birth records. To date, this restriction has not been imposed. The Clerk-Recorder's Office issues birth certificates and also accepts passport applications. If this office must cease being a passport acceptance agent, the County will lose approximately \$160,000 in General Fund Revenue.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Marriage Ceremonies	No	Non-Mandated		■
Passport Administration	No	Non-Mandated		■
Marriage Licenses	No	Mandated		■
Vital Records	Yes	Mandated		■
Document Recording	No	Mandated		■
Document Indexing	No	Mandated	Deleting four positions at this time will not impact service due to low recording activity	■
Document Archiving	No	Mandated	Deleting two positions at this time will not impact service due to low recording activity and future automation	■
Recorded Document Copies	No	Mandated		■
Clerk Business	No	Mandated		■
Administration and Support	Yes	Required	Deleting three positions at this time will not impact service due to low business activity. The reconfigured waiting area will improve customer service	▲

Impact on Current Level of Service:

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



## County Executive's Recommendation

The Clerk-Recorder is part of the Finance Agency, which was assigned a reduction target of \$1,100,000 for FY2010. The Clerk-Recorder contributed \$593,676 to the Finance Agency's overall target. After analysis of the budget proposal submitted by the department and consideration of alternative reductions, the Acting County Executive recommends the following actions, that will contribute to balancing the General Fund budget.

### Staffing Reduction

The Clerk-Recorder is deleting a total of nine positions under three program/functions: Document Indexing, Document Archiving and Administration/Support. This reduction represents an eleven percent cut in overall staff for the Clerk-Recorder. Such a reduction is necessary at this time due to a combination of factors:

- The real estate market decline in recent years has reduced the flow of documents submitted for recording
- Work continues on the electronic recording project, which will allow certain financial institutions, mortgage companies and title companies to electronically submit documents for recording
- The occasional use of extra help, unclassified and/or coded positions to meet temporary needs for mandated functions

### Document Indexing

**Delete 1.0 FTE Vacant Office Specialist I:** This position was assigned to the mandated function of mailing back original documents after recording processes were completed. The position was also responsible for maintaining files of returned mail per retention policy.

**Service Impact:** None at this time, given the current level of business.

**Positions Reduced: 1.0**  
**Total Ongoing Savings: \$59,532**

**Delete 3.0 FTE Vacant Recordable Document Indexers:** These positions performed the following tasks:

- Reviewed indexable documents for completeness
- Selected and determined information to be entered in accordance with prescribed format

- Matched signatures to typed names on documents and appropriately codes the discrepancies
- Verified accuracy of indexed entries with original documents by re-indexing documents for system comparison
- Entered information from primary source documents which had been accepted for filing and/or recording by the Clerk-Recorder
- Assisted the public by telephone in researching and locating recorded documents
- Explained laws, policies and procedures regarding the General Index to the public

**Service Impact:** None, given the current level of business and future automation improvements.

**Positions Reduced: 2.0**  
**Total Ongoing Savings: \$205,620**

### Document Archiving

**Delete 2.0 FTE Vacant Recordable Document Technicians:** These two positions performed the following tasks:

- Reviewed and prepares documents for computer scanning
- Performed scanning/filming of documents and maps on appropriate equipment
- Operated personal computer workstations or other equipment necessary for scanning/filming and reviewing documents
- Sealed certain documents and obliterated certain sealed vital records
- Adjusted, maintained and cleaned equipment for departmental and public use

**Service Impact:** None, given the current level of business and future automation improvements.

**Positions Reduced: 2.0**  
**Total Ongoing Saving: \$126,048**

### Administration and Support

**Delete 2.0 FTE Vacant Account Clerk II:** These positions performed the following tasks:

- Received daily receipts from cashiers; verify cash, prepare bank deposits
- Used SAP for all accounts receivable postings and accounts payable
- Reconciled all postings.

**Service Impact:** None, given the current level of business.

**Positions Reduced: 2.0**  
**Total Ongoing Savings: \$135,456**

**Delete 1.0 FTE Vacant Office Specialist III:** This position provided support for office operations which included:

- Answered administration telephones
- Submitted and tracked requisitions for supplies, specialized equipment, repairs, etc.; received supply orders
- Maintained records of parking permits, DMV pull program
- Provided primary backup for receptionists

**Service Impact:** None, given the current level of business.

**Positions Reduced: 1.0**  
**Total Ongoing Saving: \$67,020**

### Non-General Fund Appropriations for FY 2010

**Reconfigure Public Waiting Area:** To improve customer service by eliminating crowded waiting lines at the counters, the existing free-standing receptionist enclosure will be dismantled to create a larger public waiting area in conjunction with the installation of a computerized queuing system budgeted in FY 2009. Staff performing receptionist duties will be relocated to strategic locations at the public service counters.

**Service Impact:** Customers seeking service from the Clerk-Recorder will have a more comfortable, organized, managed and efficient experience. A computerized queuing and directing system will replace standing lines, blocked isles, and time wasted waiting for the wrong station. Finally, privacy while conducting business will be enhanced.

**Total One-Time Cost: \$30,000**

### County Recorder — Budget Unit 114 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
5652	Recorder Electronic Record Fund 0120	\$ —	\$ 620,000	\$ 620,000	\$ 394,980	\$ (225,020)	-36.3%
5653	SSN Truncation AB1168-2007 Fund 0121	—	490,000	490,000	200,980	(289,020)	-59.0%
5655	County Recorder Fund 0001	6,612,614	7,441,159	7,453,176	5,294,380	(2,146,779)	-28.9%
5656	County Clerk Fund 0001	941,881	977,700	965,683	915,019	(62,681)	-6.4%
5657	County Recorder Fund 0024	28,195	77,772	77,772	135,875	58,103	74.7%
5658	County Recorder Fund 0026	2,737,131	4,159,027	4,159,027	1,337,946	(2,821,081)	-67.8%
5659	County Recorder Fund 0027	1,213,895	1,340,033	1,340,033	348,756	(991,277)	-74.0%
<b>Total Net Expenditures</b>		<b>\$ 11,533,717</b>	<b>\$ 15,105,691</b>	<b>\$ 15,105,691</b>	<b>\$ 8,627,936</b>	<b>\$ (6,477,755)</b>	<b>-42.9%</b>



### County Recorder — Budget Unit 114 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
5652	Recorder Electronic Record Fund 0120	\$ —	\$ 620,000	\$ 620,000	\$ 394,980	\$ (225,020)	-36.3%
5653	SSN Truncation AB1168-2007 Fund 0121	—	490,000	490,000	200,980	(289,020)	-59.0%
5655	County Recorder Fund 0001	6,612,614	7,441,159	7,453,176	5,294,380	(2,146,779)	-28.9%
5656	County Clerk Fund 0001	941,881	977,700	965,683	915,019	(62,681)	-6.4%
5657	County Recorder Fund 0024	28,195	77,772	77,772	135,875	58,103	74.7%
5658	County Recorder Fund 0026	2,737,131	4,159,027	4,159,027	1,337,946	(2,821,081)	-67.8%
5659	County Recorder Fund 0027	1,213,895	1,340,033	1,340,033	348,756	(991,277)	-74.0%
<b>Total Gross Expenditures</b>		<b>\$ 11,533,717</b>	<b>\$ 15,105,691</b>	<b>\$ 15,105,691</b>	<b>\$ 8,627,936</b>	<b>\$ (6,477,755)</b>	<b>-42.9%</b>

### County Recorder — Budget Unit 114 Expenditures by Object

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 6,882,463	\$ 7,698,195	\$ 7,712,212	\$ 6,971,200	\$ (726,995)	-9.4%
Services And Supplies	1,378,578	2,880,907	2,866,890	1,656,736	(1,224,171)	-42.5%
Fixed Assets	52,682	120,000	120,000	—	(120,000)	-100.0%
Operating/Equity Transfers	3,219,994	4,406,589	4,406,589	—	(4,406,589)	-100.0%
<b>Subtotal Expenditures</b>	<b>11,533,717</b>	<b>15,105,691</b>	<b>15,105,691</b>	<b>8,627,936</b>	<b>(6,477,755)</b>	<b>-42.9%</b>
<b>Total Net Expenditures</b>	<b>11,533,717</b>	<b>15,105,691</b>	<b>15,105,691</b>	<b>8,627,936</b>	<b>(6,477,755)</b>	<b>-42.9%</b>

### County Recorder — Budget Unit 114 Revenues by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
5652	Recorder Electronic Record Fund 0120	\$ —	\$ 220,000	\$ 220,000	\$ 350,000	\$ 130,000	59.1%
5653	SSN Truncation AB1168-2007 Fund 0121	—	220,000	220,000	353,200	133,200	60.5%
5655	County Recorder Fund 0001	23,118,970	30,119,989	30,119,989	19,440,000	(10,679,989)	-35.5%
5656	County Clerk Fund 0001	1,625,178	1,644,870	1,644,870	1,610,110	(34,760)	-2.1%
5657	County Recorder Fund 0024	151,954	110,000	110,000	140,000	30,000	27.3%
5658	County Recorder Fund 0026	2,024,941	2,508,600	2,508,600	1,400,000	(1,108,600)	-44.2%
5659	County Recorder Fund 0027	407,873	500,000	500,000	346,000	(154,000)	-30.8%
<b>Total Revenues</b>		<b>\$ 27,328,916</b>	<b>\$ 35,323,459</b>	<b>\$ 35,323,459</b>	<b>\$ 23,639,310</b>	<b>\$ (11,684,149)</b>	<b>-33.1%</b>



## Recorder Electronic Record Fund 0120 — Cost Center 5652

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Clerk-Recorder's E-Recording Fund (Fund Number 0120)</b>			
FY 2009 Approved Budget	—	\$ 620,000	\$ 220,000
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	1.0	145,980	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(371,000)	130,000
Subtotal (Current Level Budget)	1.0	\$ 394,980	\$ 350,000
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>1.0</b>	<b>\$ 394,980</b>	<b>\$ 350,000</b>

## SSN Truncation AB1168-2007 Fund 0121 — Cost Center 5653

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Clerk-Recorder's SSN Truncation Fund (Fund Number 0121)</b>			
FY 2009 Approved Budget	—	\$ 490,000	\$ 220,000
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	1.0	145,980	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(435,000)	133,200
Subtotal (Current Level Budget)	1.0	\$ 200,980	\$ 353,200
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>1.0</b>	<b>\$ 200,980</b>	<b>\$ 353,200</b>

## County Recorder Fund 0001 — Cost Center 5655

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	74.0	\$ 7,441,159	\$ 30,119,989
Board Approved Adjustments During FY 2009	—	12,017	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-11.0	(1,531,498)	—
Internal Service Fund Adjustments	—	(23,301)	(4,397,989)
Other Required Adjustments	—	(9,500)	(6,282,000)
Subtotal (Current Level Budget)	63.0	\$ 5,888,877	\$ 19,440,000
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			



### County Recorder Fund 0001 — Cost Center 5655 Major Changes to the Budget

	Positions	Appropriations	Revenues
FY 2010 Voice Communications Adjustment	—	1,300	—
FY 2010 Postage Adjustment	—	(3,000)	—
FY 2010 Data Processing Adjustment	—	(85)	—
Decision Packages			
1. Eliminate 9.0 FTE Vacant Positions	-9.0	(592,712)	—
Due to the economic down turn, the volume of transaction in the Clerk-Recorder Office has decreased dramatically. As a result, the department has restructured and duties performed by these positions has been absorbed by existing staff.			
Subtotal (Recommended Changes)	-9.0	\$ (594,497)	\$ —
<b>Total Recommendation</b>	<b>54.0</b>	<b>\$ 5,294,380</b>	<b>\$ 19,440,000</b>

### County Clerk Fund 0001 — Cost Center 5656 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	10.0	\$ 977,700	\$ 1,644,870
Board Approved Adjustments During FY 2009	—	(12,017)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(18,504)	—
Internal Service Fund Adjustments	—	(30,187)	—
Other Required Adjustments	—	—	(34,760)
Subtotal (Current Level Budget)	10.0	\$ 916,992	\$ 1,610,110
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Voice Communications Adjustment	—	68	—
FY 2010 Postage Adjustment	—	(2,000)	—
FY 2010 Data Processing Adjustment	—	(41)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (1,973)	\$ —
<b>Total Recommendation</b>	<b>10.0</b>	<b>\$ 915,019</b>	<b>\$ 1,610,110</b>

### County Recorder Fund 0024 — Cost Center 5657 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Vital Records Improvement Fund (Fund Number 0024)</b>			
FY 2009 Approved Budget	—	\$ 77,772	\$ 110,000
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	1.0	105,864	—
Internal Service Fund Adjustments	—	(8,589)	—
Other Required Adjustments	—	(39,172)	30,000
Subtotal (Current Level Budget)	1.0	\$ 135,875	\$ 140,000





### County Recorder Fund 0024 — Cost Center 5657 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	1.0	\$ 135,875	\$ 140,000

### County Recorder Fund 0026 — Cost Center 5658 Major Changes to the Budget

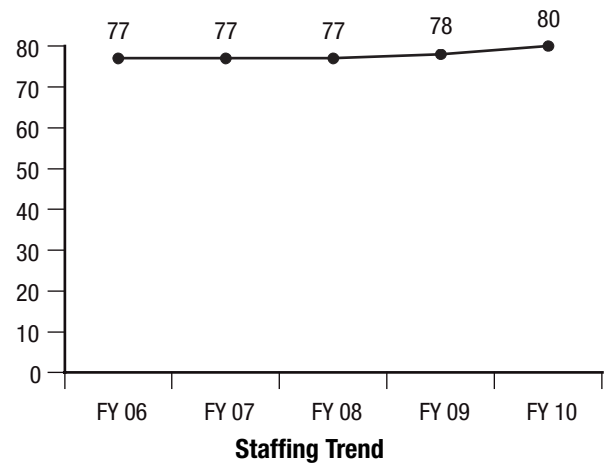
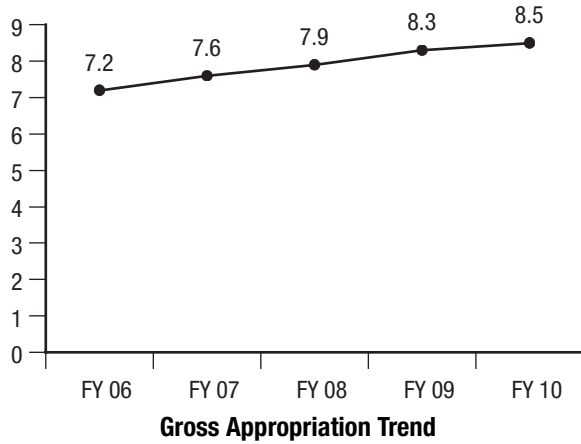
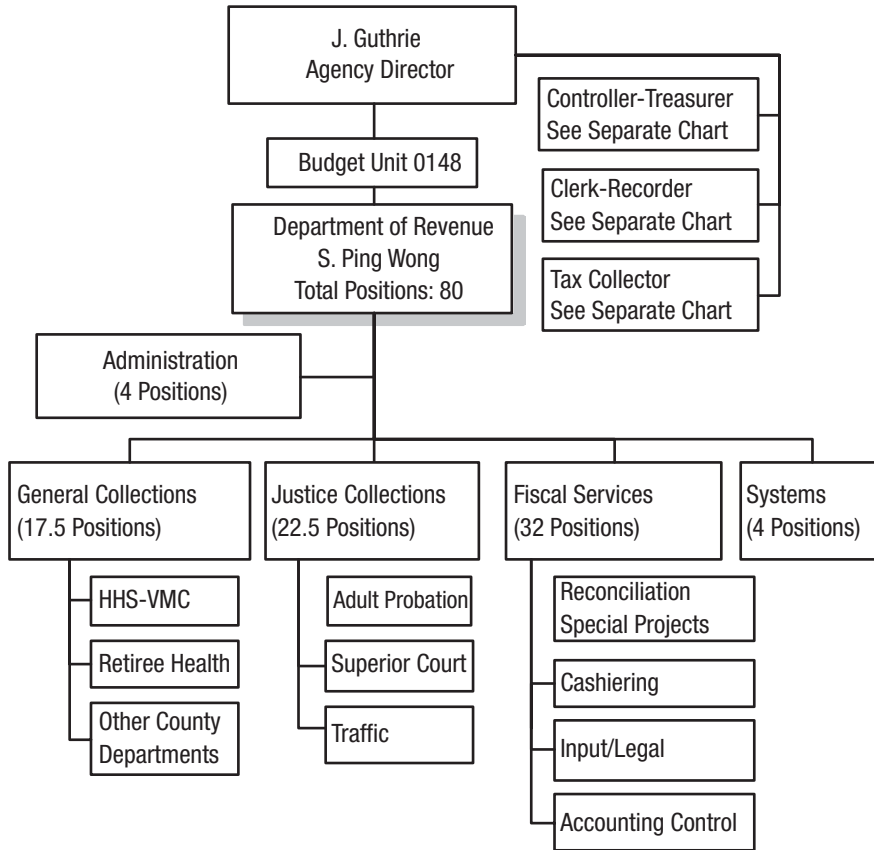
	Positions	Appropriations	Revenues
<b>Recorders Modernization Fund (Fund Number 0026)</b>			
FY 2009 Approved Budget	—	\$ 4,159,027	\$ 2,508,600
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	5.0	727,122	—
Internal Service Fund Adjustments	—	(3,382,339)	(8,600)
Other Required Adjustments	—	(195,080)	(1,100,000)
Subtotal (Current Level Budget)	5.0	\$ 1,308,730	\$ 1,400,000
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Data Processing Adjustment	—	(784)	—
Decision Packages			
1. Reconfigure Receptionist Area	—	30,000	—
This action will fund reconfiguration of the receptionist waiting area, which will improve customer service by eliminating crowded waiting lines at the counters.			
Subtotal (Recommended Changes)	—	\$ 29,216	\$ —
<b>Total Recommendation</b>	5.0	\$ 1,337,946	\$ 1,400,000

### County Recorder Fund 0027 — Cost Center 5659 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Recorders Document Storage Fund (Fund Number 0027)</b>			
FY 2009 Approved Budget	—	\$ 1,340,033	\$ 500,000
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	3.0	276,756	—
Internal Service Fund Adjustments	—	(986,703)	—
Other Required Adjustments	—	(281,330)	(154,000)
Subtotal (Current Level Budget)	3.0	\$ 348,756	\$ 346,000
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	3.0	\$ 348,756	\$ 346,000



# Department of Revenue



## Public Purpose

- Maximize revenue collection to support services for County residents



## Description of Major Services

### General

The Department of Revenue (DOR) is the County's central collections agency for both current and delinquent account collections and provides professional collection services using collection enforcement techniques comparable to those used in the private sector.

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. Our largest clients are VMC, the Probation Department and the County Superior Court.

### DOR Clients

Animal Control	Health and Hospital Systems
Assessor's Office	Information Services Dept
Clerk-Recorder's Office	Probation Department
Communications Department	Public Defender's Office
Controller-Treas Department	Registrar of Voters
County Library	Sheriff's Office
Department of Corrections	State of California
District Attorney's Office	Superior Court
Employee Services Agency	

County Controller-Treasurer policy requires that delinquent debt accounts in departments across the County organization be referred to DOR unless exempted by the Controller-Treasurer, e.g., Tax Collector and Social Services Agency.

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-five percent of DOR resources are devoted to this mandated function.

In FY 2008, DOR total collections reached almost \$70 million; of this amount, \$9.8 million was applied to DOR revenue accounts and the remaining was pass-through revenue to other departments and government entities (see table above). Of the total amount, \$39 million benefited Santa Clara County. The ratio of total revenue collected to total expense (\$7.4 million) was 9.4 to 1 (i.e., DOR's cost of doing business in FY 2008 was 10.6 percent of what was collected.).

### 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 action 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 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 Revenue Stabilization

After four years in operation, the new Traffic Collections program at DOR continues to move toward stabilization as the revenue stream fills, and as we work through a large backlog that extends back to 1995. Delinquent justice collections generally take five to eight years to fully stabilize, considering the lengthy processes required for delinquent debt collections and the posting priorities imposed by law (fees, which are often discretionary revenue, must be posted last).

### Civil Assessment Fee Focus

The Traffic Civil Assessment (CA) Program continues to be productive for both the County and the Court. The revenue generated as a result of this program is split by the two parties, and the Court and County are considering this revenue as a potential source of funds for a new Court facility. With this prospect, the Superior Court closely monitors traffic collections (Civil Assessment revenue in particular) and takes an urgent stance relative to maximum collection levels. Collection rates are tracked relative to statewide county, court and private rates.

In 2009, the Court and County established a joint ad hoc investigation team to examine and analyze traffic collection processes and procedures and to develop a

re-engineered model tailored to the specific traffic debtor pool. Both DOR and Superior Court traffic collection processes were re-engineered to accelerate time frames and to take a more aggressive approach to debt pursuit. The changes produced excellent results, and CA revenue collections doubled from \$2 million in FY 2008 to a projected \$3.9 million in FY 2009.

### Traffic Collections Expansion

The Court is planning to expand the model for traffic collections wherein CA will be collected for Failure to Appear (FTA) cases, as well as for the Failure to Pay (FTP) cases (current practice). The Court is presently moving through their approval and business plan process, with expectations that the new model will be implemented in the fall. Once this occurs, traffic collection referrals to DOR will increase dramatically (expected to double). Among other considerations, staffing and operations will be affected, requiring additional positions, operational expenses and space. DOR will recommend additional resources for this expansion once the Court's plan is completed, probably in August.

## 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		■
Justice Collections (APD-Muni)	Yes	Non-Mandated		■
Justice Collections (Traffic)	No	Mandated		■
Justice Collections (APD-Muni)	No	Mandated		■
Administration/Support	No	Required	Revenue Enhancement - Expanded Service Area	■

Impact on Current Level of Service:

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



## County Executive's Recommendation

The Department of Revenue is part of the Finance Agency, which was assigned a reduction target \$1,100,000 for FY 2010. The Department of Revenue contributed \$20,000 to the Finance Agency's overall target. After analysis of the budget proposal submitted by the department and consideration of alternative reductions, the Acting County Executive recommends the following action, that will contribute to balancing the General Fund budget.

The other 6 areas, which have been in place for many years are: 1) Fleet and Facilities, 2) Parks and Recreation, 3) VMC, 4) Sheriff, 5) Stanford University, and 6) County Unincorporated - Sheriff. Based on Oct-Dec activity, 555 additional citations will be written each year.

**Service Impact:** There is no direct impact to service provided by the department. Additional revenue will enhance the General Fund.

**Total Ongoing Net Revenue: \$20,000**

Actual Additional Revenue: \$21,000

Additional Ongoing Cost for Expanded Service: \$1,000

### Administration and Support

**Revenue Enhancement - Expand Parking Patrol Services to Include Social Services:** Parking Patrol Services have been expanded to include parking areas and lots related to SSA locations. This is the 7th area where Parking Patrol Services are provided for County jurisdictions.

### Department Of Revenue — Budget Unit 148 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
2148	Revenue Fund 0001	\$ 7,428,478	\$ 8,298,610	\$ 8,323,079	\$ 8,488,056	\$ 189,446	2.3%
<b>Total Net Expenditures</b>		\$ 7,428,478	\$ 8,298,610	\$ 8,323,079	\$ 8,488,056	\$ 189,446	2.3%

### Department Of Revenue — Budget Unit 148 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
2148	Revenue Fund 0001	\$ 7,428,478	\$ 8,298,610	\$ 8,323,079	\$ 8,488,056	\$ 189,446	2.3%
<b>Total Gross Expenditures</b>		\$ 7,428,478	\$ 8,298,610	\$ 8,323,079	\$ 8,488,056	\$ 189,446	2.3%

### Department Of Revenue — Budget Unit 148 Expenditures by Object

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 6,241,313	\$ 6,986,873	\$ 7,025,080	\$ 7,258,855	\$ 271,982	3.9%
Services And Supplies	1,176,373	1,311,737	1,297,999	1,229,201	(82,536)	-6.3%
Fixed Assets	10,793	—	—	—	—	—
<b>Subtotal Expenditures</b>	7,428,478	8,298,610	8,323,079	8,488,056	189,446	2.3%
<b>Total Net Expenditures</b>	7,428,478	8,298,610	8,323,079	8,488,056	189,446	2.3%



**Department Of Revenue — Budget Unit 148**  
**Revenues by Cost Center**

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
2148	Revenue Fund 0001	\$ 10,416,624	\$ 10,041,123	\$ 10,065,592	\$ 8,875,528	\$ (1,165,595)	-11.6%
	<b>Total Revenues</b>	\$ 10,416,624	\$ 10,041,123	\$ 10,065,592	\$ 8,875,528	\$ (1,165,595)	-11.6%

**Revenue Fund 0001 — Cost Center 2148**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	78.0	\$ 8,298,610	\$ 10,041,123
Board Approved Adjustments During FY 2009	2.0	24,469	24,469
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	233,775	—
Internal Service Fund Adjustments	—	(21,482)	—
Other Required Adjustments	—	(43,771)	(1,211,064)
Subtotal (Current Level Budget)	80.0	\$ 8,491,601	\$ 8,854,528
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Voice Communications Adjustment	—	197	—
FY 2010 Data Processing Adjustment	—	(4,742)	—
Decision Packages			
1. New Revenue for Expanded Parking Patrol Services in Include SSA	—	1,000	21,000
Parking Patrol Services have been expanded to include parking areas and lots related to Social Services. With this expanded Service all County parking facilities are covered at this time.			
Subtotal (Recommended Changes)	—	\$ (3,545)	\$ 21,000
<b>Total Recommendation</b>	<b>80.0</b>	<b>\$ 8,488,056</b>	<b>\$ 8,875,528</b>







# Section 2: Public Safety and Justice

Section 2: Public Safety and Justice



# Public Safety and Justice

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## Mission

The mission of Public Safety and Justice services of Santa Clara County is to maintain a community environment where people feel safe, fairly treated by the law, and secure from crime.



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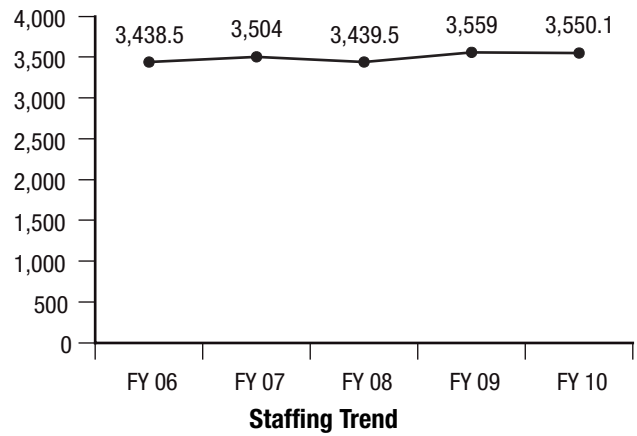
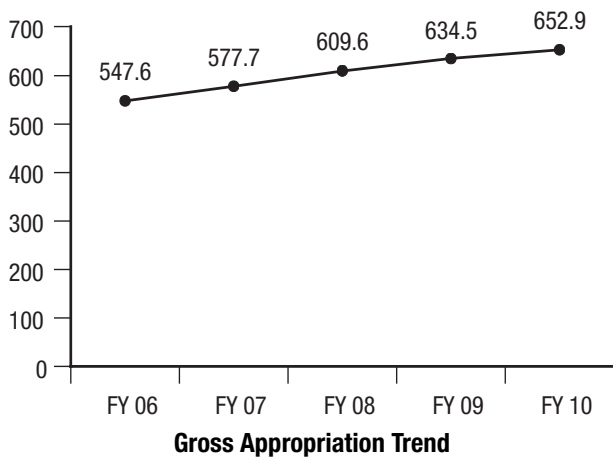
## Departments

- Office of the District Attorney
- Office of the Public Defender
- Office of Pretrial Services
- Criminal Justice System-Wide Costs
- Office of the Sheriff
- Department of Correction
- Probation Department
- Office of the Medical Examiner-Coroner

# Public Safety and Justice

Office of the District Attorney Budget Units 202	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 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
202	District Attorney Department	\$ 81,905,831	\$ 87,291,843	\$ 88,163,424	\$ 87,832,477	\$ 540,634	0.6%
204	Public Defender	40,352,226	44,131,634	44,290,011	44,805,519	673,885	1.5%
210	Office Of Pretrial Services	5,556,109	6,019,372	5,954,372	5,919,967	(99,405)	-1.7%
217	Criminal Justice Support	54,969,062	47,117,677	47,267,677	46,832,998	(284,679)	-0.6%
230	Sheriff's Department	108,384,059	116,987,803	118,520,926	122,223,574	5,235,771	4.5%
235	Sheriff's Doc Contract	99,166,429	103,154,748	103,696,647	112,195,421	9,040,673	8.8%
240	Department Of Correction	72,575,101	77,623,804	77,799,280	80,004,489	2,380,685	3.1%
246	Probation Department	115,147,720	123,836,014	124,804,957	127,512,544	3,676,530	3.0%
293	Med Exam-Coroner Fund 0001	3,226,198	3,384,108	3,384,108	3,457,318	73,210	2.2%
<b>Total Net Expenditures</b>		<b>\$ 581,282,736</b>	<b>\$ 609,547,004</b>	<b>\$ 613,881,402</b>	<b>\$ 630,784,306</b>	<b>\$ 21,237,303</b>	<b>3.5%</b>

## Gross Expenditures By Department

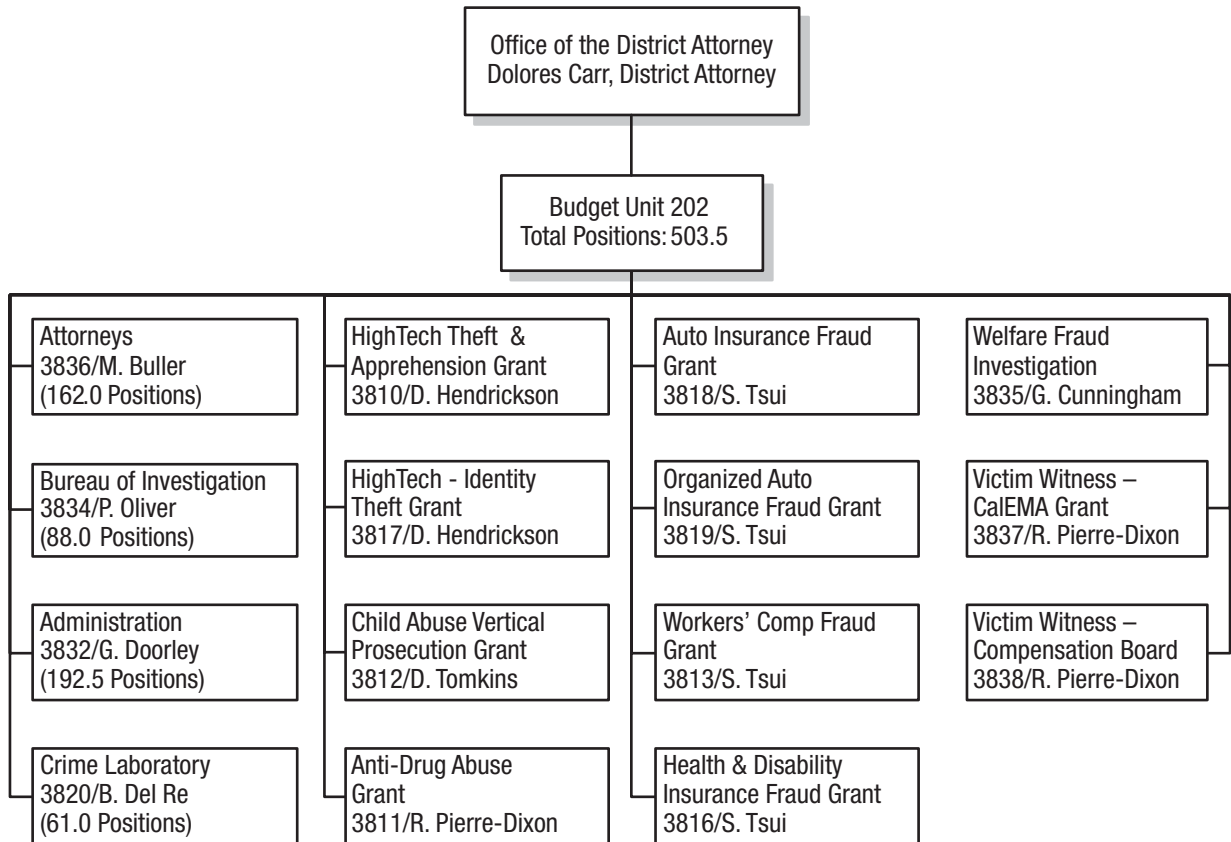
BU	Department Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
202	District Attorney Department	\$ 99,986,645	\$ 106,027,564	\$ 107,204,410	\$ 103,817,868	\$ (2,209,696)	-2.1%
204	Public Defender	40,688,231	44,465,047	44,623,424	45,141,384	676,337	1.5%
210	Office Of Pretrial Services	5,591,109	6,054,372	6,065,389	5,919,967	(134,405)	-2.2%
217	Criminal Justice Support	54,969,062	47,117,677	47,267,677	46,832,998	(284,679)	-0.6%
230	Sheriff's Department	110,661,205	122,264,633	124,523,513	127,461,229	5,196,596	4.3%
235	Sheriff's Doc Contract	99,166,429	103,154,748	103,696,647	112,195,421	9,040,673	8.8%
240	Department Of Correction	75,033,879	77,772,304	77,947,780	80,159,489	2,387,185	3.1%
246	Probation Department	115,557,181	124,245,385	125,181,143	127,888,730	3,643,345	2.9%
293	Med Exam-Coroner Fund 0001	3,226,198	3,384,108	3,384,108	3,457,318	73,210	2.2%
<b>Total Gross Expenditures</b>		<b>\$ 604,879,940</b>	<b>\$ 634,485,839</b>	<b>\$ 639,894,091</b>	<b>\$ 652,874,403</b>	<b>\$ 18,388,565</b>	<b>2.9%</b>

## Revenues By Department

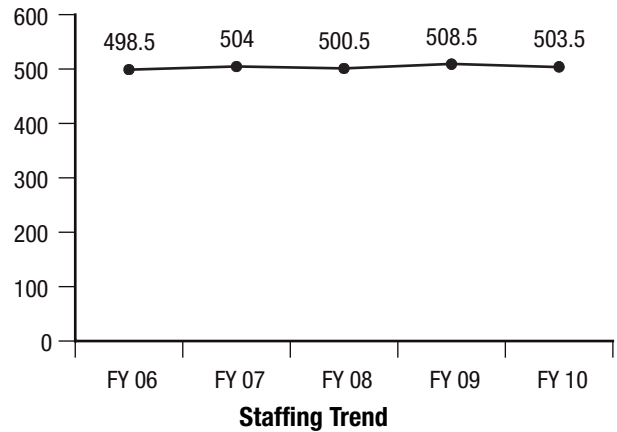
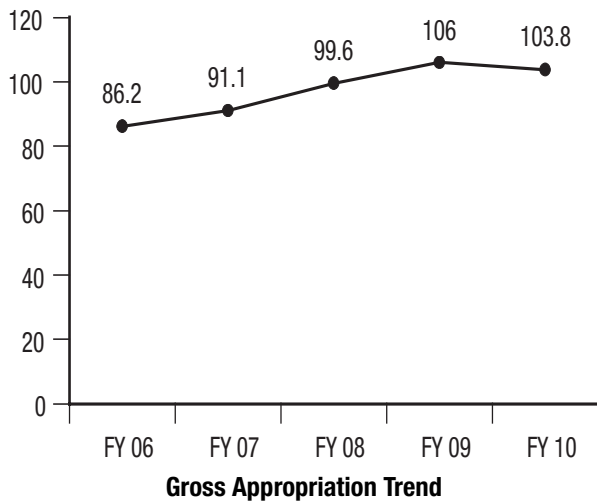
BU	Department Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
202	District Attorney Department	\$ 15,609,793	\$ 16,312,348	\$ 17,100,355	\$ 16,127,180	\$ (185,168)	-1.1%
204	Public Defender	578,538	968,329	968,329	721,102	(247,227)	-25.5%
210	Office Of Pretrial Services	587,016	501,716	501,716	518,268	16,552	3.3%
217	Criminal Justice Support	178,053,149	184,404,404	184,404,404	167,628,075	(16,776,329)	-9.1%
230	Sheriff's Department	49,831,487	56,303,092	57,147,408	59,452,865	3,149,773	5.6%
235	Sheriff's Doc Contract	—	—	—	—	—	—
240	Department Of Correction	12,385,954	21,662,385	22,241,389	24,099,819	2,437,434	11.3%
246	Probation Department	35,260,230	37,094,081	35,933,857	36,515,070	(579,011)	-1.6%
293	Med Exam-Coroner Fund 0001	227,425	225,937	225,937	301,367	75,430	33.4%
<b>Total Revenues</b>		<b>\$ 292,533,590</b>	<b>\$ 317,472,292</b>	<b>\$ 318,523,395</b>	<b>\$ 305,363,746</b>	<b>\$ (12,108,547)</b>	<b>-3.8%</b>



# 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 her obligation to ensure public safety by thorough investigation, and prompt, professional prosecution leading to just verdicts and fair sentences. The legal services provided by the District Attorney contribute to the County having the lowest crime rate among California's large counties, and among the lowest nationally for metropolitan areas.

Attorneys and investigators investigate and prosecute both felony and misdemeanor crimes throughout the County. Within the Office there are general assignments and vertical assignments devoted to prosecution of specific crimes, such as homicides, sexual assaults, domestic violence, gang violence, child and elder abuse, high technology and computer crimes, major fraud, consumer fraud, real estate fraud, insurance fraud, environmental crimes, and narcotics offenses.

Violent crimes and cases involving repeat offenders are given priority and are assigned to the most experienced prosecutors. Units such as homicide, sexual assault and gang violence are vertical prosecution units. Vertical prosecution uses one designated attorney to handle a given case from start to finish, as opposed to different attorneys handling different phases of the case. Vertical prosecution is important in these types of cases to provide the most helpful service to the victims and families.

### Domestic Violence Unit

The Office of the District Attorney has the philosophy that domestic violence is a crime against society and should be prosecuted to the fullest extent of the law. The team leader of this unit reviews all cases referred and determines what felony or misdemeanor charges will be filed. In appropriate cases protective orders are sought on behalf of the victim. As a vertical prosecution unit, the staff explains the criminal process to the

victims, accompanies them to court, and assists them in obtaining reimbursement for their injuries and counseling for themselves and their children.

### **Physical Abuse of Children & Elders (PACE) Unit**

This unit vertically prosecutes all criminal cases involving physical abuse and neglect of Children, Elders, and Dependent Adults including cases that occur in nursing homes, schools, and hospitals. The Office has implemented PACE protocols whereby County law enforcement agencies commit themselves to conduct prompt and thorough investigations of PACE cases; reduce trauma to victimized children, elder and dependent adults; and train employees to recognize and investigate child, elder and dependent adult abuse.

### **Environmental Protection Unit**

This unit is responsible for enforcing laws intended to protect human health and the environment, and to ensure workplace safety. These responsibilities encompass laws governing such diverse areas as air pollution, asbestos, hazardous waste, hazardous materials, hazardous substances, illegal land development, illegal pesticide use, exposure warnings, timber protection, underground storage tanks, water pollution, unlawful streambed alterations, wildlife protection and workplace safety where fatalities or serious injuries are involved.

Additionally, the Environmental Protection Unit works with agencies that investigate such alleged violations, including local fire and police departments, code compliance inspectors, water pollution control plant and water district staff, the Department of Fish and Game, the State Toxic department, CHP and Cal-OSHA. Enforcement of these laws includes civil as well as criminal proceedings, which can result in substantial monetary penalties and recovery of damages to natural resources, as well as incarceration.

### **Narcotics Unit**

This unit consists of a number of specialized units devoted to appropriate handling of narcotics cases.

### **Child Abuser Vertical Prosecution Unit**

This unit targets the most serious of child sexual assault cases. Two experienced prosecutors and a part-time paralegal are assigned to the unit. They focus on cases where the victim is under the age of 14 and the assault involves the actual use of force, violence, menace, fear or

duress. Because of the young age of the victims, the prosecutors focus on moving the cases through the judicial system in a timely fashion and providing services to the victims of these horrific molestation crimes.

### **Anti-Drug Abuse Unit**

This unit works with the specialized task forces within the County focusing on street level dealers.

### **Asset Forfeiture Unit**

This unit attempts to deter drug dealers through lawful court-ordered forfeiture of money, cars, homes, and jewelry obtained with drug profits.

### **Drug Treatment Court Team**

This unit deals with the most addicted defendants with felony charges. These defendants are provided with the most extensive treatment services available to the court with a goal of promoting drug dependency recovery to reduce future violations.

### **Economic Crimes Group**

This unit investigates major fraud, real estate fraud, insurance fraud, elder fraud, and high technology theft. Additionally, the group offers a variety of mediation and consumer protection services to the public, and is responsible for processing all complaints received by the Consumer Protection Unit. This group seeks to aid victims of fraud to avoid foreclosure and seek restitution.

### **Financial Abuse Specialist Team (FAST)**

Combating elder fraud in collaboration with the Public Guardian and other agencies, FAST targets incidents where senior citizens are victims of fraud. FAST rapidly investigates and prosecutes these cases. It has interrupted and halted many ongoing crimes, preventing further damage and loss to victims who are often either in the care of, or otherwise vulnerable to, criminals.

### **High Technology Unit**

In recent years the District Attorney has teamed with local law enforcement agencies to form regional task forces such as the Rapid Enforcement Allied Computer Team (REACT), to better cope with criminality that affects high technology crime. This model has been



adopted by the California legislature for state-wide funding and sponsorship of high technology investigation.

### **Consumer Protection Unit**

This unit provides information about consumer transactions to the public, and educates consumers and businesses as to their rights and responsibilities.

### **Consumer Mediation Services**

The mediation staff, many of them volunteers, are available to assist consumers in resolving their disputes with businesses by offering to mediate those disputes. This process provides the consumer and the business with the opportunity to present and review both sides of the dispute. The mediation process ends when an agreement is reached, or when the consumer or the business chooses not to participate in the mediation. Mediation Services staff do not act as an advocate for either party and cannot force either party to take any particular action. To better connect with the public, the mediation process can be initiated online at the website for the Office of the District Attorney.

### **Training**

District Attorney staff engage in a wide variety of training. Prosecutors and investigators, formally through professional organizations, and informally through mentoring programs, provide a wide variety of training to local and statewide law enforcement agencies, regulatory agencies, police academies, local schools and community organizations on legal, technical and law-related issues.

### **Crime Laboratory**

The District Attorney's Crime Laboratory is a nationally-accredited forensic laboratory that analyzes evidence, interprets results, and provides expert testimony concerning physical evidence related to crimes. The laboratory offers examination services in many areas of evidence: drugs (controlled substances), toxicology, DNA (forensic biology), firearms, tool marks, latent fingerprints, questioned documents, computer forensics, and trace evidence.

### **Regional Computer Forensic Laboratory**

The Crime Laboratory, in collaboration with other experts, has embarked on a project to train local law enforcement agencies in computer forensics. Using grant money, the District Attorney has opened a

computer forensics laboratory. Local police departments and Federal agencies participate with DA Investigators and computer criminalists to uncover and prosecute computer crimes including identity theft, fraud, money laundering, and terrorism.

### **Bureau of Investigation**

The Bureau of Investigation is the peace officer unit of the Office of the District Attorney and is divided into a Criminal Division and Public Assistance Fraud Division. The bureau has statutory or customary original investigative jurisdiction in several subject matters, such as child stealing, conflict of interest, police misconduct, and many white-collar crimes. Investigators ensure cases are prepared for prosecution after charges have been filed. The bureau also has a legal process service unit consisting of civilian technicians who serve legal documents in connection with the cases prosecuted by the office. The Bureau actively participates on the joint Terrorism Task Force to protect the residents and infrastructure of Santa Clara County.

### **Diversion and Rehabilitation**

Prosecutors advocate for lawful sentences, and where appropriate, cost-effective use of alternative sentencing and rehabilitative options.

### **Restitution**

Prosecutors are committed to helping with victim and witnesses services and obtaining restitution. Every crime victim, and sometimes a family member, who suffers a loss from criminal activity, is entitled to a restitution order. These losses can include, but are not limited to, medical expenses, funeral expenses, mental health counseling, lost wages or profits, and relocation expenses. The process of obtaining restitution can be complex and time consuming. To assist in this process, the office has a Restitution Unit which works with individuals entitled to compensation.

### **Treatment Certification**

In order to promote safety in neighborhoods with substance abuse treatment facilities, the District Attorney certifies and monitors these facilities. Investigators work with the Courts and Probation to certify and monitor the facilities. They conduct background checks on staff and on persons enrolled in the programs to assure the programs, their staff, and enrollees are in a safe environment.



## Bad Check Program

The Bad Check Program diverts appropriate persons who have passed bad checks out of the criminal justice system. Bad check writers are required to pay their checks in full and attend a mandatory financial responsibility class to avoid being charged with a crime. The program is conducted as a public service funded solely through offenders' fees.

## Crime Prevention

The office is also involved in crime prevention, collaborating with other agencies to deter crime. Through its Community Prosecution program, Deputy

District Attorneys are assigned to certain designated areas of the County working with neighborhood residents and other agencies to improve the quality of life for residents. Examples of those initiatives are crime mapping and truancy abatement. Crime mapping is designed to measure the incidence of crime within a geographic area so that problem pocket areas can be isolated and targeted by community prosecutors who bring resources seeking to significantly reduce or eliminate crime and create a safer community. The Truancy Abatement Program works to reduce the number of youths who are truant and thereby reduce the chance of delinquency.

## Current and Emerging Issues

As a result of an audit of the Department, efforts to realign assignments to address efficiency improvements are underway and will continue to be a focus of the office in the coming year. This includes management training, and the rotation of staff attorneys through different assignments at least once every five years.

## Bureau of Investigation

Due to the national home mortgage problem, a greater number of real estate fraud cases are being referred to the District Attorney's Office for investigation. These cases are larger and more complex than before, requiring more investigative time and resources.

Gang violence is on the rise in Santa Clara County. This has caused the Bureau to assign additional resources to help investigate gang-related crimes. We anticipate this trend to continue over the next calendar year.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Administration and Support	Yes	Required	Less administrative flexibility.	▼
Crime Lab Administration and Support	Yes	Required	Enhanced Systems staff funded with outside fees.	▣
Information Technology	Yes	Non-Mandated	Operational efficiencies.	▲
Restitution Services	No	Mandated		■
AIDS Litigation	Yes	Mandated		■
Anti-Drug Abuse Enforcement	No	Mandated		■
Asset Forfeiture	No	Mandated		■
Bureau of Investigation	Yes	Mandated	Reduced level of fraud investigations available to the Social Service Agency Income Eligibility Verification System (IEVS) Unit.	▼

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
Burglary, Assault, Theft	Yes	Mandated		■
Career Criminal	Yes	Mandated		■
Child Sexual Assault Vertical Prosecution	No	Mandated		■
Cold Case Investigation & Prosecution	Yes	Mandated		■
Complaint Unit	Yes	Mandated		■
Consumer Mediation	Yes	Non-Mandated		■
Consumer Protection	Yes	Mandated		■
DNA Collection Compliance	Yes	Mandated		■
Drug Treatment Court Services	Yes	Mandated		■
Elder Fraud	Yes	Mandated		■
Environmental Crimes	Yes	Mandated		■
Family Violence	Yes	Mandated		■
Forensic Mental Issues	Yes	Mandated		■
Gangs	Yes	Mandated		■
Government Integrity	Yes	Mandated		■
High Tech Crimes	Yes	Mandated		■
Insurance Fraud	No	Mandated		■
Juvenile Dependency Representation	Yes	Non-Mandated	Office of the District Attorney did not win contract award. Services to be provided by another provider.	□
Juvenile Wards	Yes	Mandated		■
Life Sentence Hearings	Yes	Mandated		■
Major Cases	Yes	Mandated		■
Major Fraud	Yes	Mandated		■
Misdemeanor Prosecution	Yes	Mandated		■
Motions, Writs and Appeals	Yes	Mandated		■
Narcotics	Yes	Mandated		■
North County Prosecution	Yes	Mandated		■
Preliminary Hearings	Yes	Mandated		■
Probation Violation Calendar	Yes	Mandated		■
Public Assistance Fraud	Yes	Mandated		■
Real Estate Fraud	Yes	Mandated	Increase revenue	▲
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		■

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
Victim Witness Services	No	Mandated	Enhance service level by changing to County-provided services.	▲
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		■
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

The Office of the District Attorney was assigned a \$2,500,000 reduction target for FY 2010. After analysis of the budget proposal submitted by the department and consideration of alternative reductions, the Acting County Executive recommends the following actions, that will contribute to balancing the General Fund budget.

### ▼ Administration and Support

**Reduce Expenditures for Services and Supplies:** In order to achieve the requested level of savings, the Department will reduce various small amounts of funding in areas that represent the least disruptive means of achieving the requested level of savings. This reduction is based on an analysis that included a review of the work done by the Board's Management Auditor of the FY 2009 Recommended Budget, actual expenditures for FY 2008, and FY 2009 year-to-date expenditure trends.

**Service Impact:** This reduction is the least disruptive to the core function of the department.

**Ongoing Savings: \$537,649**

### ◻ Crime Lab Administration and Support

**Increase Fee to Support 1.0 FTE Information Systems Manager (G12):** Concurrent with the opening of the new Crime Laboratory, along with many new and state-of-the-art pieces of computerized testing equipment, has been the implementation of a customized platform in CRIMES.Net to replace the Laboratory Information Management System (LIMS) application. This increase in technology requires the expertise to ensure its proper functioning and utilization. The annualized cost of the new position will be incorporated into the rate structure charged to cities and surrounding counties for forensic services.

**Position Added: 1.0**  
**Ongoing Cost: \$0**  
 Total Position Cost: \$168,444  
 Increased Fees \$168,444

### ▲ Information Technology

**Crime Lab Technology Project:** This is the final year of a multi-year project which started in FY 2008. The Department has been using the Criminal Records



Information Management Exchange System (CRIMES 5.0) for approximately nine years for case management needs. The technology platform that CRIMES 5.0 utilizes is limited in meeting the demands of reducing costs, increasing operational efficiencies and improved quality of service. Due to the limitations of the CRIMES 5.0 platform, the latest CRIMES platform, CRIMES.Net was evaluated and was determined to meet all expectations for the District Attorney cases management needs.

Additionally, The Crime Laboratory has been utilizing the Laboratory Information Management System (LIMS) for approximately seven years for case management needs. Advances in evidence analysis techniques and heightened public interest in the field of forensic science have resulted in a substantial increase in the number of cases submitted to the Lab for DNA. A customized replacement for the current LIMS application is necessary to address these issues. The approach will be to convert to a customized system in the CRIMES.Net platform by the end of FY 2010.

**Service Impact:** A new application is in progress to reduce costs, increase operational efficiencies, improve business processes, improve quality of service, create secure access for external agencies, create data integration and maintain public safety.

**One-time Cost: \$568,988**

## ▼ Bureau of Investigation

**Reduce Welfare Fraud Services:** Delete 2 vacant Welfare Fraud Investigator positions in the Office of the District Attorney (DA), for a reduction of \$327,012.

**Service Impacts:** The Social Services Agency (SSA) has a Memorandum Of Understanding with the DA in the amount of \$4.4 million for services relating to welfare fraud prevention, detection, investigation and prosecution. The deletion of 2.0 FTE Welfare Fraud Investigators will result in a reduced level of fraud investigations available to the SSA Income Eligibility Verification System (IEVS) Unit. The IEVS investigator caseload would be reduced from 406 cases per year to 320 cases per year, a reduction of 86 cases per year. This caseload reduction represents a reduction of \$43,178 in fraud savings to the federal, state and County agencies. The County share of fraud savings is small compared to the federal and state governments' shares, as the County

pays the smallest proportion of the cost for welfare payments among the three agencies. Therefore, the reduced fraud savings to the County will be less than 10% of the total amount.

**Positions Deleted: 2.0**

**Ongoing Savings: \$327,012**

See BU 504 for additional budget detail.

## □ Juvenile Dependency Representation

**Eliminate the Juvenile Dependency Representation Program:** In February 2009 the County received formal notification from Judicial Council of California, Administrative Office of the Courts (AOC), that the Office of the District Attorney (DA) was not selected to continue providing representation for children in dependency cases. The current memorandum of understanding between the County and the Court expires on June 30, 2009.

Due to the need for a transition of the program from the County to the new provider, the AOC has asked the DA to continue covering cases set for contest between July 1 through August 15, 2009. Negotiations between the AOC and the DA are underway to recover a portion of the transitional costs. An amount of bridge funding is budgeted until these negotiations are complete. Any adjustments to this figure will be made in the FY 2010 Final Budget. The transition plan will result in the Juvenile Dependency-related positions being deleted in three phases.

Effective June 30, 2009, the following positions will be deleted:

Effective June 30, 2009, the following positions will be deleted:

- 5.0 FTE Attorney IV (U20)
- 3.0 FTE Juvenile Dependency Investigator (V87)
- 1.0 FTE Legal Clerk (F14)
- 1.0 FTE Social Worker Supervisor (Y23)
- 1.0 FTE Social Worker III (Y3C)
- 1.0 FTE Legal Secretary II (D66)

Effective August 31, 2009 the following positions will be deleted:

- 3.0 FTE Juvenile Dependency Investigator (V87)
- 2.0 FTE Legal Clerk (F14)
- 1.0 FTE Social Worker III (Y3C)

Due to the anticipated retirements by the end of 2009 and lack of vacant attorney codes, it is recommended that the remaining 6.0 FTE Attorney IV (U20) positions be deleted December 31, 2009. This action will allow the DA to retain newly hired and trained attorneys that would otherwise be released from duties through the County's layoff process.

**Total Positions Deleted: 24.0**

**Ongoing Savings: \$1,844,252**

Revenue Reduced: \$3,082,799

Personnel Savings: \$4,343,760

Supply Savings: \$583,291

One-Time Bridge Funding (July 1-December 31, 2009): \$1,096,817

## ▲ Real Estate Fraud

**Increase Revenue:** the Office of the District Attorney (DA) is responsible for prosecuting crimes involving real estate documents and transactions. In December 2008 the Board of Supervisors adopted a Resolution authorizing an increase in recording fees from \$2 to \$3 to fund investigation of real estate fraud crimes.

**Service Impact:** Additional resources will allow the DA to avoid additional reductions in personnel or client services and help to recover program costs.

**Ongoing Revenue: \$96,765**

## ▲ Victim Witness Services

**Transition Victim Witness Services from a contracted service to a County-provided program, and add 16.0 FTE to administer the program:** The Office of the District Attorney (DA) is mandated under state law to help victims negotiate the criminal justice processes and inform them of their rights. The program expenditures are fully off-set by a grant from the California Victim Compensation and Government Claims Board and from the California Emergency Management Agency. For many years the DA has sub-contracted these victim services to a not-for-profit organization currently located in San Jose and known as Silicon Valley FACES. This recommendation transfers services from Silicon Valley FACES to services provided within the County, and would require the addition of the following positions:

- 5.0 FTE Sr. Paralegal/Sr. Paralegal (V73/V74)
- 5.0 FTE Victim Compensation Representative or Equivalent Position (new code or position to be determined by Employee Services Agency)

- 4.0 FTE Account Clerk I/II (D97)
- 1.0 FTE Accountant II, I/Accountant Assistant (B78/B80/D96)
- 1.0 FTE Victim Compensation Supervisor (new code or position to be determined by Employee Services Agency).

**Service Impact:** The County will have greater management oversight of the services provided to victims and witnesses, and can more effectively link services to the most sensitive clients involved in ongoing criminal prosecutions. In addition, clients will have access not only to San Jose, but to North and South County locations also. Currently the contracted model is centered in San Jose with limited access for residents outside that immediate area.

**Positions Added: 16.0**

**Ongoing Cost: \$0**

Grant Reimbursements: \$1,729,572

Estimated Total Position Costs: \$1,360,860

Increase Services and Supplies Budget: \$368,712

## District Attorney Department — Budget Unit 202

### Net Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
3810	HiTech React Grant Fund 0001	\$ 2,054,129	\$ 2,037,662	\$ 1,912,894	\$ 1,920,023	\$ (117,639)	-5.8%
3811	Anti-Drug Abuse Enforcement Prog Fund 0001	563,154	563,154	410,181	458,318	(104,836)	-18.6%
3813	DA - Workers' Comp Fraud Grant Fund 0001	1,622,053	1,622,053	2,100,000	1,592,198	(29,855)	-1.8%
3812	Child Abuser Vertical Prosecution Fund 0001	436,083	436,083	392,475	392,475	(43,608)	-10.0%
3816	Dis & Health Ins Grant Fund 0001	489,332	489,332	371,500	442,516	(46,816)	-9.6%
3817	DA H Tech Identity Theft Prog Fund 0001	561,903	561,603	567,713	567,713	6,110	1.1%
3818	DA-Auto Insur Grant Fund 0001	664,304	705,611	735,376	667,638	(37,973)	-5.4%
3819	DA - Urban Grant Fund 0001	759,749	759,749	775,134	716,821	(42,928)	-5.7%
3820	Laboratory Of Criminalistics Fund 0001	8,198,283	9,745,417	9,879,522	9,440,008	(305,409)	-3.1%
3832	Administrative Svcs Fund 0001	18,214,356	19,523,083	20,238,624	17,394,736	(2,128,347)	-10.9%
3833	Paralegal Services Fund 0001	—	—	—	2,527,962	2,527,962	—
3834	Legal Spt Svcs Fund 0001	8,745,845	8,487,779	8,484,504	8,976,195	488,416	5.8%
3835	Welfare Fraud Investigations Fund 0001	1,068	(64,325)	—	1,252,229	1,316,554	-2,046.7%
3836	Attorneys Fund 0001	39,595,574	42,424,642	42,295,501	39,754,073	(2,670,569)	-6.3%
3837	Victim Witness-CalEMA	—	—	—	598,459	598,459	—
3838	Victim Witness-BOC	—	—	—	1,131,113	1,131,113	—
<b>Total Net Expenditures</b>		<b>\$ 81,905,831</b>	<b>\$ 87,291,843</b>	<b>\$ 88,163,424</b>	<b>\$ 87,832,477</b>	<b>\$ 540,634</b>	<b>0.6%</b>

## District Attorney Department — Budget Unit 202

### Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
3810	HiTech React Grant Fund 0001	\$ 2,054,129	\$ 2,037,662	\$ 1,912,894	\$ 1,920,023	\$ (117,639)	-5.8%
3811	Anti-Drug Abuse Enforcement Prog Fund 0001	563,154	563,154	410,181	458,318	(104,836)	-18.6%
3813	DA - Workers' Comp Fraud Grant Fund 0001	1,622,053	1,622,053	2,100,000	1,592,198	(29,855)	-1.8%
3812	Child Abuser Vertical Prosecution Fund 0001	436,083	436,083	392,475	392,475	(43,608)	-10.0%
3816	Dis & Health Ins Grant Fund 0001	489,332	489,332	371,500	442,516	(46,816)	-9.6%
3817	DA H Tech Identity Theft Prog Fund 0001	561,903	561,603	567,713	567,713	6,110	1.1%
3818	DA-Auto Insur Grant Fund 0001	664,304	705,611	735,376	667,638	(37,973)	-5.4%
3819	DA - Urban Grant Fund 0001	759,749	759,749	775,134	716,821	(42,928)	-5.7%
3820	Laboratory Of Criminalistics Fund 0001	8,380,347	9,925,417	10,211,670	9,630,008	(295,409)	-3.0%
3832	Administrative Svcs Fund 0001	23,195,560	23,301,132	24,476,820	20,037,280	(3,263,852)	-14.0%



### District Attorney Department — Budget Unit 202 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
3833	Paralegal Services Fund 0001	—	—	—	2,527,962	2,527,962	—
3834	Legal Spt Svcs Fund 0001	14,850,502	16,163,489	15,979,320	16,377,817	214,328	1.3%
3835	Welfare Fraud Investigations Fund 0001	4,726,130	5,302,746	5,367,071	5,330,539	27,793	0.5%
3836	Attorneys Fund 0001	41,683,400	44,159,533	43,904,256	41,426,988	(2,732,545)	-6.2%
3837	Victim Witness-CalEMA	—	—	—	598,459	598,459	—
3838	Victim Witness-BOC	—	—	—	1,131,113	1,131,113	—
<b>Total Gross Expenditures</b>		<b>\$ 99,986,645</b>	<b>\$ 106,027,564</b>	<b>\$ 107,204,410</b>	<b>\$ 103,817,868</b>	<b>\$ (2,209,696)</b>	<b>-2.1%</b>

### District Attorney Department — Budget Unit 202 Expenditures by Object

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 79,285,757	\$ 84,462,941	\$ 84,713,448	\$ 83,978,822	\$ (484,119)	-0.6%
Services And Supplies	20,528,511	21,564,623	22,317,861	19,839,046	(1,725,577)	-8.0%
Other Charges	34	—	—	—	—	—
Fixed Assets	172,343	—	173,100	—	—	—
<b>Subtotal Expenditures</b>	<b>99,986,645</b>	<b>106,027,564</b>	<b>107,204,410</b>	<b>103,817,868</b>	<b>(2,209,696)</b>	<b>-2.1%</b>
Expenditure Transfers	(18,080,814)	(18,735,721)	(19,040,986)	(15,985,391)	2,750,330	-14.7%
<b>Total Net Expenditures</b>	<b>81,905,831</b>	<b>87,291,843</b>	<b>88,163,424</b>	<b>87,832,477</b>	<b>540,634</b>	<b>0.6%</b>

### District Attorney Department — Budget Unit 202 Revenues by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
3810	HiTech React Grant Fund 0001	\$ 2,054,128	\$ 2,037,661	\$ 1,912,894	\$ 1,912,894	\$ (124,767)	-6.1%
3811	Anti-Drug Abuse Enforcement Prog Fund 0001	563,154	563,154	410,181	410,181	(152,973)	-27.2%
3813	DA - Workers' Comp Fraud Grant Fund 0001	1,622,052	1,622,053	2,100,000	2,100,000	477,947	29.5%
3812	Child Abuser Vertical Prosecution Fund 0001	436,083	436,083	392,475	392,475	(43,608)	-10.0%
3816	Dis & Health Ins Grant Fund 0001	489,332	489,332	371,500	371,500	(117,832)	-24.1%
3817	DA H Tech Identity Theft Prog Fund 0001	561,902	561,603	567,713	567,713	6,110	1.1%
3818	DA-Auto Insur Grant Fund 0001	686,813	705,611	735,376	735,376	29,765	4.2%
3819	DA - Urban Grant Fund 0001	759,749	759,749	775,134	775,134	15,385	2.0%
3820	Laboratory Of Criminalistics Fund 0001	3,736,205	4,280,228	4,494,756	3,974,331	(305,897)	-7.1%
3832	Administrative Svcs Fund 0001	4,175,736	4,178,944	4,662,396	2,319,520	(1,859,424)	-44.5%
3834	Legal Spt Svcs Fund 0001	120,288	208,994	208,994	91,679	(117,315)	-56.1%



## District Attorney Department — Budget Unit 202

### Revenues by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
3835	Welfare Fraud Investigations Fund 0001	1,780	—	—	—	—	—
3836	Attorneys Fund 0001	402,571	468,936	468,936	746,805	277,869	59.3%
3837	Victim Witness-CalEMA	—	—	—	598,459	598,459	—
3838	Victim Witness-BOC	—	—	—	1,131,113	1,131,113	—
<b>Total Revenues</b>		<b>\$ 15,609,793</b>	<b>\$ 16,312,348</b>	<b>\$ 17,100,355</b>	<b>\$ 16,127,180</b>	<b>(185,168)</b>	<b>-1.1%</b>

## HiTech React Grant Fund 0001 — Cost Center 3810

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	—	\$ 2,037,662	\$ 2,037,661
Board Approved Adjustments During FY 2009	—	(124,768)	(124,767)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	147,278	—
Other Required Adjustments	—	(140,137)	—
Subtotal (Current Level Budget)	—	\$ 1,920,035	\$ 1,912,894
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Voice Communications Adjustment	—	(12)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (12)	\$ —
<b>Total Recommendation</b>	—	\$ 1,920,023	\$ 1,912,894

## Anti-Drug Abuse Enforcement Prog Fund 0001 — Cost Center 3811

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	—	\$ 563,154	\$ 563,154
Board Approved Adjustments During FY 2009	—	(152,973)	(152,973)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(33,185)	—
Other Required Adjustments	—	81,322	—
Subtotal (Current Level Budget)	—	\$ 458,318	\$ 410,181
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 458,318	\$ 410,181





### DA - Workers' Comp Fraud Grant Fund 0001 — Cost Center 3813 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	—	\$ 1,622,053	\$ 1,622,053
Board Approved Adjustments During FY 2009	—	477,947	477,947
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(507,802)	—
Subtotal (Current Level Budget)	—	\$ 1,592,198	\$ 2,100,000
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 1,592,198	\$ 2,100,000

### Child Abuser Vertical Prosecution Fund 0001 — Cost Center 3812 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	—	\$ 436,083	\$ 436,083
Board Approved Adjustments During FY 2009	—	(43,608)	(43,608)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(43,608)	—
Other Required Adjustments	—	43,608	—
Subtotal (Current Level Budget)	—	\$ 392,475	\$ 392,475
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 392,475	\$ 392,475

### Dis & Health Ins Grant Fund 0001 — Cost Center 3816 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	—	\$ 489,332	\$ 489,332
Board Approved Adjustments During FY 2009	—	(117,832)	(117,832)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	71,016	—
Subtotal (Current Level Budget)	—	\$ 442,516	\$ 371,500



**Dis & Health Ins Grant Fund 0001 — Cost Center 3816**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 442,516	\$ 371,500

**DA H Tech Identity Theft Prog Fund 0001 — Cost Center 3817**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	—	\$ 561,603	\$ 561,603
Board Approved Adjustments During FY 2009	—	6,110	6,110
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	8,000	—
Other Required Adjustments	—	(8,000)	—
Subtotal (Current Level Budget)	—	\$ 567,713	\$ 567,713
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 567,713	\$ 567,713

**DA-Auto Insur Grant Fund 0001 — Cost Center 3818**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	—	\$ 705,611	\$ 705,611
Board Approved Adjustments During FY 2009	—	29,765	29,765
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(67,738)	—
Subtotal (Current Level Budget)	—	\$ 667,638	\$ 735,376
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 667,638	\$ 735,376



## DA - Urban Grant Fund 0001 — Cost Center 3819

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	—	\$ 759,749	\$ 759,749
Board Approved Adjustments During FY 2009	—	15,385	15,385
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	53	—
Other Required Adjustments	—	(58,366)	—
Subtotal (Current Level Budget)	—	\$ 716,821	\$ 775,134
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 716,821	\$ 775,134

## Laboratory Of Criminalistics Fund 0001 — Cost Center 3820

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	60.0	\$ 9,745,417	\$ 4,280,228
Board Approved Adjustments During FY 2009	1.0	134,105	214,528
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	190,375	—
Internal Service Fund Adjustments	—	301,986	(509,876)
Other Required Adjustments	—	(1,500,998)	(178,993)
Subtotal (Current Level Budget)	61.0	\$ 8,870,885	\$ 3,805,887
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Voice Communications Adjustment	—	152	—
FY 2010 Data Processing Adjustment	—	(17)	—
Decision Packages			
1. Allocate Funding for Information Technology Project	—	568,988	—
Allocate one-time funding in the amount of \$568,988 for the information technology project - CRIMES.Net			
2. Increase Crime Lab Fees	—	—	168,444
The rate structure charged to cities and surrounding counties for forensic services will be increased to cover the costs of an additional Information Systems Manager position, located in the DA administration, but providing services to the Crime Lab.			
Subtotal (Recommended Changes)	—	\$ 569,123	\$ 168,444
<b>Total Recommendation</b>	61.0	\$ 9,440,008	\$ 3,974,331

## Administrative Svcs Fund 0001 — Cost Center 3832

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	185.5	\$ 19,523,083	\$ 4,178,944
Board Approved Adjustments During FY 2009	4.0	715,541	483,452
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-23.5	(2,116,864)	—



## Administrative Svcs Fund 0001 — Cost Center 3832

### Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	(35,107)	7,218
Other Required Adjustments	—	61,773	(717,287)
Subtotal (Current Level Budget)	166.0	\$ 18,148,426	\$ 3,952,327
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Transition of victim Witness Services Program	—	(1,360,860)	—
Eliminate Court Reimbursement for Juvenile Dependency Program	—	3,082,799	—
FY 2010 Printing Adjustment	—	(6,000)	—
FY2010 Funds Required to Carry Lease to Term	—	174,692	—
FY 2010 Voice Communications Adjustment	—	(1,161)	—
Eliminate Juvenile Dependency Program	—	(252,103)	—
FY 2010 Data Processing Adjustment	—	(1,008)	—
Decision Packages			
1. Eliminate Juvenile Dependency Representation Program	-13.0	(1,750,884)	—
The Office of the District Attorney was not selected to continue providing representation for children in dependency cases, effective July 1, 2009. The elimination of the program will reduce County General Fund expenditures in the amount of \$4,343,760 and reduce revenue in the amount of \$3,082,779. A one-time appropriation is required for a transition period beyond July 1, 2009 to allow for an orderly transfer of cases to the new service provider.			
2. Increase Real Estate Fraud Revenue	—	—	96,765
The Board of Supervisors adopted a Resolution authorizing an increase in recording fees, which fund investigation of real estate fraud crimes. The department expects an increase in title transfers which is the principal transaction affecting the increase in revenue.			
3. Addition of Revenue-Supported Information System Manager	1.0	168,444	—
Add an Information Systems Manager position for the Crime Laboratory which will be funded by increased fees to user agencies.			
4. Transition of Victim Witness Services Program	16.0	(368,712)	(1,729,572)
The Victim Witness Program will transition from a community-based organization into a program supported by County employees. There is no impact on the General Fund. Existing State Grant funding will be shifted from funding outside contracted services to funding County provided services.			
5. Reduce Services and Supplies Expenditure	—	(438,897)	—
The reduction in services and supplies represent the least disruptive means of achieving the requested level of savings.			
Subtotal (Recommended Changes)	4.0	\$ (753,690)	\$ (1,632,807)
<b>Total Recommendation</b>	<b>170.0</b>	<b>\$ 17,394,736</b>	<b>\$ 2,319,520</b>

## Paralegal Services Fund 0001 — Cost Center 3833

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	22.5	2,527,962	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	22.5	\$ 2,527,962	\$ —



### Paralegal Services Fund 0001 — Cost Center 3833 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	22.5	\$ 2,527,962	\$ —

### Legal Spt Svcs Fund 0001 — Cost Center 3834 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	90.0	\$ 8,487,779	\$ 208,994
Board Approved Adjustments During FY 2009	-1.0	(3,275)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	1.0	791,011	—
Internal Service Fund Adjustments	—	214,439	(117,315)
Other Required Adjustments	—	(180,894)	—
Subtotal (Current Level Budget)	90.0	\$ 9,309,060	\$ 91,679
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Reduce Services and Supplies Expenditure	—	(5,853)	—
The reduction in services and supplies represent the least disruptive means of achieving the requested level of savings.			
2. Decrease Welfare Fraud staffing	-2.0	(327,012)	—
The Social Services Agency is decreasing reimbursement to the Office of the District Attorney for investigation services related to Welfare Fraud. The decrease in the intracounty relationship will result in the deletion of 2.0 FTE Investigator positions.			
Subtotal (Recommended Changes)	-2.0	\$ (332,865)	\$ —
<b>Total Recommendation</b>	88.0	\$ 8,976,195	\$ 91,679

### Welfare Fraud Investigations Fund 0001 — Cost Center 3835 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	—	\$ (64,325)	\$ —
Board Approved Adjustments During FY 2009	—	64,325	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	925,217	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 925,217	\$ —
<b>Recommended Changes for FY 2010</b>			



## Welfare Fraud Investigations Fund 0001 — Cost Center 3835

### Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments			
Reduce Welfare Fraud Services provided to SSA as a result of deleting 2.0 FTE DA Investigators	—	327,012	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 327,012	\$ —
<b>Total Recommendation</b>	—	\$ 1,252,229	\$ —

## Attorneys Fund 0001 — Cost Center 3836

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	173.0	\$ 42,424,642	\$ 468,936
Board Approved Adjustments During FY 2009	—	(129,141)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(82,460)	—
Internal Service Fund Adjustments	—	167,630	292,155
Other Required Adjustments	—	(229,635)	(14,286)
Subtotal (Current Level Budget)	173.0	\$ 42,151,036	\$ 746,805
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Reduce Services and Supplies Expenditure	—	(92,899)	—
The reduction in services and supplies represent the least disruptive means of achieving the requested level of savings.			
2. Elimination of Juvenile Dependency Representation Program	-11.0	(2,304,064)	—
The Office of the District Attorney was not selected to continue providing representation for children in dependency cases, effective July 1, 2009. The elimination of the program will reduce County General Fund expenditures in the amount of \$4,343,760 and reduce revenue in the amount of \$3,082,779. A one-time appropriation is required for a transition period beyond July 1, 2009 to allow for an orderly transfer of cases to the new service provider.			
Subtotal (Recommended Changes)	-11.0	\$ (2,396,963)	\$ —
<b>Total Recommendation</b>	162.0	\$ 39,754,073	\$ 746,805

## Victim Witness-CaLEMA — Cost Center 3837

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			



### Victim Witness-CaEMA — Cost Center 3837 Major Changes to the Budget

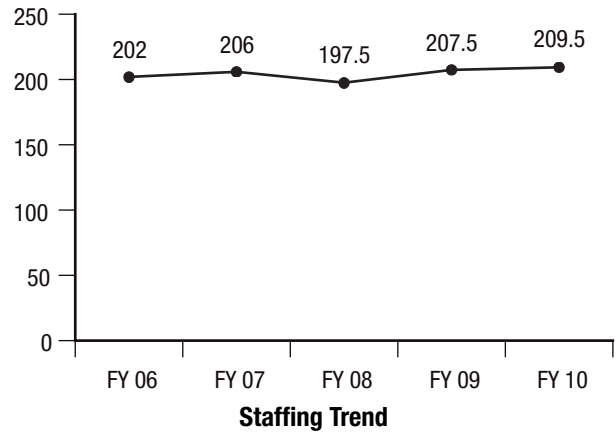
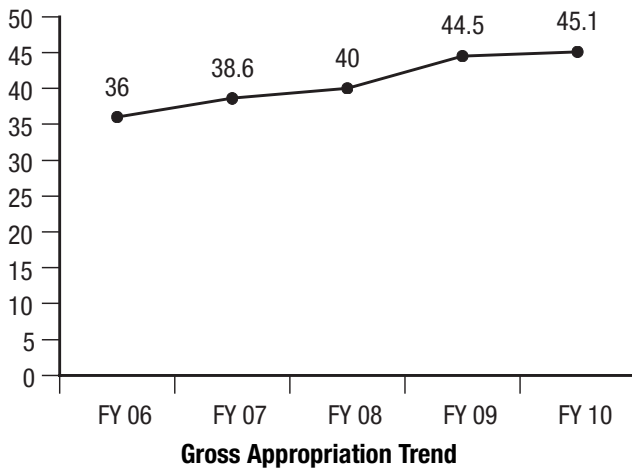
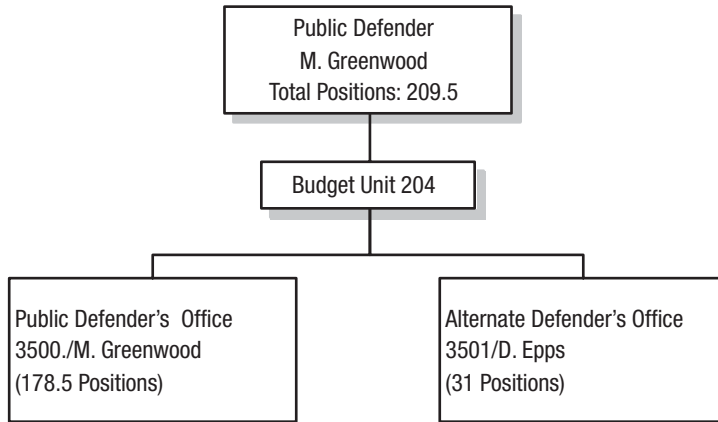
	Positions	Appropriations	Revenues
Transition of victim Witness Services Program	—	477,678	—
Decision Packages			
1. Transition of Victim Witness Services Program	—	120,781	598,459
The Victim Witness Program will transition from a community-based organization into a program supported by County employees. There is no impact on the General Fund. Existing State Grant funding will be shifted from funding outside contracted services to funding County provided services.			
Subtotal (Recommended Changes)	—	\$ 598,459	\$ 598,459
<b>Total Recommendation</b>	—	\$ 598,459	\$ 598,459

### Victim Witness-BOC — Cost Center 3838 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Transition of victim Witness Services Program	—	883,182	—
Decision Packages			
1. Transition of Victim Witness Services Program	—	247,931	1,131,113
The Victim Witness Program will transition from a community-based organization into a program supported by County employees. There is no impact on the General Fund. Existing State Grant funding will be shifted from funding outside contracted services to funding County provided services.			
Subtotal (Recommended Changes)	—	\$ 1,131,113	\$ 1,131,113
<b>Total Recommendation</b>	—	\$ 1,131,113	\$ 1,131,113



# Office of the Public Defender





## 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 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 Jail Population Task Force, the Santa Clara County Superior Court's Streamlining Committee, the implementation of Proposition 63, Juvenile Detention Reform efforts, and the Domestic Violence Council, in addition to the many other committees and boards relevant to the clients' interests and those of the justice community.

### **Community Support and Services**

Members of the Public Defender's staff assist with projects that reach outside government and into the Santa Clara County community. Examples include participation in the training phase for Santa Clara University's Innocence Project, participation in "D.U.I." trials at local high schools designed to teach high school students about the court system and the dangers of drinking and driving, volunteer legal assistance at the

Homeless Court conducted by the Superior Court at the Boccardo Community Shelter and at Salvation Army, and participation in immigration rights information fairs. Senior lawyers from the Office lecture at California Public Defender Association programs around the state and participate as faculty members for Santa Clara University Law School's Annual Death Penalty College each year.

### **Mental Health**

The tragedy of mental illness often introduces individuals into the civil courts, the criminal courts, or both. The 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. Established in 1996, 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 a important part of the Public Defender's overall caseload. The Office's commitment is to provide representation to

youth which maximizes their potential for re-entry into the community and minimizes the use of the 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 Detention Reform project, which focuses on the unnecessary and unreasonable detention of youth. The Office is also working on issues related to disproportionate minority confinement in the juvenile system. The Office participates in Juvenile Mental Health Court to increase delivery of mental health services to juvenile offenders accused of less serious offenses and in Juvenile Treatment Court. The Office also provides advice and support to Fresh Lifelines for Youth (FLY), a program that provides mentoring and peer leadership to at-risk youth through the Juvenile Court.

### Record Reduction & Expungement Services

Through an intra-county agreement with the Social Services Agency, the Office provides record expungement (clearance) services to CalWORKs clients. Criminal convictions often prevent clients from obtaining employment or promotion in their current job. The expungement program assists CalWORKs clients to obtain record clearance of Santa Clara County convictions where eligible.

### Sexually Violent Predator (SVP) Cases

Sexually Violent Predators (SVP) are individuals who have completed prison terms for sex offenses, and for whom the District Attorney now seeks a civil commitment in a state hospital. When the Jessica's Law initiative was passed in 2006, the law changed so that persons determined to be SVP could be committed for an indeterminate (i.e., life) term, rather than having a right to a jury trial every two years.

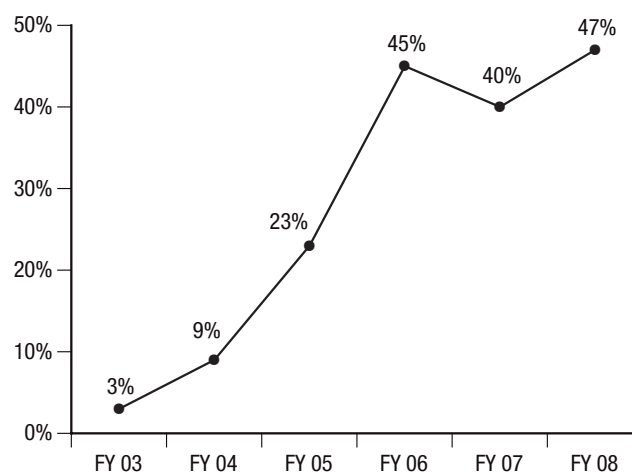
The local Superior Court agreed with the District Attorney that the terms could be converted from two year terms to indeterminate terms without a jury trial, affecting approximately 30 cases. All 30 of those cases were appealed to the 6th District Court of Appeal and have been making their way through the appellate process over the last year.

Recently, the Court of Appeal ruled in the first of these cases in favor of the defense, that it was improper to convert the two year terms to indeterminate terms, and that jury trials must be conducted in each case.

A petition to the Supreme Court was denied and eventually all 30 cases will be returned to the Superior Court. The Public Defender anticipates that most clients who waived their right to jury trial under the two year scheme should and will demand a trial, affecting the Department's workload.

### Caseload Increase

Since 2002, the caseload of the Office has increased nearly 22%. The following chart reflects a 47% increase in new cases opened per attorney over the time period from FY 2002 to FY 2008.



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 of the staff reductions and increased caseloads. Some examples are 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; and 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. In part this is a search for ways to cut costs. However 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. Over the last three years, a major effort has been made to coordinate and streamline the system to respect the resources of all of the partners involved while fulfilling the mandates of each partner.

## Emerging Issues

### Court Plans

The Office is required by law to be responsive to the coverage needs of the Court. The Administrative Office of the Courts is requiring that local courts streamline their processes and has given the courts suggested time lines for the resolution of criminal cases. This has caused the local Superior Court to make changes to their calendars, staffing and processes, irrespective of the staffing issues of county departments like this Office. The Court added two new criminal courts in 2009. A fourth full-time juvenile delinquency department has been created, and there are additional criminal court sessions in the new Morgan Hill facility. At this time the Office will utilize existing staff to meet the needs of the new Morgan Hill Court. Efforts will be made to work with the Court regarding courtroom staffing challenges, but the outcome of these discussions is yet to be determined.

### Sexually Violent Predator (SVP) Cases

As the Office moves toward Fiscal Year 2010, it has seen an increase in the number of Sexually Violent Predator (SVP) cases. Part of the increase is due to many cases being reversed and remanded by the Court of Appeal for jury trials and part is due to the "Jessica's Law" initiative approved by California voters in 2006 to create indefinite civil commitments for people found to be Sexually Violent Predators. As a result, there are an increased numbers of jury trials in criminal sexual

assault cases. Currently the Office is utilizing a temporary attorney to fill this need while the caseload is assessed over the next 12 - 18 months.

### Case Management System

Another emerging issue is the need for an updated case management system. The system, Scales, is becoming obsolete and will soon lack support as the vendor, Ciber, is moving to Net-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. Also, over the next three to five years, the Superior Court will adopt a mandated statewide case management system that is not easily compatible with the County CJIC system. These changes will impact the Office along with all other justice system partners, because all county systems rely on CJIC data from the Courts. County ISD is working with the state to see what interface can be accomplished between CJIC and the newly planned Court information system.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Early Settlement	Yes	Mandated		■
Public Defender Office (PDO) Felony Trials	Yes	Mandated		■
Administration and Support	Yes	Required	Increase efficiency of support staff.	▲
PDO Investigation	Yes	Mandated		■
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 Sex Violent Predators	Less than 5%	Mandated		■
PDO Research	Yes	Mandated		■
PDO SJ Misdemeanors	Yes	Mandated		■
PDO Juvenile Cases	Yes	Mandated	Provide additional services to new Courtroom.	▲
PDO Domestic Violence	Yes	Mandated		■
Alternative Defender Office (ADO) SJ Homicide	Yes	Mandated		■
ADO SJ Felonies	Yes	Mandated		■
ADO SJ Terraine	Yes	Mandated		■
ADO SJ Paralegal	Yes	Mandated		■
ADO SJ Investigation	Yes	Mandated		■
ADO Clerical	Yes	Mandated		■
ADO Palo Alto Facility Legal Aid	Yes	Mandated		■
ADO Palo Alto Facility Indigent Defense	Yes	Mandated		■

Impact on Current Level of Service:

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

## County Executive's Recommendation

The Office of the Public Defender (PDO) was assigned a \$350,000 reduction target for FY 2010. After analysis of the budget proposal submitted by the department and consideration of alternative reductions, the Acting County Executive determined that reductions of the assigned level could not be achieved.

Due to workload and caseload issues elsewhere in the Department, the PDO proposed to eliminate the Probate Unit. Certain services in the Probate Courts are mandated by law to be provided by the County. In Santa Clara County, the Office of the Public Defender provides representation to elderly persons who are physically and/or mentally frail, incapacitated or otherwise vulnerable to fraud or undue influences; persons



suffering from dementia, including alcohol related dementia or advanced Alzheimer's, and developmentally disabled adults. The PDO also represents conservatees in Do Not Resuscitate (DNR) or No Code Requests. The Probate Unit of the PDO consists of one full time attorney and one dedicated paralegal that appear weekly on the conservatorship appointment calendar, the developmentally disabled calendar and the miscellaneous/accounting calendar.

The law does not require the Probate services be provided by a Public Defender Office, but requires that the county provide these services for conservatees who do not have the ability to pay. Elimination of the Probate Unit will would have a negative system wide effect and does not result in firm savings to the General Fund.

Most counties rely on the court to appoint counsel from a panel of private attorneys. The impact of this approach is that costs are not as controlled, there is no centralized provider for Superior Court, and Court staff are required to contact panel attorneys for appointment. The Superior Court has opined that it does not support changing the current system.

In addition, the County Counsel and Public Guardian would also be impacted by the dispersal of responsibility for conservatee representation, though the PDO's role in conservatorships has eased issues of identification of counsel for indigent conservatees.

## ▲ Administration and Support

**Increase Efficiency of Office Support Unit:** The Public Defender Paralegal staff is currently responsible for tasks that are more appropriately accomplished by clerical support staff. These tasks include, but are not limited to, photocopying documents and case files, redacting documents and case files as directed and requesting clients' prior prison records. The time spent by Paralegals on clerical functions reduces the time they have to accomplish work that requires the education, skills and experience of a paralegal.

The following table summarizes the annualized cost of the positions being added and deleted:

Add/ Delete	FTE	Position Description	Annualized Cost
Delete	(1.0)	Vacant Sr. Paralegal	(\$113,388)
Add	1.0	Office Specialist I	59,532
Add	1.0	Office Specialist III	67,020
	<b>1.0</b>	<b>TOTAL</b>	<b>13,164</b>

**Service Impact:** A copy/service center staffed by two clerical support staff (1.0 FTE Office Specialist III and 1.0 FTE Office Specialist I) will assume the clerical functions of the paralegal staff. The paralegal staff will then be able to focus their time and efforts on direct support of the attorney staff.

**Positions Added: 2.0**

**Positions Deleted: 1.0**

**Ongoing Cost: \$0**

Position Cost Increase: \$13,164

Decrease Temporary Help Budget: \$13,164

## ▲ PDO Juvenile Cases

**Add Attorney to support New Courtroom:** The PDO Juvenile Team is responsible for providing legal assistance to youth who have been charged with committing a crime. Attorneys appear with the clients at detention hearings where the court determines whether the youth will remain in custody, review charging documents and discuss options with their clients. The Superior Court has opened a fourth full time delinquency department at Juvenile Court, which requires an attorney to address cases assigned to this courtroom.

**Service Impact:** The additional Attorney is required for efficient case adjudication. Current staffing levels are inadequate to address the additional court calendar.

**Position Added: 1.0**

**Ongoing Cost: \$140,400**

**Public Defender — Budget Unit 204  
Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
3500	Public Defender Fund 0001	\$ 33,948,943	\$ 37,303,158	\$ 37,461,535	\$ 37,944,645	\$ 641,487	1.7%
3501	Alternate Public Defender Fund 0001	6,403,283	6,828,476	6,828,476	6,860,874	32,398	0.5%
<b>Total Net Expenditures</b>		\$ 40,352,226	\$ 44,131,634	\$ 44,290,011	\$ 44,805,519	\$ 673,885	1.5%

**Public Defender — Budget Unit 204  
Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
3500	Public Defender Fund 0001	\$ 34,284,948	\$ 37,636,571	\$ 37,794,948	\$ 38,280,510	\$ 643,939	1.7%
3501	Alternate Public Defender Fund 0001	6,403,283	6,828,476	6,828,476	6,860,874	32,398	0.5%
<b>Total Gross Expenditures</b>		\$ 40,688,231	\$ 44,465,047	\$ 44,623,424	\$ 45,141,384	\$ 676,337	1.5%

**Public Defender — Budget Unit 204  
Expenditures by Object**

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 35,976,984	\$ 39,262,718	\$ 39,287,600	\$ 39,884,783	\$ 622,065	1.6%
Services And Supplies	4,711,247	5,202,329	5,335,824	5,256,601	54,272	1.0%
<b>Subtotal Expenditures</b>	40,688,231	44,465,047	44,623,424	45,141,384	676,337	1.5%
Expenditure Transfers	(336,005)	(333,413)	(333,413)	(335,865)	(2,452)	0.7%
<b>Total Net Expenditures</b>	40,352,226	44,131,634	44,290,011	44,805,519	673,885	1.5%

**Public Defender — Budget Unit 204  
Revenues by Cost Center**

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
3500	Public Defender Fund 0001	\$ 578,537	\$ 968,329	\$ 968,329	\$ 721,102	\$ (247,227)	-25.5%
3501	Alternate Public Defender Fund 0001	0	—	—	—	—	—
<b>Total Revenues</b>		\$ 578,538	\$ 968,329	\$ 968,329	\$ 721,102	\$ (247,227)	-25.5%



**Public Defender Fund 0001 — Cost Center 3500**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	176.5	\$ 37,303,158	\$ 968,329
Board Approved Adjustments During FY 2009	—	158,377	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	424,397	—
Internal Service Fund Adjustments	—	116,312	—
Other Required Adjustments	—	(195,919)	(247,227)
Subtotal (Current Level Budget)	176.5	\$ 37,806,325	\$ 721,102
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Voice Communications Adjustment	—	676	—
FY 2010 Data Processing Adjustment	—	(2,756)	—
Decision Packages			
1. New Juvenile Court	1.0	140,400	—
Add 1.0 FTE Attorney I to staff the opening of a new juvenile court.			
2. Increase Support Staff Efficiency.	1.0	—	—
Delete 1.0 FTE Vacant Sr. Paralegal, add 1.0 FTE Office Specialist I and 1.0 FTE Office Specialist II. There is no impact to the General Fund. The cost increase is offset by a reduction in Temporary Help funds.			
Subtotal (Recommended Changes)	2.0	\$ 138,320	\$ —
<b>Total Recommendation</b>	<b>178.5</b>	<b>\$ 37,944,645</b>	<b>\$ 721,102</b>

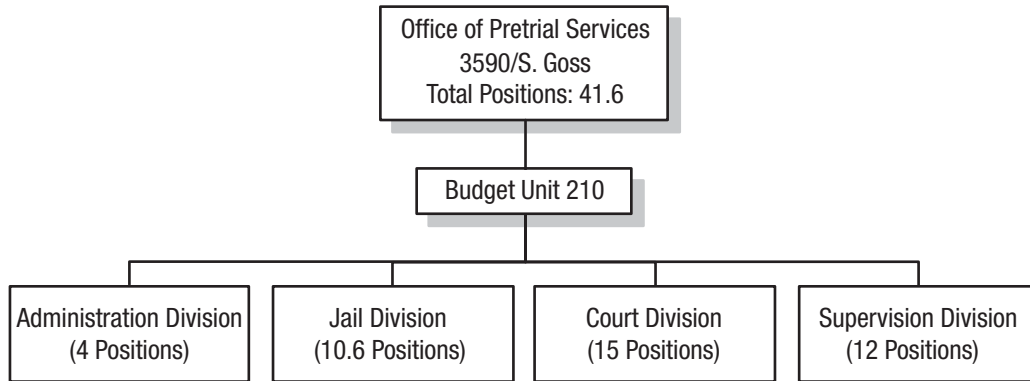
**Alternate Public Defender Fund 0001 — Cost Center 3501**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	31.0	\$ 6,828,476	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	32,386	—
Internal Service Fund Adjustments	—	35	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	31.0	\$ 6,860,897	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Voice Communications Adjustment	—	(23)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (23)	\$ —
<b>Total Recommendation</b>	<b>31.0</b>	<b>\$ 6,860,874</b>	<b>\$ —</b>

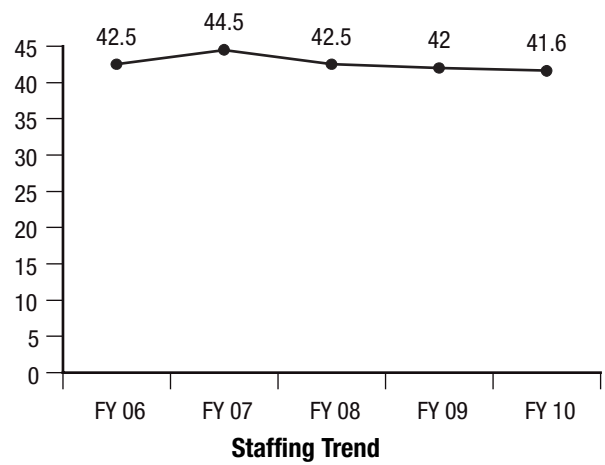
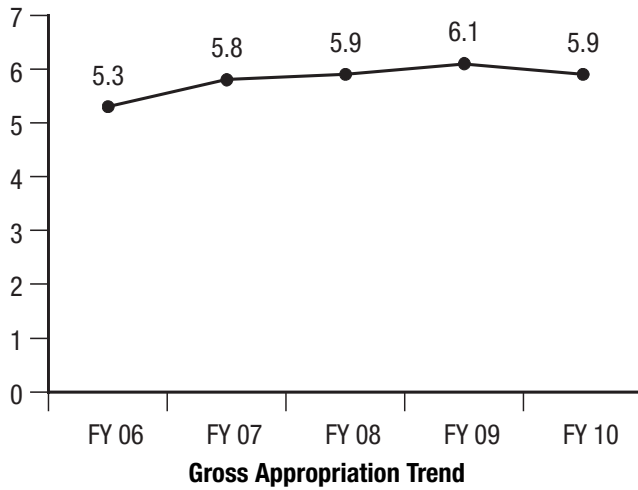




# Office of Pretrial Services



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:

### 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.

### 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.

### 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 Agreement 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

Jail overcrowding is an ongoing issue for most California counties, and Santa Clara County is no exception. For the past three years, the criminal justice partners have been meeting in an effort to examine the causes and potential solutions for our county's jail overcrowding.

In 2007, the County hired the Justice Management Institute (JMI) firm to analyze our criminal justice system, with the result that numerous solutions were

recommended and accepted by the Board of Supervisors. Pretrial Services will be focusing efforts to implement solutions applicable to the department. These includes developing a validated risk-assessment, working with other Public Safety and Justice departments to streamline and coordinate technology, as well as considering other populations for release that can help to relieve the jail overcrowding.

## 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	Reduce management cost	▣
Court Contract	No	Non-Mandated		■
Court Unit	Yes	Mandated		■
Supervision Unit	Yes	Mandated		■
Jail Unit	Yes	Mandated	Delay in the required interview and review process of new arrestees.	▣

Impact on Current Level of Service:

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

## County Executive's Recommendation

The Office of Pretrial Services was assigned a \$100,000 reduction target for FY 2010. After analysis of the budget proposal submitted by the department and consideration of alternative reductions, the Acting County Executive recommends the following actions, that will contribute to balancing the General Fund budget.

### ▣ Administration and Support

**Delete 1.0 Pretrial Services Manager (V40) and Add 1.0 Pretrial Services Supervisor (V51):** This reduction became effective February 9, 2009 through the administrative add/delete process and is being applied to the FY 2010 reduction target.

**Service Impact:** A reduction in managers will help the Department meet the County reduction target without negatively affecting the Department's performance.

**Ongoing Savings: \$15,768**



**Reduce Expenditure Allocation for Contracts:** In FY 2001 the department's budget was increased to allow for the development, implementation and maintenance of the Pretrial On-Line Production System (POPS). The department used contracted vendors and consultants to development the project. The system is now fully functional and operational, requiring only minor system improvements and modifications.

**Service Impact:** None. The former level of outside consulting is no longer required.

**Ongoing Savings: \$41,368**

## ■ Jail Unit

**Delete Two 0.5 FTE Pretrial Officers I/II (V41) and add One 0.6 FTE Pretrial Service Officer I/II (V41):** Pretrial Services is a 24/7 operation with an ongoing challenge of determining the appropriate level of staffing in the jail. This action will allow the department to have staff available during the time period when it is most needed.

**Service Impact:** A reduction in staff will help the Department meet the County reduction target without negatively affecting the Department's performance. Scheduled adjustments will be made so that this staffing reduction will occur during the slower times of the week.

**Total Positions Reduced: 2 half-time  
Total Position Added: 0.6  
Ongoing Savings: \$32,136**

### Office Of Pretrial Services — Budget Unit 210 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
3590	Office Of Pretrial Svcs Fund 0001	\$ 5,556,109	\$ 6,019,372	\$ 5,954,372	\$ 5,919,967	\$ (99,405)	-1.7%
<b>Total Net Expenditures</b>		\$ 5,556,109	\$ 6,019,372	\$ 5,954,372	\$ 5,919,967	\$ (99,405)	-1.7%

### Office Of Pretrial Services — Budget Unit 210 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
3590	Office Of Pretrial Svcs Fund 0001	\$ 5,591,109	\$ 6,054,372	\$ 6,065,389	\$ 5,919,967	\$ (134,405)	-2.2%
<b>Total Gross Expenditures</b>		\$ 5,591,109	\$ 6,054,372	\$ 6,065,389	\$ 5,919,967	\$ (134,405)	-2.2%

### Office Of Pretrial Services — Budget Unit 210 Expenditures by Object

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 4,530,915	\$ 4,830,831	\$ 4,905,348	\$ 4,739,042	\$ (91,789)	-1.9%
Services And Supplies	1,060,194	1,223,541	1,160,041	1,180,925	(42,616)	-3.5%
<b>Subtotal Expenditures</b>	5,591,109	6,054,372	6,065,389	5,919,967	(134,405)	-2.2%
Expenditure Transfers	(35,000)	(35,000)	(111,017)	—	35,000	-100.0%
<b>Total Net Expenditures</b>	5,556,109	6,019,372	5,954,372	5,919,967	(99,405)	-1.7%



**Office Of Pretrial Services — Budget Unit 210**  
**Revenues by Cost Center**

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
3590	Office Of Pretrial Svcs Fund 0001	\$ 587,016	\$ 501,716	\$ 501,716	\$ 518,268	\$ 16,552	3.3%
<b>Total Revenues</b>		\$ 587,016	\$ 501,716	\$ 501,716	\$ 518,268	\$ 16,552	3.3%

**Office Of Pretrial Svcs Fund 0001 — Cost Center 3590**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	42.0	\$ 6,019,372	\$ 501,716
Board Approved Adjustments During FY 2009	—	(65,000)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(118,402)	—
Internal Service Fund Adjustments	—	47,311	—
Other Required Adjustments	—	138,517	16,552
Subtotal (Current Level Budget)	42.0	\$ 6,021,798	\$ 518,268
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Voice Communications Adjustment	—	265	—
FY 2010 Data Processing Adjustment	—	(12,824)	—
Decision Packages			
1. Reduce External Data Processing Services	—	(41,368)	—
The department's current data management system has evolved from development to stabilization and enhancement and requires a lower level of ongoing funding.			
2. Add one 0.6 FTE Pretrial Services Officer and delete two 0.5 FTE Pretrial Services Officers.	-0.4	(32,136)	—
The Department is adding one 0.6 FTE Pretrial Services Officer and deleting a two 0.5 FTE Pretrial Services Officers. A reduction in staff will help the Department meet the County reduction target without negatively affecting the Department's performance.			
3. Savings from an Administrative Add/Delete	—	(15,768)	—
The Department deleted 1.0 FTE Pretrial Program Management Specialist and added 1.0 FTE Pretrial Services Supervisor during FY 2009 to help the Department meet the County reduction target without negatively affecting the Department's performance.			
Subtotal (Recommended Changes)	-0.4	\$ (101,831)	\$ —
<b>Total Recommendation</b>	<b>41.6</b>	<b>\$ 5,919,967</b>	<b>\$ 518,268</b>



# Criminal Justice System-Wide Costs

## Overview

The Criminal Justice System-wide Costs budget reflects General Fund support for Trial Court operations, and Public Safety Sales Tax revenue. Oversight and administration of maintenance of effort requirements is provided by the Controller- Treasurer’s Office and the Office of the County Executive.

## Trial Court Operations

The Trial Court Funding Act of 1997 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).

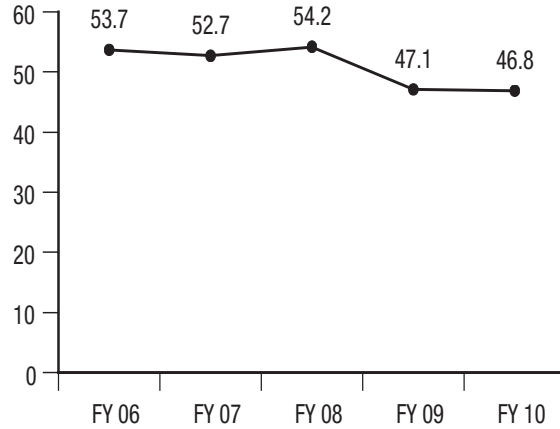
## Undesignated Fee Revenue Sweep

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 has been mitigated, over time, by a reduction in the County’s MOE. By FY 2010 this revenue sweep will have been fully mitigated and no further reductions to the MOE are anticipated.

The total FY 2010 MOE requirement is \$39,650,742.

## County Maintenance of Effort (MOE) for Trial Courts

	Original	FY 2008	FY 2009	FY 2010
Operations MOE	\$28.7	\$28.7	\$28.7	\$28.7
Revenue MOE	\$11.6	\$11.0	\$11.0	\$11.0
<b>Subtotal MOE</b>	<b>\$40.3</b>	<b>\$39.7</b>	<b>\$39.7</b>	<b>\$39.7</b>
Undesignated Fee Sweep		\$0.7	\$0.4	
<b>Total MOE</b>	<b>\$40.3</b>	<b>\$40.4</b>	<b>\$40.0</b>	<b>\$39.7</b>
<b>% Inc./Dec. from Original MOE</b>		0.2%	-0.7%	-1.6%



**Gross Appropriation Trend**  
Decrease from FY 08 to FY 09 reflects elimination of contract for Indigent Defense services.

## 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 \$5 million for FY 2010.

An additional \$1.9 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. Monies are generally used by the contractors as a match to leverage other funds, subsidy to salaries and benefits of attorney, paralegal and interpreter staff, or as a



subsidy for administrative resources to coordinate services provided by law students, volunteers, and pro-bono attorneys.

### Public Safety Sales Tax

The Public Safety Sales Tax is a 1/2 cent sales tax implemented as a result of Proposition 172 and passed in 1993. The driving economic forces for revenue growth in this account are statewide taxable sales. Each County's share of the Public Safety Sales Tax is based on the amount a county contributes to the Statewide total in the previous year.

In Fiscal Year 2010, the Administration is estimating that collections will total \$148.2 million, a 2% increase over anticipated FY 2009 collections of \$145.3 million.

Despite better than average performance in Santa Clara County sales compared to other counties in the State, the overall share of sales tax receipts Statewide has declined as a result of the slowing economy. However, Bay Area counties are performing better than elsewhere in the State, which bodes well for the future once the economy improves.

Maintenance of effort legislation requires the County to increase appropriations in Public Safety and Justice programs at a rate similar to the growth in this revenue account. The Controller's Office has done a preliminary estimate of the MOE for FY 2010, which indicates that the County will continue to be within the legal limits of the maintenance of effort requirements for the Public Safety Sales Tax.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Unmet Civil Legal Needs	Yes	Non-Mandated	Eliminate funding to 10 service providers	☐
Trial Court Operations MOE	Yes	Mandated		■
Court Facilities	Yes	Mandated		■
County Obligation for Local Court Services (e.g., Civil Grand Jury, local judicial benefits)	Yes	Mandated		■

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

## County Executive's Recommendation

### ☐ Unmet Civil Legal Needs

**Eliminate funding for Unmet Civil Legal Needs:** Areas of service have included consumer protection, education/employment discrimination, family law, health, fair housing and landlord/tenant law, income maintenance/public benefits, individual rights, elder law, human trafficking, and immigration. Types of services have ranged from screening at intake to long-term legal representation.

**Service Impact:** The following contract providers will lose County funding. Clients will be affected if current providers are unable to continue services on a pro bono basis or secure alternative funding.



**Current Allocation for Unmet Civil Legal Needs**

Provider	Amount
Bay Area Legal Aid of Santa Clara County	\$66,638
Law Foundation of Silicon Valley	\$134,095
Katherine and George Alexander Law Center	\$54,800
Senior Adults Legal Assistance	\$32,728
Asian Law Alliance	\$32,533
Pro Bono Project	\$23,365
Support Network for Battered Women	\$3,673
Center for Employment and Training	\$5,595
Catholic Charities	\$7,567
California Rural Legal Assistance	\$9,086
<b>Total</b>	<b>\$370,080</b>

Ongoing Savings: \$370,080

**Criminal Justice Support — Budget Unit 217**  
**Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
3217	Courts & Conflicts Spt Fund 0001	\$ 54,969,062	\$ 47,117,677	\$ 47,267,677	\$ 46,832,998	\$ (284,679)	-0.6%
<b>Total Net Expenditures</b>		\$ 54,969,062	\$ 47,117,677	\$ 47,267,677	\$ 46,832,998	\$ (284,679)	-0.6%

**Criminal Justice Support — Budget Unit 217**  
**Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
3217	Courts & Conflicts Spt Fund 0001	\$ 54,969,062	\$ 47,117,677	\$ 47,267,677	\$ 46,832,998	\$ (284,679)	-0.6%
<b>Total Gross Expenditures</b>		\$ 54,969,062	\$ 47,117,677	\$ 47,267,677	\$ 46,832,998	\$ (284,679)	-0.6%

**Criminal Justice Support — Budget Unit 217**  
**Expenditures by Object**

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Services And Supplies	54,969,062	47,117,677	47,267,677	46,832,998	(284,679)	-0.6%
<b>Subtotal Expenditures</b>	54,969,062	47,117,677	47,267,677	46,832,998	(284,679)	-0.6%
<b>Total Net Expenditures</b>	54,969,062	47,117,677	47,267,677	46,832,998	(284,679)	-0.6%





## Criminal Justice Support — Budget Unit 217

### Revenues by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
3217	Courts & Conflicts Spt Fund 0001	\$ 178,053,149	\$ 184,404,404	\$ 184,404,404	\$ 167,628,075	\$ (16,776,329)	-9.1%
<b>Total Revenues</b>		\$ 178,053,149	\$ 184,404,404	\$ 184,404,404	\$ 167,628,075	\$ (16,776,329)	-9.1%

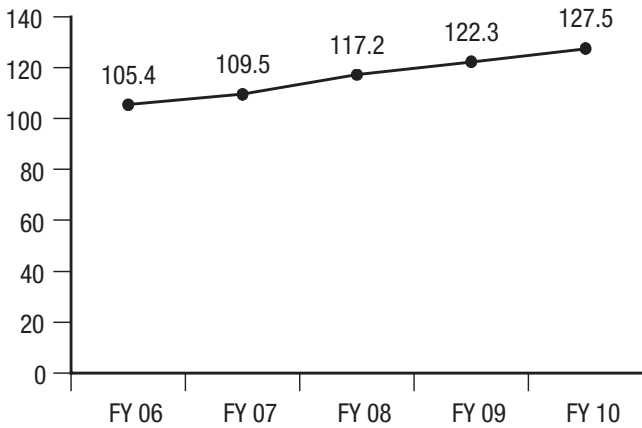
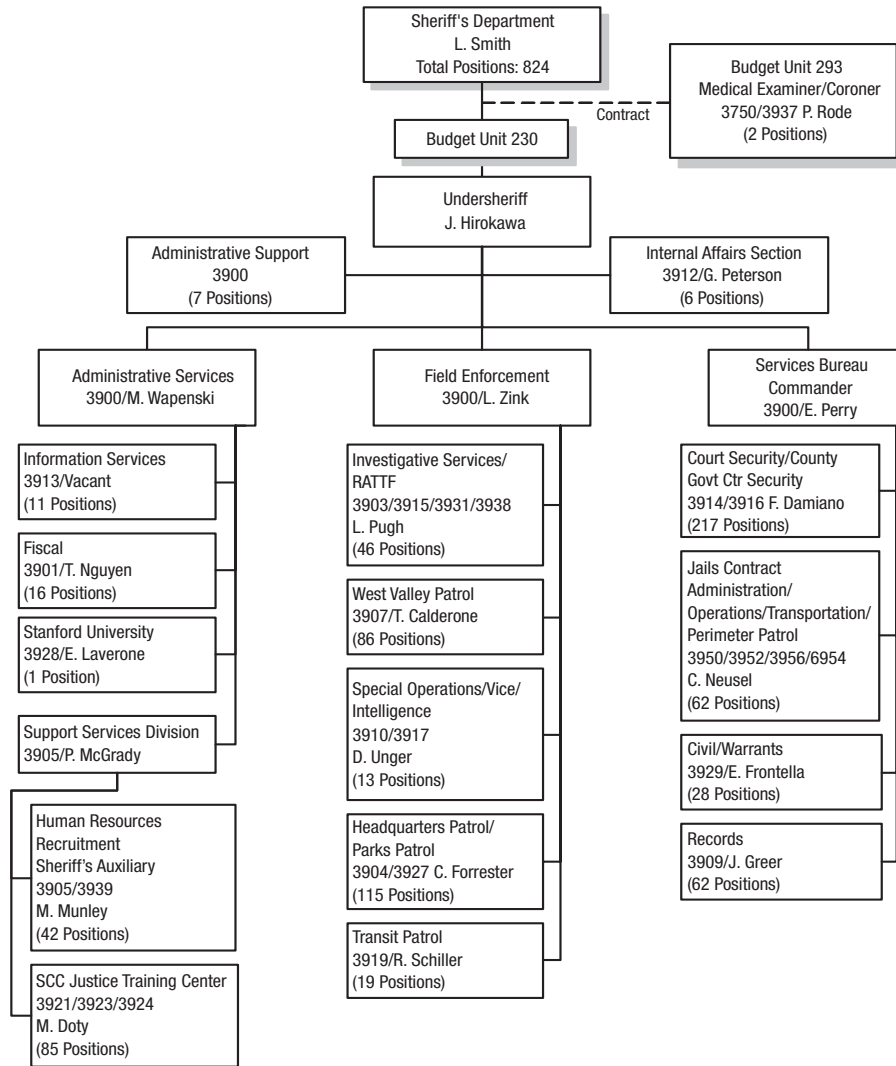
## Courts & Conflicts Spt Fund 0001 — Cost Center 3217

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	—	\$ 47,117,677	\$ 184,404,404
Board Approved Adjustments During FY 2009	—	150,000	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	213,104	—
Other Required Adjustments	—	(277,703)	(16,776,329)
Subtotal (Current Level Budget)	—	\$ 47,203,078	\$ 167,628,075
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Eliminate Contracts for Unmet Civil Legal Needs	—	(370,080)	—
Eliminate funding for contracts to provide legal assistance to indigent clients in civil matters including consumer protection, education and employment discrimination, family law, health, fair housing and landlord/tenant law, income maintenance/public benefits, individual rights, elder law and immigration.			
Subtotal (Recommended Changes)	—	\$ (370,080)	\$ —
<b>Total Recommendation</b>	—	\$ 46,832,998	\$ 167,628,075

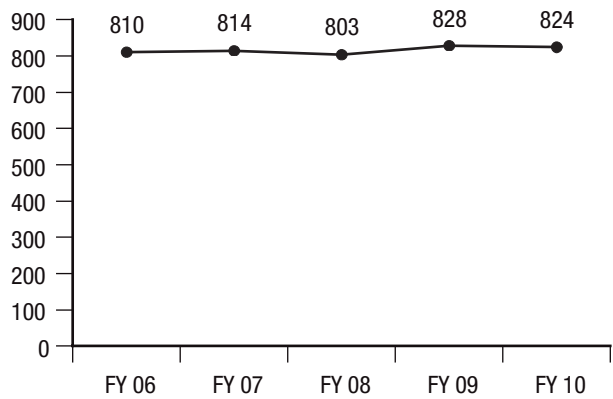


# Office of the Sheriff



**Gross Appropriation Trend**

The increase shown from FY 08 to FY 09 is primarily a result of a Board action which added back bridge-funded positions to the budget.



**Staffing Trend**

The increase shown from FY 08 to FY09 is primarily a result of a Board action which added back bridge-funded positions to the budget.



## 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
- County Jails
- Superior Court system
- Children's Shelter of the Social Services Agency
- Stanford University
- Santa Clara County Fair Association
- Santa Clara Valley Transportation Authority (VTA)
- Department of Child Support Services
- Mid-Peninsula Regional Open Space District
- County Counsel

The Sheriff's Office has been responsible for the administrative management of the Medical Examiner/Coroner's Office since July 1, 2004.

The Sheriff is responsible for the execution of civil court orders issued within the County and the service of bench warrants. The Sheriff works in cooperation with other agencies to coordinate specialized Countywide

law enforcement task forces, such as investigation of Hi-Tech Crime, auto theft, domestic violence and violent sexual predators. Finally, the Sheriff is the Law Enforcement Mutual Aid Coordinator for Santa Clara County, as designated by the State Office of Emergency Services.

### Administrative Support and Records Services

This division provides general administrative, fiscal and accounting services. The Information Systems Division manages all systems, including the Sheriff's Law Enforcement Telecommunications System (SLETS). This division is also comprised of Human Resources/Personnel, Background/Recruiting, Training and Video, Regional Training Facility, and Health and Injury Prevention. The Santa Clara County Justice Training Center is also managed by this division. The Records unit manages all criminal history and warrant files, and performs applicant fingerprinting for employment.

### Civil and Warrants Services

The Civil and Warrants Division serves all felony warrants and certain misdemeanor warrants within the County, as well as extradites fugitives from outside the State. The division also provides dignitary protection when requested by the United States Secret Service. The Civil unit is responsible for executing levies (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).

### **Jail Contract**

In 1997, the Sheriff entered into an Agreement with the County to provide specific authority to:

- Grant public officer powers to Correctional Officers while on duty, where necessary
- Maintain team sergeants on each shift per Penal Code section 830.1(d)
- Provide inmate transportation, hospital guard services, and interfacility transportation

- Provide peace officers to investigate crimes within the jail facilities

### **Transit Patrol**

The Santa Clara Valley Transportation Authority (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.

### Regional Disaster Services

The Sheriff is the Law Enforcement Mutual Aid Coordinator for Santa Clara County, 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 Super Urban Area Security Initiative (SUASI).

### 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 and civilians in a safe environment.

### Cal ID Services

In preparation for the FY 2011 budget, the County Executive will be reviewing alternatives to the existing performance of fingerprint identification services for County agencies. Most of these services are currently being provided by the City of San Jose Police Department Cal ID Unit. The County participates in these services, along with cities, through a Memorandum of Understanding with the City of San Jose. The program is funded through charges to cities and County based on population, and fee revenue from SB 720. SB 720 permits the County to collect \$1 per vehicle registration for the purpose of enhancing law enforcement capacity to provide automated mobile and fixed location fingerprint identification. The analysis of various alternatives for provision of fingerprint identification services will include capital, operational, and staffing costs, as well as an implementation timeline.

## 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 Government Center Security	Yes	Mandated	Establish measured level of County Government Center Security Staffing.	■
Sheriff's Jail Operations	Yes	Mandated	Eliminate perimeter patrol at Elmwood Correctional Facility.	▼
Investigative Services	Yes	Mandated		■
Warrants and Fugitives	Yes	Mandated		■
Headquarters Patrol	Yes	Mandated		■
Westside Patrol - Unincorporated	Yes	Mandated		■
Administration/Support	Yes	Mandated	ITEC Funding to support Network Upgrade.	▲
Records	Yes	Mandated		■
Civil	Yes	Mandated		■
Special Operations	Yes	Mandated		■
Stanford University Department of Public Safety	No	Non-Mandated		■
Internal Affairs	Yes	Mandated		■
Court Security	Less than 5%	Mandated		■
Sheriff's Jail Operations	Yes	Mandated		■
Parks Patrol	Yes	Mandated		■
Coroner Operations	Yes	Mandated		■
Reserves/Community Services	Yes	Non-Mandated		■
Canine Unit	Yes	Non-Mandated		■
Air Support Unit	No	Non-Mandated		■
Westside Patrol - City Contracts	No	Non-Mandated		■
Transit Patrol	No	Non-Mandated		■
Parks Patrol Contract	No	Non-Mandated		■

Impact on Current Level of Service:

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

## County Executive's Recommendation

The Office of the Sheriff was assigned a \$1,000,000 reduction target for FY 2010. After analysis of the budget proposal submitted by the department and consideration of alternative reductions, the Acting County Executive recommends the following actions, that will contribute to balancing the General Fund budget.

The department proposal to eliminate all County government security staffing is not recommended because the Acting County Executive believes it is in the County's best interest to establish a measured level of County government security staffing.



## County Government Center Security

**Establish Measured Level of County Government Center Security Staffing:** Retain 2.0 FTE deputy sheriff positions and 1.0 FTE sheriff technician position and delete 4.0 FTE vacant sheriff technician positions.

**Service Impact:** The recommendation would retain 3.0 Sheriff's Office positions to be responsible for building security, Monday through Friday, at the County Government Center (CGC) and would eliminate 4.0 vacant positions, including the position designated for building security at the County Center at Charcot. All these positions were approved as part of the FY 2007 Recommended Budget to support the County's Facility Security and Protective Services Plan. There is no service impact with regard to the deleted sheriff technician positions as these have never been filled.

**Ongoing Savings: \$279,504**

## Sheriff's Jail Operations

**Eliminate Perimeter Patrol at Elmwood Correctional Facility:** Delete 2.0 deputy sheriff positions.

**Service Impact:** This recommendation would eliminate the daily perimeter patrol, performed by one deputy sheriff, from 3:00 p.m. to 3:00 a.m., thereby leaving no dedicated patrol unit for this area. This patrol function would be absorbed by existing beat deputies from

surrounding areas. Eliminating this function impacts the current service level for when patrol deputies are called to an incident at Elmwood, they will spend less time in their assigned patrol areas, thereby increasing response time related to other incidents.

**Ongoing Savings: \$413,538**

## Administration and Support

**Allocate One-time Information Technology Funding of \$91,500 and Ongoing Information Technology Funding of \$129,000 for the Sheriff's Office Network Upgrade:** The current network infrastructure is a limiting factor for the end user at the department's remote locations. Application performance, file retrievals, saving files, and the initial logon process at each shift change result in slow network response times. Slow response times have a negative impact on staff productivity. Deputies have had to resort to copying digital evidence and collision report files to CD and transporting the CD's to Headquarters.

The risk of not moving forward means that network performance will continue to slow resulting in user frustration and further declines in productivity. Digital evidence will need to continue to be transported to Headquarters by employees and risk being lost or misplaced.

**One-time Cost: \$91,500  
Ongoing Cost: \$129,000**

## Sheriff's Department — Budget Unit 230 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
23001	Administration Fund 0001	\$ 4,030,561	\$ 4,399,217	\$ 4,696,460	\$ 4,657,396	\$ 258,179	5.9%
23002	Administrative Svcs Fund 0001	18,219,585	18,026,240	18,275,140	19,100,475	1,074,235	6.0%
23003	Field Enforcement Bureau Fund 0001	41,248,273	44,531,941	45,207,547	46,941,824	2,409,884	5.4%
23004	Services Bureau Fund 0001	43,971,572	49,335,073	49,649,447	50,780,555	1,445,482	2.9%
23005	Internal Affairs Fund 0001	914,068	695,332	692,332	743,324	47,992	6.9%
<b>Total Net Expenditures</b>		<b>\$ 108,384,059</b>	<b>\$ 116,987,803</b>	<b>\$ 118,520,926</b>	<b>\$ 122,223,574</b>	<b>\$ 5,235,771</b>	<b>4.5%</b>



### Sheriff's Department — Budget Unit 230 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
23001	Administration Fund 0001	\$ 4,030,561	\$ 4,399,217	\$ 4,733,878	\$ 4,657,396	\$ 258,179	5.9%
23002	Administrative Svcs Fund 0001	18,462,157	21,056,469	21,305,369	22,276,809	1,220,340	5.8%
23003	Field Enforcement Bureau Fund 0001	42,833,456	46,198,597	46,855,468	48,245,737	2,047,141	4.4%
23004	Services Bureau Fund 0001	44,420,963	49,577,018	50,598,466	51,199,963	1,622,945	3.3%
23005	Internal Affairs Fund 0001	914,068	1,033,332	1,030,332	1,081,324	47,992	4.6%
<b>Total Gross Expenditures</b>		<b>\$ 110,661,205</b>	<b>\$ 122,264,633</b>	<b>\$ 124,523,513</b>	<b>\$ 127,461,229</b>	<b>\$ 5,196,596</b>	<b>4.3%</b>

### Sheriff's Department — Budget Unit 230 Expenditures by Object

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 96,446,386	\$ 108,184,818	\$ 109,732,095	\$ 113,180,046	\$ 4,995,228	4.6%
Services And Supplies	13,886,481	14,079,815	14,633,418	14,281,183	201,368	1.4%
Fixed Assets	328,338	—	158,000	—	—	—
<b>Subtotal Expenditures</b>	<b>110,661,205</b>	<b>122,264,633</b>	<b>124,523,513</b>	<b>127,461,229</b>	<b>5,196,596</b>	<b>4.3%</b>
Expenditure Transfers	(2,277,147)	(5,276,830)	(6,002,587)	(5,237,655)	39,175	-0.7%
<b>Total Net Expenditures</b>	<b>108,384,059</b>	<b>116,987,803</b>	<b>118,520,926</b>	<b>122,223,574</b>	<b>5,235,771</b>	<b>4.5%</b>

### Sheriff's Department — Budget Unit 230 Revenues by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
23001	Administration Fund 0001	\$ 650,637	\$ 290,804	\$ 410,634	\$ 375,750	\$ 84,946	29.2%
23002	Administrative Svcs Fund 0001	1,915,147	2,125,135	2,221,285	2,513,291	388,156	18.3%
23003	Field Enforcement Bureau Fund 0001	18,715,028	21,558,009	22,001,345	22,343,098	785,089	3.6%
23004	Services Bureau Fund 0001	28,550,674	32,329,144	32,514,144	34,220,726	1,891,582	5.9%
<b>Total Revenues</b>		<b>\$ 49,831,487</b>	<b>\$ 56,303,092</b>	<b>\$ 57,147,408</b>	<b>\$ 59,452,865</b>	<b>\$ 3,149,773</b>	<b>5.6%</b>

### Administration Fund 0001 — Cost Center 23001 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	17.0	\$ 4,399,217	\$ 290,804
Board Approved Adjustments During FY 2009	—	297,243	119,830
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	35,114	—
Internal Service Fund Adjustments	—	(48,252)	—





### Administration Fund 0001 — Cost Center 23001 Major Changes to the Budget

	Positions	Appropriations	Revenues
Other Required Adjustments	—	(14,882)	(34,884)
Subtotal (Current Level Budget)	17.0	\$ 4,668,440	\$ 375,750
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Printing Adjustment	—	(10,000)	—
FY 2010 Voice Communications Adjustment	—	(44)	—
FY 2010 Postage Adjustment	—	(1,000)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (11,044)	\$ —
<b>Total Recommendation</b>	17.0	\$ 4,657,396	\$ 375,750

### Administrative Svcs Fund 0001 — Cost Center 23002 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	216.0	\$ 18,026,240	\$ 2,125,135
Board Approved Adjustments During FY 2009	—	248,900	96,150
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	920,342	—
Internal Service Fund Adjustments	—	156,850	100,000
Other Required Adjustments	—	(471,105)	192,006
Subtotal (Current Level Budget)	216.0	\$ 18,881,227	\$ 2,513,291
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Data Processing Adjustment	—	(1,252)	—
Decision Packages			
1. Allocate Funds for ITEC Project	—	220,500	—
Allocate one-time funds in the amount of \$91,500 and ongoing funds in the amount of \$129,000 for the Sheriff's Office Network Upgrade Project.			
Subtotal (Recommended Changes)	—	\$ 219,248	\$ —
<b>Total Recommendation</b>	216.0	\$ 19,100,475	\$ 2,513,291

### Field Enforcement Bureau Fund 0001 — Cost Center 23003 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	263.0	\$ 44,531,941	\$ 21,558,009
Board Approved Adjustments During FY 2009	—	675,606	443,336
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	1.0	1,798,080	—
Internal Service Fund Adjustments	—	356,801	—
Other Required Adjustments	—	(412,978)	341,753
Subtotal (Current Level Budget)	264.0	\$ 46,949,449	\$ 22,343,098
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			



## Field Enforcement Bureau Fund 0001 — Cost Center 23003

### Major Changes to the Budget

	Positions	Appropriations	Revenues
Reduced Reimbursement to County Communications	—	(7,605)	—
FY 2010 Voice Communications Adjustment	—	(20)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (7,625)	\$ —
<b>Total Recommendation</b>	264.0	\$ 46,941,824	\$ 22,343,098

## Services Bureau Fund 0001 — Cost Center 23004

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	326.0	\$ 49,335,073	\$ 32,329,144
Board Approved Adjustments During FY 2009	1.0	314,374	185,000
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	1,340,948	—
Internal Service Fund Adjustments	—	(128,488)	1,796,722
Other Required Adjustments	—	611,521	(90,140)
Subtotal (Current Level Budget)	327.0	\$ 51,473,428	\$ 34,220,726
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Voice Communications Adjustment	—	169	—
Decision Packages			
1. Delete Elmwood Perimeter Patrol	-2.0	(413,538)	—
This recommendation deletes 2.0 FTE deputy sheriff positions responsible for perimeter security at the Elmwood Complex. This patrol function will be absorbed by existing beat deputies from surrounding areas.			
2. Eliminate Partial Security Staffing for the County Government Center	-4.0	(279,504)	—
This recommendation deletes 4.0 FTE vacant sheriff technician positions responsible for building security at the County Government Center (CGC) and the County Center at Charcot (CCC). This leaves 2.0 FTE deputy sheriff positions and 1.0 FTE sheriff technician responsible for building security at the CGC.			
Subtotal (Recommended Changes)	-6.0	\$ (692,873)	\$ —
<b>Total Recommendation</b>	321.0	\$ 50,780,555	\$ 34,220,726

## Internal Affairs Fund 0001 — Cost Center 23005

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	6.0	\$ 695,332	\$ —
Board Approved Adjustments During FY 2009	—	(3,000)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	46,510	—
Internal Service Fund Adjustments	—	4,482	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	6.0	\$ 743,324	\$ —

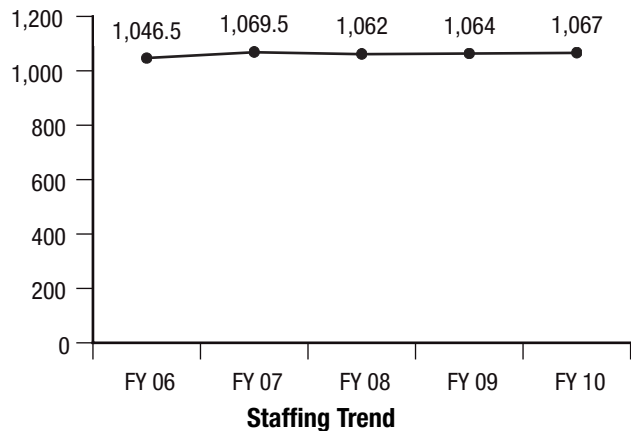
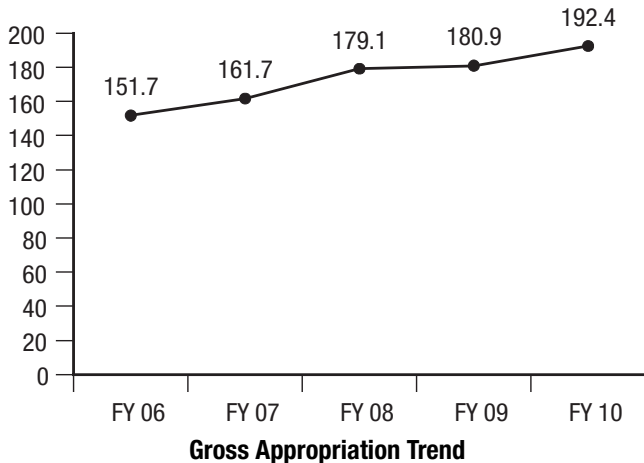
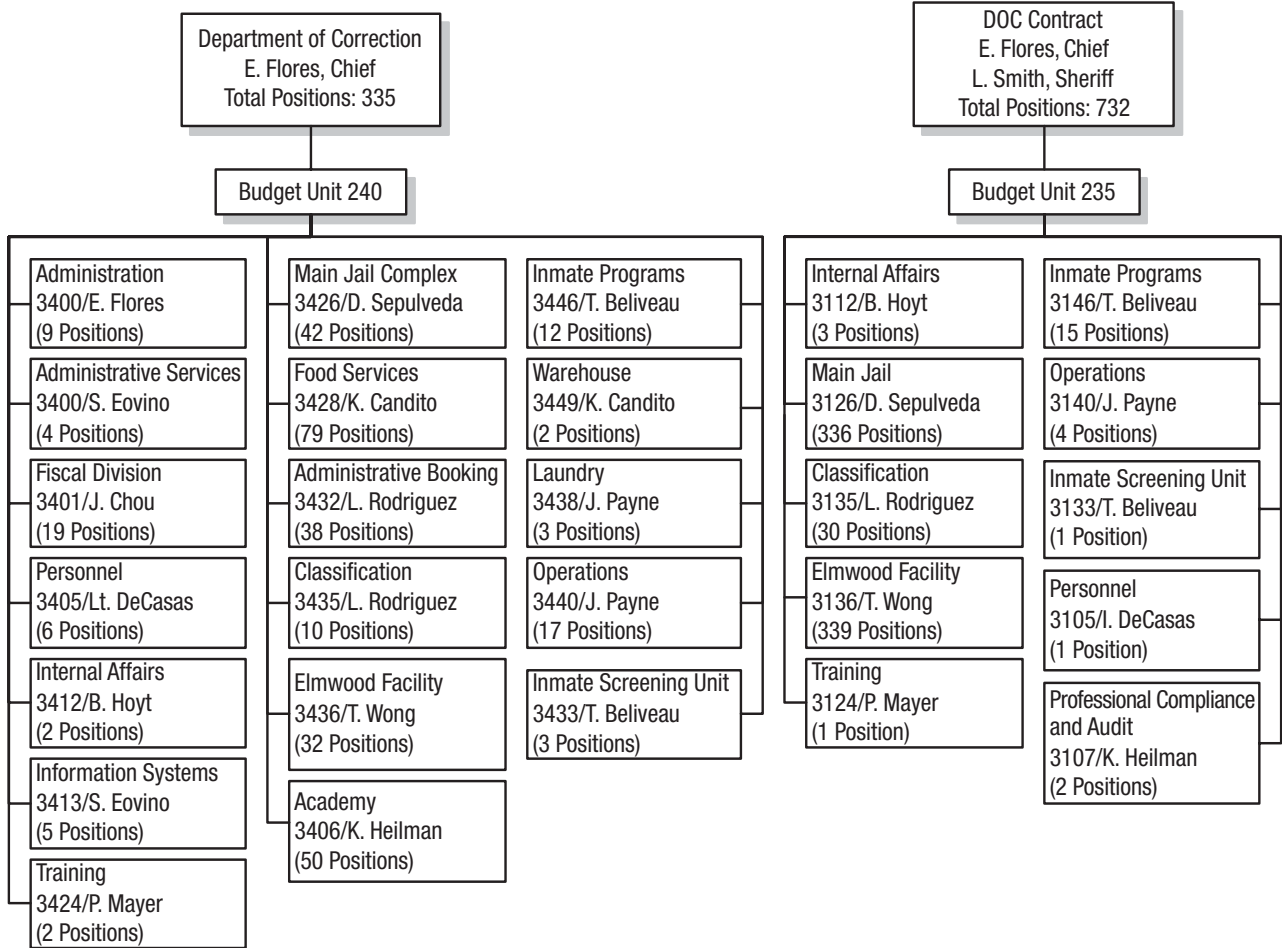


**Internal Affairs Fund 0001 — Cost Center 23005**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	6.0	\$ 743,324	\$ —



# 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) has jurisdiction of operations and facilities relating to institutional care, custody, treatment and rehabilitation of prisoners, both pre-sentenced and sentenced inmates. The DOC serves and protects the citizens of the County by detaining those under its supervision in a safe and secure environment, while providing humane care, custody, and control. The DOC maximizes opportunities for offenders to participate in programs designed to reduce criminal behavior and enhance reintegration into the community.

### Custody

To properly house inmates in safe and secure facilities and in the least restrictive environment, the following services include:

**Intake Booking:** All Intake Booking is done at the Main Jail and initiates the County custody process for most inmates. Arresting agencies bring arrestees to the Main Jail. The inmate is then medically screened, positively identified, and entered into the Criminal Justice Information Control (CJIC) computer. If the offense is citable, the inmate is cited and released. The County Pretrial Services Department is available to screen the inmates for Own Recognizance (OR) releases. If the

inmate is not released, the inmate is classified and housed accordingly. The DOC accepts and processes about 70,000 arrestees per year.

**Release:** Inmates who are scheduled to be released are done so in a timely manner. They receive their personal clothing, property and any money in their inmate trust account. Inmates who do not have clothing will be provided with donated clothing. Proper identification will be made to ensure the release of the correct inmate.

**Classify Inmates:** The classification process is designed to identify the individual characteristics of each inmate based on behavior, criminal history, in-custody history, judicial status, and the individual or special needs of the inmate. Once compiled, the information is used to determine the inmate's security level and housing placement. The Classification Plan requires continuous reviews of inmates' custody and judicial status updates for housing changes and inmate movement. The Classification Plan is considered the first line of security for the facilities. Proper identification and placement of inmates prevents assaults, escapes, major disturbances, major gang activity, and extortion.

**Inmate Labor Management:** All sentenced inmates are required to work. The inmates are selected by the Assignment Officer, screened and approved by Classification and Medical to work in the Kitchen,

Laundry, Operations, Industries, Auto Body Shop, Janitor, Barracks Orderly, and other areas. The management of inmate labor 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.

**Inmate Orientation, Rules and Conduct:** The Inmate Orientation and rulebook is posted and distributed to all inmates. The inmates are responsible to read, understand and follow the jail rules. Rule violations are investigated for infractions or criminal charges.

**Alternative Sentencing:** The Inmate Screening Unit located at the Elmwood Complex screens the inmates for the Public Service Program and the Day Reporting Program. Upon approval, eligible inmates are released from custody to these programs.

**Maintain Accurate Records:** The DOC maintains individual inmate records, which 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. The DOC maintains written records of all incidents which result in physical harm, or serious threat of physical harm, to an employee or inmate.

## Housing

To provide effective custody of inmates in a safe and controlled environment, to reduce inmate claims, and to meet required mandates. The following service areas include:

**Provide Shelter:** All inmates are housed in an environment that meets California Code of Regulations Title 15 and 24 Environmental Health standards. Inmates are provided a bed, furnishings to enable them to conduct daily activities, access to personal hygiene facilities, and access to recreational areas. All housing areas are supervised 24 hours a day, seven days a week.

**Provide Nutritious Food:** The Food Service Division provides satisfying, nutritious and cost-effective meals in accordance with state mandates. Food service staff, with the assistance of inmate workers, deliver quality service to inmates, staff and other agencies. The Food Service Division provides about 15,000 meals daily, including special diets.

**Provide Visitation for Inmates:** Facilities provide the opportunity for each inmate to have visits; the Elmwood Complex provides opportunity for two half hour visits each week and the Main Jail Complex provides opportunity for two one hour visits each week. Visits require supervision and screening of visitors.

**Provide Clean Laundry:** All inmates receive climatically suitable clothing upon admittance to the facility and are allowed to regularly exchange dirty clothing for clean clothing including: undergarments, outer garments, socks, footwear, bed linen and blankets. Inmates performing special assignments are issued clothing essential to perform such assignments such as food service, agricultural, sanitation, mechanical and other specified work. The DOC washes approximately three million pounds of inmate laundry each year; 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. All inmates have access to the Jail Chaplain's staff through the Inmate Request Form process.

**Provide Access to Telephones:** All inmates are provided reasonable access to use telephones beyond those telephone calls required by Section 851.5 of the Penal Code. Inmates with hearing impairment have access to equipment to enable them to communicate telephonically, which is in compliance with ADA requirements.

**Provide Access to Courts:** All inmates are provided access to the Court and to legal counsel via mail, telephone and confidential consultation with attorneys. Inmates are also provided access to legal documents through the Legal Research Associates.

**Provide Access to Mail:** All inmates may correspond freely with family members and friends. Inmates may correspond confidentially with state and federal courts, attorneys, public officers, facility commander and the State Board of Corrections. Inmates' legal mail is directly delivered to the inmates. Inmates without funds shall be permitted at least two postage paid letters each week. Mail must be opened and inspected for contraband by staff prior to delivery.

## Medical Care

The DOC, through Custody Health Services, provides for reasonable standard care in order to achieve the appropriate level of health care. This includes medical, dental, 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:** The DOC offers several intensive substance abuse recovery programs for inmates who are court-ordered into a program or who voluntarily seek assistance. Milpitas Adult Education (MAE) instructors teach the core Substance Abuse Education courses, while MAE and volunteers provide related classes and services, such as co-dependency, communication skills, parenting, world cultures, health realization, and trauma recovery. DOC staff work closely with the Courts to intake, screen, enroll, monitor and report on the progress of inmates who are ordered by the Court to attend these programs.

**Primary and Secondary Academic and Literacy Programs:** MAE provides a variety of academic classes to inmates including GED, English-as-a-Second Language (ESL), basic study skills, math and English review, and art. Approximately 200 inmates receive their GEDs annually while incarcerated. MAE has expanded GED testing to include program participants who report to the Day Reporting Center.

**Vocational, Job Readiness and Exit Planning Classes:** The DOC contracts with MAE to provide a variety of vocational skill and job preparation classes. Through the Correctional Industries program, inmates are taught in areas such as welding, cabinet making, carpentry, upholstery, blueprint reading, applied vocational math, and industrial safety. MAE also provides classes in basic computer skills and computer software applications to inmates at the Elmwood Complex and the Day Reporting Center. In the Job Readiness/Retention and Exit Planning classes, inmates are taught how to fill out job applications, how to interview, and construct resumes on computers.

**Life Skills Classes:** The DOC provides a variety of classes that are focused on individual topics related to criminal behavior and substance abuse. These are

offered as components to the comprehensive substance abuse programs or as “stand-alone” classes. Topics include Health Realization, parenting, domestic violence prevention, relapse prevention and trauma recovery.

In the PACT (Parents and Children Together) program, mothers who participate in parenting education classes can earn the privilege of having weekly contact program visits with their children, which reduces the trauma experienced by children.

## Administrative and Support Services

Required to maintain a safe work environment, ensure that facilities have the best-qualified workforce, well-trained staff, and properly maintained facilities. These service areas include the following:

**Enforce OSHA Standards:** The correctional facilities cooperate with the County Occupational Safety and Environmental Compliance (OSEC) and conduct periodic inspections to ensure environmental and maintenance problems are handled expeditiously. The DOC provides OSHA-mandated training to employees and maintains the required postings in the safety center, and responds to OSHA’s on-site unannounced inspections. The OSHA standards relating to the self-contained breathing apparatus, workplace safety, and chemical storage are handled through DOC Building Operations.

**Operate Safety Program:** The correctional facilities ensure that the information employees are required to have can be accessed and is posted in the Safety Center {i.e. Injury and information specific to the Injury and Illness Prevention Plan (IIPP), Exposure Control Program, Respiratory Protection Program, and OSEC training information}. The Safety Center also has safety handouts and Material Safety Data Sheets for chemicals used on the premises.

**TB Testing:** The correctional facilities comply with the State Department of Health Services Communicable Disease Control Division regulations to perform annual TB tests on all employees. TB Testing requires employee screening, prevention, base line identification and treatment. Inmates are also screened and/or tested upon admission and annually thereafter.

**Blood-borne Pathogen Testing:** Blood-borne Pathogen Training is conducted by the facility Infection Control Manager. The DOC provides four hours of training yearly to badge staff and maintains educational postings regarding blood-borne pathogens in many common areas throughout the facilities.

**Communicable Disease Prevention and Training:** The DOC has developed a policy for evaluating and implementing an effective communicable disease program that is of special concern to jails due to their common occurrence, seriousness, or potential spread to inmates and staff. The policy outlines strategies that will be followed in dealing with an identified disease along with any educational or preventative measures. The DOC is required to identify, treat, control, follow-up, train, take precautions and maintain statistics for communicable disease. Staff is required to receive training in the prevention and handling of communicable diseases. Steps are in place to safeguard officers and inmates to control spreading of communicable disease in this high-risk jail environment. All inmates receive medical screening for communicable diseases prior to admission.

**Professional Development:** The Standards Training Commission (STC) requires 80 hours of supervisory training specific to supervision within one year of promotion. All badge staff is required to maintain current CPR, AED and First Aid certification and receive 24 hours of STC training annually. Badge staff receives cross training in a variety of assignments, including Fire and Emergency Response Team (ERT) training. Badge staff is encouraged to participate in the Career Incentive Program (CIP), which is an incentive plan to stimulate the career of law enforcement officers to continue and broaden their educational background. This program provides recognition to the staff that have attained

certain levels of educational background and who exhibit interest in continuing their education above these levels.

**Basic Academy:** The DOC provides all new recruits a basic training academy. This academy is a 12-week, two-part program of instruction. Part I is the Adult Corrections Officer Core Course consisting of a minimum of 204 hours of instruction in specific instructional objectives and Part II is devoted to approximately 276 hours of Agency Specific criteria. Entry-level correctional officers must complete this course of instruction as demonstrated by a satisfactory level of proficiency on relevant achievement tests prior to assignment in a jail facility.

**Recruitment and Selection:** The DOC is responsible for the recruitment and selection of Correctional Officer Cadets. The DOC works closely with the County to carefully screen applicants and to administer the initial entrance exam. The DOC has a comprehensive testing process to select the most qualified applicants, which includes: a physical agility test, an oral board exam, polygraph exam, a background review, medical, and psychiatric screening. This is done in collaboration with outside vendors.

**Building Maintenance:** The DOC is responsible for maintaining numerous buildings to the guidelines outlined by the Board of Corrections, Fire Marshal and Health Department. Staff conducts daily, weekly and monthly cleanliness inspection of the facilities in order to maintain a clean and healthy environment for staff and inmates. DOC Building Operations handles all maintenance requests generated by facility staff. In cooperation with County Facilities and Fleet, calls are routed to contractors, handled by inmates and DOC Operations Staff, or sent to Facilities and Fleet personnel for completion.

## Current and Emerging Issues

### State Prison Population

The State of California is experiencing significant overcrowding in its correctional facilities. A panel of three federal judges has issued a tentative ruling in the matter of *Ralph Coleman et. al. v. Arnold Schwarzenegger and Marciano Plata et. al. v. Arnold Schwarzenegger*. If the tentative ruling becomes the final order then the state

prison population will be capped between 120% and 145% of design capacity. This cap must be achieved within two to three years of the final ruling. The method of achieving this cap is undefined at this time. Accordingly, the DOC cannot assess the impact of implementation of this cap on its inmate population. The ruling also discussed using state savings from



housing fewer prisoners to offset any increased burden on the counties. However, this is also undefined at this time.

### Local Inmate Population and Revenue

Beginning in fiscal year 2003, the local inmate population (the inmate population exclusive of those held on behalf of other agencies) has increased 3 - 5% each year. There was also a spike in the population in the fall of 2007. However, FY 2009 has experienced a modest decline in population. Should the increase in the local population resume, it could limit the DOC's ability to accept voluntary revenue-generating inmates from other agencies and could potentially reduce future revenue.

### 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, the DOC has seen a dramatic increase in inmates requiring protective custody, primarily due to affiliation with gangs. The DOC is challenged 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 at a much higher cost of service. The security staffing for the Elmwood medical housing unit would be about a \$2 million per year. The DOC has also seen a dramatic increase in the number of inmates displaying mental health disorders. Over the past four 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. The County is in the process of conducting a jail needs assessment which will include recommendations for future facilities. This report is expected to be finalized in the fall of 2009.

## 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	Enables the department to continue to prepare an excess of 5,500,000 meals annually, in a safe and healthy way.	▣
Main Jail Complex	Yes	Mandated	Inmates and DOC staff will continue to be provided with safe and healthy meals.	▣
Administration/Support	Yes	Required		■
Other Inmate Welfare Fund Positions	No	Non-Mandated		■
Inmate Screening Unit	Yes	Non-Mandated		■
Out of Custody Programs	Yes	Non-Mandated		■
Vocational Programs	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
Food Service Officer's Dining Room	Yes	Non-Mandated		■
Administrative Booking	Yes	Mandated		■
Facility Maintenance	Yes	Mandated		■
PC 4025 IWF Programs	Yes	Mandated		■
Weekend Work Program	Yes	Mandated	Duties/skills of added job codes are indicative of what is required for position.	▣
Training	Yes	Mandated		■
Classification	Yes	Mandated		■
Internal Affairs	Yes	Mandated		■
Food Services	Yes	Mandated		■
Inmate Visits	Yes	Non-Mandated		■
Laundry	Yes	Mandated		■

Impact on Current Level of Service:

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

## County Executive's Recommendation

The Department of Correction was assigned a \$1,250,000 reduction target for FY 2010. After analysis of the budget proposal submitted by the department and consideration of alternative reductions, the Acting County Executive recommends the following actions, that will contribute to balancing the General Fund budget.

### ▣ Elmwood Complex

**Federal Prisoner Housing Revenue:** This recommendation increases the revenue related to Federal prisoner housing of Immigration and Customs Enforcement (ICE) prisoners, while reducing the ICE population.

**Service Impact:** The Department is negotiating a separate agreement with the Department of Homeland Security (DHS) for the ICE prisoners. As a result of the of the department submitting DHS' Jail Services Cost Statements last Fall, the DHS agreed to higher daily rates because it recognized that it had imposed more stringent demands on the department. Additionally, since the department was not receiving additional compensation for housing the ICE prisoners in Unit 8A

(Mental Health), the practice has been to remove those prisoners from the department's custody. It is anticipated that this practice will continue.

**Ongoing Savings: \$74,211**

**Inmate Welfare Fund Reimbursement:** This recommendation increases the reimbursement from the Inmate Welfare Fund (IWF).

**Service Impact:** As a result of a County lawsuit settlement agreement wherein all related issues were resolved, the County retained an independent auditor to conduct a review and verify an independent consultant's time study for IWF-funded positions. The independent consultant performed the time study wherein current IWF tasks and added and/or deleted tasks were examined, based in part on input from DOC staff. Additionally, the independent consultant requested those staff members who perform IWF tasks to keep track of these for three separate weeks, four days each week and directly submit them. The independent consultant, based on his interpretation of the settlement agreement, then provided preliminary time study results to DOC Fiscal staff, wherein FY 2010 salary and benefit rates were applied to this data. Based on the independent consultant's preliminary results, the DOC has calculated that an increase in the reimbursement by

the IWF to the General Fund is warranted. The independent auditor will verify that what the IWF is paying for is consistent with the time study.

**Ongoing Savings: \$104,090**

### Allocate One-time Funding in the Amount of \$339,000 for Kitchen Equipment:

Item	Amount
Cambro Carts (3)	\$3,000
Deep Fat Fryers (2)	\$8,400
Dishwasher (1)	\$20,000
Flat Bed Carts (2)	\$1,600
Gas Range (2)	\$16,000
Gas Range with Grill (1)	\$10,000
Hobart Mixer (1)	\$40,000
Man Lift (1)	\$15,000
Retherm Carts (10)	\$100,000
ODR Serving Line (Main Jail) (1)	\$11,000
Steamer - Table Top (1)	\$6,000
Thawing Carts (10)	\$15,000
Tilt Skillet (1)	\$13,000
Transport Carts (20)	\$40,000
Tray Storage Racks (20)	\$40,000
<b>Total</b>	<b>\$339,000</b>

**Service Impact:** The current kitchen equipment is twenty years old and in addition to being aged is prone to failure. Failure of this critical equipment could cause the DOC to be unable to prepare food. With the replacement of this kitchen equipment, the DOC will be able to continue to prepare in excess of 5,500,000 meals each year for inmates and County custody staff, in a safe and healthy way.

**One-time Cost: \$339,000**

## Main Jail

**Federal Prisoner Housing Revenue:** This recommendation increases the revenue related to Federal prisoner housing of Immigration and Customs Enforcement (ICE) prisoners and reduces the ICE population.

**Service Impact:** The Department is negotiating a separate agreement with the Department of Homeland Security (DHS) for the ICE prisoners. As a result of the of the department submitting DHS' Jail Services Cost Statements last Fall, the DHS agreed to higher daily

rates because it recognized that it had imposed more stringent demands on the department. Additionally, since the department was not receiving additional compensation for housing the ICE prisoners in Unit 8A (Mental Health), the practice has been to remove those prisoners from the department's custody. It is anticipated that this practice will continue.

**Ongoing Savings: \$667,900**

**Inmate Welfare Fund Reimbursement:** This recommendation increases the reimbursement from the Inmate Welfare Fund (IWF).

**Service Impact:** As a result of a County lawsuit settlement agreement wherein all related issues were resolved, the County retained an independent auditor to conduct a review and verify an independent consultant's time study for IWF-funded positions. The independent consultant performed the time study wherein current IWF tasks and added and/or deleted tasks were examined, based in part on input from DOC staff. Additionally, the independent consultant requested those staff members who perform IWF tasks to keep track of these for three separate weeks, four days each week and directly submit them. The independent consultant, based on his interpretation of the settlement agreement, then provided preliminary time study results to DOC Fiscal staff, wherein FY 2010 salary and benefit rates were applied to this data. Based on the independent consultant's preliminary results, the DOC has calculated that an increase in the reimbursement by the IWF to the General Fund is warranted. The independent auditor will verify that what the IWF is paying for is consistent with the time study.

**Ongoing Savings: \$410,800**

**Mental Health Housing Revenue Enhancement:** The Department of Correction (DOC), in collaboration with the Santa Clara Valley Health & Hospital System, will work to develop additional revenue-generating contracts, consistent with the current operating model, in addition to that already budgeted as a result of existing contracts with several county jails for the provision of acute Mental Health Services within the County Jail. To meet its reduction target, CSCHS had initially proposed eliminating outpatient mental health services for inmates. These mental health services are an important component of maintaining the health and

well being of inmates, thus the alternative of generating \$474,000 in additional revenue through contracting is being recommended.

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

**Ongoing Savings: \$474,000**

## Weekend Work Program

**Add and Delete Action:** Add 7.0 FTE Correctional Officer positions and Delete 7.0 FTE Custody Support Assistants positions from the Program Unit.

**Ongoing Cost: \$317,048**

**Service Impact:** Reclassifying these positions will allow the Programs Unit to perform security and control of participants serving judicial sentences in alternative sentencing programs including the Weekend Work Program and Public Service Program. These programs keep approximately 800 individuals out of custody on a daily basis. The job description of the current Custody Support Assistant classification does not include essential job duties such as maintaining a Class B Driver's License and maintaining supervision and control over the participants serving their sentences in these programs.

## Sheriff's Doc Contract — Budget Unit 235 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
3107	Professional Compliance Audit Unit Fund 0001	—	310,685	311,884	325,288	14,603	4.7%
3124	Training And Staff Dev Fund 0001	463,674	245,883	246,483	286,052	40,169	16.3%
3133	Inmate Screening Unit Fund 0001	149,337	133,093	133,693	174,694	41,601	31.3%
23503	Main Jail Complex Fund 0001	45,968,700	47,364,902	47,552,152	51,587,435	4,222,532	8.9%
3136	Elmwood Men's Facility Fund 0001	45,789,610	48,369,129	48,558,018	51,498,204	3,129,075	6.5%
3135	Classification Fund 0001	4,095,167	4,210,341	4,364,511	4,761,025	550,684	13.1%
3146	Inmate Progs-Psp Fund 0001	1,340,610	1,444,204	1,448,960	2,413,997	969,793	67.2%
23509	Central Services Fund 0001	502,406	567,072	569,270	616,521	49,449	8.7%
3112	Internal Affairs Fund 0001	856,924	509,439	511,117	532,205	22,766	4.5%
<b>Total Net Expenditures</b>		<b>\$ 99,166,429</b>	<b>\$ 103,154,748</b>	<b>\$ 103,696,647</b>	<b>\$ 112,195,421</b>	<b>\$ 9,040,673</b>	<b>8.8%</b>

## Sheriff's Doc Contract — Budget Unit 235 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
3107	Professional Compliance Audit Unit Fund 0001	—	310,685	311,884	325,288	14,603	4.7%
3124	Training And Staff Dev Fund 0001	463,674	245,883	246,483	286,052	40,169	16.3%
3133	Inmate Screening Unit Fund 0001	149,337	133,093	133,693	174,694	41,601	31.3%
23503	Main Jail Complex Fund 0001	45,968,700	47,364,902	47,552,152	51,587,435	4,222,532	8.9%
3136	Elmwood Men's Facility Fund 0001	45,789,610	48,369,129	48,558,018	51,498,204	3,129,075	6.5%



### Sheriff's Doc Contract — Budget Unit 235 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
3135	Classification Fund 0001	4,095,167	4,210,341	4,364,511	4,761,025	550,684	13.1%
3146	Inmate Progs-Psp Fund 0001	1,340,610	1,444,204	1,448,960	2,413,997	969,793	67.2%
23509	Central Services Fund 0001	502,406	567,072	569,270	616,521	49,449	8.7%
3112	Internal Affairs Fund 0001	856,924	509,439	511,117	532,205	22,766	4.5%
<b>Total Gross Expenditures</b>		<b>\$ 99,166,429</b>	<b>\$ 103,154,748</b>	<b>\$ 103,696,647</b>	<b>\$ 112,195,421</b>	<b>\$ 9,040,673</b>	<b>8.8%</b>

### Sheriff's Doc Contract — Budget Unit 235 Expenditures by Object

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 99,177,849	\$ 103,154,748	\$ 103,696,647	\$ 112,195,421	\$ 9,040,673	8.8%
Fixed Assets	(11,419)	—	—	—	—	—
<b>Subtotal Expenditures</b>	<b>99,166,429</b>	<b>103,154,748</b>	<b>103,696,647</b>	<b>112,195,421</b>	<b>9,040,673</b>	<b>8.8%</b>
<b>Total Net Expenditures</b>	<b>99,166,429</b>	<b>103,154,748</b>	<b>103,696,647</b>	<b>112,195,421</b>	<b>9,040,673</b>	<b>8.8%</b>

### Professional Compliance Audit Unit Fund 0001 — Cost Center 3107 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	2.0	\$ 310,685	\$ —
Board Approved Adjustments During FY 2009	—	1,199	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	13,404	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	2.0	\$ 325,288	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>2.0</b>	<b>\$ 325,288</b>	<b>\$ —</b>

### Training And Staff Dev Fund 0001 — Cost Center 3124 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	2.0	\$ 245,883	\$ —
Board Approved Adjustments During FY 2009	—	600	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	39,569	—
Internal Service Fund Adjustments	—	—	—



### Training And Staff Dev Fund 0001 — Cost Center 3124 Major Changes to the Budget

	Positions	Appropriations	Revenues
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	2.0	\$ 286,052	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>2.0</b>	<b>\$ 286,052</b>	<b>\$ —</b>

### Inmate Screening Unit Fund 0001 — Cost Center 3133 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	1.0	\$ 133,093	\$ —
Board Approved Adjustments During FY 2009	—	600	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	41,002	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	1.0	\$ 174,694	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>1.0</b>	<b>\$ 174,694</b>	<b>\$ —</b>

### Main Jail Complex Fund 0001 — Cost Center 23503 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	335.0	\$ 47,364,902	\$ —
Board Approved Adjustments During FY 2009	—	187,250	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	1.0	4,035,283	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	0	—
Subtotal (Current Level Budget)	336.0	\$ 51,587,435	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>336.0</b>	<b>\$ 51,587,435</b>	<b>\$ —</b>



### Elmwood Men's Facility Fund 0001 — Cost Center 3136 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	340.0	\$ 48,369,129	\$ —
Board Approved Adjustments During FY 2009	—	188,888	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-1.0	2,940,187	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	339.0	\$ 51,498,204	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>339.0</b>	<b>\$ 51,498,204</b>	<b>\$ —</b>

### Classification Fund 0001 — Cost Center 3135 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	28.0	\$ 4,210,341	\$ —
Board Approved Adjustments During FY 2009	2.0	154,171	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	396,514	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	0	—
Subtotal (Current Level Budget)	30.0	\$ 4,761,025	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>30.0</b>	<b>\$ 4,761,025</b>	<b>\$ —</b>

### Inmate Progs-Psp Fund 0001 — Cost Center 3146 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	8.0	\$ 1,444,204	\$ —
Board Approved Adjustments During FY 2009	—	4,756	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	79,285	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	8.0	\$ 1,528,245	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			



### Inmate Progs-Psp Fund 0001 — Cost Center 3146 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Decision Packages</b>			
1. Add 7.0 FTE Positions	7.0	885,752	—
This recommendation adds 7.0 FTE Correctional Officers to the Programs Unit.			
Subtotal (Recommended Changes)	7.0	\$ 885,752	\$ —
<b>Total Recommendation</b>	15.0	\$ 2,413,997	\$ —

### Central Services Fund 0001 — Cost Center 23509 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	4.0	\$ 567,072	\$ —
Board Approved Adjustments During FY 2009	—	2,198	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	47,251	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	4.0	\$ 616,521	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	4.0	\$ 616,521	\$ —

### Internal Affairs Fund 0001 — Cost Center 3112 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	3.0	\$ 509,439	\$ —
Board Approved Adjustments During FY 2009	—	1,679	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	21,087	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	3.0	\$ 532,205	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	3.0	\$ 532,205	\$ —





**Department Of Correction — Budget Unit 240**  
**Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
3400	Administration Fund 0001	\$ 6,445,068	\$ 5,114,777	\$ 5,150,072	\$ 5,225,119	\$ 110,342	2.2%
3406	Academy Fund 0001	—	834,687	834,687	1,530,248	695,561	83.3%
3407	Professional Compliance Audit Unit Fund 0001	—	27,500	27,500	27,500	—	—
3433	Inmate Screening Unit Fund 0001	302,597	385,771	385,771	392,067	6,296	1.6%
24002	Administrative Services Bureau Fund 0001	4,363,845	4,815,221	4,815,221	4,537,380	(277,841)	-5.8%
24003	Main Jail Complex Fund 0001	21,161,026	23,918,048	23,888,628	24,691,611	773,563	3.2%
3436	Elmwood Men's Facility Fund 0001	18,761,796	19,582,516	19,656,169	19,956,553	374,037	1.9%
3432	Admin Booking Fund 0001	2,805,412	3,778,764	3,778,764	3,799,919	21,155	0.6%
3435	Classification Fund 0001	948,987	1,075,210	1,075,210	1,105,130	29,920	2.8%
24008	Inmate Program Fund 0001	1,941,513	2,580,400	2,676,347	2,183,848	(396,552)	-15.4%
24009	Central Services Fund 0001	15,526,172	15,099,280	15,099,280	16,074,113	974,833	6.5%
24011	Internal Affairs	318,685	411,631	411,631	481,002	69,371	16.9%
<b>Total Net Expenditures</b>		<b>\$ 72,575,101</b>	<b>\$ 77,623,804</b>	<b>\$ 77,799,280</b>	<b>\$ 80,004,489</b>	<b>\$ 2,380,685</b>	<b>3.1%</b>

**Department Of Correction — Budget Unit 240**  
**Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
3400	Administration Fund 0001	\$ 6,587,002	\$ 5,114,777	\$ 5,150,072	\$ 5,225,119	\$ 110,342	2.2%
3406	Academy Fund 0001	—	834,687	834,687	1,530,248	695,561	83.3%
3407	Professional Compliance Audit Unit Fund 0001	—	27,500	27,500	27,500	—	—
3433	Inmate Screening Unit Fund 0001	302,597	385,771	385,771	392,067	6,296	1.6%
24002	Administrative Services Bureau Fund 0001	4,664,890	4,815,221	4,815,221	4,537,380	(277,841)	-5.8%
24003	Main Jail Complex Fund 0001	21,253,976	23,918,048	23,888,628	24,691,611	773,563	3.2%
3436	Elmwood Men's Facility Fund 0001	19,239,274	19,582,516	19,656,169	19,956,553	374,037	1.9%
3432	Admin Booking Fund 0001	2,955,172	3,778,764	3,778,764	3,799,919	21,155	0.6%
3435	Classification Fund 0001	948,987	1,075,210	1,075,210	1,105,130	29,920	2.8%
24008	Inmate Program Fund 0001	2,963,149	2,580,400	2,676,347	2,183,848	(396,552)	-15.4%
24009	Central Services Fund 0001	15,800,148	15,247,780	15,247,780	16,229,113	981,333	6.4%
24011	Internal Affairs	318,685	411,631	411,631	481,002	69,371	16.9%
<b>Total Gross Expenditures</b>		<b>\$ 75,033,879</b>	<b>\$ 77,772,304</b>	<b>\$ 77,947,780</b>	<b>\$ 80,159,489</b>	<b>\$ 2,387,185</b>	<b>3.1%</b>



## Department Of Correction — Budget Unit 240 Expenditures by Object

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 29,208,245	\$ 31,271,716	\$ 31,497,630	\$ 31,949,535	\$ 677,819	2.2%
Services And Supplies	45,450,895	46,354,588	46,214,497	47,978,954	1,624,366	3.5%
Fixed Assets	374,740	146,000	235,653	231,000	85,000	58.2%
<b>Subtotal Expenditures</b>	<b>75,033,879</b>	<b>77,772,304</b>	<b>77,947,780</b>	<b>80,159,489</b>	<b>2,387,185</b>	<b>3.1%</b>
Expenditure Transfers	(2,458,778)	(148,500)	(148,500)	(155,000)	(6,500)	4.4%
<b>Total Net Expenditures</b>	<b>72,575,101</b>	<b>77,623,804</b>	<b>77,799,280</b>	<b>80,004,489</b>	<b>2,380,685</b>	<b>3.1%</b>

## Department Of Correction — Budget Unit 240 Revenues by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
3400	Administration Fund 0001	\$ 2,611,888	\$ 2,256,774	\$ 2,197,932	\$ 2,335,051	\$ 78,277	3.5%
24002	Administrative Services Bureau Fund 0001	(6,988,591)	2,403,394	2,807,989	2,403,465	71	0.0%
24003	Main Jail Complex Fund 0001	12,972,444	11,692,881	11,830,185	13,481,629	1,788,748	15.3%
3436	Elmwood Men's Facility Fund 0001	3,666,881	3,875,797	3,875,797	3,984,695	108,898	2.8%
3432	Admin Booking Fund 0001	—	137,024	137,024	62,512	(74,512)	-54.4%
24008	Inmate Program Fund 0001	58,783	1,256,515	1,352,462	1,585,674	329,159	26.2%
24009	Central Services Fund 0001	62,876	40,000	40,000	246,793	206,793	517.0%
24011	Internal Affairs	1,674	—	—	—	—	—
	<b>Total Revenues</b>	<b>\$ 12,385,954</b>	<b>\$ 21,662,385</b>	<b>\$ 22,241,389</b>	<b>\$ 24,099,819</b>	<b>\$ 2,437,434</b>	<b>11.3%</b>

## Administration Fund 0001 — Cost Center 3400 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	13.0	\$ 5,114,777	\$ 2,256,774
Board Approved Adjustments During FY 2009	—	35,295	(58,842)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	51,408	—
Internal Service Fund Adjustments	—	58,764	—
Other Required Adjustments	—	(35,295)	124,180
Subtotal (Current Level Budget)	13.0	\$ 5,224,949	\$ 2,322,112
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Voice Communications Adjustment	—	170	—



### Administration Fund 0001 — Cost Center 3400 Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
1. Realize \$12,939 in Ongoing Revenue from the Inmate Welfare Fund	—	—	12,939
This recommendation recognizes an increased reimbursement from the Inmate Welfare Fund (IWF). This increase is based on the results of an independent auditor's time study. The performance of a biennial time study is a requirement of the January 2008 IWF settlement agreement.			
Subtotal (Recommended Changes)	—	\$ 170	\$ 12,939
<b>Total Recommendation</b>	13.0	\$ 5,225,119	\$ 2,335,051

### Academy Fund 0001 — Cost Center 3406 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	—	\$ 834,687	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	50.0	419,561	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	276,000	—
Subtotal (Current Level Budget)	50.0	\$ 1,530,248	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	50.0	\$ 1,530,248	\$ —

### Professional Compliance Audit Unit Fund 0001 — Cost Center 3407 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	—	\$ 27,500	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 27,500	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 27,500	\$ —



### Inmate Screening Unit Fund 0001 — Cost Center 3433 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	3.0	\$ 385,771	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	6,296	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	3.0	\$ 392,067	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>3.0</b>	<b>\$ 392,067</b>	<b>\$ —</b>

### Administrative Services Bureau Fund 0001 — Cost Center 24002 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	82.0	\$ 4,815,221	\$ 2,403,394
Board Approved Adjustments During FY 2009	—	—	404,595
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-50.0	129,334	—
Internal Service Fund Adjustments	—	(4,877)	—
Other Required Adjustments	—	(397,684)	(482,585)
Subtotal (Current Level Budget)	32.0	\$ 4,541,994	\$ 2,325,404
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Voice Communications Adjustment	—	374	—
FY 2010 Data Processing Adjustment	—	(4,988)	—
Decision Packages			
1. Realize \$78,061 in Ongoing Revenue from the Inmate Welfare Fund	—	—	78,061
This recommendation recognizes an increased reimbursement from the Inmate Welfare Fund (IWF). This increase is based on the results of an independent auditor's time study. The performance of a biennial time study is a requirement of the January 2008 IWF settlement agreement.			
Subtotal (Recommended Changes)	—	\$ (4,614)	\$ 78,061
<b>Total Recommendation</b>	<b>32.0</b>	<b>\$ 4,537,380</b>	<b>\$ 2,403,465</b>

### Main Jail Complex Fund 0001 — Cost Center 24003 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	42.0	\$ 23,918,048	\$ 11,692,881
Board Approved Adjustments During FY 2009	—	(29,420)	137,304
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	63,711	—



## Main Jail Complex Fund 0001 — Cost Center 24003

### Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	622,936	423,216
Other Required Adjustments	—	(65,568)	(111,595)
Subtotal (Current Level Budget)	42.0	\$ 24,509,707	\$ 12,141,806
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Voice Communications Adjustment	—	1,963	—
Adjust CSCHS operation costs reimbursement from Main Jail	—	179,941	—
Decision Packages			
1. Realize \$667,900 in Ongoing Revenue from the Federal Government	—	—	667,900
This recommendation recognizes additional Federal Prisoner Housing revenue due to an increase in the Daily Jail Rate and a reduction in the number of Immigration and Customs Enforcement (ICE) prisoners required to be held.			
2. Realize \$197,923 in Ongoing Revenue from the Inmate Welfare Fund	—	—	197,923
This recommendation recognizes an increased reimbursement from the Inmate Welfare Fund (IWF). This increase is based on the results of an independent auditor's time study. The performance of a biennial time study is a requirement of the January 2008 IWF settlement agreement.			
3. Realize \$474,000 in Ongoing Revenue from Other Counties	—	—	474,000
This recommendation recognizes additional revenue from housing other counties' mental health inmates in Department of Correction facilities.			
Subtotal (Recommended Changes)	—	\$ 181,904	\$ 1,339,823
<b>Total Recommendation</b>	<b>42.0</b>	<b>\$ 24,691,611</b>	<b>\$ 13,481,629</b>

## Elmwood Men's Facility Fund 0001 — Cost Center 3436

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	32.0	\$ 19,582,516	\$ 3,875,797
Board Approved Adjustments During FY 2009	—	73,653	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	132,329	—
Internal Service Fund Adjustments	—	216,993	—
Other Required Adjustments	—	(48,501)	232,473
Subtotal (Current Level Budget)	32.0	\$ 19,956,990	\$ 4,108,270
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Adjust CSCHS operation costs reimbursement from Elmwood	—	(153)	—
FY 2010 Voice Communications Adjustment	—	(284)	—
Decision Packages			
1. Realize \$74,211 in Ongoing Revenue from the Federal Government	—	—	74,211



### Elmwood Men's Facility Fund 0001 — Cost Center 3436 Major Changes to the Budget

	Positions	Appropriations	Revenues
This recommendation recognized additional Federal Prisoner Housing revenue due to an increase in the Daily Jail Population Rate and a reduction in the number of Immigration and Customs Enforcement (ICE) prisoners required to be held.			
2. Reduce Inmate Welfare Fund reimbursement and redistribute to another cost center	—	—	(197,786)
This recommendation reduces the Inmate Welfare Fund (IWF) reimbursement in this cost center and redistributes it to another cost center.			
Subtotal (Recommended Changes)	—	\$ (437)	\$ (123,575)
<b>Total Recommendation</b>	<b>32.0</b>	<b>\$ 19,956,553</b>	<b>\$ 3,984,695</b>

### Admin Booking Fund 0001 — Cost Center 3432 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	38.0	\$ 3,778,764	\$ 137,024
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	23,890	—
Internal Service Fund Adjustments	—	(3,130)	—
Other Required Adjustments	—	0	16,085
Subtotal (Current Level Budget)	38.0	\$ 3,799,524	\$ 153,109
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Voice Communications Adjustment	—	395	—
Decision Packages			
1. Reduce Inmate Welfare Fund reimbursement and reclassify to another cost center	—	—	(90,597)
This recommendation reduces the Inmate Welfare Fund (IWF) reimbursement in this cost center and redistributes it to another cost center.			
Subtotal (Recommended Changes)	—	\$ 395	\$ (90,597)
<b>Total Recommendation</b>	<b>38.0</b>	<b>\$ 3,799,919</b>	<b>\$ 62,512</b>

### Classification Fund 0001 — Cost Center 3435 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	10.0	\$ 1,075,210	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	24,650	—
Internal Service Fund Adjustments	—	5,100	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	10.0	\$ 1,104,960	\$ —
<b>Recommended Changes for FY 2010</b>			



### Classification Fund 0001 — Cost Center 3435 Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments			
FY 2010 Voice Communications Adjustment	—	170	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 170	\$ —
<b>Total Recommendation</b>	10.0	\$ 1,105,130	\$ —

### Inmate Program Fund 0001 — Cost Center 24008 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	18.0	\$ 2,580,400	\$ 1,256,515
Board Approved Adjustments During FY 2009	1.0	95,947	95,947
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	118,493	—
Internal Service Fund Adjustments	—	(42,288)	—
Other Required Adjustments	—	0	(74,344)
Subtotal (Current Level Budget)	19.0	\$ 2,752,552	\$ 1,278,118
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Realize \$307,556 in Ongoing Funding from the Inmate Welfare Fund	—	—	307,556
This recommendation recognizes an increased reimbursement from the Inmate Welfare Fund (IWF). This increase is based on the results of an independent auditor's time study. The performance of a biennial time study is a requirement of the January 2008 IWF settlement agreement.			
2. Delete 7.0 FTE Positions	-7.0	(568,704)	—
This recommendation deletes 7.0 FTE Custody Support Assistants in the Programs Unit.			
Subtotal (Recommended Changes)	-7.0	\$ (568,704)	\$ 307,556
<b>Total Recommendation</b>	12.0	\$ 2,183,848	\$ 1,585,674

### Central Services Fund 0001 — Cost Center 24009 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	101.0	\$ 15,099,280	\$ 40,000
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	42,453	—
Internal Service Fund Adjustments	—	24,381	—
Other Required Adjustments	—	568,962	—
Subtotal (Current Level Budget)	101.0	\$ 15,735,076	\$ 40,000
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Voice Communications Adjustment	—	37	—
Decision Packages			



## Central Services Fund 0001 — Cost Center 24009

### Major Changes to the Budget

	Positions	Appropriations	Revenues
1. Allocate One-time Funding for Kitchen Equipment To replace aged and prone-to-failure equipment at the Elmwood Kitchen.	—	339,000	—
2. Realize \$206,793 in Ongoing Revenue from the Inmate Welfare Fund This recommendation recognizes an increased reimbursement from the Inmate Welfare Fund (IWF). This increase is based on the results of an independent auditor's time study. The performance of a biennial time study is a requirement of the January 2008 IWF settlement agreement.	—	—	206,793
Subtotal (Recommended Changes)	—	\$ 339,037	\$ 206,793
<b>Total Recommendation</b>	101.0	\$ 16,074,113	\$ 246,793

## Internal Affairs — Cost Center 24011

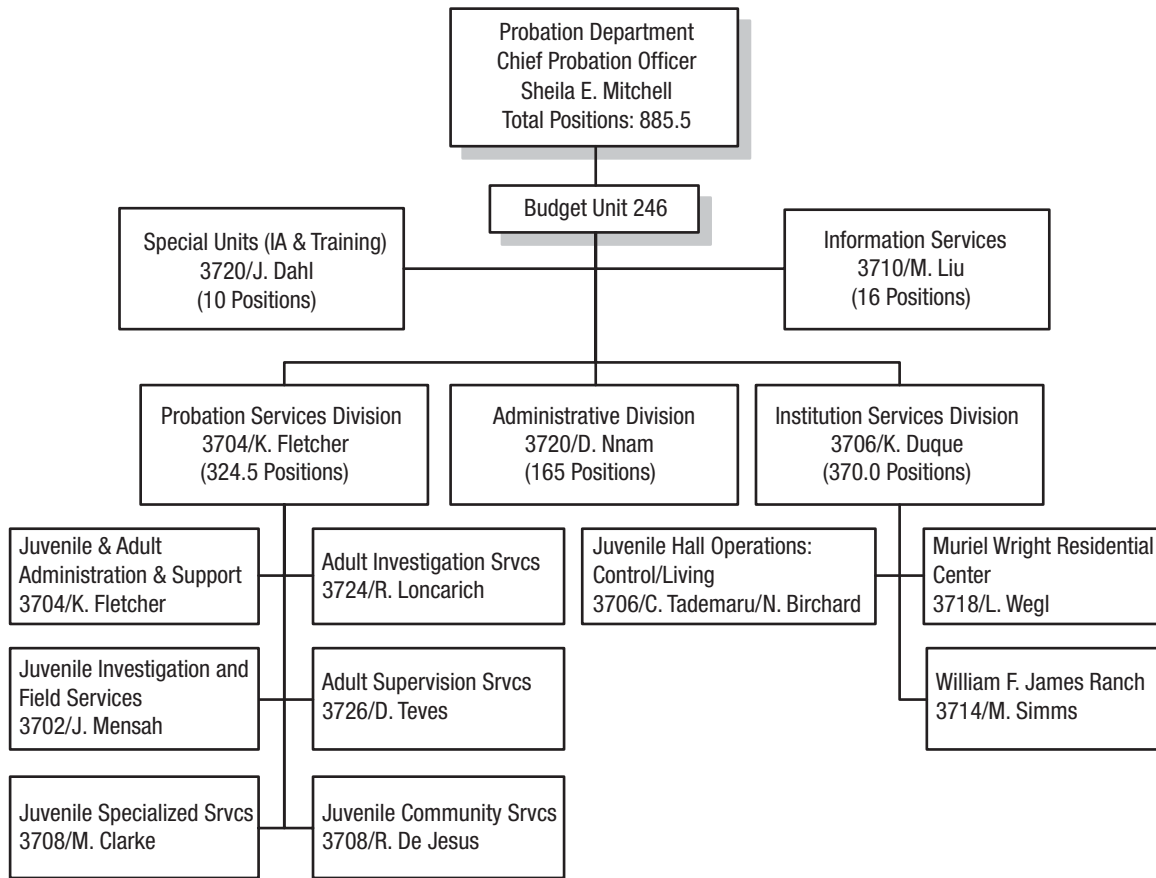
### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	2.0	\$ 411,631	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	8,485	—
Internal Service Fund Adjustments	—	60,751	—
Other Required Adjustments	—	0	—
Subtotal (Current Level Budget)	2.0	\$ 480,867	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Voice Communications Adjustment	—	135	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 135	\$ —
<b>Total Recommendation</b>	2.0	\$ 481,002	\$ —

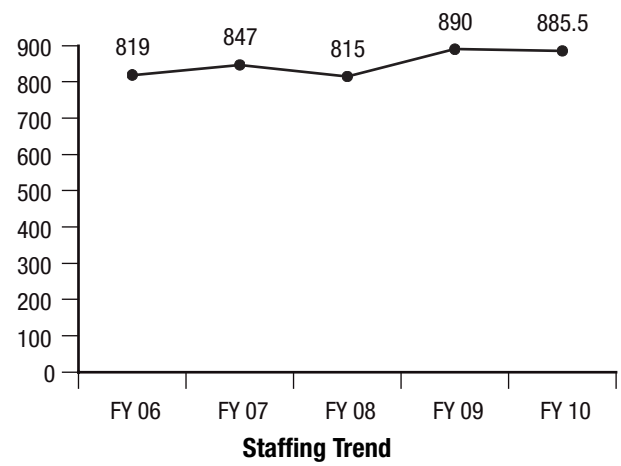
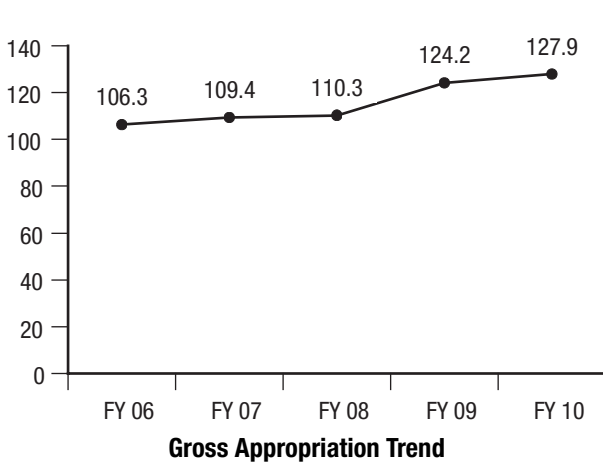




# Probation Department



Section 2: Public Safety and Justice



## Public Purpose

- ➔ Protection of the Community
- ➔ Reduction of Crime
- ➔ Prevention of Repeat Offenders



## Performance-based Budget Information

Service Area: Public Safety and Justice					
<b>Desired Results</b>					
<ol style="list-style-type: none"> <li>1. Increase the number of clients who successfully complete probation.</li> <li>2. Increase the number of clients who complete payment of restitution to victims of crimes</li> <li>3. Increase the number of clients who complete their community service work</li> <li>4. Increase the number of clients who are enrolled in school, training, or employed</li> <li>5. Decrease the number of clients who are repeat offenders</li> </ol>					
<p><b>Background:</b> 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."</p>					
<b>Performance Indicators</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Actual</b>	<b>FY 2009 (YTD)</b>
<b>Context Measures</b>					
1. Unemployment Rate for Adults	4.5%	4.7%	4.4%	5.1%	11.1%
<p><b>Background:</b> This context measure was chosen as it is one of the general indicators that impacts adult probation activity, although the effect has an undetermined time lag. An increase in unemployment is seen as usually preceding an increase in criminal activity and thus a corresponding increase in demand for probation services. Unemployment rates for the current calendar year are released each year in December. Source California Labor MarketInfo.</p>					
2. Juvenile Population in Santa Clara County	459,612	465,127	467,288	475,288	483,359
<p><b>Background:</b> One factor influencing the rate of juvenile crime is the number juveniles in the general population. It is anticipated that a rise in the county's juvenile population will correlated directly to an increase in referrals to juvenile probation. The 2000 data comes from the Census and the data for subsequent years are projections derived from the California Department of Finance projections.</p>					
	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Actual</b>	<b>FY 2009 (YTD)</b>
<b>Workload Measures</b>					
1. Number of New Probation Supervision Cases (Avg./Month) (Adult)	772	794	657	497	475
2. Number of New Probation Supervision Cases (Avg./Month) (Juvenile)	242	318	262	284	298
3. Number of Active Probation Supervision Cases (Avg./Month) (Adult)	11,646	12,381	12,025	11,263	9,880
4. Number of Active Probation Supervision Cases (Avg./Month) (Juvenile)	2,292	2,718	2,549	2,383	2,383
<p><b>Note:</b> "New" refers to probation grants by the Court to individuals. "Active" refers to all probationers currently on formal probation as ordered by the Courts. Number of active probationers includes the number of new probation cases.</p>					

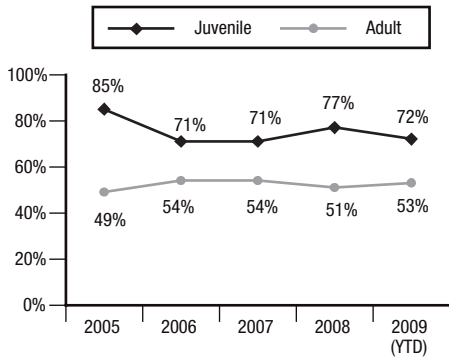
## Performance-based Budget Information

<b>Service Area: Public Safety and Justice</b>					
<b>Outcome Measures</b>					
1a. Rate of Successful Completion of Probation (Adult)	49%	54%	54%	51%	53%
1b. Rate of Successful Completion of Probation (Juvenile)	85%	71%	71%	77%	72%
	<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Actual</b>	<b>FY 2009 (YTD)</b>
<b>Outcome Measures (Continued)</b>					
<b>Background:</b> This outcome measure was chosen as an indicator of the success of the department's most basic function: Supervising clients who have been ordered by the court onto probation instead of jail/custody. Successful probation is when a client satisfactorily completes the terms and conditions of his/her probation order and a recommendation to terminate probation has been approved by the court, 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)	47%	52%	56%	53%	51%
2b. Rate of Payment of Restitution to Victims (Juvenile)	81%	62%	64%	58%	65%
<b>Background:</b> One of the department's desired results is to restore losses to victims and the community. This indicator measures the rate at which clients complete their restitution payments to victims of crime, when ordered by the court.					
3a. Rate of Completion of Community Service Work (Adult)	48%	49%	56%	57%	59%
3b. Rate of Completion of Community Service Work (Juvenile)	93%	79%	82%	81%	77%
<b>Background:</b> One of the department's desired results is to restore losses to victims and the community. This indicator measures the rate at which clients complete their court-ordered community service work.					
4a. Rate of Successful Enrollment in School, Training, or Employment (Adult)	42%	42%	45%	43%	45%
4b. Rate of Successful Enrollment in School, Training, or Employment (Juvenile)	83%	81%	83%	81%	78%
<b>Background:</b> One of the critical conditions of probation, and one of the department's desired results, is to improve educational/vocational success for its clients. This measure is a tangible way for the department to track if clients are successfully enrolled in an education or training program, or employed, by the end of their probation term.					
5. Recidivism - Rate of Clients with New Convictions (Adult)	54%	41%	49%	51%	52%
6. Rate of Clients with New Sustained Petitions (Juvenile)	35%	34%	29%	33%	39%
<b>Background:</b> This measure is the department's recidivism rate, selected in order to measure success during probation in accomplishing the desired result of preventing repeat offenders. Many factors influence a client's likelihood of committing a new crime and research suggests that we not judge programs solely in terms of recidivism. Nevertheless this is an outcome measure of great public interest, and one which appropriately should be used as a measure of success across the entire spectrum of community services.					

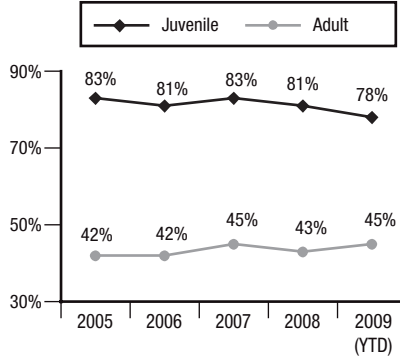


## Desired Results

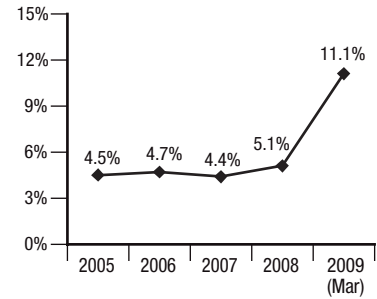
**Successful Completion of Probation**, which the Department promotes by providing appropriate assessment and level of supervision, monitoring offender compliance with court orders, providing appropriate restitution and community service, and supporting educational and vocational success.



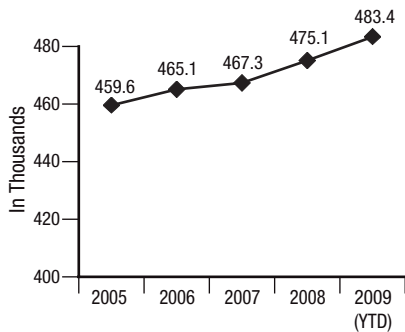
**Percent Successful Completion of Probation (Adult & Juvenile)**



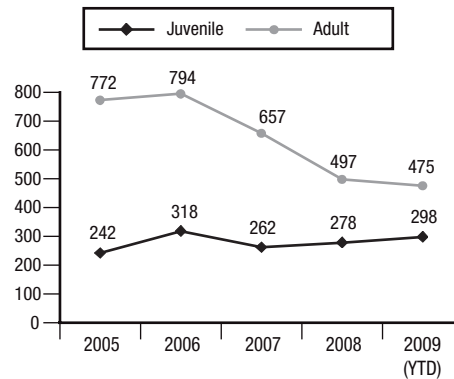
**Percent in Education/Training or Employed at Exit (Adult & Juvenile)**



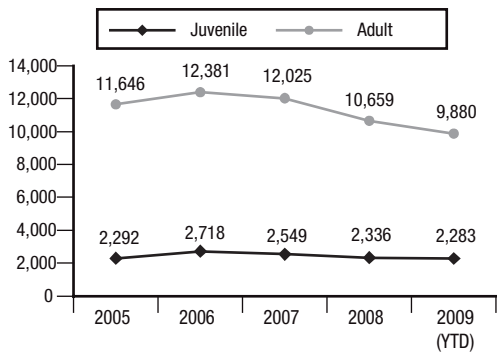
**County Adult Unemployment Rate**



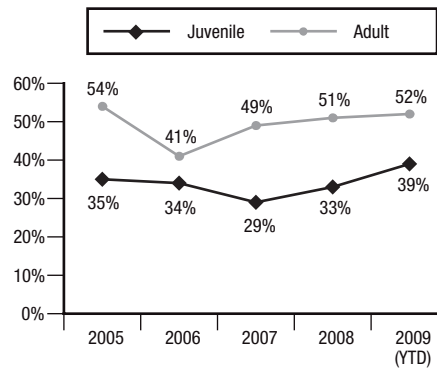
**County Total Juvenile Population**



**New Supervision Cases (Avg/Month)**



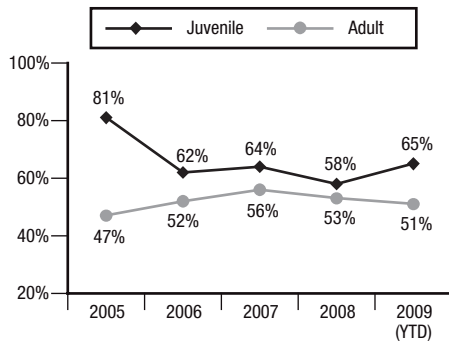
**Formal Supervision Caseload**



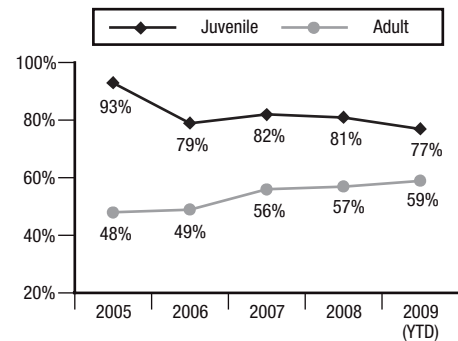
**Percent of Clients with New Crime During Probation (Adult & Juvenile)**



**Restoration of Losses to Victims and the Community**, which the Department promotes by providing early intervention through the restorative justice approach, as well as providing appropriate assessment, victim restitution, community service, and monitoring of formal probation cases.



**Percent Completion of Victim Restitution  
(Adult & Juveniles)**



**Percent Completion of Community Service  
(Adult & Juveniles)**

## Description of Major Services

The Probation Department provides a wide range of administrative, rehabilitative, supervision, and Court services for adult and juvenile offenders. Services to the community are as follows:

### Institution Services

The Probation Department provides in-custody services to the juvenile population. In-custody adult services are provided by the Department of Correction.

### Juvenile Ranch 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.

### **Electronic Monitoring Program (EMP)**

This program serves as an alternative to incarceration that provides electronic monitoring 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 the offender accountable and maintaining public safety. Offenders on EMP 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.

### **Adult Court Unit**

Provides services to all Superior Courts in Santa Clara County, providing a direct link between the Probation Department and the Court in sentencing hearings, settlement conferences, felony advanced resolution calendars and narcotic case resolution hearings.

### **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.

### **Adult Screening Unit**

The unit reviews probationers' eligibility for programs that are alternatives to full-time incarceration, including County parole and the Electronic Monitoring Program.

Without this function, there would be no way to determine which inmates/probationers are most likely to be successful in these alternative programs. This unit also supervises four intensive supervision caseloads, consisting of high risk sex offenders, violent offenders, youthful offenders and narcotics offenders.

### **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.

### **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 comprehensive risk and need assessments. Probationers are classified as requiring minimum, regular or intensive supervision. This classification system permits the offenders who need the most intense supervision to be assigned to

units with lower caseloads and to probation officers with expertise in the areas of greatest risk for a particular offender.

### 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.

### Adult Investigation Unit

Investigation units are provided at the main adult probation office and at the North County Office. When the Court hears a case, a detailed report is provided to the Court for the sentencing hearing. These reports contain critical information summarizing the circumstances of the crime, 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.

## Current and Emerging Issues

The Department receives several grants from federal, state and foundation grantors. The majority of the grants received provide support for juvenile services. Probation was the lead agency for the County's Juvenile Detention Reform Initiative and continues to realize improvements as a result of this initiative. Probation also serves as a key stakeholder in the newly formed Juvenile Justices Systems Collaborative.

### Collaborative Efforts

The Probation Department has instituted several collaboratives as a means to maximizing services provided to adult and juvenile clients. Any additional state budget reductions and significant County budget reductions will diminish the Department's ability to provide the appropriate level of services for Santa Clara County residents. Nonetheless the Department will continue to enhance its collaborative efforts and examples of its efforts are:

- City of San Jose - Efforts are underway to establish a Transition Center that will serve youth residing in San Jose. Local Law Enforcement Agencies will bring youth to the Transition Center to receive services rather than bringing them to Juvenile Hall for detention. The Department is an active member on the Mayor Gang Prevention Task force and is working closely with the City to address the rise in crime and gang activity.
- Local School Districts - Efforts are underway to assign Deputy Probation Officers to local High Schools. Deputy Probation Officers have already been assigned to both East Side Union High School District and San Jose Unified School District to act as liaisons within each respective district. School Districts are providing funding to support this effort.
- Community Based Organizations - Efforts continue towards connecting youth with local CBOs as alternatives to detention.



- Justice System Partners - Efforts to streamlining the Court process for adult offenders continue to be explored through the Criminal Streamling Committee and work groups which evolved as a

result of recommendations made by the Justice Management Institute and the Juvenile Justice Systems Collaborative.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Adult Screening Unit	Yes	Non-Mandated		■
Administration and Support	Yes	Required	Increased Youthful Offender Block Grant revenue will provide additional services to youth. Reduction in professional services contracts will not impact services to youth.	▲
Community-Based Aftercare	Yes	Non-Mandated	Elimination of the Evening Reporting Center will require youth to be referred to other community-based aftercare programs or non-custodial alternatives such as Community Release and Electronic Monitoring Programs	◻
Services to Bilingual Clients	Yes	Non-Mandated		■
Restorative Justice	Yes	Non-Mandated		■
Alternative Placement Academy/Comm. Education Transition/Youth Education Advocate	Yes	Non-Mandated	Due to a declining census in the program, a reduction of contract funding is required to meet the current level of service.	■
Special Programs	Yes	Non-Mandated		■
Juvenile Diversion Services	Yes	Non-Mandated		■
Adult Court Unit	Yes	Non-Mandated		■
Adult Assessment Unit	Yes	Non-Mandated		■
Admin. Monitoring Team	Yes	Non-Mandated		■
Electronic Monitoring Program	Less than 5%	Non-Mandated	Increase revenue with the implementation of a non-refundable Adult Electronic Monitoring Application fee and an increase in the daily Electronic Monitoring fee.	◻
Juvenile Court Work	Less than 5%	Non-Mandated	Elimination of the program will increase other non-custodial and custodial options (EMP and Community Release Program)	□
Juvenile Electronic Monitoring/Community Relations	Less than 5%	Non Mandated	Increase revenue from the implementation of the new Juvenile Electronic Monitoring Fee.	◻
Multi-Agency Assessment Center	No	Non-Mandated		■
Informal Juvenile /Traffic Court	Yes	Non-Mandated		■
Juvenile Ranches	Yes	Mandated		■
Juvenile Delinquency Services	Yes	Mandated		■
Juvenile Gang 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
Juvenile Court Unit	Yes	Mandated		■
Placement Unit	Yes	Mandated		■
Juvenile Screening Unit	No	Mandated		■
Adult Investigation Unit	Yes	Mandated		■
Drug Treatment Court	Yes	Mandated		■
Substance Abuse Unit	Yes	Mandated		■
Recovery Services Unit	No	Mandated		■
Adult Training/Backgrounds Unit	Yes	Mandated		■
Adult Supervision Unit	Yes	Mandated	Increase Adult Supervision Fee	▣
Juvenile Hall Operations/Living	Yes	Mandated		■
DNA -Proposition 69 Program	Yes	Mandated		■
Internal Affairs	Yes	Mandated		■

Impact on Current Level of Service:

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

## County Executive's Recommendation

The Probation Department was assigned a \$2,250,000 reduction target for FY 2010. After analysis of the budget proposal submitted by the department and consideration of alternative reductions, the Acting County Executive recommends the following actions, that will contribute to balancing the General Fund budget.

### Administration and Support

**Increase Revenue and Reduce Contract Services:** The Department will receive additional ongoing funding of \$590,679 from the Youthful Offender Block Grant (YOBG). The County originally received funding in FY 2009 for the care and custody of juvenile offenders who would no longer be housed in state facilities and would be returned to local counties (Senate Bill 81). These youth receive Intensive Outpatient Mental Health Services, Brief Strategic Family Therapy, Teaching Important Pro-Social Skills, vocational/educational programs, and job placement assistance.

In addition, due to the elimination of the James Ranch Perimeter Security agreement with the Sheriff's Office, the Department will reduce the Support and Care of Persons' budget by \$268,296 and reduce the budget

allocation for Professional Services by \$150,778. The two reductions will not have a financial impact on Community Based Organization agreements.

**Service Impact:** The increase in revenue will allow the department to provide additional services to youth by shifting 5.0 FTE Probation Community Workers (E19) from General-Funded programs to YOBG program services.

There will be little to no impact on services with the reduction of the professional services contracts. Many of the services provided through these contracts will be absorbed by existing staff or can be eliminated because the agreed upon deliverable have been met.

#### Ongoing Savings: \$866,234

Increased YOBG Revenue: \$447,160  
General Funded Salaries & Benefits Savings due to cost shift: \$447,160  
Reduced Contract Services: \$419,074

### Technology Project

**Continue with Document Management System:** The Department is in the process of implementing a Document Management System (DMS) that allows the department to participate in the County DMS Enterprise solution using the Microsoft SharePoint



solution. A pilot DMS for the Domestic Violence caseload in the Investigation Section at Probation has been completed. Without the FY 2010 funding to continue the project, the DMS solution and new desktop product would be limited to the Adult division of the Department. Lack of a fully implemented DMS poses risks including the potential of lost documents, inefficient handling of documents, illegible documents, all of which negatively impact the Courts system, Office of the District Attorney, Department of Correction and the defendants and victims.

**Service Impact:** Improved document retrieval, greater efficiency in managing documents among all of the system users.

**One-time Cost: \$84,125**

### Community Based Aftercare

**Eliminate the Evening Reporting Center and Shift Staff from General Funded Programs to Youthful Offender Block Grant (YOBG) Programs:** Financially assisted by a Federal Earmark distributed over three years (FY 2006 - FY 2009), the Evening Reporting Center (ERC) is a collaborative program between the County and two community-based organizations, Alum Rock Counseling Center and Fresh Lifelines for Youth. The ERC provides a community-based alternative to detention for youth who reside in areas of the county with a high violation of probation rates. The program exposes youth to the Why Try curriculum, the FLY Law Education classes, homework assistance as well as culturally competent art projects.

The ERC has had trouble reaching its capacity since its inception. After the first year, the capacity was reduced from 24 to 18 youth. Many efforts to expand the zip code and the criteria for acceptance made little improvement. The ERC success rate is approximately 57%.

**Service Impact:** The elimination of the ERC will require youth who would otherwise be referred to the Center to be referred to other community-based alternative programs such as Enhanced Services for High Risk Youth, Specialized Enhanced Services, and Community

Release/Electronic Monitoring programs. The 1.0 FTE Deputy Probation Officer (X50) assigned to the ERC will be transferred to a YOBG funded program.

**Ongoing Savings: \$406,440**

Elimination of Community Based Contracts: \$262,921

Increase YOBG Funding: \$143,519

General Funded Salaries & Benefits Shifted to YOBG Fund: \$143,519

### Alternative Placement Academy

**Reduce Contract Services:** The Alternative Placement Academy (APA) is a collaborative educational intensive day program, which serves as a post-dispositional alternative to detention for those youth who meet certain criteria and are considered minimal risk to the community. The Department partners with The National Guard and the Department of Alcohol and Drug Services to provide intensive supervision, leadership training, substance abuse counseling, guidance and various law education, anger management and victim awareness classes for youth in the 9th through 12th grades. The APA has a 1:20 teacher to youth ratio, with a capacity to service up to 60 youth.

The Department has struggled with reaching capacity over the years. In an attempt to address the low number last summer, the Department negotiated with the County Office of Education to serve minors with special education needs, a population not previously serviced at the APA. This added a third teacher to the program, on an as-needed basis. As a result, if the need existed, the program could serve a total of 60 youth. The need for the special education component was not realized, thus the third teacher was not utilized. Each APA class ideally services 20 youth, however, the contract allows enrollment of up to 23 in each class.

**Service Impact:** Due to the decline in the census, a reduction in the capacity level from 60 to 20, and in the number of teachers and National Guardsmen providing services to the youth, this reduction will have little to no impact on the program or service levels.

**Ongoing Savings: \$165,500**

### Electronic Monitoring

**Increase Fee Revenue:** This recommendation establishes a new non-refundable Adult Electronic Monitoring Application Fee of \$50 per application and increases the Adult Electronic Monitoring Fee from

\$22.00 per day to \$49.00. Per Penal Code 1203.016, the fee shall not exceed the pro rata cost of the program. The fee of \$49 per day is based on 99.6% cost recovery. The Electronic Monitoring Fee has not been increased since FY 2008.

**Service Impact:** Additional resources will allow the Department to avoid additional reductions in personnel or client services and help to recover the costs of the administering the program.

**Ongoing Revenue: \$205,502**

## □ Juvenile Court Work Program

**Eliminate the Juvenile Court Work Program and Delete 2.5 FTE Sr. Group Counselors (X27):** The Juvenile Court Work Program (JCWP) is a detention alternative program and is used as a sanction by the Courts for accountability of a youth's delinquent behavior. Over the years there has been a reduction in the use of the JCWP by the youth on probation. There are 2.5 FTE Sr. Group Counselors currently staffing this program that will be deleted with the elimination of the JCWP.

In place of the JCWP, the Courts will be able to sanction youth to another program which is available through a community-based program known as Sentencing Alternatives. This program provides the same services and has a wide range of organizations that work with youth to perform required community services.

**Service Impact:** Increased usage of Public Work hours, the Sentencing Alternative Program, and the use of the available Electronic Monitoring Program and Community Release Program.

**Positions Reduced 2.5  
Ongoing Savings: \$323,922**

## ▣ Juvenile Electronic Monitoring/Community Relations

**Establish new Juvenile Electronic Monitoring Fee:** Electronic monitoring provides intensive supervision by Probation Group Counselors and an electronic monitoring device to monitor the whereabouts of juvenile offenders who, without the device would be held in Juvenile Hall. Parents of juveniles placed on Electronic Monitoring will pay \$14 per day, compared to \$29 per day if the Juvenile is held in Juvenile Hall.

**Service Impact:** Additional resources will allow the Department to avoid additional reductions in personnel or client services and help to recover the costs of the administering the program.

**Ongoing Revenue: \$194,654**

## ▣ Adult Supervision Unit

**Increase Adult Supervision and Parole Fees:** The Adult Supervision fee will increase from \$64 per day to \$110 per day. Penal Code 123.1b states that the fee shall not exceed actual average costs. The Court approves the payment plan determined by the Probation Officer based on the client's ability to pay.

The Parole fee will increase from \$19 per day to \$24 per day. Penal Code 1203.1e states that the fee shall not exceed the pro rata cost of the program. The \$24 per day fee is based on 100% recovery of the costs to administer the program.

**Service Impact:** Additional resources will allow the Department to avoid additional reductions in personnel or client services and help to recover the costs of the administering the program.

**Ongoing Revenue: \$94,410**

**Probation Department — Budget Unit 246**  
**Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
24615	Administrative Division Fund 0001	\$ 26,457,135	\$ 28,815,267	\$ 29,583,331	\$ 28,443,155	\$ (372,112)	-1.3%
24616	Probation Svcs Div Fund 0001	44,678,836	49,021,114	49,098,321	50,707,263	1,686,149	3.4%
24617	Institution Services Division	44,011,750	45,999,633	46,123,305	48,362,125	2,362,492	5.1%
<b>Total Net Expenditures</b>		<b>\$ 115,147,720</b>	<b>\$ 123,836,014</b>	<b>\$ 124,804,957</b>	<b>\$ 127,512,544</b>	<b>\$ 3,676,530</b>	<b>3.0%</b>

**Probation Department — Budget Unit 246**  
**Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
24615	Administrative Division Fund 0001	\$ 26,642,065	\$ 29,000,197	\$ 29,768,261	\$ 28,628,085	\$ (372,112)	-1.3%
24616	Probation Svcs Div Fund 0001	44,903,367	49,245,555	49,289,577	50,898,519	1,652,964	3.4%
24617	Institution Services Division	44,011,750	45,999,633	46,123,305	48,362,125	2,362,492	5.1%
<b>Total Gross Expenditures</b>		<b>\$ 115,557,181</b>	<b>\$ 124,245,385</b>	<b>\$ 125,181,143</b>	<b>\$ 127,888,730</b>	<b>\$ 3,643,345</b>	<b>2.9%</b>

**Probation Department — Budget Unit 246**  
**Expenditures by Object**

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 96,367,773	\$ 103,075,495	\$ 103,182,413	\$ 109,132,734	\$ 6,057,239	5.9%
Services And Supplies	19,189,408	21,169,890	21,389,902	18,755,996	(2,413,894)	-11.4%
Fixed Assets	—	—	36,372	—	—	—
Operating/Equity Transfers	—	—	572,456	—	—	—
<b>Subtotal Expenditures</b>	<b>115,557,181</b>	<b>124,245,385</b>	<b>125,181,143</b>	<b>127,888,730</b>	<b>3,643,345</b>	<b>2.9%</b>
Expenditure Transfers	(409,461)	(409,371)	(376,186)	(376,186)	33,185	-8.1%
<b>Total Net Expenditures</b>	<b>115,147,720</b>	<b>123,836,014</b>	<b>124,804,957</b>	<b>127,512,544</b>	<b>3,676,530</b>	<b>3.0%</b>

**Probation Department — Budget Unit 246**  
**Revenues by Cost Center**

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
24615	Administrative Division Fund 0001	\$ 28,261,023	\$ 24,113,694	\$ 23,570,021	\$ 23,101,733	\$ (1,011,961)	-4.2%
24616	Probation Svcs Div Fund 0001	6,136,050	11,891,963	11,275,412	12,543,838	651,875	5.5%
24617	Institution Services Division	863,158	1,088,424	1,088,424	869,499	(218,925)	-20.1%
<b>Total Revenues</b>		<b>\$ 35,260,230</b>	<b>\$ 37,094,081</b>	<b>\$ 35,933,857</b>	<b>\$ 36,515,070</b>	<b>\$ (579,011)</b>	<b>-1.6%</b>



## Administrative Division Fund 0001 — Cost Center 24615

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	187.0	\$ 28,815,267	\$ 24,113,694
Board Approved Adjustments During FY 2009	—	768,064	(543,673)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-1.0	256,082	—
Internal Service Fund Adjustments	—	283,614	(44,837)
Other Required Adjustments	—	(1,131,139)	(423,451)
Subtotal (Current Level Budget)	186.0	\$ 28,991,888	\$ 23,101,733
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Printing Adjustment	—	(20,000)	—
FY 2010 Voice Communications Adjustment	—	110	—
Adjust reimbursement from Probation Department to CSCHS for the Add/Delete of Physician positions and Communication Services Expenses	—	(62,076)	—
FY 2010 Postage Adjustment	—	(2,000)	—
FY 2010 Data Processing Adjustment	—	(129,818)	—
Decision Packages			
1. Allocate Funding to Continue Information Technology Project	—	84,125	—
Allocate one-time funding in the amount of \$84,125 for the information technology project - Document Management System Phase 2.			
2. Reduce Services and Supplies	—	(419,074)	—
Due to the elimination of the James Ranch Perimeter Security agreement with the Sheriff's Office, the Department will reduce the Support and Care of Persons' budget by \$268,296. In addition, The Department will reduce their Professional Services budget by \$150,778. The two reductions will not have a financial impact on Community Based Organization agreements.			
Subtotal (Recommended Changes)	—	\$ (548,733)	\$ —
<b>Total Recommendation</b>	186.0	\$ 28,443,155	\$ 23,101,733

## Probation Svcs Div Fund 0001 — Cost Center 24616

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	330.5	\$ 49,021,114	\$ 11,891,963
Board Approved Adjustments During FY 2009	-1.0	77,207	(616,551)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	2,823,092	—
Internal Service Fund Adjustments	—	(237,316)	1,187,058
Other Required Adjustments	—	(548,271)	(809,223)
Subtotal (Current Level Budget)	329.5	\$ 51,135,826	\$ 11,653,247
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Voice Communications Adjustment	—	(142)	—
Decision Packages			
1. Eliminate Evening Reporting Center & Reduce Contract Funding to the Alternative Placement Academy	—	(428,421)	—



## Probation Svcs Div Fund 0001 — Cost Center 24616

### Major Changes to the Budget

	Positions	Appropriations	Revenues
Elimination of the Evening Reporting Center will require youth to be referred to other community-based alternative programs. Contractual agreements with Alum Rock Counseling Center and Fresh Lifelines for Youth will also be eliminated. The 1.0 filled FTE Deputy Probation Officer position costs will be transferred from the General Fund to Youthful Offender Block Grant-funded services. In addition, contract funding for the Alternative Placement Academy Program will be reduced due to a declining census.			
2. Increase fees related to Adult Electronic Monitoring, Supervision and Parole	—	—	299,912
Increase revenue by \$299,912 related to an increase in the Adult Electronic Monitoring, Adult Supervision and Parole fees.			
3. Increase Youthful Offender Block Grant Funds	—	—	590,679
The Department will utilize the ongoing increased Youthful Offender Block Grant funding to transfer the following positions from the General Fund to Grant-funded activities:			
◆ 1.0 FTE Deputy Probation Officers (X50)			
◆ 5.0 FTE Probation Community Workers (E19).			
Subtotal (Recommended Changes)	—	\$ (428,563)	\$ 890,591
<b>Total Recommendation</b>	<b>329.5</b>	<b>\$ 50,707,263</b>	<b>\$ 12,543,838</b>

## Institution Services Division — Cost Center 24617

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	372.5	\$ 45,964,633	\$ 1,053,424
Board Approved Adjustments During FY 2009	—	41,216	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	3,195,068	—
Internal Service Fund Adjustments	—	(198,690)	(254,493)
Other Required Adjustments	—	(351,130)	(159,086)
Subtotal (Current Level Budget)	372.5	\$ 48,651,097	\$ 639,845
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Voice Communications Adjustment	—	(50)	—
Decision Packages			
1. Eliminate Juvenile Court Work Program	-2.5	(323,922)	—
2.5 filled FTE will be deleted as a result of the elimination of the Juvenile Court Work Program. The Courts will increase usage of Public Service Work hours as a substitute and increase the usage of other non-custodial and custodial options such as Electronic Monitoring and Community Release Programs.			
2. Impose New Juvenile Electronic Monitoring Fee	—	—	194,654
Increase revenue by \$194,654 by imposing a new Juvenile Electronic Monitoring fee.			
Subtotal (Recommended Changes)	-2.5	\$ (323,972)	\$ 194,654
<b>Total Recommendation</b>	<b>370.0</b>	<b>\$ 48,327,125</b>	<b>\$ 834,499</b>
<b>Juvenile Welfare Trust (Fund Number 0318)</b>			
FY 2009 Approved Budget	—	\$ 35,000	\$ 35,000
Board Approved Adjustments During FY 2009	—	10,000	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(10,000)	—
Subtotal (Current Level Budget)	—	\$ 35,000	\$ 35,000
<b>Recommended Changes for FY 2010</b>			

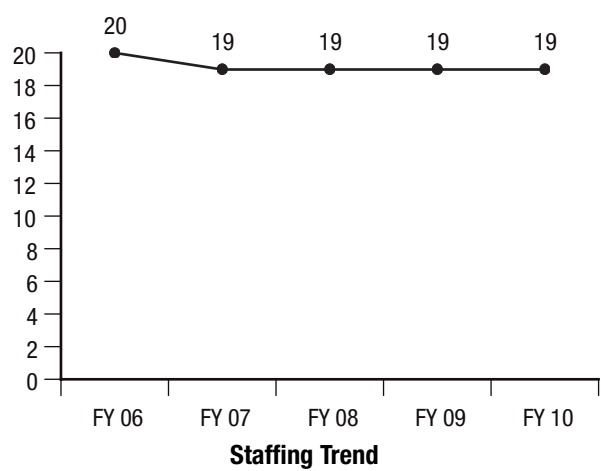
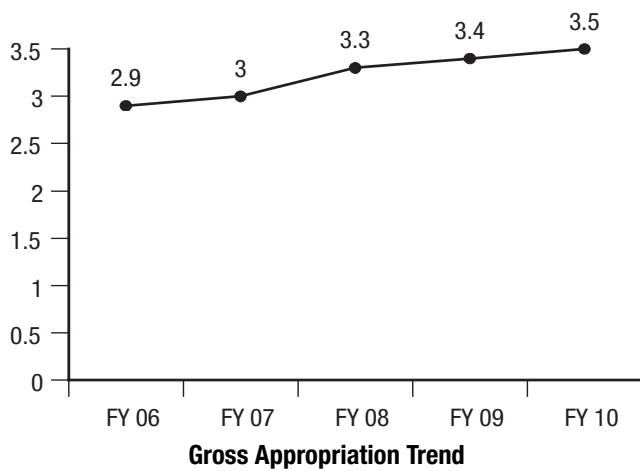
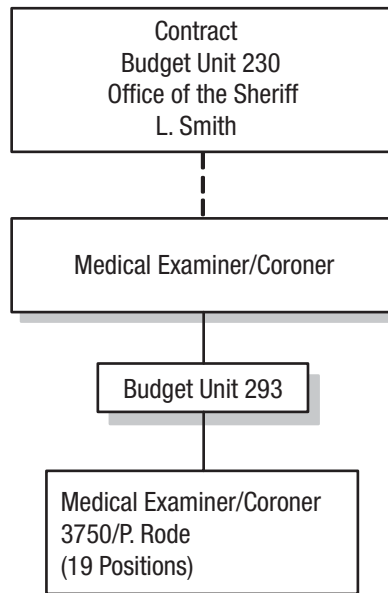


**Institution Services Division — Cost Center 24617**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 35,000	\$ 35,000
<b>Work Furlough Inmate Fund (Fund Number 0319)</b>			
FY 2009 Approved Budget			
Board Approved Adjustments During FY 2009	—	72,456	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(72,456)	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ —	\$ —



# Medical Examiner-Coroner





## 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.

## Current and Emerging Issues

In this current difficult budget climate, the cost of services is increasing, such as fuel costs for the body removal contract vendor. To offset these increasing costs, the department is reviewing fees to ensure that the County is receiving full cost recovery in other areas.

Additionally, the department is continuing to develop Mass Fatality Plans so that it will be equipped and prepared in the event of a catastrophic disaster. The department continues to expand its community outreach efforts as well as strengthen its academic ties.

## 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	Body Removal Charges and Revenues; Funding for ITEC Project.	▣
Investigation	Yes	Mandated		■
Autopsy-Related	Yes	Mandated		■
Documentation	Yes	Mandated		■

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

### County Executive's Recommendation

The Office of the Medical Examiner - Coroner was assigned a \$50,000 reduction target for FY 2010. After analysis of the budget proposal submitted by the department and consideration of alternative reductions, the Acting County Executive recommends the following actions, that will contribute to balancing the General Fund budget.

#### ▣ Administration and Support

**Increase Body Removal Fee:** This recommendation would increase this fee from the current \$150 for each body removal to \$210 per removal. The Board last approved an increase to this fee in 2003.

**Service Impact:** The department collects this fee from businesses (usually funeral homes) that handle decedents. The average number of body removals per year is 1,200 and of these, charges are allowable for approximately 1,080. Increasing this fee is a cost-recovery action which allows the department to recover its increased costs for both the outside vendor and for costs related to administrative tasks performed by department staff. This proposed rate is still lower than those set in like counties, such as San Mateo, Alameda and San Francisco.

**Ongoing Savings: \$75,430**

**Increase Services and Supplies:** Increase the expenditure for professional services in the ongoing amount of \$35,800.

**Service Impact:** The department utilizes an outside vendor to perform the actual body removal services. The vendor's fees are increasing in FY 2010. This expenditure increase will allow the department to cover these increased costs.

**Ongoing Cost: \$35,800**

**Allocate \$18,600 in One-time Funding for IT Infrastructure Replacement Project:** This project will replace various aging hardware that meets or exceeds the Information Technology replacement criteria. This project will mitigate any security and safety issues as well. Items in this request include servers, routers/switches, printers, laptops and software.

**One-time Cost: \$18,600**

Amount budgeted in Information Services Department, Budget Unit 145

### Med Exam-Coroner Fund 0001 — Budget Unit 293 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
3750	Med-Exam/Coroner Fund 0001	\$ 3,226,198	\$ 3,384,108	\$ 3,384,108	\$ 3,457,318	\$ 73,210	2.2%
<b>Total Net Expenditures</b>		\$ 3,226,198	\$ 3,384,108	\$ 3,384,108	\$ 3,457,318	\$ 73,210	2.2%

### Med Exam-Coroner Fund 0001 — Budget Unit 293 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
3750	Med-Exam/Coroner Fund 0001	\$ 3,226,198	\$ 3,384,108	\$ 3,384,108	\$ 3,457,318	\$ 73,210	2.2%
<b>Total Gross Expenditures</b>		\$ 3,226,198	\$ 3,384,108	\$ 3,384,108	\$ 3,457,318	\$ 73,210	2.2%

### Med Exam-Coroner Fund 0001 — Budget Unit 293 Expenditures by Object

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 2,652,458	\$ 2,764,167	\$ 2,764,167	\$ 2,793,789	\$ 29,622	1.1%
Services And Supplies	573,739	619,941	619,941	663,529	43,588	7.0%
<b>Subtotal Expenditures</b>	3,226,198	3,384,108	3,384,108	3,457,318	73,210	2.2%
<b>Total Net Expenditures</b>	3,226,198	3,384,108	3,384,108	3,457,318	73,210	2.2%

### Med Exam-Coroner Fund 0001 — Budget Unit 293 Revenues by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
3750	Med-Exam/Coroner Fund 0001	\$ 227,425	\$ 225,937	\$ 225,937	\$ 301,367	\$ 75,430	33.4%
<b>Total Revenues</b>		\$ 227,425	\$ 225,937	\$ 225,937	\$ 301,367	\$ 75,430	33.4%

### Med-Exam/Coroner Fund 0001 — Cost Center 3750 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	19.0	\$ 3,384,108	\$ 225,937
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	29,622	—
Internal Service Fund Adjustments	—	8,655	—
Other Required Adjustments	—	—	—



**Med-Exam/Coroner Fund 0001 — Cost Center 3750**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Subtotal (Current Level Budget)	19.0	\$ 3,422,385	\$ 225,937
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Voice Communications Adjustment	—	34	—
FY 2010 Data Processing Adjustment	—	(901)	—
Decision Packages			
1. Body Removal Charges and Revenues	—	35,800	75,430
This recommendation increases the rate that the department charges funeral homes for body removal and increases the budgeted expense for the outside contractor who performs this service.			
Subtotal (Recommended Changes)	—	\$ 34,933	\$ 75,430
<b>Total Recommendation</b>	19.0	\$ 3,457,318	\$ 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

#### ➤ Social Services Agency

- Agency Office
- Family and Children's Services
- Employment and Benefit Services
- Aging and Adult Services

# Children, Seniors and Families

Child Support Services  
Budget Unit 200

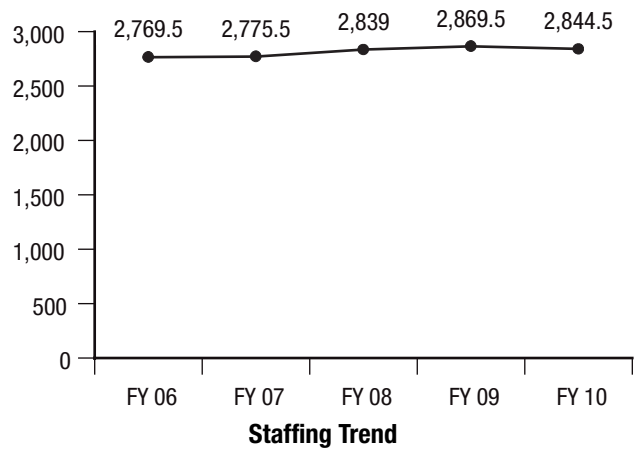
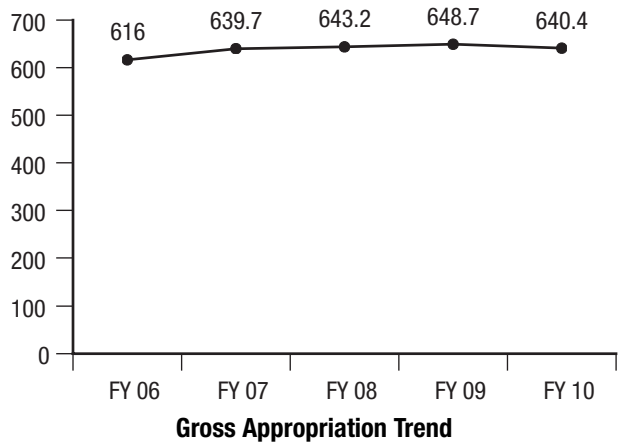
Employment and Benefit Services – SSA  
Budget Unit 504

Agency Office – SSA  
Budget Unit 502

Aging and Adult Services – SSA  
Budget Unit 505

Family and Children's Services – SSA  
Budget Unit 503

Section 3: Children, Seniors and Families



### Net Expenditures By Department

BU	Department Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
200	Dept Of Child Support Services	\$ 38,876,435	\$ 37,010,801	\$ 37,020,898	\$ 36,535,205	\$ (475,596)	-1.3%
502	Social Services Agency	114,258,164	125,597,872	129,518,193	116,882,594	(8,715,278)	-6.9%
503	Department of Family and Children Services	169,061,674	181,149,607	181,177,968	178,335,936	(2,813,671)	-1.6%
504	Department of Employment and Benefit Services	250,069,158	272,684,491	275,736,752	277,288,854	4,604,363	1.7%
505	Department of Aging and Adult Services	30,372,401	32,300,217	31,440,577	31,301,374	(998,843)	-3.1%
<b>Total Net Expenditures</b>		<b>\$ 602,637,832</b>	<b>\$ 648,742,988</b>	<b>\$ 654,894,388</b>	<b>\$ 640,343,963</b>	<b>\$ (8,399,025)</b>	<b>-1.3%</b>

### Gross Expenditures By Department

BU	Department Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
200	Dept Of Child Support Services	\$ 38,876,435	\$ 37,010,801	\$ 37,020,898	\$ 36,535,205	\$ (475,596)	-1.3%
502	Social Services Agency	114,258,164	125,597,872	129,518,193	116,960,763	(8,637,109)	-6.9%
503	Department of Family and Children Services	169,061,674	181,149,607	181,260,968	178,335,936	(2,813,671)	-1.6%
504	Department of Employment and Benefit Services	250,069,158	272,684,491	275,736,752	277,288,854	4,604,363	1.7%
505	Department of Aging and Adult Services	30,372,401	32,300,217	31,520,577	31,301,374	(998,843)	-3.1%
<b>Total Gross Expenditures</b>		<b>\$ 602,637,832</b>	<b>\$ 648,742,988</b>	<b>\$ 655,057,388</b>	<b>\$ 640,422,132</b>	<b>\$ (8,320,856)</b>	<b>-1.3%</b>

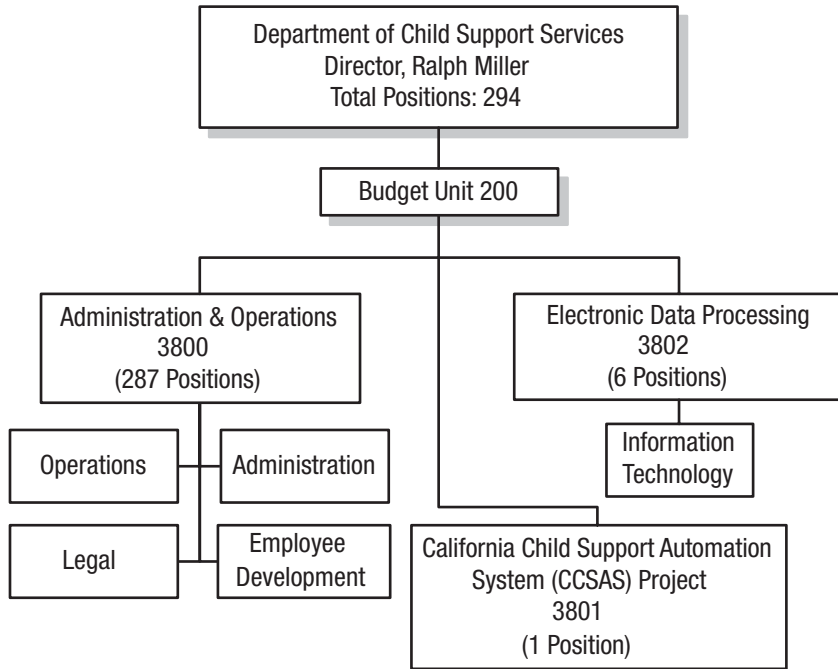
### Revenues By Department

BU	Department Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
200	Dept Of Child Support Services	\$ 38,576,395	\$ 37,010,801	\$ 36,884,954	\$ 36,535,205	\$ (475,596)	-1.3%
502	Social Services Agency	310,116,458	32,096,880	33,986,195	28,970,920	(3,125,960)	-9.7%
503	Department of Family and Children Services	97,154,484	190,827,995	190,970,707	185,170,088	(5,657,907)	-3.0%
504	Department of Employment and Benefit Services	98,287,336	305,957,450	310,331,345	309,599,963	3,642,513	1.2%
505	Department of Aging and Adult Services	5,709,921	24,380,002	24,318,641	23,331,933	(1,048,069)	-4.3%
<b>Total Revenues</b>		<b>\$ 549,844,595</b>	<b>\$ 590,273,128</b>	<b>\$ 596,491,842</b>	<b>\$ 583,608,110</b>	<b>\$ (6,665,018)</b>	<b>-1.1%</b>

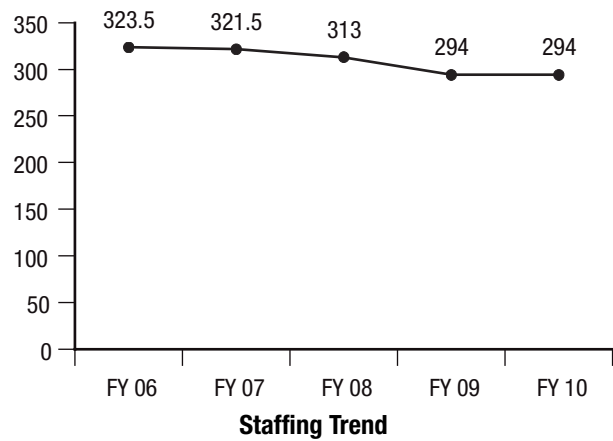
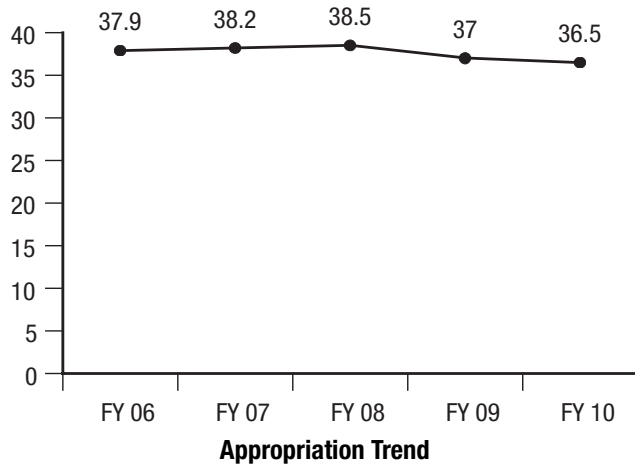




# Department of Child Support Services



Section 3: Children, Seniors and Families



## Public Purpose

- ➔ **Minimize taxpayer burden by ensuring that both parents provide adequate financial and medical support to children.**



## 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.

### Distribution of Child Support Collections

DCSS minimizes the taxpayer burden by reducing the need for public assistance to single parent families. By collecting and distributing child support payments to families, the Department helps reduce the need for public assistance while maintaining financial support for children. Distribution of child support payments to families is a priority. Over 60% of money collected comes from wage assignments which are court-ordered deductions from wages for child support. All court orders include wage assignments.

### Customer Service

It is the Department's goal to assist parents in the child support program to understand 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 approved State budget included an increase of \$18.7 million statewide to the Basic Local Administrative Allocation. The newly created budget premise is called the Revenue Stabilization Fund, and represents an increase of approximately 2.7% in local child support funding beginning in FY 2010. The purpose of the fund is to provide necessary funding to

stabilize caseworker staffing levels in order to improve collections and increase State General Fund revenue. It is unknown at this time how the increased funding will be allocated to the local child support programs. Although the final allocation has not yet been determined, the department anticipates up to \$730,000 in ongoing additional revenue.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Administration and Support	No	Required	Additional one-time escheatment revenue will be used to support various operations.	▲
Enforcement of Support	No	Mandated		■
Legal Services	No	Mandated		■
Process Service	No	Mandated		■
Collection and Distribution of Support Payments	No	Mandated		■
Customer Service	No	Non-Mandated		■
Information Technology	No	Required	Aging IT equipment will be replaced, ensuring no interruption to operations and no impact to DCSS customers.	▲
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 Acting County Executive recommends the following adjustments be made in order to keep expenditures in balance with anticipated revenues. Additional funding is anticipated in FY 2010, as discussed in the State budget, but the final allocation amount has not yet been determined. If the increased revenue is confirmed in early FY 2010, DCSS will request that the Board recognize the additional funding and make associated expenditure adjustments. The adjustments below do not include this anticipated new revenue.

### ▲ Information Technology

**Adjust Staffing Level:** This recommendation will add 1 Information System Analyst II/I delete 1 vacant Information Systems Technician III/II/I.

**Service Impact:** The position change will provide the IT Division with a position at a higher technical skill level. The complexities of the system require an analyst who can perform more independent analysis and problem solving than the current technician position is able to provide.

**Ongoing Cost: \$3,144**

**Fixed Assets Augmentation:** The following items will be purchased in order to replace aging equipment as components reach the end of life cycle:

- Service applications relating to Department's internet and e-mail - \$14,900
- Chassis switch to support Child Support Enforcement system mainframe - \$15,431
- Four servers for Microsoft Exchange, print server, and Windows software updates - \$11,881

**Service Impact:** Authority for purchases will be requested of the State, in order to assure maximum productivity and to protect the department's investment in IT equipment. Failure to replace aging equipment would potentially place the Department's infrastructure at risk and negatively impact daily operations. These items will not be purchased without State approval.

**One-time Cost: \$42,212**

### ■ Administration and Support

**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.

**Service Impact:** Vacancies may take longer to fill in order to meet the anticipated level of savings. A loss of productivity will occur due to workers voluntarily reducing their work hours, but the salary savings plan option is more desirable than deleting additional positions.

**Ongoing Savings: \$441,758**

**Expenditure Adjustments:** Net savings related to realignment of services and supplies expenditures total \$4,210.

**Service Impact:** Various adjustments to the expenditure allocations are needed to better align the budget with actual service needs, and will incur no service impacts.

**Ongoing Savings: \$4,219**

### ▲ Administration and Support

**Recognize Escheatment Revenue:** Revenue in the amount of \$134,000 is anticipated due to escheatment of warrants dating back to FY 2004.

**Service Impact:** The recognition of this revenue will allow additional services to be provided. The spending authority for this revenue is general and it can be used throughout DCSS.

**One-Time Revenue: \$134,000**

**Dept Of Child Support Services — Budget Unit 200**  
**Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
3800	Child Support Svcs Fund 0001	\$ 36,956,346	\$ 35,254,921	\$ 35,511,698	\$ 35,275,404	\$ 20,483	0.1%
3801	CCSAS Project Fund 0001	453,952	433,714	310,000	197,687	(236,027)	-54.4%
3802	DCSS Elect Data Proc Fund 0001	1,466,138	1,322,166	1,199,200	1,062,114	(260,052)	-19.7%
<b>Total Net Expenditures</b>		<b>\$ 38,876,435</b>	<b>\$ 37,010,801</b>	<b>\$ 37,020,898</b>	<b>\$ 36,535,205</b>	<b>\$ (475,596)</b>	<b>-1.3%</b>

**Dept Of Child Support Services — Budget Unit 200**  
**Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
3800	Child Support Svcs Fund 0001	\$ 36,956,346	\$ 35,254,921	\$ 35,511,698	\$ 35,275,404	\$ 20,483	0.1%
3801	CCSAS Project Fund 0001	453,952	433,714	310,000	197,687	(236,027)	-54.4%
3802	DCSS Elect Data Proc Fund 0001	1,466,138	1,322,166	1,199,200	1,062,114	(260,052)	-19.7%
<b>Total Gross Expenditures</b>		<b>\$ 38,876,435</b>	<b>\$ 37,010,801</b>	<b>\$ 37,020,898</b>	<b>\$ 36,535,205</b>	<b>\$ (475,596)</b>	<b>-1.3%</b>

**Dept Of Child Support Services — Budget Unit 200**  
**Expenditures by Object**

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 31,316,749	\$ 30,047,952	\$ 30,140,129	\$ 29,888,035	\$ (159,917)	-0.5%
Services And Supplies	7,442,423	6,838,152	6,854,445	6,604,958	(233,194)	-3.4%
Fixed Assets	117,263	124,697	26,324	42,212	(82,485)	-66.1%
<b>Subtotal Expenditures</b>	<b>38,876,435</b>	<b>37,010,801</b>	<b>37,020,898</b>	<b>36,535,205</b>	<b>(475,596)</b>	<b>-1.3%</b>
<b>Total Net Expenditures</b>	<b>38,876,435</b>	<b>37,010,801</b>	<b>37,020,898</b>	<b>36,535,205</b>	<b>(475,596)</b>	<b>-1.3%</b>

**Dept Of Child Support Services — Budget Unit 200**  
**Revenues by Cost Center**

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
3800	Child Support Svcs Fund 0001	\$ 36,742,872	\$ 35,254,921	\$ 35,354,921	\$ 35,275,404	\$ 20,483	0.1%
3801	CCSAS Project Fund 0001	477,881	433,714	330,833	197,687	(236,027)	-54.4%
3802	DCSS Elect Data Proc Fund 0001	1,355,642	1,322,166	1,199,200	1,062,114	(260,052)	-19.7%
<b>Total Revenues</b>		<b>\$ 38,576,395</b>	<b>\$ 37,010,801</b>	<b>\$ 36,884,954</b>	<b>\$ 36,535,205</b>	<b>\$ (475,596)</b>	<b>-1.3%</b>



### Child Support Svcs Fund 0001 — Cost Center 3800 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	285.0	\$ 35,254,921	\$ 35,254,921
Board Approved Adjustments During FY 2009	—	256,777	100,000
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	2.0	307,709	—
Internal Service Fund Adjustments	—	(309,792)	(300,000)
Other Required Adjustments	—	(368,211)	86,483
Subtotal (Current Level Budget)	287.0	\$ 35,141,404	\$ 35,141,404
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Augment Salary Savings in CC 3800	—	(371,222)	—
Budget additional salary savings with the intent to delete additional positions in FY 2010 if needed to balance overall expenditures to revenues.			
2. One-Time Escheatment Revenue	—	—	134,000
Recognize one-time escheatment revenue of \$134,000 due to escheatment of warrants dating back to FY 2004.			
3. Align Cost of Services and Supplies to Revenue	—	31,456	—
Realignment of services and supplies costs, based upon available State funding. Total impact is a net decrease of \$4,219 in Cost Centers 3800 and 3802.			
4. One-time Information Technology Expenditures	—	14,900	—
DCSS anticipates one-time expenditures to the Information Technology budget in the total amount of \$42,212 in Cost Centers 3800 and 3802. In Cost Center 3800 the expenditure of \$14,900 is needed to replace aging servers with service specific appliances relating to internet and e-mail.			
5. Remove Reimbursement Placeholder	—	458,866	—
Remove reimbursement that was budgeted in the base to keep expenditures and revenues balanced at net zero in the General Fund. The reimbursement was originally budgeted as a "placeholder" pending identification of specific expenditure reductions. Total recommended expenditures were balanced to the expected State and Federal revenues.			
Subtotal (Recommended Changes)	—	\$ 134,000	\$ 134,000
<b>Total Recommendation</b>	287.0	\$ 35,275,404	\$ 35,275,404

### CCSAS Project Fund 0001 — Cost Center 3801 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	3.0	\$ 433,714	\$ 433,714
Board Approved Adjustments During FY 2009	—	(123,714)	(102,881)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-2.0	(112,313)	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	(133,146)
Subtotal (Current Level Budget)	1.0	\$ 197,687	\$ 197,687
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	1.0	\$ 197,687	\$ 197,687

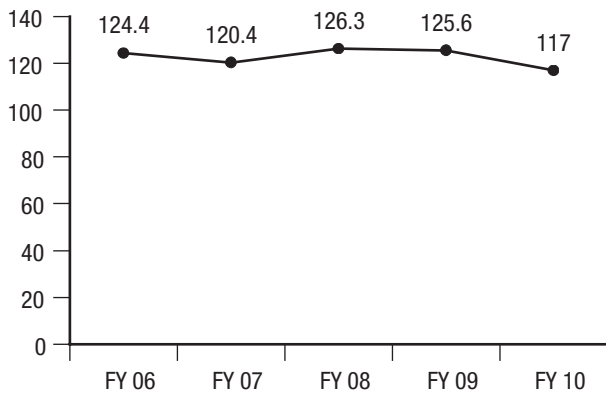
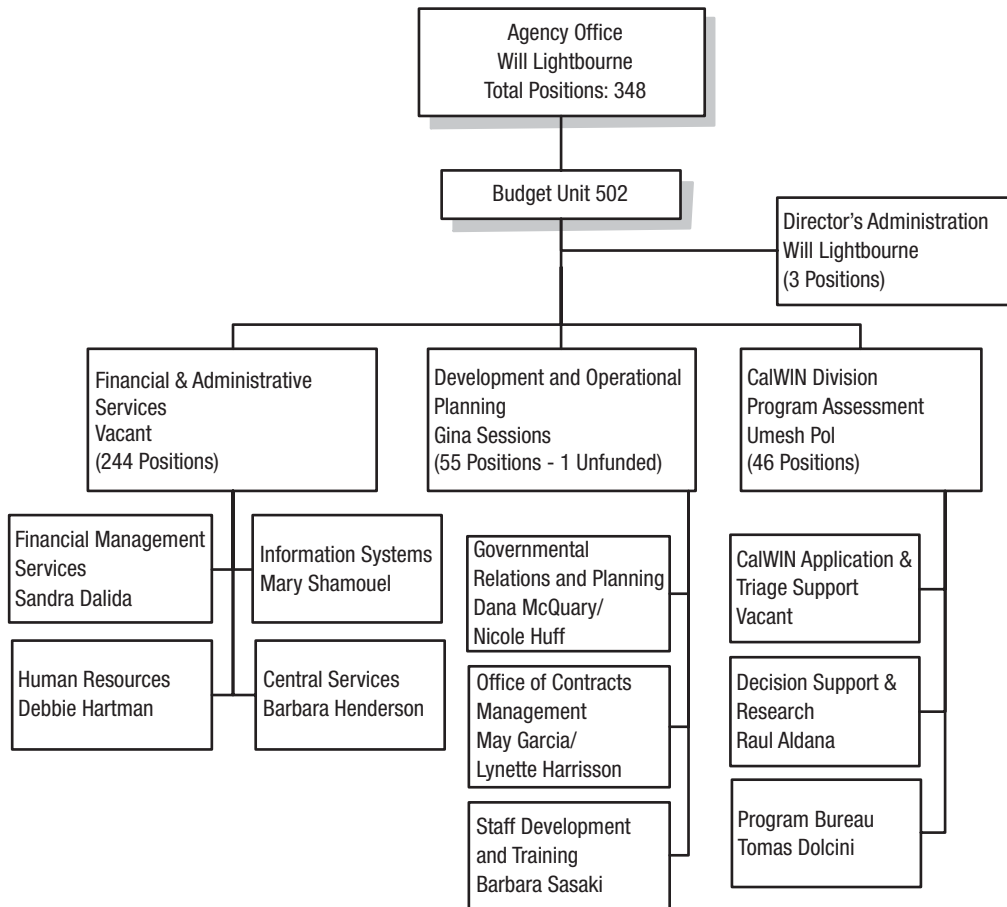


**DCSS Elect Data Proc Fund 0001 — Cost Center 3802**  
**Major Changes to the Budget**

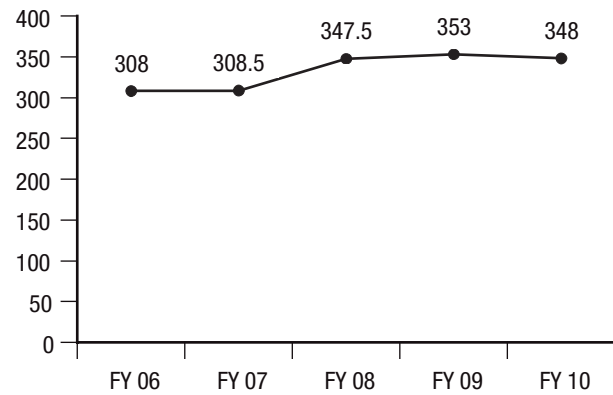
	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	6.0	\$ 1,322,166	\$ 1,322,166
Board Approved Adjustments During FY 2009	—	(122,966)	(122,966)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(8,876)	—
Internal Service Fund Adjustments	—	44,400	—
Other Required Adjustments	—	(172,610)	(137,086)
Subtotal (Current Level Budget)	6.0	\$ 1,062,114	\$ 1,062,114
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Data Processing Adjustment	—	(2,372)	—
Decision Packages			
1. Delete 1.0 G38 / Add 1.0 G28	—	3,144	—
Add 1.0 FTE Information System Analyst I/II and Delete 1.0 FTE Information Systems Technician I/II/III (vacant).			
2. Augment Salary Savings	—	(70,536)	—
Budget additional salary savings with the intent to delete additional positions in FY 2010 if needed to balance overall expenditures to revenues.			
3. Align Cost of Services and Supplies to Revenues	—	(33,303)	—
Realignment of services and supplies costs, based upon available State funding. Total impact is a net decrease of \$4,219 in Cost Centers 3800 and 3802.			
4. One-time Information Technology Expenditures	—	27,312	—
DCSS anticipates one-time expenditures to the Information Technology budget in the total amount of \$42,212 in Cost Centers 3800 and 3802. In Cost Center 3802 the expenditure of \$39,193 is needed to replace a chassis switch to support the Child Support Enforcement system mainframe, and to replace four servers for Microsoft Exchange, print server, and Windows software updates.			
5. Remove Reimbursement Placeholder	—	75,755	—
Remove reimbursement that was budgeted in the base to keep expenditures and revenues balanced at net zero in the General Fund. The reimbursement was originally budgeted as a "placeholder" pending identification of specific expenditure reductions. Total recommended expenditures were balanced to the expected State and Federal revenues.			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	6.0	\$ 1,062,114	\$ 1,062,114



# Agency Office — Social Services Agency



**Gross Appropriation Trend**



**Staffing Trend**





## Public Purpose

- ➔ Ensure that the policies and priorities established by the Board are implemented in a manner that provides meaningful services to the community.
- ➔ Demonstrate responsible and efficient use of public funds.

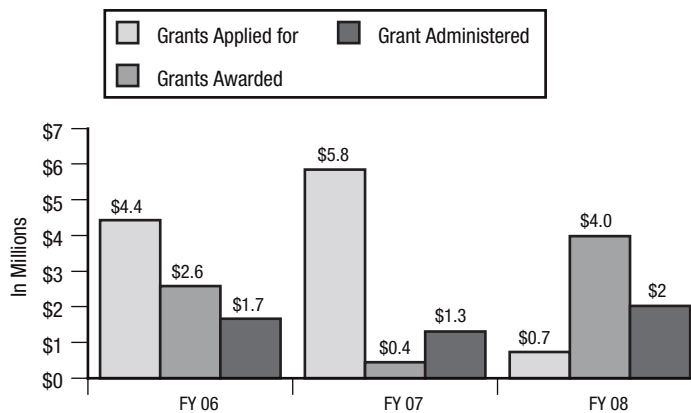


## Desired Results

The support provided by the Agency Office (AO) enhances the three service departments' ability to protect, sustain, and enhance the lives of vulnerable individuals in our communities in a culturally sensitive and socially responsible manner. The Agency's vision is reflected in

the Public Purpose, Desired Results, and services of each of its three service departments: Department of Family and Children's Services (DFCS), Department of Employment and Benefit Services (DEBS), and Department of Aging and Adult Services (DAAS).

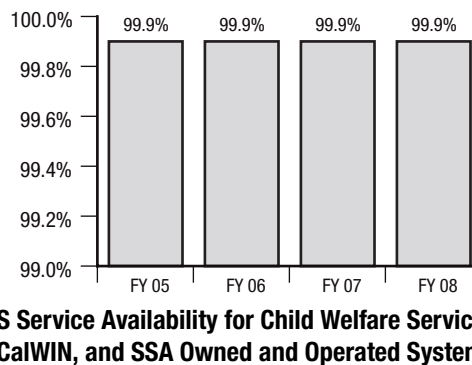
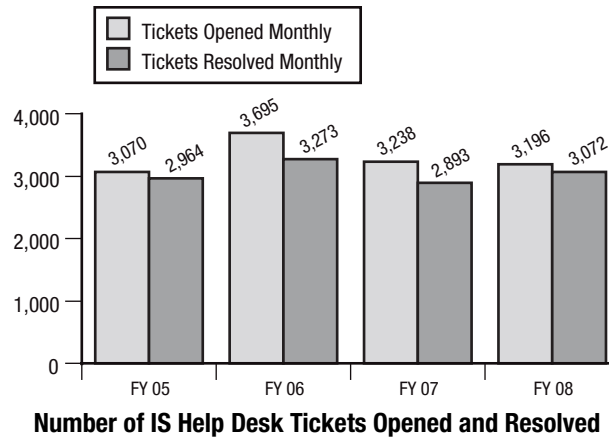
### Revenue is Maximized.



Grant Monies Secured for Provision of Needed Services



**Informed conclusions** are drawn from reliable data.



## Description of Major Services

The Social Services Agency (SSA) provides basic safety net and protective services to vulnerable children, families and adults. The Agency provides services that counties are required to operate on behalf of the federal and state governments by the State of California Welfare and Institutions Code, Probation Code, and Lanterman-Petris-Short Act. The Agency's services are organized through the departments of Family and Children's Services (DFCS), Employment and Benefits Services (DEBS), and Aging and Adults Services (DAAS). Central administrative services and direction are provided by the Agency Office (AO).

Currently the Agency has a staff of over 2,570 serving over 260,000 Santa Clara County residents at more than twenty sites, and the budget of \$612 million is 89% supported by federal and state revenues. The three service departments, in partnership with numerous community agencies, provide a wide range of human services for the County's culturally diverse population,

such as emergency shelter, senior day care and supportive services, job training, counseling, domestic violence assistance, youth outreach, and food programs.

In addition to the direct service programs it operates, the Agency contracts with over 60 community-based agencies to provide a range of services that help prevent families and individuals from becoming clients of the County. The Agency also operates a system of quality assurance/quality control functions to ensure that its services are consistent with Federal and State regulations and adhere to established practice standards.

### Agency Office

The Agency Office (AO), which includes the Agency Director and Agency Administration staff, provides leadership and direction for the administrative and service divisions, and performs administrative support activities that increase public understanding of Agency

programs and the magnitude of the number of clients served. The administrative divisions of the Agency Office are: CalWIN Division, Department of Financial and Administrative Services (DFAS), and Development and Operational Planning Division (DOP).

### **CalWIN Division**

CalWIN (CalWORKs Information Network) Division provides oversight and strategic direction for the agencywide welfare case management system and process integration. It supports client and business service delivery, facilitates policy and business process changes, and fully maximizes system management reporting capabilities. The Division provides a coordinated approach for CalWIN-dependent functions, and centralizes planning for ongoing system integration and future systems enhancements. The Division includes the following units:

#### **Decision Support and Research Bureau (DSR):**

DSR provides analytical information and compiles reports for SSA administration and various SSA departments and their communities, in order to ensure timely and accurate reporting to meet State, local and Federal requirements. DSR also provides information for specialized issues, develops Work Participation Rates reporting and development, helps to maintain data integrity, and provides client and case data and geo-mapping statistical data.

#### **Program Bureau**

The Bureau manages complex projects for welfare and employment service programs administered by the Department of Benefits and Employment Services. It represents the Agency as part of the 18-county CalWIN consortium and participates in planning and design system changes.

#### **CalWIN Application and Triage Support (CATS)**

CATS provides administration services and access to business applications such as CalWIN, the MediCal database (MEDS), State Automated Welfare System (SAWS), Electronic Benefit Transfer and State Fingerprint Imaging System. It provides end user support, and manages and resolves help desk tickets from assignment to more the serious triage efforts needed in some cases. CATS staff provide statewide expertise on production calls, defect design, and review board functions, and they represent the Agency in various work groups and committees.

### **Department of Financial and Administrative Services (DFAS)**

DFAS provides oversight and strategic direction for Agency core support services including Central Services, Financial Management Services, Human Resources and Equal Employment Opportunity Unit, and Information Technology.

#### **Central Services (CS)**

Central Services manages agencywide facility services, purchasing, record retention, mail services, security and safety services, central supply support, and fleet operations. It is the project management resource responsible for planning and executing facility moves, reconfigurations, and preventative maintenance. Central Services includes the Health and Safety Unit responsible for safety committees, and ergonomic evaluations.

#### **Human Resources (HR) and Equal Opportunity Unit (EO)**

The HR function includes the HR Service Center which is responsible for human resource administration, recruitment and employee relations. The Equal Opportunity Unit is responsible for investigating employee and client complaints of discrimination, and managing Agency efforts with regard to Equal Employment Opportunity (EEO), Aging and Disabilities Act, workplace accommodations, sexual harassment policies, civil rights, and diversity efforts.

#### **Financial Management Services (FMS)**

Financial Management Services (FMS) includes agencywide financial operations such as Accounts Payable; Accounts Receivable and Trust Funds; Welfare Benefit Issuance; Collections and Recovery; Claims, Grants and Contract Accounting; Budget Development and Management; Forecasting and Code Control; and Financial Mandatory Statistical Reporting. FMS is responsible for developing and managing the Agency's annual budget of more than \$612 million, issuing all client welfare benefit payments, collecting welfare overpayments and general assistance loans, managing trust accounts for foster youth, adult clients, and agency trust funds, and managing all general accounting functions. Additionally, FMS is responsible for the oversight and management of financial planning, budgeting, and reporting to receive all state and federal funding, and manages all revenue and expenditure reimbursement functions to recover more than \$500 million from state, federal, and private funding sources.



### **Information Technology (IT)**

IT is responsible for designing, developing, and maintaining the technological infrastructure and applications systems for the Agency; designing and implementing business processes to enhance operations and service delivery to clients; and leading and supporting initiatives that enrich and promote employee use of technology. IT also manages, supports, and provides information for reporting, program administration, decision making, evaluation and accountability.

### **Development and Operational Planning Division (DOP)**

The Department of Development and Operational Planning (DOP) includes the departments of Governmental Relations and Planning, Staff Development and Training, and the Office of Contracts Management. DOP is responsible for providing agencywide leadership, direction, and management for evaluation and planning, staff development and training, contracts administration, public information and communications. In addition, DOP includes the Professional Development Office which is responsible for supervisor and leadership training, performance management and appraisal training, civil rights training, the Human Resource Academy, succession planning, and the agency mentoring project.

### **Governmental Relations and Planning (GRP)**

GRP includes the Office of Evaluation and Planning, and the Office of Policy and Resource Development, and provides agencywide resources to implement initiatives to sustain strong partnerships with our diverse communities; develops and tracks data reflecting program outcomes and efficiencies; monitors legislative and regulatory changes; manages Agency communication projects; and addresses client concerns and complaints. GRP also assists in defining the Agency's policy direction, coordinates grant activity and program planning, and participates in efforts to develop short and long-term housing resources for SSA clients with special needs.

### **Office of Contracts Management**

The Office of Contracts Management is responsible for administration and monitoring of contracts and service agreements for Grants, Trust Funds, and Child Abuse Council support, Department of Family and Children's Services Contracts, and the Agency Office.

### **Staff Development and Training**

Staff Development and Training is responsible for agencywide staff development and training including assessing needs, planning and designing training curriculum, and monitoring and evaluating courses.

## **Current and Emerging Issues**

As the economy continues its downward spiral, the Agency must maintain the County's gateway to public assistance and decrease the eligibility determination wait time for those in need. The surge in demand for public assistance is evident by the dramatic caseload increases. Food stamp cases have increased from 16,710 in January 2007 to 21,530 in January 2009. Medi-Cal cases have risen from 91,192 in January 2007 to 99,161 in January 2009. The number of applicants for aid is far higher than the case count numbers suggest--30% higher than last year--as many people seeking aid are not yet eligible.

In FY 2008 approximately 254,591 people received some form of financial assistance (cash, food benefits and/or medical benefits) from the Agency, more than 17,900 child abuse and neglect reports were received, over 1.2 million meals were served to seniors, and an average of

13,923 frail or disabled adults received in-home support each month. The budget recommended to the Board of Supervisors does not make any reductions to the Senior Nutrition Program and does not reduce support to the Second Harvest Food Bank.



## 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	Increased revenue does not prevent continued deterioration of services, but it mitigates against further reductions.	■
Administration and Support	Yes	Required	Deletion of 5 administration positions will not directly impact SSA clients; however, some administrative tasks will take longer to complete, and work will need to be prioritized.  Reductions in IT and CalWIN budgets have no adverse impact to operations.	▼
Appeals Program	Less than 5%	Mandated		■
General Fund Contracts	Yes	Non-Mandated		■
Immigration and Citizenship Contracts	Yes	Non-Mandated		■
Status Offender System (SOS) Contracts	Yes	Non-Mandated		■

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

## County Executive's Recommendation

The Social Services Agency (BU 502, 503, 504 & 505) was assigned an \$18 million reduction target for FY 2010. After analysis of the budget proposal submitted by the Agency and consideration of alternative reductions, the Acting County Executive recommends the following actions, that will contribute to balancing the General Fund budget:

### Administration and Support

**Recognize Deferred Revenue:** Deferred revenue of \$13.2 million is available due to prior year audit reconciliation. The revenue will be included in the fund balance at the close of FY 2009 and will therefore become a source of one-time funds for use in the FY 2010.

\$5,980,806 of the available revenue is attributed to the Agency's \$18 million reduction plan. The remaining funds support the overall General Fund one-time needs for FY 2010.

**Service Impact:** The additional revenue is not incumbent upon further expenditure authorization, therefore there is more General Fund money available to pay for the existing service level. SSA receives Federal and State reimbursement for its share of costs through established claiming procedures for administrative, program and categorical aids expenditures. An initial claim is submitted every quarter, and final claim reconciliation occurs 2-3 years later.

Underspending in other counties contributes to the ability to eventually draw down additional revenue, based upon the fact that our County contributes General Fund dollars above the minimum requirement, which later become eligible for further reimbursement of available State and Federal funds. The ability to spend this additional funding on claimable expenses further contributes to the ability to draw down future funding.

**Total One-time Savings: \$13,187,154**

Fund Balance Attributed to SSA Reduction Plan: \$5,980,806



## Administration and Support

**Delete 5 Filled Positions in Agency Office:** Delete positions in various administrative offices:

FTE	Job Title and Division	Net Savings
(1.0)	Public Communications Specialist (C98) Governmental Relations and Planning	\$69,138
(1.0)	Clerical Office Supervisor (D60) Central Services	\$60,420
(1.0)	Management Analyst (B1P) Central Services	\$80,427
(1.0)	Revenue Collections Clerk (D62) Financial Management Services	\$26,482
(1.0)	Program Manager I (B3P) Information Technology	\$87,796
<b>(5.0)</b>	<b>Total</b>	<b>\$324,263</b>

**Service Impact:** The administrative divisions that are losing positions will reorganize operational activities and responsibilities in order to mitigate the staff reductions. Some tasks will take longer to complete and work must be prioritized. The only Public Communications Specialist in the Agency will be deleted. The Director will coordinate dissemination of

information to the media, with the assistance of the CEO Public Affairs Office. SSA will assign personnel to ensure the Agency continues to participate in providing emergency public information during times of disaster when the County Emergency Operations Center is activated.

**Positions Reduced: 5.0**  
**Ongoing Savings: \$324,263**

### Reduce Expenditures for Information Technology and CalWIN:

- VOIP Savings - \$350,460
- CalWIN Savings - \$43,750

**Service Impact:** None. The Voice Over Internet Provider Technology project continues to be deployed across the Agency and reduces office telephone charges, as calls travel across internet provider trunks instead of the public telephone switch network system. CalWIN cost savings are due to the transition from the design and development phase to the maintenance phase of the system.

**Ongoing Savings: \$394,210**

## FY 2010 Agency Office Services Programs

Program	Total \$	County \$	County %
General Fund Contracts	\$2,264,647	\$2,264,647	100.0%
Immigration and Citizenship Contracts	\$561,205	\$561,205	100.0%
Status Offender System Contracts	\$1,387,897	\$1,387,897	100.0%
Grants and Contributions	\$1,394,552	907,943	65.1%

## Social Services Agency — Budget Unit 502 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
50201	Agency Office Admin Fund 0001	\$ 73,674,962	\$ 81,216,031	\$ 82,892,148	\$ 75,861,591	\$ (5,354,440)	-6.6%
50202	Information Systems Fund 0001	29,000,627	31,547,930	32,627,567	30,021,705	(1,526,225)	-4.8%
50203	Agency Staff Dev and Tng Fund 0001	3,476,361	3,506,209	3,506,209	3,569,892	63,683	1.8%
50205	Community Programs and Grants	1,758,806	2,814,541	3,758,348	2,260,029	(554,512)	-19.7%
50206	Local Programs for Adults, Youth and Families	6,347,408	6,513,161	6,733,921	5,169,377	(1,343,784)	-20.6%
<b>Total Net Expenditures</b>		<b>\$ 114,258,164</b>	<b>\$ 125,597,872</b>	<b>\$ 129,518,193</b>	<b>\$ 116,882,594</b>	<b>\$ (8,715,278)</b>	<b>-6.9%</b>



### Social Services Agency — Budget Unit 502 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
50201	Agency Office Admin Fund 0001	\$ 73,674,962	\$ 81,216,031	\$ 82,892,148	\$ 75,861,591	\$ (5,354,440)	-6.6%
50202	Information Systems Fund 0001	29,000,627	31,547,930	32,627,567	30,021,705	(1,526,225)	-4.8%
50203	Agency Staff Dev and Tng Fund 0001	3,476,361	3,506,209	3,506,209	3,569,892	63,683	1.8%
50205	Community Programs and Grants	1,758,806	2,814,541	3,758,348	2,338,198	(476,343)	-16.9%
50206	Local Programs for Adults, Youth and Families	6,347,408	6,513,161	6,733,921	5,169,377	(1,343,784)	-20.6%
<b>Total Gross Expenditures</b>		\$ 114,258,164	\$ 125,597,872	\$ 129,518,193	\$ 116,960,763	\$ (8,637,109)	-6.9%

### Social Services Agency — Budget Unit 502 Expenditures by Object

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 38,797,084	\$ 39,146,196	\$ 39,843,734	\$ 39,499,840	\$ 353,645	0.9%
Services And Supplies	74,615,647	86,451,676	89,591,459	77,460,923	(8,990,753)	-10.4%
Fixed Assets	845,433	—	83,000	—	—	—
<b>Subtotal Expenditures</b>	114,258,164	125,597,872	129,518,193	116,960,763	(8,637,109)	-6.9%
Expenditure Transfers	—	—	—	(78,169)	(78,169)	—
<b>Total Net Expenditures</b>	114,258,164	125,597,872	129,518,193	116,882,594	(8,715,278)	-6.9%

### Social Services Agency — Budget Unit 502 Revenues by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
50201	Agency Office Admin Fund 0001	\$ 301,788,707	\$ 18,744,365	\$ 18,899,772	\$ 16,064,993	\$ (2,679,373)	-14.3%
50202	Information Systems Fund 0001	6,758,755	10,756,712	11,484,172	11,820,593	1,063,881	9.9%
50205	Community Programs and Grants	1,568,996	2,595,803	3,539,610	1,085,335	(1,510,468)	-58.2%
<b>Total Revenues</b>		\$ 310,116,458	\$ 32,096,880	\$ 33,923,554	\$ 28,970,920	\$ (3,125,960)	-9.7%

### Agency Office Admin Fund 0001 — Cost Center 50201 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	193.0	\$ 81,216,031	\$ 18,744,365
Board Approved Adjustments During FY 2009	2.0	1,676,117	155,407
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-2.0	173,048	—



### Agency Office Admin Fund 0001 — Cost Center 50201 Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	(5,025,759)	—
Other Required Adjustments	—	(1,962,361)	(2,834,780)
Subtotal (Current Level Budget)	193.0	\$ 76,077,075	\$ 16,064,993
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Non-renewal of lease for Happy Hands Preschool	—	(92,305)	—
FY 2010 Voice Communications Adjustment	—	2,412	—
Raise reimbursement for Ombuds Services to DFCS (See narrative in BU 503)	—	48,855	—
SSA Reimbursement to County Counsel for New Juvenile Dependency Attorney	—	363,370	—
Decision Packages			
1. Delete 1.0 Filled Program Manager I (B3P)	-1.0	(135,156)	—
Delete 1 Program Manager I position in Information Systems division. Associated revenue reduction budget detail is in BU 504.			
2. Delete 1.0 Filled Revenue Collections Clerk (D62)	-1.0	(79,284)	—
Delete 1 filled Revenue Collections Clerk position in Financial Management Services. Associated revenue reduction budget detail is in BU 504.			
3. Delete 2.0 Positions in Central Services Division	-2.0	(216,936)	—
Delete 1 filled Management Analyst and 1 filled Clerical Office Supervisor in Central Services. Associated revenue reduction budget detail is in BU 504.			
4. Delete 1 Filled Public Communications Specialist (C98)	-1.0	(106,440)	—
Delete 1 filled Public Communications Specialist position in Governmental Relations and Planning Division. Associated revenue reduction budget detail is in BU 504.			
Subtotal (Recommended Changes)	-5.0	\$ (215,484)	\$ —
<b>Total Recommendation</b>	<b>188.0</b>	<b>\$ 75,861,591</b>	<b>\$ 16,064,993</b>

### Information Systems Fund 0001 — Cost Center 50202 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	126.0	\$ 31,547,930	\$ 10,756,712
Board Approved Adjustments During FY 2009	—	1,079,637	727,460
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(196,424)	—
Internal Service Fund Adjustments	—	(53,418)	—
Other Required Adjustments	—	(1,015,756)	(763,579)
Subtotal (Current Level Budget)	126.0	\$ 31,361,969	\$ 10,720,593
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Data Processing Adjustment	—	12,135	—
Decision Packages			
1. Communications Cost Reduction - VOIP Implementation	—	(540,000)	—
Reduce IT service and supply expenditures related to the implementation of VOIP technology. Associated revenue reduction budget detail is in BU 504.			
2. CalWIN Expenditure Reduction	—	(43,750)	—
Reduce service and supply expenditures related to CalWIN Program.			





## Information Systems Fund 0001 — Cost Center 50202

### Major Changes to the Budget

	Positions	Appropriations	Revenues
3. Reduce services and supply expenditures associated with Shelter Transition Program. Reduce services and supply expenditures associated with operating the Children's Shelter. The expenditure reduction is part of the Shelter Transition Plan. Narrative is in BU 503.	—	(573,419)	—
4. Discontinue Operation of Happy Hands Preschool Discontinuation of the Happy Hands Preschool for children of parents in drug treatment court will save \$309,175 annually. Budget detail is in BU 502--Cost Centers 50201, 50202 & 50206. Narrative is in BU 503.	—	(58,695)	—
5. Reduce services and supplies expenditures associated with Shelter Transition Plan Reduce services and supply expenditures associated with operating the Children's Shelter. The expenditure reduction is part of the Shelter Transition Plan. Narrative is in BU 503.	—	(136,535)	—
6. Recognize CMIPS II Revenue Recognize new revenue for the Case Management, Information and Payroll System (CMIPS II) to support the IHSS Program. See narrative in BU 505.	—	—	1,100,000
Subtotal (Recommended Changes)	—	\$ (1,340,264)	\$ 1,100,000
<b>Total Recommendation</b>	126.0	\$ 30,021,705	\$ 11,820,593

## Agency Staff Dev and Tng Fund 0001 — Cost Center 50203

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	32.0	\$ 3,506,209	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-1.0	63,683	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	31.0	\$ 3,569,892	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	31.0	\$ 3,569,892	\$ —

## Community Programs and Grants — Cost Center 50205

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	2.0	\$ 2,814,541	\$ 2,595,803
Board Approved Adjustments During FY 2009	—	943,807	943,807
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	1.0	153,616	—
Internal Service Fund Adjustments	—	(18,371)	—
Other Required Adjustments	—	(1,533,564)	(2,454,275)
Subtotal (Current Level Budget)	3.0	\$ 2,360,029	\$ 1,085,335



## Community Programs and Grants — Cost Center 50205

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Reduce services and supply expenditures in accordance with Shelter Transition Plan.	—	(100,000)	—
Reduce services and supply expenditures associated with operating the Children's Shelter. The expenditure reduction is part of the Shelter Transition Plan. Narrative is in BU 503.			
Subtotal (Recommended Changes)	—	\$ (100,000)	\$ —
<b>Total Recommendation</b>	3.0	\$ 2,260,029	\$ 1,085,335

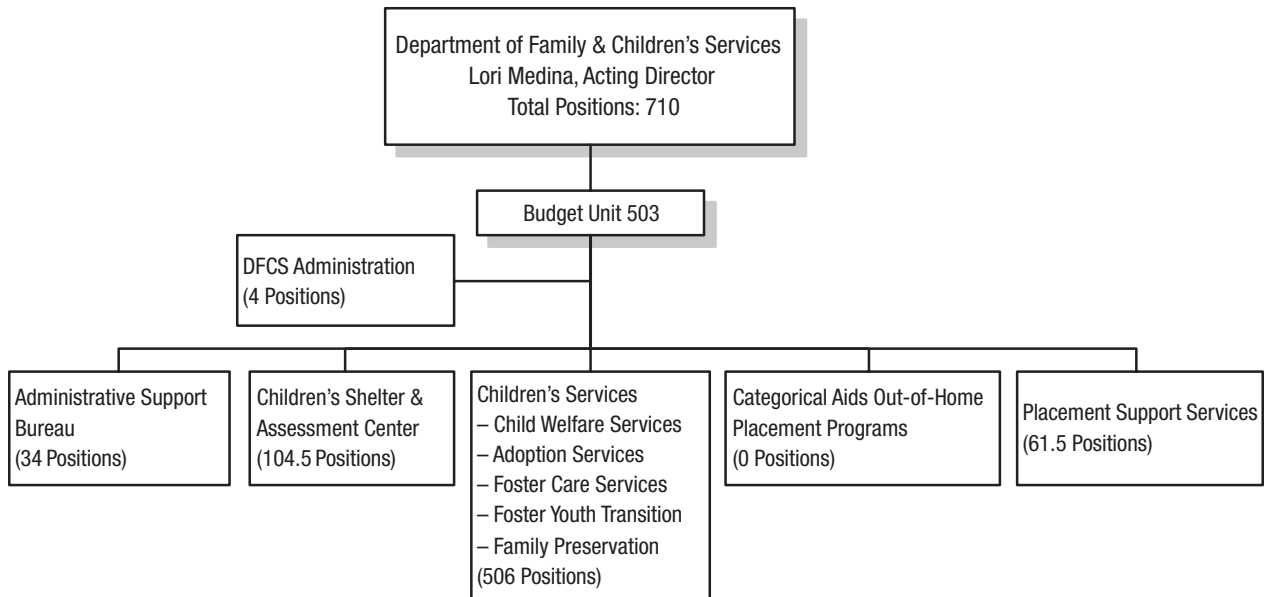
## Local Programs for Adults, Youth and Families — Cost Center 50206

### Major Changes to the Budget

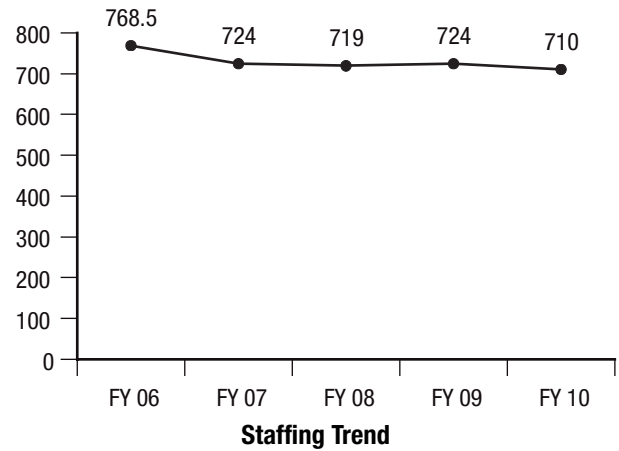
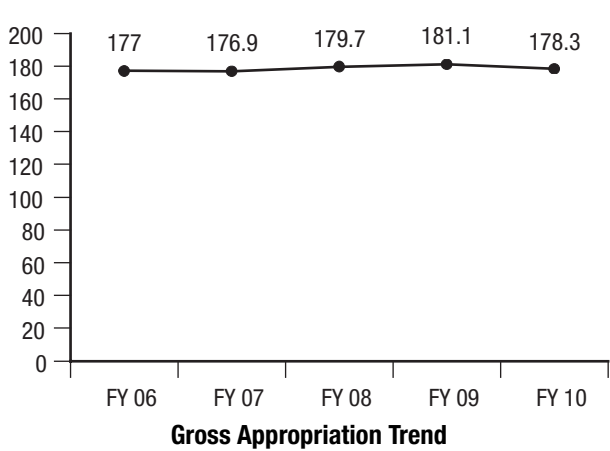
	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	—	\$ 6,513,161	\$ —
Board Approved Adjustments During FY 2009	—	220,760	62,641
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(1,406,425)	(62,641)
Subtotal (Current Level Budget)	—	\$ 5,327,496	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Discontinue Operation of Happy Hands Preschool	—	(158,119)	—
Discontinuation of the Happy Hands Preschool for children of parents in drug treatment court will save \$309,175 annually. Budget detail is in BU 502--Cost Centers 50201, 50202 & 50206. Narrative is in BU 503.			
Subtotal (Recommended Changes)	—	\$ (158,119)	\$ —
<b>Total Recommendation</b>	—	\$ 5,169,377	\$ —



## Department of Family and Children's Services — Social Services Agency



Section 3: Children, Seniors and Families



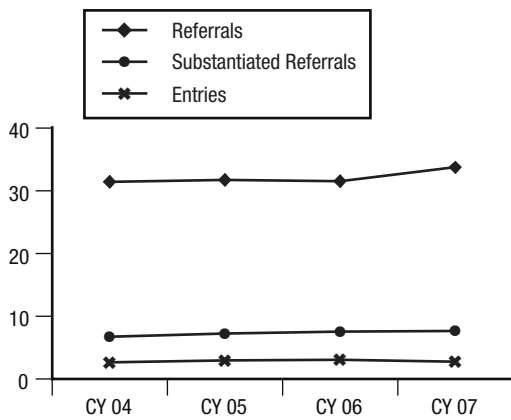
## Public Purpose

- Children's Lives Protected
- Basic Needs Met for Children in the Child Welfare Services System
- Families Strengthened and Restored
- Community Participation in Child Well Being
- Permanency for Children



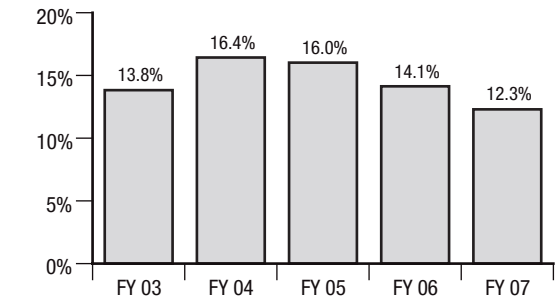
## Desired Results

Ensure children's safety by removing them from unsafe homes and preventing the recurrence of maltreatment.



**Incidence Rate for Referrals, Substantiations, and Entries into Foster Care**

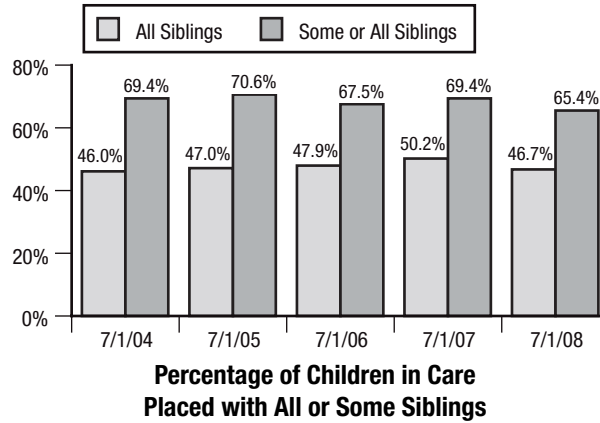
Note: The data source, the University of California Berkeley Center for Social Services Research, reports calendar year data for this measure.



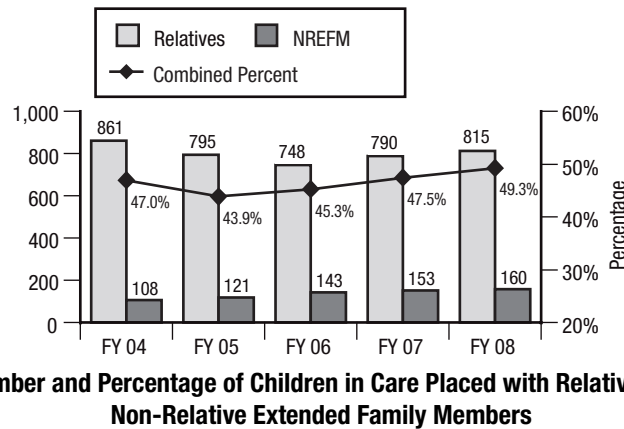
**Percentage of Children Who Re-entered Foster Care in Less than 12 Months Following Reunification**



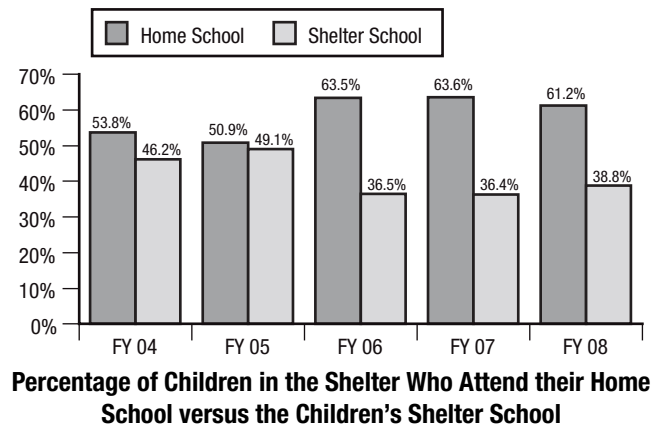
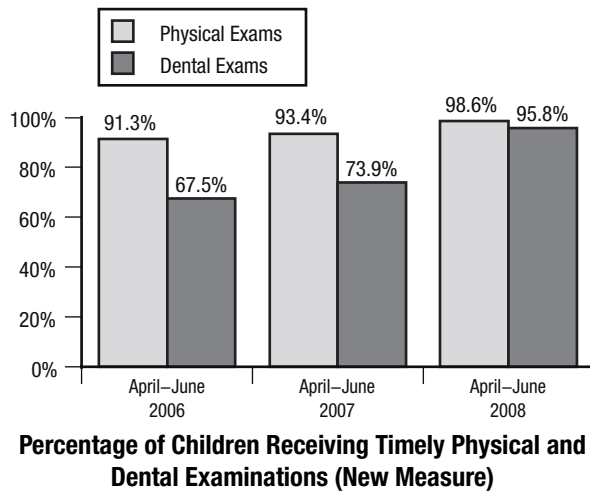
**Protect children’s sibling relationships** by keeping children together in placement.



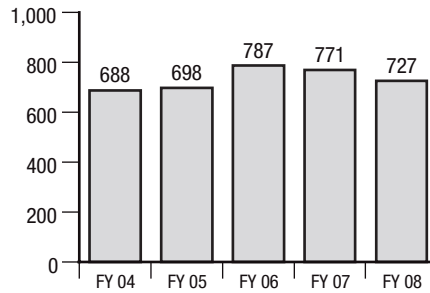
**Protect the continuity of the family** by placing children with relatives.



**Ensure that children’s basic and social development needs are met** by arranging for medical and dental care, and ensuring that individual and special educational needs of children are addressed.

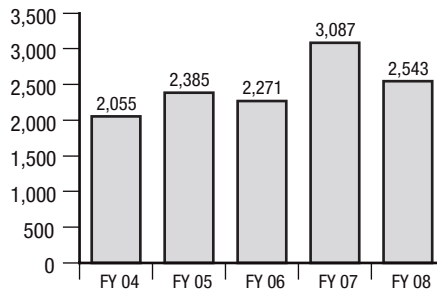


**Ensure that parents acquire needed parenting skills and the ability to protect their children** by offering appropriate services for the timely resolution of issues related to their children’s well-being, thereby decreasing the time between child removal and reunification with parents.



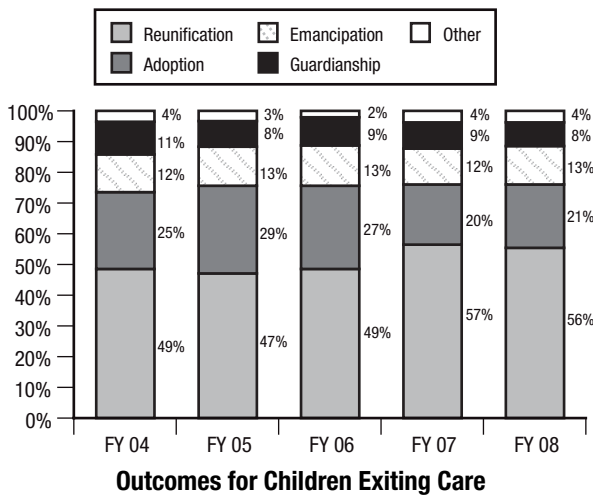
**Number of Parents Participating in Parent Education Program**

**Limit the need for out-of-home placement** by increasing the number of children and families that are diverted from the Child Welfare Services (CWS) system through early intervention.

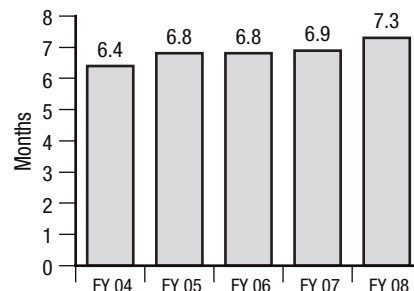


**Number of Children and Families Diverted from Child Welfare Services**

**Safely reunite children with their parents as soon as possible** by increasing the percentage of children reunifying with their families, reducing the number of placement moves, and reducing the average length of stay for children at the Children’s Shelter.

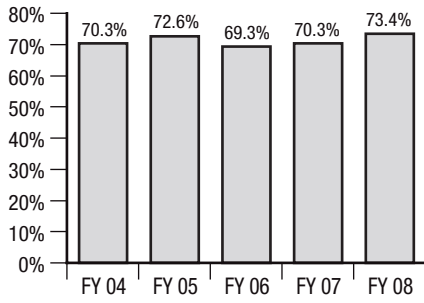


**Outcomes for Children Exiting Care**

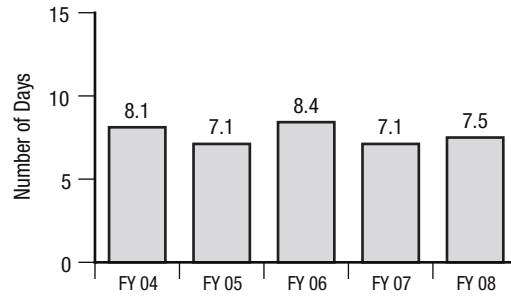


**Median Time to Reunification**



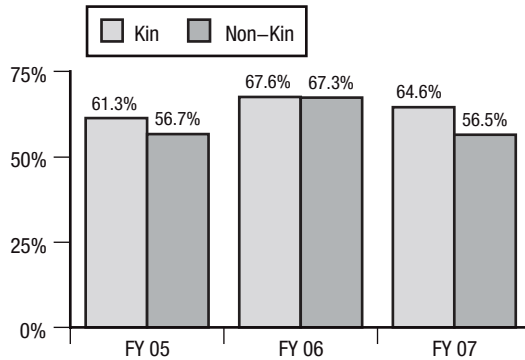


**Children with Two or Fewer Placements (8 days to 12 Months in Care)**



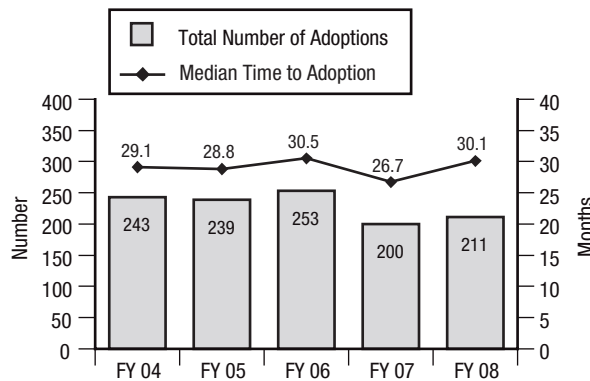
**Average Length of Stay in Days for Children at the Children's Shelter**

**Children's ties to their community maintained** by establishing family-to-family connections and adding foster homes in communities where the children reside.



**Percentage of Children in Kin and Non-Kin Placements Within 10 Miles of Home (FY 2008 University of California Berkeley data is unavailable)**

**Alternative permanent family placements** provided by decreasing the length of time a case is open before adoption is finalized, and by attaining the California Department of Social Services' annual standard of 209 adoptions for children in our County for whom adoption has been identified as the permanent plan.



**Number of Children Adopted and Median Time to Finalize Adoption**



## Description of Major Services

Department of Family and Children's Services (DFCS) is responsible for programs and services designed 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. DFCS is responsible for prevention, intervention, advocacy, and public education related to the protection of children and their need for consistency in their care.

Mandated services include a 24/7 Child Abuse and Neglect Reporting Center, Emergency Response Services, Family Maintenance Services, Family Reunification Services, out-of-home caregiver recruitment and development (including foster care), and Permanency Services. The major non-mandated programs include Adoption Services, Foster Care Licensing, Family Resource Centers and the residential function of the Children's Shelter. Major projects and initiatives include Expanded Differential Response, Enhanced Joint Response, California Connected by 25 Foster Youth Initiative, Family Wellness Court and the DFCS-DEBS Linkages Project. DFCS maintains strong working relationships with families, various cultural and ethnic communities within the county, the juvenile dependency court, public and private agencies, service providers and professionals, law enforcement agencies, and various planning, stakeholder, business and philanthropic groups and organizations.

### Connected by 25 Foster Youth Transition Initiative

The California Connected by 25 (CC25) Foster Youth Initiative continues to build new partnerships to expand educational, job preparation and placement, life skills, and housing opportunities for current and former youth. The goal of the initiative is to connect foster youth by age 25 to the opportunities, experiences and supports that will enable them to succeed throughout adulthood. Principal partners and supporters of CC25 include: the Walter S. Johnson, Stuart, William and Flora Hewlett, Charles and Helen Schwab, Lucille Packard, Jim Casey and Annie E. Casey Foundations; Silicon Valley Children's Fund; San Jose State University; and, Mission, San Jose City, Evergreen and De Anza Community Colleges. Over 90 community-based organizations and a very active Foster Youth Advisory

Board made up of former foster youth have participated and partnered with DFCS in the planning and implementation of CC25 since 2005.

CC25I includes a broad array of programs for current and former foster youth. The County's Independent Living Program (ILP) provides living skills, education, employment and housing services. The DFCS Employment Services Unit identifies job preparation and employment opportunities for current and former foster youth. The County's Emancipated Foster Youth Employment Program provides County employment opportunities for former foster youth.

### Disproportionate Representation of Children of Color

Children of color are overrepresented in all phases of child welfare services, beginning with initial reports of child abuse and neglect from the community. Reducing this overrepresentation is a critical challenge and concern for DFCS and the broader community. The Unified Children of Color Task Force continues to study and address this complex subject. The Task Force is made up of representatives from the Child Abuse Council, the Social Services Advisory Commission, community stakeholders and SSA.

The work of the Task Force contributed to the development of strategies implemented at DFCS in 2008 to better engage families of color in assessment, case planning, and referrals for service. The Task Force also contributed to improvements in DFCS policies and practices designed to reduce the number of non-abused siblings removed unnecessarily from families when abused children must be removed, and the effort to expand and strengthen culturally-sensitive and appropriate services.

For a second year in 2008, the Social Services Agency moved forward with the Santa Clara County Disproportionality in Child Welfare Plan, which was strengthened and based, in part, on insights and recommendations of the Task Force. In accordance with the 2008 Plan, the following occurred: training for mandated child abuse and neglect reporters included information about disproportionality; a selection process for a community-based provider for early engagement and intervention services for African-American families was undertaken; culturally sensitive joint decision making models were identified for





implementation; allegations of emotional abuse were administratively reviewed to minimize subjective factors in social workers' assessments; and continued training was implemented to emphasize culturally knowledgeable and sensitive services.

### **Expanded Differential Response (EDR)**

Expanded Differential Response community-based child abuse prevention, family preservation, and aftercare services are offered to families in lieu of DFCS services by Gardner Family Care, First 5 Santa Clara County and Family Partner agencies, and the Sacred Heart Community Services. There are four identified "Paths"--Path I, II, III and IV. Path I is for at-risk families who have not mistreated their children, but have stressors and circumstances that could result in child maltreatment. In 2008, the Lucille Packard Foundation provided funds for goods and services for Path I families.

Path II is for families who have been investigated for maltreatment by DFCS and would accept and benefit from services from community service providers in lieu of DFCS services. Families who have been reported to the DFCS Child and Abuse and Neglect Reporting Center may be referred for Path II community-based services, which are tailored to their individual needs and culture. Path III is for families who are receiving court-ordered Family Maintenance, Family Reunification, and Permanency Services from DFCS. Path IV is unique to Santa Clara County, and provides voluntary community-based aftercare services to families exiting court-ordered DFCS services. Family Partner agencies, funded by First 5, provide Path IV aftercare services to families who benefit from continued support following court-ordered DFCS services.

### **Enhanced Joint Response (EJR)**

EJR is a partnership with the Santa Clara Police Chiefs' Association to bring social workers to the scene of the law enforcement investigations. Social workers reduce the incidence of children being removed from families, strive to keep children within the extended family when removal is necessary, and divert families from the juvenile court system to voluntary services by DFCS or community service agencies. Social workers are usually on scene within 30 minutes, and their presence at the scene facilitates the ability to assess child risk and family safety capacity, the family members' needs and strengths, and to immediately identify opportunities to

provide voluntary services, reduce child removals, identify relatives for emergency placement, reduce trauma to both children and their families, and allow peace officers to return to service more quickly.

### **Out-of-Home Placement Initiatives**

The County's investment in a variety of Out-of-Home Placement Initiatives continues to be a factor in maintaining placement alternatives for children, and contributes to a low daily population and length of stay for children in the Children's Shelter. These initiatives include: the Sibling Supplement program, Respite Care Programs, Foster Parent Liability Insurance, support for the Foster and Adoptive Parents Resource Center, the Federal Title IV-E Child Care Program, and the Group Home Supplement program. These programs, in conjunction with EJR and other DFCS early intervention strategies, ensure that children who require out-of-home care are provided the most appropriate placement possible.

The Resource Family Support Team for licensed foster families and the Relative Support Team for relative families also promote successful out-of-home placements for children. The teams provide contract employees who have had personal experience as placement caregivers or who have been DFCS clients. The teams provide advocacy, mentoring, respite care referrals, referrals to community services and support groups, in-home needs assessments, and visits to families.

In collaboration with the Mental Health Department and the County Office of Education, the Mental Health evaluation pilot program and Success Camp educational pilot programs continue to provide service for children ages 6-11 years who are entering child welfare services for the first time.

### **Family Wellness Court**

Many families served by DFCS are severely impacted in their ability to safely care for their children because of parental substance abuse. In March 2008, the Family Wellness Court for Infants and Toddlers Project (FWC) was implemented to enhance effectiveness of services to these families. This client-centered approach helps families with children ages 0-3 whose parents use methamphetamine or other substances. Parents are provided early assessments and access to substance abuse treatment, and close monitoring and encouragement by the court to achieve and maintain sobriety, overcome personal obstacles, become better

parents and reunify with their children. Children receive in-depth developmental and behavioral assessments, along with other services to improve their well-being. This innovative project is a collaborative effort involving the Superior Court, First 5 Santa Clara County, the Department of Alcohol and Drug Services, the Mental Health Department, the Office of the County Counsel, the Office of the District Attorney, the Dependency Advocacy Center and the Social Services Agency. Several other County departments and community agencies are also involved in the project. It is funded by a multiyear, \$3,700,000 federal grant from the Administration for Children, Youth and Families and additional support from First 5 Santa Clara County.

### Linkages Project

DFCS and the Department of Employment and Benefits Services (DEBS) partner to work with parents receiving services from both departments, and 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 in DEBS to support their child welfare case plan activities, such as counseling and child care. 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. The goal is to reduce poverty, strengthen families, prevent child maltreatment, and build stronger communities.

### Performance Improvement

AB 636, the Child Welfare System Improvement and Accountability Act of 2001, required counties to undertake an extensive self-assessment of the local child welfare system; resulting in the development of a three-year System Improvement Plan (SIP) that was approved by the Board of Supervisors and submitted to the California Department of Social Services in 2004. The SIP identifies 5 goals for measurement: (1) reduce the over-representation of children of color in the rate of 1st entries into foster care, (2) increase referrals with a timely response, (3) increase timely social worker visits, (4) reduce the number of multiple foster care placements, and (5) reduce the rate of re-entry into foster care. The SIP is a planning tool to ensure continual service and system improvement. The process for developing a new SIP began in 2008, based upon an initial self-assessment process utilizing valuable information provide by the 2008 Federal Child and Family Case Review, the local Peer Quality Case Review, the Santa Clara County Disproportionality in Child Welfare Plan, and other evaluations and studies.

## 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 One (Grant)	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)	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
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		■
Children's Trust Fund - Child Abuse Prevention	No	Non-Mandated		■
Respite Care	Yes	Non-Mandated		■
Family Wellness Grant	No	Non-Mandated		■
Child Welfare Services	Yes	Mandated	Children currently attending Happy Hands Preschool and not scheduled to attend kindergarten in the fall will be placed in alternative preschool programs. Drug Treatment Court will not offer County-operated preschool services to families in the future.	▼
Child Welfare Services	Yes	Mandated	Increased revenue does not prevent continued deterioration of services, but it mitigates against further reductions.  Elimination of five Social Worker III positions will have no adverse impact to clients. Case assignment distribution will occur to provide equitable distribution of cases.  A new position and contract services for the Ombuds Program will have no adverse impact to clients.	■
Foster Home Recruitment	Yes	Mandated		■
Children's Shelter Program	Yes	Mandated	Children's Shelter Transition Plan is based upon declining need for residential services at Children's Shelter; no negative impact on affected children. Mandated functions will continue to be provided.	■
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		■

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
AFDC Foster Care Program	Yes	Mandated	Expenditure reduction for Group Home and Foster Family Agencies based upon successful Agency initiatives to identify the least restrictive placement options based on individual need; no negative impact on affected children. Mandated functions will continue to be provided.  Receipt of FMAP Revenues will prevent additional departmental reductions.	■
Transitional Housing Placement Program	Yes	Mandated		■
Wraparound Program	Yes	Mandated		■
Federal Kin-Gap Program (Benefits)	Yes	Mandated	Receipt of FMAP Revenues will prevent additional departmental reductions.	■
Adoptions Assistance Program (Benefits)	Yes	Mandated	Receipt of FMAP Revenues will prevent additional departmental reductions.	■
Emergency Assistance Foster Care Program	Yes	Mandated		■
Seriously Emotionally Disturbed Children (Benefits)	Yes	Mandated		■
Administration and Support Services	Yes	Required	Elimination of one Office Specialist II and one Senior Office Specialist will have no adverse impact on clients. Duties will be redistributed and absorbed by remaining administrative and technical staff.	■

Impact on Current Level of Service:

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

## County Executive's Recommendation

The Social Services Agency (BU 502, 503, 504 & 505) was assigned an \$18 million reduction target for FY 2010. After analysis of the budget proposal submitted by the Agency and consideration of alternative reductions, the Acting County Executive recommends the following actions, that will contribute to balancing the General Fund budget.

### ▼ Child Welfare Services

**Happy Hands Preschool:** Operation of the preschool for children of families in Drug Treatment Court will be discontinued, for ongoing savings of \$309,175.

**Service Impact:** This is a non-mandated program that was initially funded by a Federal grant for a short period of time; however, this funding ended in 2006. Since that time the County General Fund has fully funded the preschool's operations, with the exception of the cost of meals, paid for by Department of Education.

There are approximately 24 children who currently attend the preschool, and half of them will begin kindergarten in the fall. SSA is working with the families of the remaining children to find alternative placement in the Head Start program. All children currently attending the preschool will be placed in other programs by the time operations cease, and County-operated preschool services will no longer be available for families participating in the Drug Treatment Court program. However, as with all clients of SSA services, families will be given priority placements in Head Start preschool programs.

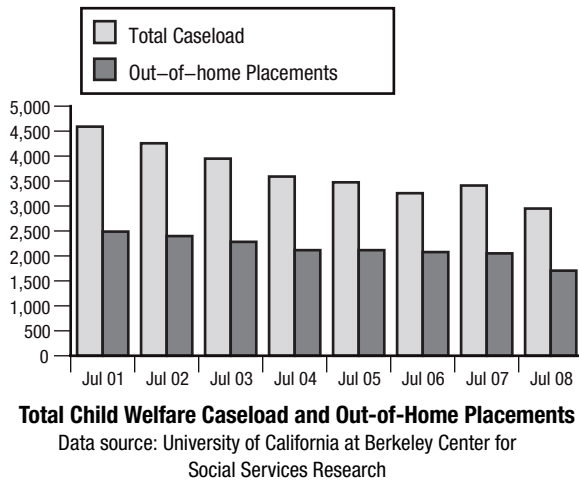
**Ongoing Savings: \$309,175**



## Children's Shelter Program

**Children's Shelter Residency Program Transition:** A phased transition to a downsized model to align with current shelter needs will reduce expenditures over the next 18-month period.

The graph below shows how successful the Agency's child welfare strategies and Out-of-Home Initiatives have been in reducing both the total child welfare caseload and the need for out-of-home placements. The total caseload was 4,580 in July 2001 and had dropped to 2,949 in July 2008. The number of out-of-home placements was reduced from 2,487 in July 2001 to 1,706 in July 2008. The graph illustrates the reduction in both caseload and placements.



The transition plan is as follows:

- July 1, 2009: Delete 7 vacant positions as follows, which will reduce expenditures by \$493,356 and reduce associated revenues by \$37,710 for a net reduction of \$455,646.

FTE	Position
(3.0)	Children's Counselor (X31)
(2.0)	Cook I (H60)
(2.0)	Food Service Worker II (H66)
<b>(7.0)</b>	<b>Total Positions Deleted July 1, 2009</b>

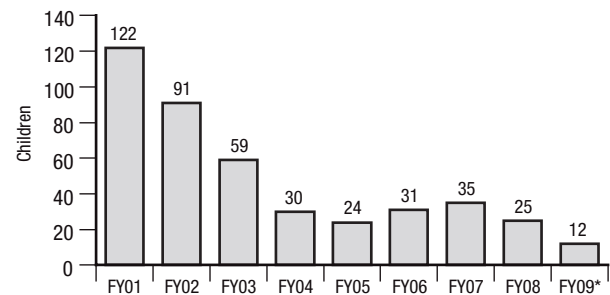
- July 1, 2009: Reduce expenditures by \$1,336,535, and reduce associated revenues by \$262,290 as a result of discontinued operation of three residential cottages in FY 2010, for a net savings of \$1,074,245.

- January 1, 2010: Net savings of \$1,766,191 is achieved through the deletion of additional 50 filled positions as follows. This is the result of an ongoing cost

saving of \$2,030,568 and an associated ongoing revenue reduction of \$264,377. (A placeholder salary reduction in this amount will be budgeted in anticipation of the future Board of Supervisors' action to delete the positions on January 1, 2010).

FTE	Position
(44.0)	Children's Counselor (X31)
(3.0)	Sr. Children's Counselor (X24)
(1.0)	Head Cook (H56)
(1.0)	Cook I (H60)
(1.0)	Food Service Worker II (H66)
<b>(50.0)</b>	<b>Total Positions Deleted January 1, 2010</b>

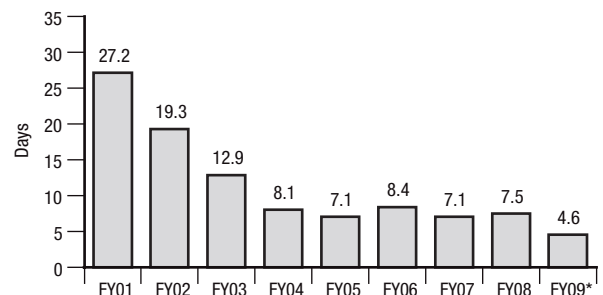
**Service Impact:** Over the past 5 years the County's investment in a variety of out-of-home placement initiatives has resulted in a dramatic and consistent reduction in the daily population and length of stay at the shelter, as shown below. The average daily population has dropped from 122 children in FY 2001 to 12 children in FY 2009, causing SSA to scale back operations and close residential cottages, with only three remaining in service.



**Average Daily Population at the Children's Shelter**

Data source: Shelter Monthly Statistical Report

Note: FY 09 data reflects an eight-month period from July 2008 to February 2009.



**Average Length of Stay at the Children's Shelter**

Data source: Shelter Monthly Statistical Report

Note: FY 09 data reflects an eight-month period from July 2008 to February 2009.



The transition plan will eliminate the non-treatment residential function at the Children's Shelter campus. The three remaining residential cottages will discontinue operation by January 2010. The only remaining institutional residential services will be treatment-based, and all other children will be placed in home-based settings. SSA will maintain the emergency temporary placement function for children with very special or high risk needs who cannot be readily placed in foster homes following removal from their homes until alternative placement options can be implemented.

While operation of a full shelter is not a mandated function, the emergency receiving, intake and assessment center are mandated functions that will remain in operation. As the need for residency operations continues to decline, the expenditure reduction will not have an adverse impact on the children who require placement services. An important element of the transition plan is the development of an enhanced continuum of community based placement options, including intensive treatment foster homes, specialized emergency foster homes, in-home intensive services and liaisons with mental health and other professional services. The costs of these programs have been considered in the calculation of the proposed shelter transition reduction costs.

**Total Positions Deleted July 1, 2009: 7**

**Total Positions Deleted January 1, 2010: 50**

**Total Ongoing Savings: \$3,296,082**

Ongoing Cost Reduction: \$2,996,082

Ongoing Revenue Reduction: \$300,000

Savings in FY 2011 will be higher, reflecting full year deletion of 50 positions

## Recognize Revenue Related to ARRA

**Recognize Benefit of Increased Federal Medical Assistance Percentage (FMAP):** As part of the American Recovery and Reinvestment Act of 2009 (ARRA), Congress acted to increase FMAP payments for all states on a temporary basis to help states during the current recession. Funding increases will be in effect from October 2008 through December 2010. The estimate of funding in FY 2010 for SSA is \$673,099. In FY 2011, FMAP is in effect for half the year, and the reimbursement percentage is subject to change based on the state unemployment rate.

Programs subject to FMAP reimbursement are In-Home Supportive Services, Foster Care, Adoption Assistance and KinGAP.

**Background:** Medicaid is a Federal/State partnership program to provide health benefits to certain low income Americans including children, their parents, pregnant women, the elderly and those with disabilities. States and the Federal government each have a role in designing and paying for each state's program. States must work within Federal guidelines, and in turn, the Federal government pays a portion of each state's Medicaid costs. These matching dollars are referred to as Federal Medical Assistance Percentage (FMAP) payments.

**Service Impact:** Recognition of FMAP revenue helps the County to retain critical health and social service programs which would otherwise be reduced.

**FY 2010 Revenues: \$897,465**

## AFDC Foster Care Program

**Group Home and Foster Family Agencies:** Reduce expenditures by \$500,000 to align with current level of service.

**Service Impact:** There will be no reduction in service to children who require this type of placement. The out-of-home placement initiatives of the last several years have resulted in dramatic reductions in the number of placements with group homes and foster family agencies. In FY 2008 the average monthly expenditures, including Federal, State and County share of cost, was reduced by \$1.2 million. The County portion of this expenditure reduction was \$500,000.

**Ongoing Savings: \$500,000**

## Child Welfare Services

**Recognize New Revenue:** Modifications have been made to the Agency's procedures relating to claiming reimbursement from Federal and State governments for child welfare services, in order to fully maximize reimbursement for eligible activities. This will result in ongoing savings of \$4,538,861, including \$1,203,551 of previously underutilized Title XX funding.

**Service Impact:** Additional reimbursement is based upon the existing expenditure authorization, therefore there will be a greater amount of General Funds available to pay for the existing service level for child welfare services. SSA receives Federal and State reimbursement for its share of costs through established claiming regulations, and the Agency has conducted a comprehensive analysis of the claiming structure in order to maximize available funding.

**Ongoing savings: \$4,538,861**

**Delete 7 Vacant Positions:** 6 positions will be deleted in two continuing case management units, and 1 position will be deleted in the DFCS Director's Office.

FTE	Job Title and Division	Net Savings
(3.0)	Social Worker III (YC3) DFCS Service Bureau B	\$198,814
(2.0)	Social Worker III (YC3) DFCS South County Bureau	\$132,542
(1.0)	Senior Office Specialist (X09) DFCS South County Bureau	\$45,905
(1.0)	Office Specialist II (D49) DFCS Director's Office	\$39,650
<b>(7.0)</b>	<b>Total</b>	<b>\$416,911</b>

**Service Impact:** Continuing case management work will be absorbed by these units, and case assignment adjustments will be made in other bureaus as needed to more evenly distribute caseload. The clerical work in affected offices will be redistributed among remaining clerical staff. Reorganization of operational activities

and responsibilities will occur in order to mitigate the staff reductions. Some tasks will take longer to complete and work must be prioritized.

**Ongoing Savings: \$416,911**

**Modification to Ombuds Program:** The service agreement between the County Executive's Office and SSA will be modified, to reimburse the CEO for the cost of a new Ombuds Services Coordinator position and additional translation services as needed to provide ombuds services to DFCS, for a net zero impact to the County.

**Service Impact:** Since July 2004, the Office of Human Relations' Dispute Resolution Program in the County Executive's Office (CEO) has provided ombuds services to the Department of Family and Children's Services (DFCS) through a contract for services agreement. The service involves handling caseload referrals and recommending improvements in the child welfare system. The CEO now proposes to convert the existing dependent contract to a permanent position located within its proposed Office of Human Concerns division to create more efficiencies, increase research opportunities and improve training for SSA staff. In addition, language translation services will be available on an as-needed basis. SSA will incur an additional, ongoing cost of \$48,855 for the ombuds services, and will reduce other expenditures accordingly to make this action cost neutral to the General Fund.

**Net Ongoing Cost: \$0**

Ongoing Additional Cost for Ombuds Services: \$44,855  
Ongoing Cost Reduction in SSA: \$44,855  
(See additional budget detail in BU 107)

### FY 2010 Costs of Family and Children's Programs and Aid Programs

Family and Children's Programs	Total \$	County \$	County %
Adoption Services	\$4,337,897	\$131,058	3.0%
Child Abuse Prevention (CAPIT)	\$480,925	\$0	0.0%
Child Welfare Services	\$91,440,070	\$26,487,232	29.0%
Children's Shelter Program	\$12,222,552	\$4,914,525	40.2%
Connected by 25 Foster Care Youth Initiative	\$50,000	\$0	0.0%
CWSOIP	\$436,951	\$0	0.0%
Differential Response Path One	\$476,348	\$0	0.0%
Domestic Violence Services	\$187,723	\$187,723	100.0%
Emancipated Youth Stipends	\$96,674	\$0	0.0%
Foster Home Licensing	\$1,243,278	\$232,724	18.7%
Foster Home Recruitment (AB 2129)	\$293,552	\$138,420	47.2%
Independent Living Program	\$901,715	\$0	0.0%
Kinship Support Services Program (KSSP)	\$193,375	\$0	0.0%





### FY 2010 Costs of Family and Children's Programs and Aid Programs

Family and Children's Programs	Total \$	County \$	County %
Kinship/Foster Care Emergency Funds	\$47,380	273	0.6%
Promoting Safe and Stable Families	\$1,364,358	\$114,977	8.4%
State Family Preservation Program	\$1,243,554	\$336,515	27.1%
Supportive and Therapeutic Options (STOP)	\$510,870	\$153,261	30.0%

### FY 2010 Categorical Aid Payment Programs for DFCS Clients

DFCS Categorical Aids Programs	Total \$	County \$	County %
Adoption Assistance Program	\$21,000,836	\$3,035,398	14.5%
Child Care - Title IV-E	\$800,000	\$400,000	50.0%
Children's Placement Fund	\$1,190,194	\$1,190,194	100.0%
County Out-of-Home Placement Initiatives	\$3,028,922	\$3,028,922	100.0%
Foster Care Program - AFDC	\$38,152,774	\$13,459,962	35.3%
Foster Care Program - Emergency Assistance	\$2,426,648	\$727,998	30.0%
Kin-Gap Program	\$2,986,127	\$428,961	14.4%
Seriously Emotionally Disturbed Children	\$1,846,368	\$1,107,821	60.0%
Special Circumstances	\$15,924	\$0	0.0%
Transitional Housing Placement Plus	\$1,728,000	\$0	0.0%
Wraparound Services	\$14,934,584	\$8,225,662	55.1%

### Department of Family and Children Services — Budget Unit 503 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
50301	DFCS Administration Fund 0001	\$ 9,697,800	\$ 9,456,782	\$ 9,456,782	\$ 9,147,171	\$ (309,612)	-3.3%
50302	DFCS Program Svcs Fund 0001	60,960,995	61,508,023	61,619,384	61,667,723	159,700	0.3%
50303	DFCS Program Spt Fund 0001	7,183,356	8,006,228	7,923,228	8,051,428	45,200	0.6%
50304	Children's Shelter Fund 0001	11,763,927	12,736,019	12,736,019	10,396,674	(2,339,346)	-18.4%
50305	DFCS Staff Dev and Tng Fund 0001	1,086,947	778,422	778,422	962,565	184,143	23.7%
50306	DFCS Out of Home Placement Res & Pmt Fund 0001	78,368,649	88,664,133	88,664,133	88,110,377	(553,756)	-0.6%
<b>Total Net Expenditures</b>		<b>\$ 169,061,674</b>	<b>\$ 181,149,607</b>	<b>\$ 181,177,968</b>	<b>\$ 178,335,936</b>	<b>\$ (2,813,671)</b>	<b>-1.6%</b>

### Department of Family and Children Services — Budget Unit 503 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
50301	DFCS Administration Fund 0001	\$ 9,697,800	\$ 9,456,782	\$ 9,456,782	\$ 9,147,171	\$ (309,612)	-3.3%
50302	DFCS Program Svcs Fund 0001	60,960,995	61,508,023	61,619,384	61,667,723	159,700	0.3%





## Department of Family and Children Services — Budget Unit 503

### Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
50303	DFCS Program Spt Fund 0001	7,183,356	8,006,228	8,006,228	8,051,428	45,200	0.6%
50304	Children's Shelter Fund 0001	11,763,927	12,736,019	12,736,019	10,396,674	(2,339,346)	-18.4%
50305	DFCS Staff Dev and Tng Fund 0001	1,086,947	778,422	778,422	962,565	184,143	23.7%
50306	DFCS Out of Home Placement Res & Pmt Fund 0001	78,368,649	88,664,133	88,664,133	88,110,377	(553,756)	-0.6%
<b>Total Gross Expenditures</b>		<b>\$ 169,061,674</b>	<b>\$ 181,149,607</b>	<b>\$ 181,260,968</b>	<b>\$ 178,335,936</b>	<b>\$ (2,813,671)</b>	<b>-1.6%</b>

## Department of Family and Children Services — Budget Unit 503

### Expenditures by Object

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 76,030,951	\$ 78,012,617	\$ 78,012,617	\$ 76,260,913	\$ (1,751,704)	-2.2%
Services And Supplies	93,030,723	103,136,990	103,248,351	102,075,023	(1,061,967)	-1.0%
<b>Subtotal Expenditures</b>	<b>169,061,674</b>	<b>181,149,607</b>	<b>181,260,968</b>	<b>178,335,936</b>	<b>(2,813,671)</b>	<b>-1.6%</b>
Expenditure Transfers	—	—	(83,000)	—	—	—
<b>Total Net Expenditures</b>	<b>169,061,674</b>	<b>181,149,607</b>	<b>181,177,968</b>	<b>178,335,936</b>	<b>(2,813,671)</b>	<b>-1.6%</b>

## Department of Family and Children Services — Budget Unit 503

### Revenues by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
50302	DFCS Program Svcs Fund 0001	7,477,384	80,862,252	81,004,964	85,022,635	4,160,383	5.1%
50304	Children's Shelter Fund 0001	80,337	73,800	73,800	81,800	8,000	10.8%
50306	DFCS Out of Home Placement Res & Pmt Fund 0001	89,596,763	109,891,943	109,891,943	100,065,653	(9,826,290)	-8.9%
<b>Total Revenues</b>		<b>\$ 97,154,484</b>	<b>\$ 190,827,995</b>	<b>\$ 190,970,707</b>	<b>\$ 185,170,088</b>	<b>\$ (5,657,907)</b>	<b>-3.0%</b>

## DFCS Administration Fund 0001 — Cost Center 50301

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	84.5	\$ 9,456,782	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-5.0	(309,612)	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	79.5	\$ 9,147,171	\$ —



### DFCS Administration Fund 0001 — Cost Center 50301 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>79.5</b>	<b>\$ 9,147,171</b>	<b>\$ —</b>

### DFCS Program Svcs Fund 0001 — Cost Center 50302 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	440.0	\$ 61,508,023	\$ 80,862,252
Board Approved Adjustments During FY 2009	—	111,361	142,712
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	2.0	1,104,596	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	318	—
Subtotal (Current Level Budget)	442.0	\$ 62,724,298	\$ 81,004,964
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Reduce expenditures and revenues in accordance with Shelter Transition Plan.	—	(500,000)	(300,000)
Reduce expenditures and revenues associated with operating the Children's Shelter. The expenditure reduction is part of the Shelter Transition Plan.			
2. Decrease Expenditures to Make Ombuds Cost Increase Cost Neutral to General Fund	—	(48,855)	—
The reimbursement from SSA to the County Executive's Office for Ombuds services is being increased by \$48,855. Therefore, SSA must reduce contract services expenditure authority by the same amount in order to make the proposal cost neutral to the General Fund. See additional budget detail in BU 107, County Executive's Office.			
3. Recognize New Revenue Through Claiming Modifications	—	—	4,538,861
Recognize new revenue through modifications to claiming process, which will maximize available State and Federal revenue.			
◆ Child Welfare Services - \$3,335,310			
◆ Title XX - \$1,203,551			
4. Delete 5 Positions in Continuing Case Management	-5.0	(507,720)	(221,190)
Delete five Social Worker III (YC3) positions in Continuing Case Management units.			
Subtotal (Recommended Changes)	-5.0	\$ (1,056,575)	\$ 4,017,671
<b>Total Recommendation</b>	<b>437.0</b>	<b>\$ 61,667,723</b>	<b>\$ 85,022,635</b>



### DFCS Program Spt Fund 0001 — Cost Center 50303 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	102.5	\$ 8,006,228	\$ —
Board Approved Adjustments During FY 2009	—	(83,000)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	1.0	179,720	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	83,000	—
Subtotal (Current Level Budget)	103.5	\$ 8,185,948	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Delete 2 Positions in DFCS	-2.0	(134,520)	—
Delete 1 vacant Office Specialist II (D49) in the DFCS Director's Office and 1 vacant Senior Office Specialist (X09) within DFCS Continuing Case Management.			
Subtotal (Recommended Changes)	-2.0	\$ (134,520)	\$ —
<b>Total Recommendation</b>	<b>101.5</b>	<b>\$ 8,051,428</b>	<b>\$ —</b>

### Children's Shelter Fund 0001 — Cost Center 50304 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	91.0	\$ 12,736,019	\$ 73,800
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(8,764)	—
Internal Service Fund Adjustments	—	43,965	—
Other Required Adjustments	—	—	8,000
Subtotal (Current Level Budget)	91.0	\$ 12,771,221	\$ 81,800
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Reduce services and supply expenditures in accordance with the Shelter Transition Plan.	-7.0	(2,374,547)	—
Reduce services and supply expenditures associated with operating the Children's Shelter. The expenditure reduction is part of the Shelter Transition Plan.			
Subtotal (Recommended Changes)	-7.0	\$ (2,374,547)	\$ —
<b>Total Recommendation</b>	<b>84.0</b>	<b>\$ 10,396,674</b>	<b>\$ 81,800</b>



### DFCS Staff Dev and Tng Fund 0001 — Cost Center 50305 Major Changes to the Budget

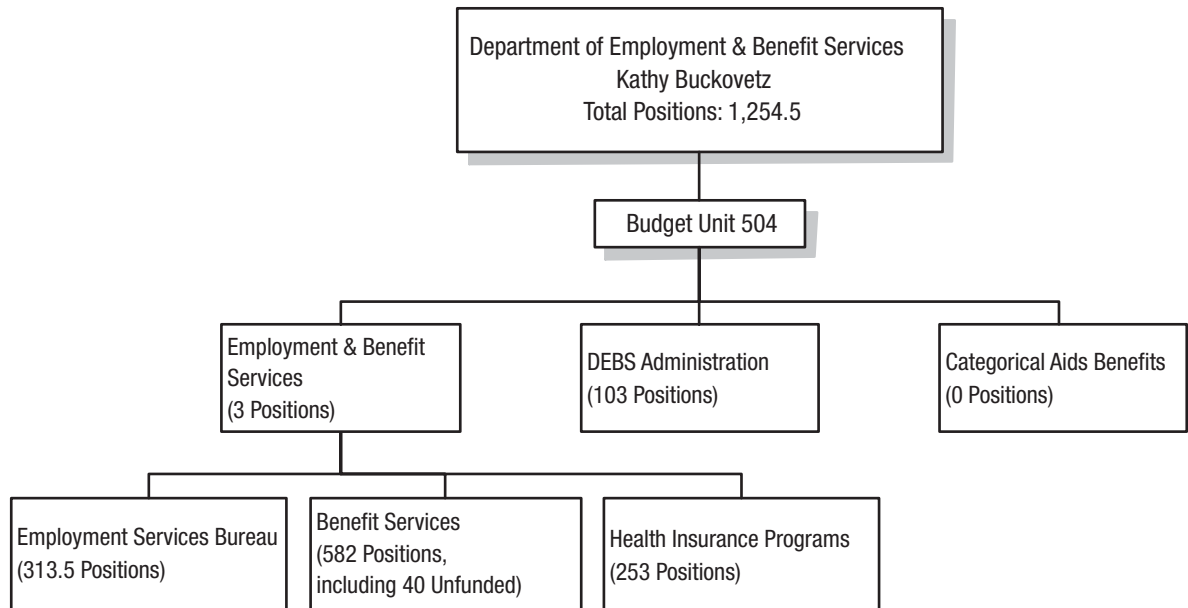
	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	6.0	\$ 778,422	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	2.0	184,143	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	8.0	\$ 962,565	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>8.0</b>	<b>\$ 962,565</b>	<b>\$ —</b>

### DFCS Out of Home Placement Res & Pmt Fund 0001 — Cost Center 50306 Major Changes to the Budget

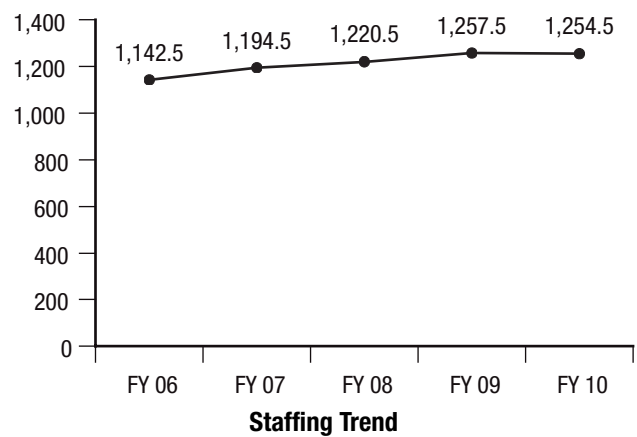
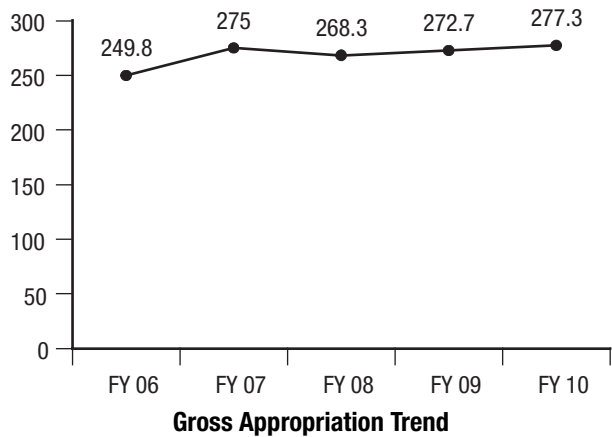
	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	—	\$ 88,664,133	\$ 109,891,943
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(53,756)	—
Other Required Adjustments	—	—	(10,723,755)
Subtotal (Current Level Budget)	—	\$ 88,610,377	\$ 99,168,188
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Reduce Group Home and Foster Family Agency Placement Costs	—	(500,000)	—
Reduce Foster Care placement costs, due to the decreased number of placements in Group Homes and Foster Family Agencies as a result of SSA's out-of-home placement initiatives.			
2. Recognize Revenues Coming from the FY 2010 American Recovery and Reinvestment Act (ARRA)	—	—	897,465
Federal revenue provided through the American Recovery and Reinvestment Act (ARRA) reduces the County share of cost for the following programs:			
◆ \$296,790 - Adoption Assistance			
◆ \$548,058 - Foster Care			
◆ \$52,617 - KinGAP			
Subtotal (Recommended Changes)	—	\$ (500,000)	\$ 897,465
<b>Total Recommendation</b>	<b>—</b>	<b>\$ 88,110,377</b>	<b>\$ 100,065,653</b>



## Department of Employment and Benefit Services — Social Services Agency



Section 3: Children, Seniors and Families



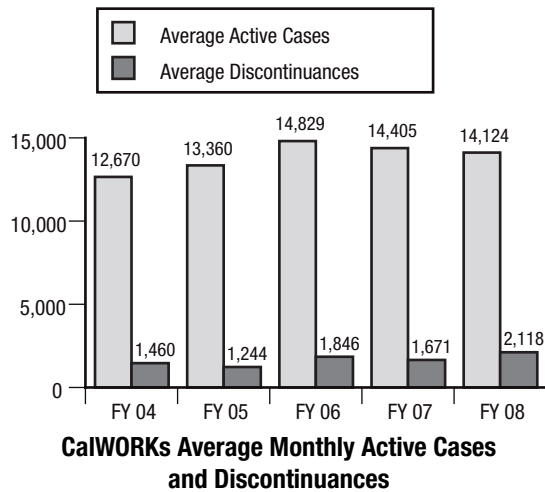
## Public Purpose

- 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.

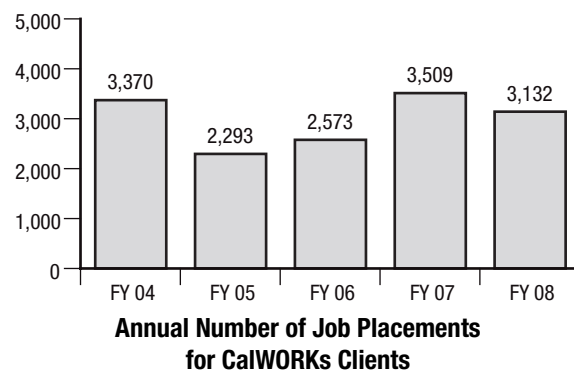


## Desired Results

**Attainable and Stable Employment** through a commitment to assist cash assistance recipients to obtain and retain employment, and to help them advance in their careers so that individuals and families eventually become self-sufficient.



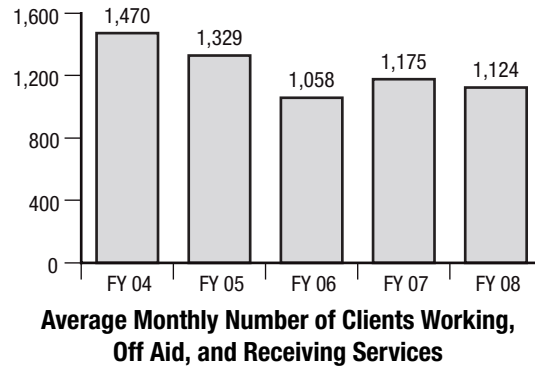
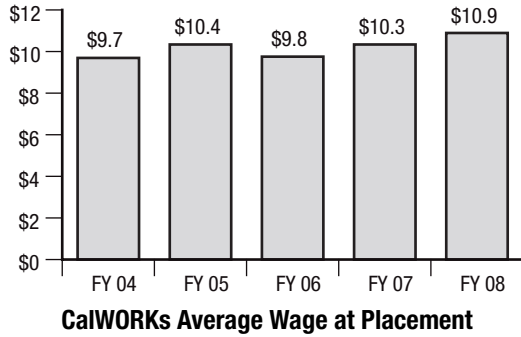
Note: FY 05 is reflective of an 11-month average due to CalWIN implementation.



Note: The number of placements is a duplicated count. Clients may have more than one placement in the fiscal year.

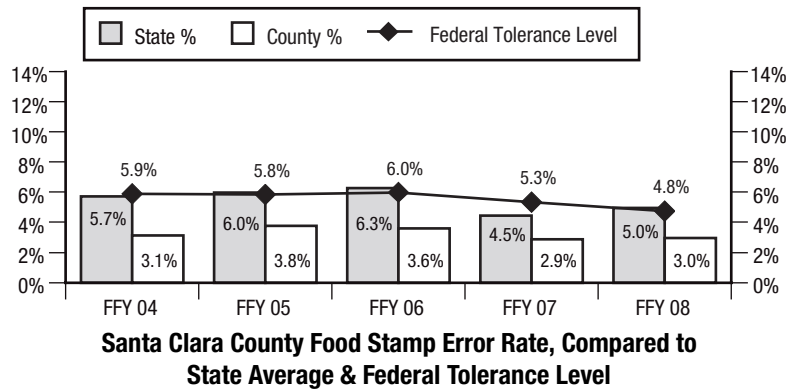


**Attainable and Stable Employment (continued)**



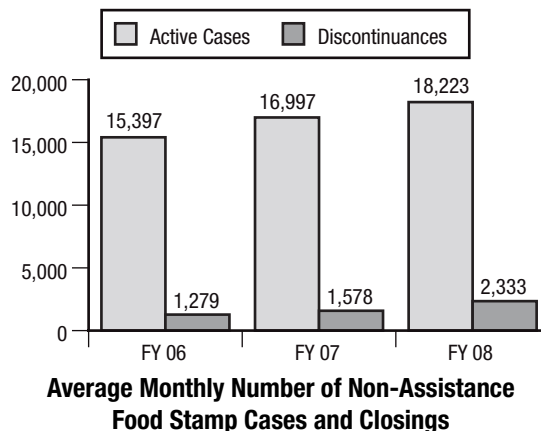
Note: FY 05 is reflective of an 11-month average due to CalWIN implementation.

**Basic Needs Met** through the accurate and timely issuance of Cash Assistance, Food Stamps, and Medi-Cal to eligible families and individuals.



Note: Final rates for complete FFY 08 are currently unavailable.

**Fewer Hungry Families and Individuals** by outreaching and conducting community-wide food/nutrition campaigns to make nutrition services more accessible and available to more Food Stamp and Food Bank clients.

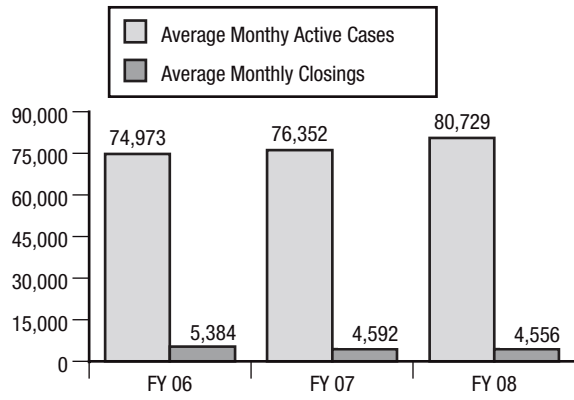


Note: Methodology changed in FY 06 due to CalWIN.

Section 3: Children, Seniors and Families

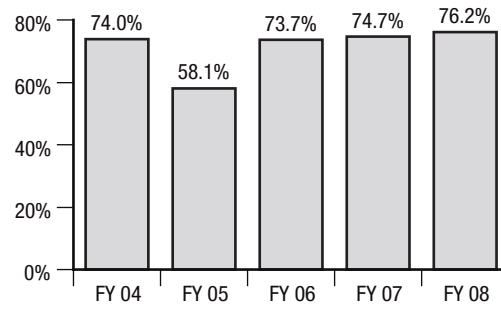


**Healthy Families and Individuals** by promoting strategies to increase the number of eligible children/adults/families who receive health coverage.

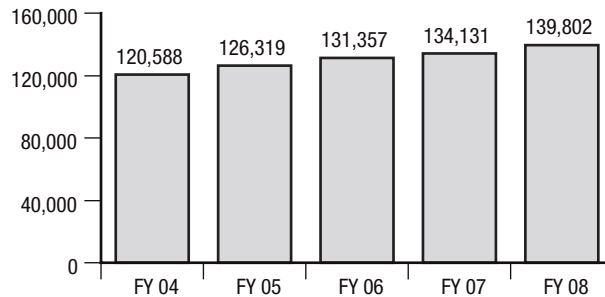


**Average Monthly Number of Active Medi-Cal Cases and Discontinuances**

Note: Methodology changed in FY 06 due to CalWIN.



**Percentage of Employed Post-aid Clients Receiving Medi-Cal Benefits**



**Number of Children Under Age 19 Enrolled in Medi-Cal, Healthy Families and Healthy Kids through the Children's Health Initiative (CHI)**

## Description of Major Services

The Department of Employment and Benefit Services (DEBS) oversees programs which provide health insurance, employment services, training, foster care benefits, 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 clients' transition from welfare to work toward self-sufficiency.

Recent business process improvements include: centralization of clerical functions for CalWIN Application Registration, mail distribution, eFAX and Imaged Document Management; and development of a call center Task Management Tool for implementation at the Medi-Cal Services Center. In the near future,

DEBS will work on expansion of the call center business model for maintenance of Food Stamp cases, and other benefit services programs.

### Benefit Services Program

Benefit services are designed to provide basic needs for eligible families and individuals including cash assistance, Food Stamps, and Medi-Cal. During the past year, DEBS has experienced a significant increase in Non-Assistance Food Stamp cases. From December 2007 to December 2008, new applications for assistance increased by 11%, and the application processing time remained stable at an average of 19.8 per day. New applicants with an immediate need for CalWORKs or Food Stamps are treated on a standby basis. The number of immediate need cases has increased as the





economic crisis has impacted county residents. The CalWIN automated benefit issuance computer system continues to present a major challenges relating to reporting issues, training issues related to new releases, and the need for staff to frequently learn manual system workarounds.

### **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. In December 2008 there were 14,675 CalWORKs cases (benefits for these clients generally include Medi-Cal and food stamps as well), an increase of 5.4% over the number of cases in December 2007. Due to the current economic crisis and resulting layoffs in the community, the number of CalWORKs cases will increase.

The State established standards for adults in families receiving CalWORKs cash assistance which include the requirement to participate in work or work-related activities for a minimum number of hours per week. In FY 2008 CalWORKs clients were placed in jobs at an average wage of \$11.00 per hour, well above the State minimum wage. At the end of FY 2008, the statewide average work participant rate (WPR) was 22.3%. The County's WPR was 28.8%, ranking 3rd among large counties and 14th among all counties. The County's WPR has now increased to 32.5%.

### **Cash Assistance Program for Immigrants (CAPI)**

CAPI is a 100% State-funded program designed to provide 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 652 CAPI cases, a slight reduction from the 673 cases reported in December 2007.

### **Corrective Action Bureau (CAB)**

The 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. Also, CAB focuses on developing better food stamp performance reporting, and development and implementation of a web-based supervisor review tools.

### **Food Stamp Program (SNAP)**

The Food Stamp Program, renamed Supplemental Nutrition Program (SNAP), is designed to provide food support to low-income households. In December 2008, case data indicates 21,530 Non-Assistance SNAP cases, a 20.4% increase from December 2007. The increase in SNAP cases is anticipated to continue as the economy continues to decline. In addition, DEBS has continued outreach efforts to expand public awareness, and in January 2008 the Food Stamps Restaurant Program was implemented to make hot meals available to the elderly, homeless or disabled. In addition, DEBS modified its business model to have SNAP applications completed during the initial intake process.

### **Foster Care Eligibility**

This program 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.

### **General Assistance (GA)**

The GA program was established to meet the State-mandated requirement that counties implement a program to assist its indigent population not receiving aid through State and Federal programs. The GA program is 100% funded through the County General Fund and provides benefits as a loan to residents who have no other means of support. In December 2008, there were a total of 3,280 GA cases, of which 1,895 were considered employable and 1,385 were deemed unemployable. On a year-over-year basis, the GA program has experienced a 41% increase in applications. Last year, the Vocation Services Unit of the GA Bureau assisted an average of 70 clients per month to rejoin the work force.

### **Supplemental Security Income (SSI) Advocacy**

The SSI Advocacy Unit performs a non-mandated service for GA clients. They assist disabled GA recipients to complete the Federal Supplemental Security Income (SSI) application process, obtain medical and psychiatric documentation, and assist with representation at SSI application appeal hearings. The SSI Advocacy Unit coordinates the transition of County-only-funded GA clients to Federal Social Security benefits, providing the clients with an increased benefit amount and Medi-Cal coverage, and enables the County to recover funds paid to the client through the GA Program.

### **Employment and Training Programs**

Employment and Training Programs facilitate the transition of current and former cash assistance recipients and working low income families toward self-sufficiency within the 60 month program time perimeters.

### **CalWORKs Employment Services**

The CalWORKs Employment Services caseload has remained constant over the past year but is expected to increase due to economic conditions. The program continues to offer services to 6,626 participants. This number includes voluntary clients (parents with children under the age of one year), teen parents, and some second parents in two-parent families. It also includes 1,021 working, off-of-cash-aid participants who receive services for twelve months after securing employment.

Safety net activities continued this year with collaboration from Second Harvest Food Bank and other community partners. A hunger gap analysis was presented to the Children, Seniors and Families Committee in October 2008. This analysis helped assess the disparity between the food needs of low-income residents and the current resources available. The Safety Net Committee, a coalition of local government and non-profit agencies, and community-based organizations, is committed to develop local strategies to narrow the existing food gap. One such effort includes combating two common and significant obstacles to families in obtaining fresh produce--accessibility and affordability. Second Harvest Food Bank's Produce Mobile has recently partnered with DEBS to provide fresh produce for active clients at Senter Road's Employment Connection site.

### **Refugee Cash Assistance Programs**

County welfare departments are responsible for the eligibility determination and grant maintenance functions of the Refugee Cash Assistance (RCA) program. This 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 county welfare departments and contracting agencies, and 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.

Refugee Targeted Assistance Program (TAP) funds are awarded to counties with significant refugee populations to assist with the 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.

### **Health Insurance Programs**

DEBS is responsible for ensuring affordable medical coverage for low and modest income clients through the accurate and timely issuance of Medi-Cal benefits. The demand for Medi-Cal benefits has increased from 91,275 cases in January 2007 to 99,161 cases in January 2009. DEBS will continue working closely with community partners and the Santa Clara Valley Health and Hospital System to ensure that children, the eligible working poor, and former CalWORKs cash assistance recipients have access to affordable medical care.

### **Medi-Cal Program**

The Medi-Cal Program provides health care coverage to eligible low-income families and individuals. The income and property limits vary according to family size and category of Medi-Cal linkage. Individuals who need medical assistance may apply for Medi-Cal at one of the Social Services offices (which include Santa Clara Valley Medical Center and multiple clinics throughout the County), or may select the mail-in application process.

Meeting state performance standards relating to the reconciliation of information between the statewide Medi-Cal database (MEDS) and the County's databases



(CDS/CalWIN) has proved to be a complex task using the CalWIN system. Much progress has been made in MEDS reconciliation and the County is currently in a good position to meet these standards. Failure to meet any of the State Performance Standards would result in financial sanctions. DEBS was recently notified that it met its Medi-Cal Bridging Performance Standard by the California Department of Health Care Services.

DEBS staff has worked with Children's Shelter staff to create a dedicated intake effort for Medi-Cal eligible children in need of mental health treatment upon admission. In March 2008, DEBS staff coordinated with the Probation Department to implement a new mandated program to notify youth committed to juvenile hall and ranches for a minimum of 30 days of potential eligibility for Medi-Cal upon release.

### Children's Health Initiative (CHI)

The Children's Health Initiative is a collaborative health insurance program that is overseen by the Santa Clara County Valley Health and Hospitals System (SCVHHS) in collaboration with DEBS and community partners. The focus of CHI is on enrolling children into health insurance programs. DEBS refers applicants who are not eligible for Medi-Cal to Healthy Families and Healthy Kids eligibility offices for potential enrollment into those programs. Currently, there are 853 children awaiting enrollment in the Healthy Kids program, down from the prior year of 1,420 children awaiting enrollment.

## 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	Reduction of 5 Social Worker staff will have no adverse impact on the number of applications completed for SSI benefits. 70% of all new GA applicants applied for SSI through other County, State or Federal agencies.	■
General Assistance - Vocational Program	Yes	Non-Mandated		■
Food Bank	Yes	Non-Mandated		■
CalWORKs Employment Services (WtW)	Less Than 5%	Mandated		■
Food Stamp Employment and Training	Yes	Mandated		■
General Assistance - Eligibility	Yes	Mandated		■
Non-Assistance Food Stamp Eligibility	Yes	Mandated		■
Adoptions Assistance Program (Eligibility)	No	Mandated		■
Cal-Learn	Less Than 5%	Mandated		■
CalWORKs Child Care Program (Stage One)	Less Than 5%	Mandated		■
CalWORKs Eligibility	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
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	The caseload of welfare fraud investigations performed by IEVS investigators will be reduced from 406 to 320 cases per year. Reduction in fraud savings will have a negligible impact on the County, as the County share of fraud savings is much lower than the Federal and State share of cost.	▼
Kin-Gap Program - Federal	Yes	Mandated		■
Medi-Cal Eligibility	Less Than 5%	Mandated		■
Refugee Cash Assistance - Eligibility	No	Mandated		■
Refugee Employment Social Services - RESS	No	Mandated		■
Refugee Targeted Assist. Prog.	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		■
Administration and Support Services	Yes	Required		■

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

## County Executive's Recommendation

The Social Services Agency (BU 502, 503, 504 & 505) was assigned an \$18 million reduction target for FY 2010. After analysis of the budget proposal submitted by the Agency and consideration of alternative reductions, the Acting County Executive recommends the following actions, that will contribute to balancing the General Fund budget.

### Income Eligibility Verification System (IEVS)

**Reduce Welfare Fraud Services:** Delete 2 vacant DA Investigator positions in the District Attorney's Office, for a reduction of \$327,012.

**Service Impacts:** SSA has an MOU with the DA's Office in the amount of \$4.4 million for services relating to welfare fraud prevention, detection, investigation and prosecution. The deletion of 2 DA Investigators will



result in a reduced level of fraud investigations available to the SSA Income Eligibility Verification System (IEVS) Unit. The IEVS investigator caseload would be reduced from 406 cases per year to 320 cases per year, a reduction of 86 cases per year. This caseload reduction represents a reduction of \$43,178 in fraud savings to the Federal, State and County agencies. The County share of fraud savings is small compared to the Federal and State shares, as the County pays the smallest proportion of the cost for welfare payments among the three agencies. Therefore, the reduced fraud savings to the County will be well under 10% of the total amount lost, as a result of this proposal.

**Ongoing Savings: \$327,012**

See BU 202 for additional budget detail

## Supplemental Security Income (SSI) Advocacy

**Delete 5 Filled Social Worker II (Y3B) Positions:** The deletion of these positions will result in ongoing net savings of \$286,533.

**Service Impact:** The non-mandated SSI Advocacy Unit provides services to disabled General Assistance recipients related to completing requirements needed to receive Federal SSI benefits, which reduces benefit costs to the County. 70% of new GA applicants have applied for SSI through other County, State or Federal agencies. Therefore, by implementing revised case-handling procedures, the caseload for the remaining 5 Social Workers and 1 Social Work Supervisor in the unit is expected to be manageable. Services currently provided to clients other than application assistance will be curtailed in the unit. Other services will be available for these clients through the Agency's various social services programs, based upon their needs.

**Total Ongoing Savings: \$286,533**

Ongoing Cost Reduction: \$547,860

Ongoing Revenue Reduction: \$261,327

## FY 2010 Employment and Benefit Services and Aid Programs

Employment and Benefits Programs	Total \$	County \$	County %
Adoptions Assistance Program (Eligibility)	\$820,713	\$0	0.0%
CalWORKs Cal-Learn Program	\$1,004,333	\$16,920	1.7%
CalWORKs Child Care Programs	\$18,594,667	\$314,687	1.7%
CalWORKs Eligibility	\$29,553,369	\$4,436,727	15.0%
CalWORKs Employment Services (WtW)	\$33,334,411	\$370,744	1.1%
CalWORKs Safety Net Program	\$88,938	\$0	0.0%
CalWORKs Substance Abuse Program	\$3,706,749	\$173,333	4.7%
Cash Assistance Program for Immigrants	\$2,200,069	\$0	0.0%
Child Development Program	\$3,090,985	\$36,896	1.2%
Food Bank	\$761,250	\$761,250	100.0%
Food Stamp Employment Training Program	\$1,779,999	\$773,159	43.4%
Foster Care Eligibility	\$3,580,014	\$774,542	21.6%
General Assistance Eligibility	\$2,897,731	\$2,897,731	100.0%
General Assistance Vocational Services	\$392,984	\$392,984	100.0%
Kin-Gap Program	\$182,143	\$19,219	10.6%
Medi-Cal Eligibility	\$84,025,460	\$263,321	0.3%
Non-Assistance Food Stamps	\$36,537,389	\$9,181,262	25.1%
Refugee Cash Assistance	\$190,000	\$0	0.0%
Refugee Employment Social Services	\$338,846	\$0	0.0%
Refugee Targeted Assistance Program	\$387,380	\$0	0.0%
SSI Advocacy Program	\$1,443,403	\$721,702	50.0%
Statewide Automation Welfare Systems (CalWIN)	\$10,964,611	\$244,018	2.2%



### FY 2010 Categorical Aid Payment Programs for DEBS Clients

DEBS Categorical Aids Programs	Total \$	County \$	County %
CalWORKs	\$103,160,342	\$2,323,617	2.3%
Cash Assistance Program for Immigrants	\$8,342,156	\$0	0.00%
General Assistance	\$8,250,499	\$8,250,499	100.00%
Refugee Assistance	\$421,030	\$0	0.00%

### Department of Employment and Benefit Services — Budget Unit 504 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
50401	DEBS Admin Fund 0001	\$ 10,294,188	\$ 10,511,997	\$ 9,932,237	\$ 9,420,282	\$ (1,091,715)	-10.4%
50402	DEBS Program Svcs Fund 0001	121,401,273	124,952,119	128,584,140	130,025,474	5,073,355	4.1%
50403	DEBS Program Spt Fund 0001	14,538,152	15,757,199	15,757,199	14,985,594	(771,605)	-4.9%
50404	DEBS Trainees Fund 0001	2,877,129	2,365,301	2,365,301	2,683,477	318,176	13.5%
50405	DEBS Benefit Payments	100,958,416	119,097,875	119,097,875	120,174,027	1,076,152	0.9%
<b>Total Net Expenditures</b>		<b>\$ 250,069,158</b>	<b>\$ 272,684,491</b>	<b>\$ 275,736,752</b>	<b>\$ 277,288,854</b>	<b>\$ 4,604,363</b>	<b>1.7%</b>

### Department of Employment and Benefit Services — Budget Unit 504 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
50401	DEBS Admin Fund 0001	\$ 10,294,188	\$ 10,511,997	\$ 9,932,237	\$ 9,420,282	\$ (1,091,715)	-10.4%
50402	DEBS Program Svcs Fund 0001	121,401,273	124,952,119	128,584,140	130,025,474	5,073,355	4.1%
50403	DEBS Program Spt Fund 0001	14,538,152	15,757,199	15,757,199	14,985,594	(771,605)	-4.9%
50404	DEBS Trainees Fund 0001	2,877,129	2,365,301	2,365,301	2,683,477	318,176	13.5%
50405	DEBS Benefit Payments	100,958,416	119,097,875	119,097,875	120,174,027	1,076,152	0.9%
<b>Total Gross Expenditures</b>		<b>\$ 250,069,158</b>	<b>\$ 272,684,491</b>	<b>\$ 275,736,752</b>	<b>\$ 277,288,854</b>	<b>\$ 4,604,363</b>	<b>1.7%</b>

### Department of Employment and Benefit Services — Budget Unit 504 Expenditures by Object

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 116,053,745	\$ 120,559,188	\$ 120,559,188	\$ 122,573,362	\$ 2,014,174	1.7%
Services And Supplies	134,015,413	151,072,109	154,374,370	154,715,492	3,643,383	2.4%
Reserves	—	1,053,194	803,194	—	(1,053,194)	-100.0%
<b>Subtotal Expenditures</b>	<b>250,069,158</b>	<b>272,684,491</b>	<b>275,736,752</b>	<b>277,288,854</b>	<b>4,604,363</b>	<b>1.7%</b>
<b>Total Net Expenditures</b>	<b>250,069,158</b>	<b>272,684,491</b>	<b>275,736,752</b>	<b>277,288,854</b>	<b>4,604,363</b>	<b>1.7%</b>



**Department of Employment and Benefit Services — Budget Unit 504**  
**Revenues by Cost Center**

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
50402	DEBS Program Svcs Fund 0001	6,508,023	196,357,539	200,731,434	200,000,052	3,642,513	1.9%
50405	DEBS Benefit Payments	91,779,313	109,599,911	109,599,911	109,599,911	—	—
<b>Total Revenues</b>		<b>\$ 98,287,336</b>	<b>\$ 305,957,450</b>	<b>\$ 310,331,345</b>	<b>\$ 309,599,963</b>	<b>\$ 3,642,513</b>	<b>1.2%</b>

**DEBS Admin Fund 0001 — Cost Center 50401**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	88.0	\$ 10,511,997	\$ —
Board Approved Adjustments During FY 2009	—	(579,760)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-3.0	(511,955)	—
Internal Service Fund Adjustments	—	(504,760)	—
Other Required Adjustments	—	504,760	—
Subtotal (Current Level Budget)	85.0	\$ 9,420,282	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>85.0</b>	<b>\$ 9,420,282</b>	<b>\$ —</b>

**DEBS Program Svcs Fund 0001 — Cost Center 50402**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	930.0	\$ 124,952,119	\$ 196,357,539
Board Approved Adjustments During FY 2009	—	3,632,021	4,373,895
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-37.0	3,527,418	—
Internal Service Fund Adjustments	—	389,599	—
Other Required Adjustments	—	(1,600,811)	(328,289)
Subtotal (Current Level Budget)	893.0	\$ 130,900,346	\$ 200,403,145
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Reduce Welfare Fraud Services provided to SSA as a result of deleting 2.0 FTE DA Investigators	—	(327,012)	—
Decision Packages			
1. Revenue Reductions in Information Systems Division	—	—	(236,900)
Revenue reductions relating to the following reductions in Information Systems division. Associated position deletion is in BU 502.			
◆ Delete 1 Program Manager I - \$47,360 revenue reduction			
◆ Reduction of VOIP expenditures - \$189,540 revenue reduction			
2. Revenue Reduction Related to Deletion of D62 Position	—	—	(52,802)



### DEBS Program Svcs Fund 0001 — Cost Center 50402 Major Changes to the Budget

	Positions	Appropriations	Revenues
Revenue reduction related to deletion of 1 filled Revenue Collections Clerk position. See position deletion detail and narrative in BU 502.			
3. Revenue Reductions Related to Deletion of 2 Positions in Central Services	—	—	(76,089)
Revenue reductions related to deletion of 1 filled Clerical Office Supervisor and 1 filled Management Analyst in Central Services Division. See positions deletion detail and narrative in BU 502.			
4. Revenue Reduction Related to Deletion of 1 C98 Position	—	—	(37,302)
Revenue reduction related to deletion of 1 filled Public Communications position in Governmental Relations and Planning Division. See position deletion detail and narrative in BU 502.			
5. Delete 5 Filled Social Worker II Positions in SSI Advocacy Unit	-5.0	(547,860)	—
Delete 5.0 filled Social Worker II (Y3B) positions from the General Assistance SSI Advocacy Unit. See associated revenue reduction in BU 505.			
Subtotal (Recommended Changes)	-5.0	\$ (874,872)	\$ (403,093)
<b>Total Recommendation</b>	<b>888.0</b>	<b>\$ 130,025,474</b>	<b>\$ 200,000,052</b>

### DEBS Program Spt Fund 0001 — Cost Center 50403 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	209.5	\$ 15,757,199	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	2.0	(771,605)	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	211.5	\$ 14,985,594	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>211.5</b>	<b>\$ 14,985,594</b>	<b>\$ —</b>

### DEBS Trainees Fund 0001 — Cost Center 50404 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	30.0	\$ 2,365,301	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	40.0	318,176	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	70.0	\$ 2,683,477	\$ —





**DEBS Trainees Fund 0001 — Cost Center 50404**  
**Major Changes to the Budget**

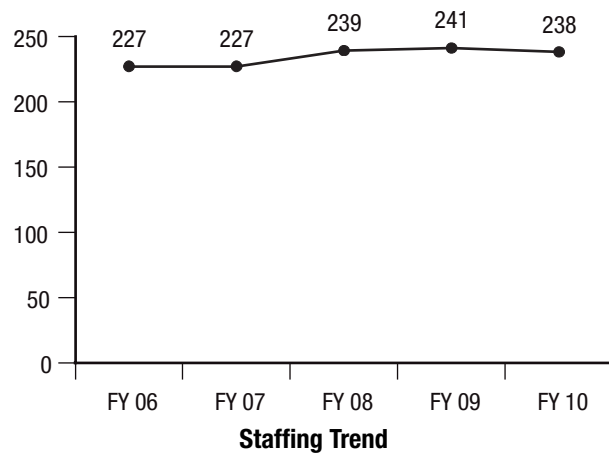
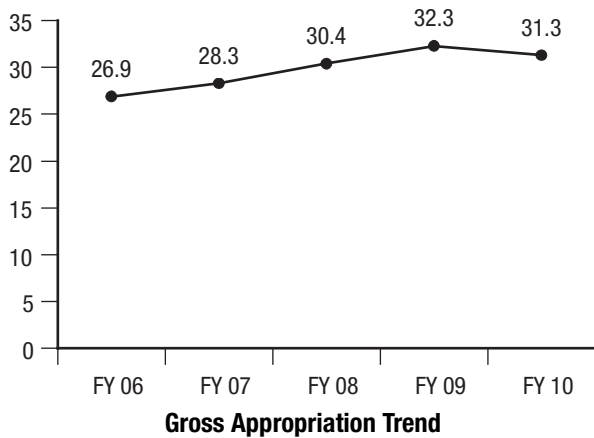
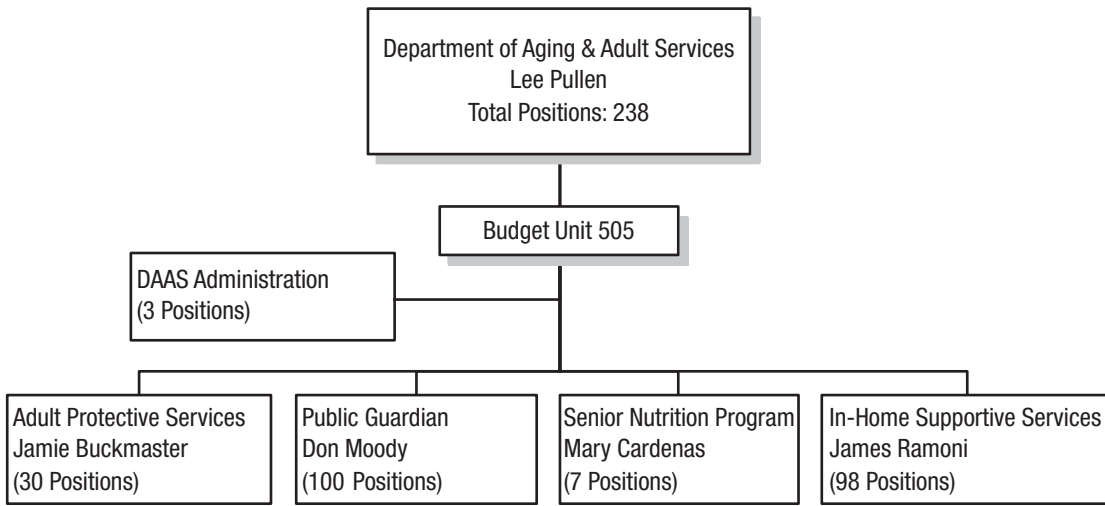
	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	70.0	\$ 2,683,477	\$ —

**DEBS Benefit Payments — Cost Center 50405**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	—	\$ 119,097,875	\$ 109,599,911
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	1,076,152	—
Subtotal (Current Level Budget)	—	\$ 120,174,027	\$ 109,599,911
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 120,174,027	\$ 109,599,911



# Department of Aging and Adult Services — Social Services Agency



## Public Purpose

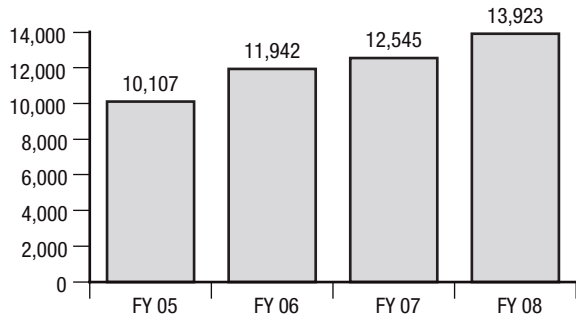
- Supportive In-Home Services Delivered.
- Safe and Independent Life-style Promoted.
- Senior Nutrition Improved.
- Conservatee/Decedent Property Safeguarded.



## Desired Results

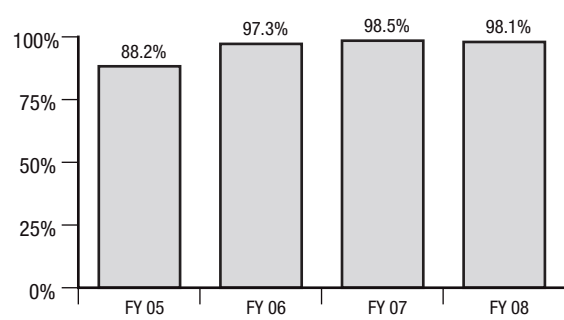
The Department of Aging and Adult Services supports the desire of frail, elderly and disabled residents to live as independently as possible, by providing investigations of reports of abuse, neglect or financial exploitation; through provision of in-home supportive services to assist with daily living tasks; through congregate and home-delivered meals; and, when necessary, with conservatorship and estate management services.

**Independent Adults** by providing supportive services to the blind, disabled, and frail elderly which ensure that clients can remain independently in their homes and in control of their lives.



**Number of Monthly In-Home Supportive Services (IHSS) Authorized Cases**

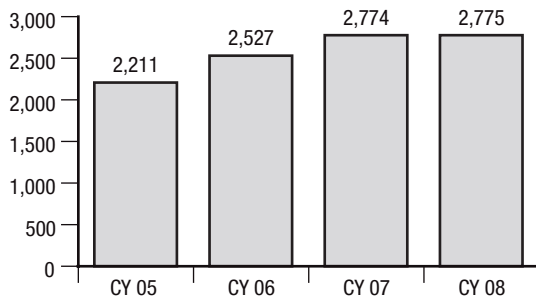
Significant caseload increases continue to occur due to the aging population.



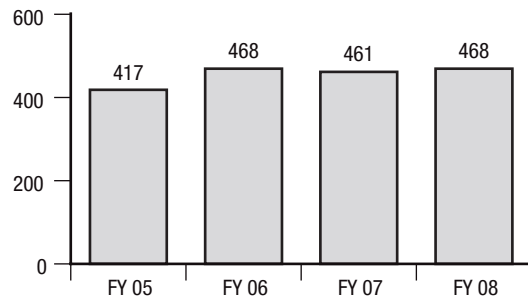
**In Home Supportive Services Clients Successfully Maintained in Their Own Homes**

Note: Data prior to FY 05 is unavailable.

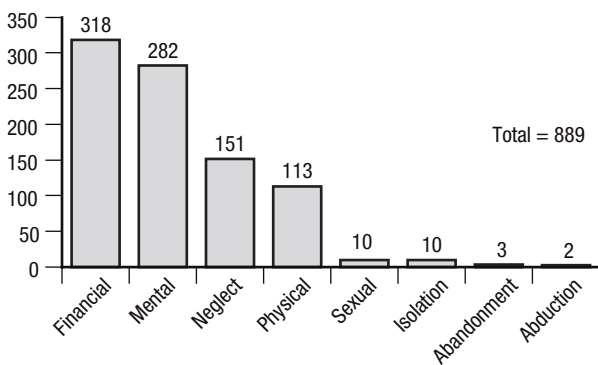
**Safe Seniors** by providing 24-hour-a-day, 7-day-a-week intervention and case management in response to reports of elder physical, financial, psychological, and mental abuse.



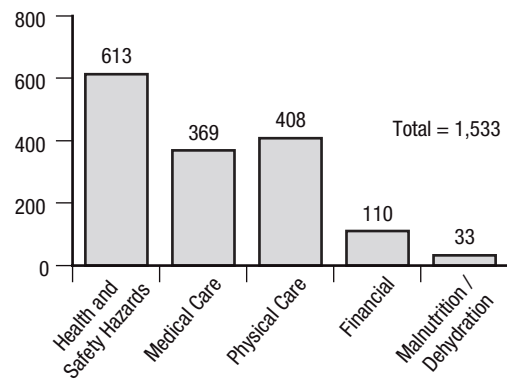
**Annual Number of Adult Protective Services (APS) Reports**



**Average Monthly Number of Adult Protective Services (APS) Active Cases**



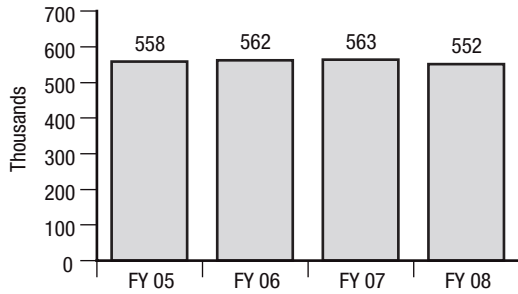
**Number of Adult Protective Services Substantiated Cases Perpetrated by Others in CY 2008**



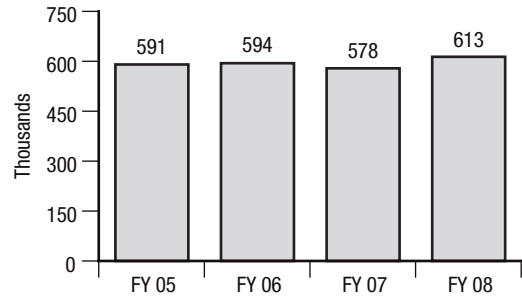
**Number of Adult Protective Services Substantiated Self Neglect Cases in CY 2008**



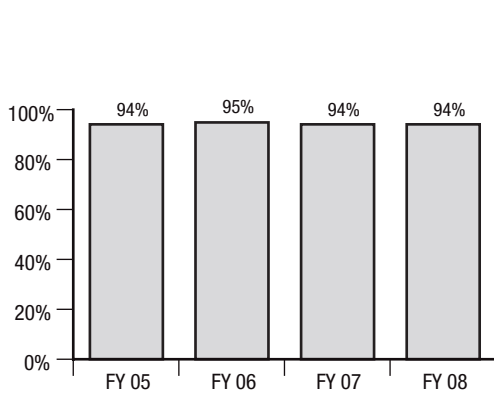
**Quality Nutrition** by ensuring that seniors in this County have access to daily congregate meals and weekly home-delivered meals.



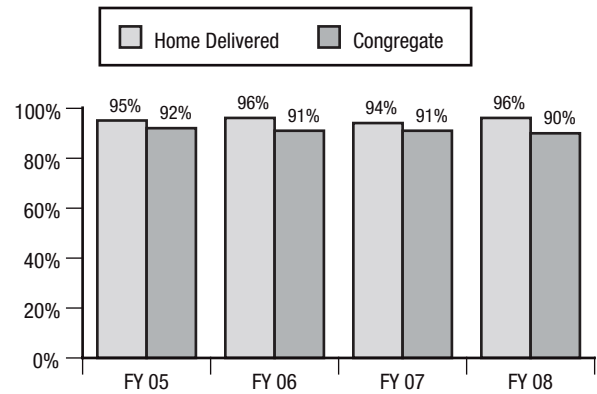
**Senior Nutrition Program (SNP) — Annual Number of Congregate Meals Served (in Thousands)**



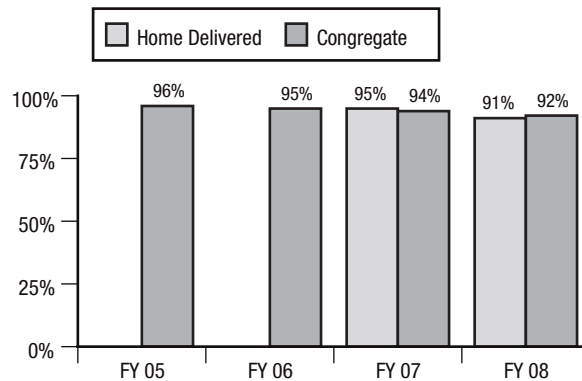
**Senior Nutrition Program (SNP) — Annual Number of Home-Delivered Meals (in Thousands)**



**Overall SNP Customer Satisfaction**



**SNP-Home Delivered Respondents Indicating SNP Assistance in Maintaining Independence**

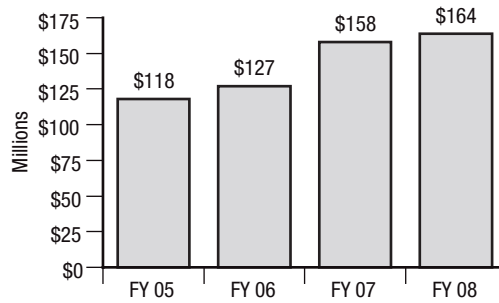


**SNP Respondents Indicating SNP Assistance in Maintaining Health**

Note: Home Delivered Meals data prior to FY 07 is unavailable.



**Conservatee/Decedent Property Safeguarded** which this department provides by marshalling, managing, and maximizing assets of conservatees and decedent estates and protecting these assets as required by applicable government codes.



**Assets Preserved, Protected and Recovered by the Financial Abuse Specialist Team**

Note: Each year represents the cumulative value since FY 2000.

## Description of Major Services

The Department of Aging and Adult Services (DAAS) promotes a safe, dignified and independent lifestyle for seniors, dependent adults and people with disabilities through timely and responsive systems of protective services, and nutrition and supportive in-home services. DAAS also safeguards and manages the property and assets of conservatees and decedent estates. The four programs in DAAS are Adult Protective Services, In-Home Supportive Services, Public Administrator Guardian/Conservator, and Senior Nutrition Program.

### Adult Protective Services (APS)

APS is a 24/7 first responder to reports of elder and dependent adult abuse and/or neglect in Santa Clara County. Interventions provided include receiving reports of vulnerable adult abuse, exploitation or neglect; investigating these reports; and assessing victim's risks and evaluating their capacity to understand the risk. Casework services include planning for, monitoring and evaluating elders, and can include providing or arranging for the following services: medical, social, economic, legal, housing, emergency, law enforcement or other protective services. APS staff provides services in English, Spanish, Vietnamese, Mandarin, Cantonese, Korean and Farsi.

During the past four years, APS has seen a 46.4% increase in reports of alleged abuse and/or neglect from the CY 2004 total of 1,814 to the CY 2008 total of 2,657. APS also took 1,447 Information and Referral telephone

calls in CY 2008 where staff provided information, consultation and referral to other services and information.

Because of the sharp increase in reports received, APS continues to focus on providing emergency response to the most at-risk victims of abuse and neglect, which makes it more challenging to continue to provide case management services to those victims with dementia, mental illness or chronic self-neglect issues.

### In-Home Supportive Services (IHSS)

IHSS receives Federal, State, and County funds for services designed to prevent institutionalization of elderly, blind or disabled people when they are no longer able to fully care for themselves or perform routine household tasks. This enables individuals to live safely at home rather than in costly and less desirable out of home institutional placement. Social workers perform client assessments, determine eligibility and calculate the number of authorized monthly service hours. The number of eligible hours is reassessed annually. Also, IHSS maintains payroll for all service providers.

IHSS has continued to experience significant caseload growth. In December 2007, the total number of clients was 13,960. By December 2008, client caseload had increased to 15,793, an increase of 12% in one year. The caseload growth over the last four years (December 2004 to December 2008) exceeded 57%. The number of applications for services are 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.

Limited IHSS staffing has resulted in a backlog of new referrals pending assignment, and an increase in the number of overdue reassessments. In Spring 2008, the backlog of new referrals had exceeded 1,000 applicants waiting an average of 90+ days for assessment. To alleviate this backlog, a "Flex Unit" of continuing social workers was created to devote a month at a time to completing new assessments. This process has served to reduce the intake backlog to meet the State standard of 45 days.

### **Public Administrator Guardian/Conservator (PA/G/C)**

As the Court-ordered surrogate decision maker, PA/G/C protects and ensures safe and secure environments for the County's most vulnerable adults by maintaining strong partnerships with community agencies, advocating for the least restrictive living settings that promote dignity and maximum independence, and managing person and estate issues. PA/G/C is comprised of three departments: The Conservatorship Department is the surrogate decision maker for individuals determined by the Probate Court to be unable to care for themselves, and consists of the Lanterman-Petris-Short (LPS) section, the gravely mentally ill section, and the Probate section. The Estate Administration Department is responsible for property management, financial, and legal issues related to

decedent estates, as well as conservatorship and guardianship proceedings. The Accounting Department provides accounting and fiduciary support services.

### **Senior Nutrition Program (SNP)**

SNP promotes better health for seniors by providing dietitian-approved and ethnically diverse meals at congregate sites and home delivered meals to those seniors who are unable to prepare their own meals, due to ill health, medical reasons, or isolation. In addition, SNP is often the entry point to a continuum of services that enables seniors to maintain independence. It helps seniors to prolong optimum functioning and to avoid or delay the need for more costly services such as medical assistance.

SNP administers the Senior Congregate Meals Program and Santa Clara County Meals on Wheels. 21 contractors provide meals throughout the County for these programs. Services are provided through the local partnership between SSA and the Council on Aging of Silicon Valley. In FY 2008, more than 15,000 county residents participated in the program.

During FY 2008, 551,939 congregate meals were served at 34 sites - - 32 meal sites and 2 adult day care centers throughout the County. Also, more than 65,860 rides to transport seniors to meal sites were coordinated during the past year. In FY 2008, approximately 615,700 home-delivered Meals on Wheels were served, a 6.5% increase from FY 2007.

## **Current and Emerging Issues**

### **New IHSS Program Requirement**

As a result of the Federal American Recovery and Reinvestment Act of 2009, some of the County's IHSS providers may be eligible for a newly-legislated COBRA subsidy for employees who are deemed to have been involuntarily terminated from employment, or who have resigned in lieu of discharge. The County would be responsible for paying the subsidy, and would then claim the partial Federal reimbursement. Counties are working with CSAC to gain clarity regarding this issue. It is anticipated that if IHSS providers are determined to be eligible under the legislation, there will not be a large number of providers who will qualify for the subsidy.

## 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		■
Council on Aging	Yes	Non-Mandated		■
Archstone Foundation	Yes	Non-Mandated		■
Public Administrator	Yes	Mandated	Deletion of 4 positions will not directly impact clients; however some tasks will take longer to complete and work will need to be prioritized.	▼
In-Home Supportive Services	Yes	Mandated	New revenue will allow design and development of the CMIPS II project. The project will be completed with existing staff and the transition will not impact IHSS clients or providers.	■
Probate Conservatorship	Yes	Mandated		■
LPS Conservatorship	Yes	Mandated	Deletion of 1 Deputy Public Guardian will result in increased caseloads assigned to other caseworkers. Frequency of on-site visits may decrease.	▼
Adult Protective Services	Yes	Mandated		■
Administration and Support	Yes	Required		■

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

### County Executive's Recommendation

The Social Services Agency (BU 502, 503, 504 & 505) was assigned an \$18 million reduction target for FY 2010. After analysis of the budget proposal submitted by the Agency and consideration of alternative reductions, the Acting County Executive recommends the following actions, that will contribute to balancing the General Fund budget:

#### ▼ LPS Conservatorship

**Delete 1 Vacant Deputy Public Guardian (V49):** The position deletion will result in a net reduction of \$84,969 due to a cost reduction and an associated revenue reduction.

**Service Impact:** The position is one of 17 Deputy Public Guardians in the LPS section of the Conservatorship Division. LPS cases are a mandated function, providing full case management for people unable to provide for their personal needs or manage their own financial

resources. The caseload will be redistributed within the office, and will result in increased caseloads and may reduce the frequency of on-site visits.

**Ongoing Savings: \$84,969**

#### ▼ Public Administrator

**Delete 4 Vacant Positions in Public Administrator/Guardian/ Conservator Office:** Delete the following positions:

FTE	Job Title and Division	Net Savings
1.0	Management Analyst	\$107,399
1.0	Estate Administrator Assistant	\$81,587
1.0	Senior Internal Auditor	\$118,923
1.0	Office Specialist III	\$41,820
<b>4.0</b>	<b>Total</b>	<b>\$349,729</b>





**Service Impact:** Last year the office worked to reorganize all operational activities, in order to create efficiencies and streamline operations. Implementation of the new estate management system will eliminate manual activities formerly performed by the Management Analyst. The duties of the Senior Auditor will now be performed by the lead fiscal position. The duties of the Office Specialist II and the Estate Administrator Auditor have been redistributed and absorbed within the unit. Some tasks will take longer to complete and work must be prioritized.

**Positions Reduced: 4**  
**Ongoing Savings: \$349,729**

**Service Impact:** The State has allocated funding to all counties to begin work on this project. All phases of this multiyear project will be completed within current staffing and expenditure levels. The FY 2010 allocation is \$1,100,000, and the State will continue to fund the project throughout the design and development process. When the project is completed, the County will no longer be required to pay the State share of IHSS expenses up front and then receive reimbursement on a retroactive basis. The system will have the capability to accept the State share and County share separately, leading to a more streamlined and efficient process.

**Ongoing Savings: \$1,100,000**

### In-Home Supportive Services

**Recognize New Revenue:** The State has allocated funding of \$1,100,000 for the Case Management, Information and Payroll System (CMIPS II) Project for the IHSS Program.

#### FY 2010 Aging and Adult Services Program

Program	Total \$	County \$	County %
Adult Protective Services	\$7,011,163	\$3,641,870	51.9%
Archstone Grant	\$57,530	0	0.0%
Council on Aging Contract For Title III Match	\$196,009	\$196,009	100.0%
In-Home Supportive Services (IHSS) Administration	\$13,331,355	\$964,942	7.2%
Public Administrator/Guardian/ Conservator Health-Related Services	\$5,633,004	\$2,816,502	50.0%
Public Administrator/Guardian/ Conservator Non-Health-Related Services	\$3,999,282	\$2,822,209	70.6%
Public Administrator	\$2,357,566	\$1,519,316	64.4%
Senior Nutrition Program Administration	\$197,247	\$197,247	100.0%

#### Department of Aging and Adult Services — Budget Unit 505 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
50501	DAAS Admin Fund 0001	\$ 7,741,393	\$ 8,083,885	\$ 8,104,735	\$ 7,946,388	\$ (137,497)	-1.7%
50502	DAAS Program Svcs Fund 0001	13,881,497	14,260,535	14,082,662	13,873,584	(386,952)	-2.7%
50503	DAAS Program Spt Fund 0001	2,550,509	2,599,530	2,637,216	2,973,501	373,971	14.4%
50504	Senior Nutrition Fund 0001	6,199,002	7,356,267	6,615,964	6,507,902	(848,365)	-11.5%
<b>Total Net Expenditures</b>		<b>\$ 30,372,401</b>	<b>\$ 32,300,217</b>	<b>\$ 31,440,577</b>	<b>\$ 31,301,374</b>	<b>\$ (998,843)</b>	<b>-3.1%</b>



## Department of Aging and Adult Services — Budget Unit 505

### Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
50501	DAAS Admin Fund 0001	\$ 7,741,393	\$ 8,083,885	\$ 8,104,735	\$ 7,946,388	\$ (137,497)	-1.7%
50502	DAAS Program Svcs Fund 0001	13,881,497	14,260,535	14,162,662	13,873,584	(386,952)	-2.7%
50503	DAAS Program Spt Fund 0001	2,550,509	2,599,530	2,637,216	2,973,501	373,971	14.4%
50504	Senior Nutrition Fund 0001	6,199,002	7,356,267	6,615,964	6,507,902	(848,365)	-11.5%
<b>Total Gross Expenditures</b>		<b>\$ 30,372,401</b>	<b>\$ 32,300,217</b>	<b>\$ 31,520,577</b>	<b>\$ 31,301,374</b>	<b>\$ (998,843)</b>	<b>-3.1%</b>

## Department of Aging and Adult Services — Budget Unit 505

### Expenditures by Object

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 24,564,268	\$ 25,186,062	\$ 25,164,055	\$ 25,140,570	\$ (45,492)	-0.2%
Services And Supplies	5,808,133	6,288,852	6,356,522	6,160,804	(128,048)	-2.0%
Reserves	—	825,303	—	—	(825,303)	-100.0%
<b>Subtotal Expenditures</b>	<b>30,372,401</b>	<b>32,300,217</b>	<b>31,520,577</b>	<b>31,301,374</b>	<b>(998,843)</b>	<b>-3.1%</b>
Expenditure Transfers	—	—	(80,000)	—	—	—
<b>Total Net Expenditures</b>	<b>30,372,401</b>	<b>32,300,217</b>	<b>31,440,577</b>	<b>31,301,374</b>	<b>(998,843)</b>	<b>-3.1%</b>

## Department of Aging and Adult Services — Budget Unit 505

### Revenues by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
50501	DAAS Admin Fund 0001	\$ 2,241,921	\$ 1,333,611	\$ 1,333,611	\$ 838,250	\$ (495,361)	-37.1%
50502	DAAS Program Svcs Fund 0001	334,618	19,122,617	19,001,256	18,569,909	(552,708)	-2.9%
50503	DAAS Program Spt Fund 0001	—	781,073	781,073	781,073	—	—
50504	Senior Nutrition Fund 0001	3,133,382	3,142,701	3,202,701	3,142,701	—	—
<b>Total Revenues</b>		<b>\$ 5,709,921</b>	<b>\$ 24,380,002</b>	<b>\$ 24,318,641</b>	<b>\$ 23,331,933</b>	<b>\$ (1,048,069)</b>	<b>-4.3%</b>

## DAAS Admin Fund 0001 — Cost Center 50501

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	80.0	\$ 8,083,885	\$ 1,333,611
Board Approved Adjustments During FY 2009	—	20,850	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-3.0	(147,796)	—
Internal Service Fund Adjustments	—	45,120	—
Other Required Adjustments	—	300,225	(495,361)
Subtotal (Current Level Budget)	77.0	\$ 8,302,284	\$ 838,250



### DAAS Admin Fund 0001 — Cost Center 50501 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Delete 3 Positions in Public Administrator/Guardian/Conservator	-3.0	(355,896)	—
Delete 1 vacant Management Analyst, 1 vacant Estate Administrator Assistant, and 1 vacant Sr. Internal Auditor in the Public Administrator/Guardian/Conservator Division.			
Subtotal (Recommended Changes)	-3.0	\$ (355,896)	\$ —
<b>Total Recommendation</b>	<b>74.0</b>	<b>\$ 7,946,388</b>	<b>\$ 838,250</b>

### DAAS Program Svcs Fund 0001 — Cost Center 50502 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	120.5	\$ 14,260,535	\$ 19,122,617
Board Approved Adjustments During FY 2009	-1.0	(177,873)	(121,361)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	299,698	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(388,764)	(61,789)
Subtotal (Current Level Budget)	119.5	\$ 13,993,596	\$ 18,939,467
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Revenue Reduction Relating to Deletion of 5 Social Worker Positions in SSI Advocacy Unit	—	—	(261,327)
Revenue reduction relating to the deletion of 5 filled Social Worker II (Y3B) positions in General Assistance Supplemental Security Income Advocacy Unit. See associated position deletions and narrative in BU 504.			
2. Revenue Reduction Related to Deletion of 5 Positions in Public Administrator/Guardian/Conservator Division	—	—	(108,231)
Revenue reductions related to deletion of five positions in the Public Administrator/Guardian/Conservator Division.			
3. Delete 1 Vacant D49 Position in Public Administrator/Guardian/Conservator Division	-1.0	(120,012)	—
Delete 1 vacant Deputy Public Guardian in the Public Administrator/Guardian/Conservator Division.			
Subtotal (Recommended Changes)	-1.0	\$ (120,012)	\$ (369,558)
<b>Total Recommendation</b>	<b>118.5</b>	<b>\$ 13,873,584</b>	<b>\$ 18,569,909</b>

### DAAS Program Spt Fund 0001 — Cost Center 50503 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	33.5	\$ 2,599,530	\$ 781,073
Board Approved Adjustments During FY 2009	—	37,686	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	6.0	403,305	—



**DAAS Program Spt Fund 0001 — Cost Center 50503**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	39.5	\$ 3,040,521	\$ 781,073
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Delete 1 D09 Position in Public Administrator/Guardian/Conservator Division	-1.0	(67,020)	—
Delete 1 vacant Office Specialist II position in the Public Administrator/Guardian/Conservator Division.			
Subtotal (Recommended Changes)	-1.0	\$ (67,020)	\$ —
<b>Total Recommendation</b>	<b>38.5</b>	<b>\$ 2,973,501</b>	<b>\$ 781,073</b>

**Senior Nutrition Fund 0001 — Cost Center 50504**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	7.0	\$ 7,356,267	\$ 3,142,701
Board Approved Adjustments During FY 2009	—	(740,303)	60,000
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(35,763)	—
Internal Service Fund Adjustments	—	(23,222)	—
Other Required Adjustments	—	(49,077)	(60,000)
Subtotal (Current Level Budget)	7.0	\$ 6,507,902	\$ 3,142,701
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>7.0</b>	<b>\$ 6,507,902</b>	<b>\$ 3,142,701</b>



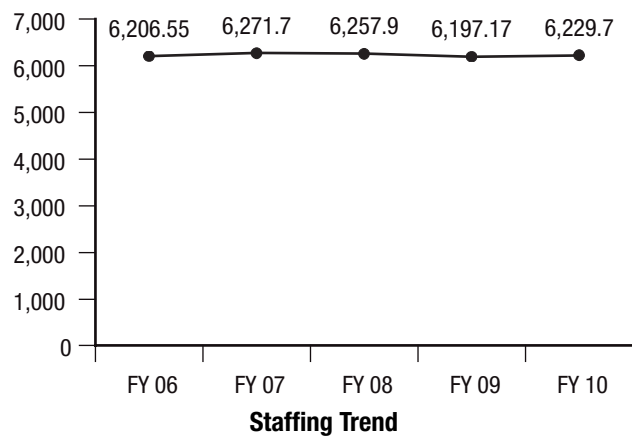
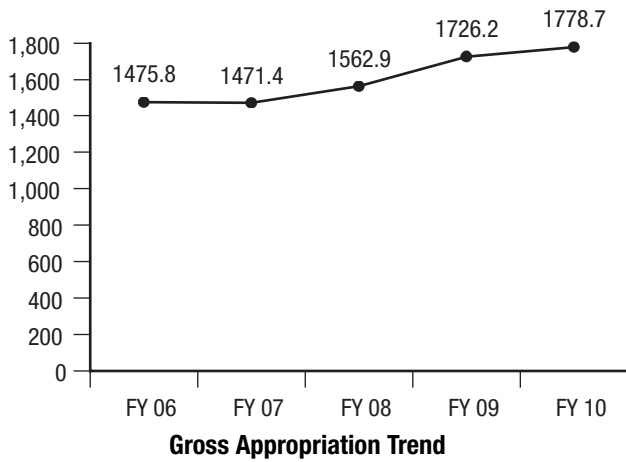
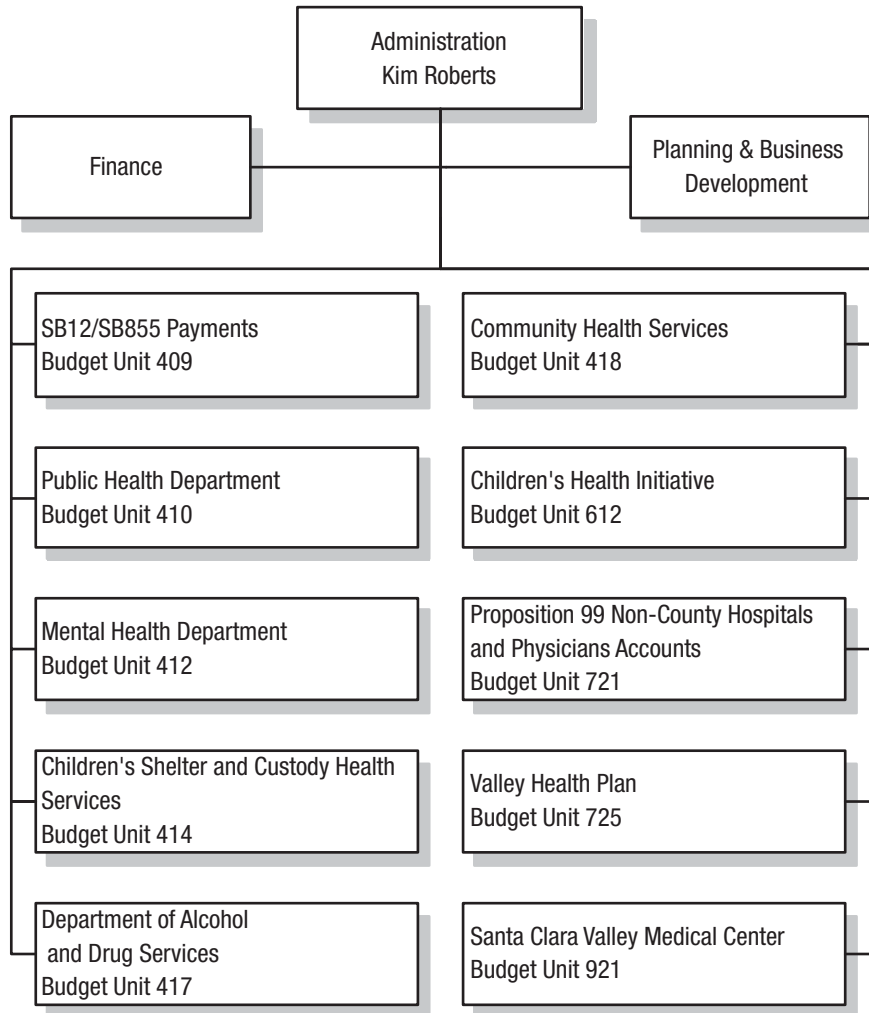
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# Section 4: Santa Clara Valley Health & Hospital System

Section 4: Santa Clara Valley  
Health & Hospital System



# Santa Clara Valley Health & Hospital System



# 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
- Prop 99 Non-County Hospital and Physician Funds
- Valley Health Plan
- Santa Clara Valley Medical Center

## Description of Major Services

The Santa Clara Valley Health & Hospital System (SCVHHS) is the health care safety net for the County, providing prevention, education and treatment to hundreds of thousands of County residents each year through its component agencies: Public Health, Mental Health, Children's Shelter and Custody Health Services, Alcohol and Drug Services, Community Health Services, Valley Health Plan, and Santa Clara Valley Medical Center hospital and clinics.

Collectively, the Health & Hospital System serves people from birth to death, from surveillance, prevention and early intervention through primary, chronic and acute care - with many stops in between for the more than 1 in 4 county residents who have received services from SCVHHS during the last four years. The **Public Health Department** starts by recording all births within the County, then works to immunize, educate and protect the public's health as well as prevent illness when possible. Through its programs such as California Children's Services; Maternal, Child and Adolescent

Health; Communicable Disease Prevention; HIV/AIDS; Emergency Medical Services and Regional Public Health Nursing, over 50,000 clients are served each year. And yet the need is growing.

The **Mental Health Department** is required to treat all severely mentally ill Medi-Cal clients, but also works to assist those uninsured residents who are seriously mentally ill or are a threat to themselves or others. There are approximately 100,000 people in the County facing significant struggles with mental illness and the numbers are increasing during this economic downturn. Currently, the Mental Health Department is only able to provide direct service to approximately 18,000 people each year. The Department offers an array of services: from outpatient, medication management, day treatment, and residential treatment through emergency and locked hospitalization services. The goal is always to treat patients in the least intensive setting closest to home or to assist clients in returning home.

About 10%-12% of any general population has a serious alcohol and/or other drug problem. In Santa Clara County, with a population of 1.8 million, this means that between 180,000 and 216,000 of the population have serious alcohol and drug problems. The **Department of Alcohol and Drug Services** (DADS) offers treatment for about 9,000 clients each year through its range of services: outpatient treatment, transitional housing, residential housing, detox and methadone services. The Department currently focuses on criminal justice clients. Clients are referred to substance abuse treatment by criminal justice agencies such as Drug Treatment and Juvenile Courts, and County agencies such as the Social Services Agency, Mental Health Department and the California Work Opportunity and Responsibility to Kids (CalWORKs) program.

Some residents who might need Mental Health and DADS services are incarcerated. Currently, over 900 people incarcerated in the County are being treated for mental health issues. While in jail, the ranches, juvenile hall or the Shelter, the **Children's Shelter and Custody Health Services** (CSCHS) staff attend to their behavioral and physical health needs. CSCHS performs physical and mental health screenings on persons brought to a County custodial site. In 2008 CSCHS's nurses completed over 184,000 health screenings for adult inmates and over 6,000 for children in the CSCHS

system. There are approximately 4,700 county residents currently incarcerated who receive on-going health services.

**Community Health Services** works across the agency and the community, helping eligible residents apply for health insurance or coverage. An estimated 140,000 County residents are uninsured. An estimated 250,000 are underinsured, beneficiaries of public programs such as Medi-Cal, Healthy Families or Valley Care that cover some but not all off the cost of providing care. Then, there are untold numbers of residents with private insurance, many of whom are underinsured or at risk of losing their healthcare coverage. CHS works to address the growing number of uninsured in Santa Clara County.

CHS spearheads enrollment in public healthcare programs: Medi-Cal, Healthy Families, Healthy Kids, Healthy Generations, and Valley Care. Community Health Services serves about 30,000 county residents each year.

**Valley Health Plan** is a state-licensed health plan that began in 1985 so that County employees could receive services from SCVMC. Employees enrolling with VHP are a component of the revenue stream in the health & Hospital System. In addition to County employees and retirees, VHP also serves In Home Support Services Workers (IHSS), Council on Aging, Valley Transit Authority, and First Five Santa Clara County, as well as Medi-Cal, Medicare, Healthy Families, Healthy Kids and Valley Care members. VHP currently has over 80,000 members.

**Santa Clara Valley Medical Center** (SCVMC) is comprised of a 574 bed hospital, emergency department, trauma and burn centers, as well as clinics across the county. Approximately 210,000 residents seek care at one of these medical facilities each year. The hospital admits nearly 30,000 of these people each year, and provides over 800,000 outpatient clinic visits annually. The number of patients that seek care at SCVMC has increased 45% since 2000, as the County has grown and as other providers in the community have closed or curtailed their services.

Santa Clara Valley Medical Center is well-known as the County's safety net hospital for its critical community-wide specialty services such as burn, adult and pediatric trauma, head and spinal cord injury, neonatal intensive



care and high risk perinatology care. SCVMC also provides a full spectrum of medical care, from prevention to acute care services. These services are provided to all County residents, regardless of their ability to pay. SCVMC is the largest provider of medical care in a County that has limited healthcare capacity in many areas. SCVMC must serve those seeking care at the emergency department, which serves as a safety net of the larger safety net of Public Health, Mental Health and Alcohol/Drug Services. In October and November of 2008, the SCVMC emergency department saw 33% more new patients than the year before. Many had lost their health insurance and sometimes their jobs, and some had chronic illnesses that were out of control because they could no longer afford medications. All received the needed urgent and emergency care.

### **The FY 2009/2010 Budget**

Since FY 2003 the gap between the community's needs and the services that SCVHHS is able to provide has widened as budgets have been reduced. Departments across SCVHHS have often had to choose acute care services over prevention and education, and given the size of the County's FY 2010 deficit, SCVHHS once again is reducing services in Mental Health, Public Health and Alcohol and Drug Services.

The Transformation 2010 project, begun in FY 2008, is providing the basis to meet budget reductions while addressing at least some of the increased demand on the safety net. Through process redesign, systems improvement, service innovation and efficiencies, SCVMC is able to accommodate 19,000 more ED visits, 31,000 more outpatient visits and 71,000 more prescriptions at a dramatically lower "per visit" cost than one year before, in addition to meeting its substantial budget reduction target. In addition, the innovations gained through T2010 are the basis for service delivery improvements across SCVHHS, which has enabled retention of some important Public Health and Mental Health services that otherwise would have had to be eliminated.

Funding for healthcare services is increasingly inadequate. SCVHHS currently is reimbursed at the rate of only 50% for Medi-Cal patients in Mental Health and the hospital. The State is no longer contributing funding for patients in the Medi-Cal program, and is looking to limit or reduce eligibility even as more people are qualified for the program. Payments for the uninsured are even less. It is estimated that there are

currently 140,000 uninsured people in Santa Clara County, and the numbers are increasing as people lose their jobs and their insurance. At the same time, State budgets are being cut and the County faces declining property tax revenue.

At the federal level, there are a number of important policy issues that directly affect SCVHHS. The reauthorization of the Children's Health Insurance Program (CHIP) should allow the continuation of the Healthy Families program in FY 2010, a key component of the Children's Health Initiative that Santa Clara County pioneered. Changes to the regulations over the Medicaid (Medi-Cal) program are currently on hold, but continue to pose a significant threat to SCVMC's funding. The American Recovery and Reinvestment Act of 2009 (ARRA), also known as the Stimulus Package, is expected to provide some much needed funding to support the healthcare safety net in these challenging times.

Given the structural deficits facing the State and local government, continued funding challenges lay ahead. Thus, SCVHHS has been working collectively to mitigate or even reverse some of the anticipated impacts; invest in the community to resolve some of the underlying need; and continue to market and compete for private insurance and other funding. In the budget recommendations there are a number of cross-departmental solutions which seek to retain services to as many members of the community as possible. These include restructuring and moving programs into SCVMC to enable additional available resources or the leveraging of similar services.

The solutions offered within the recommendations, however, do not address the additional State budget reductions associated with its \$8-14 billion deficit, pending federal reductions, nor the fiscal impacts of the declining economy. Only the recommendations for SCVMC accommodate some growth in patient volume.



## Net Expenditures By Department

BU	Department Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
409	SB12/SB855 Funds	\$ 2,118,152	\$ 4,800,000	\$ 4,800,000	\$ 5,000,000	\$ 200,000	4.2%
410	Public Health	79,380,280	83,785,135	88,223,879	69,077,628	(14,707,507)	-17.6%
412	Mental Health Department	249,526,171	253,195,554	254,963,152	242,099,921	(11,095,633)	-4.4%
414	Children's Shelter & Custody Health Svcs	2,287,177	—	197,123	100,000	100,000	—
417	Department Of Alcohol And Drug Programs	44,787,892	46,552,905	46,231,147	38,717,347	(7,835,558)	-16.8%
418	Community Health Services	14,739,873	13,511,021	14,046,770	12,243,688	(1,267,333)	-9.4%
612	Healthy Children	3,335,951	4,500,000	4,500,000	4,500,000	—	—
721	CHIPS - AB 75	1,263,273	3,100,000	3,100,000	3,100,000	—	—
725	SCVMC-Valley Health Plan	117,020,944	124,962,504	124,962,504	135,942,946	10,980,443	8.8%
921	Santa Clara Valley Medical Center	1,152,838,848	1,105,854,217	1,130,041,922	1,177,159,675	71,305,458	6.4%
<b>Total Net Expenditures</b>		<b>\$ 1,667,298,562</b>	<b>\$ 1,640,261,336</b>	<b>\$ 1,671,066,497</b>	<b>\$ 1,687,941,205</b>	<b>\$ 47,679,870</b>	<b>2.9%</b>

## Gross Expenditures By Department

BU	Department Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
409	SB12/SB855 Funds	\$ 2,118,152	\$ 4,800,000	\$ 4,800,000	\$ 5,000,000	\$ 200,000	4.2%
410	Public Health	81,828,995	85,256,008	90,145,106	71,034,897	(14,221,111)	-16.7%
412	Mental Health Department	251,901,234	255,768,470	257,385,640	245,264,759	(10,503,711)	-4.1%
414	Children's Shelter & Custody Health Svcs	47,572,125	46,482,758	46,424,411	47,581,675	1,098,917	2.4%
417	Department Of Alcohol And Drug Programs	48,071,665	50,005,487	49,652,977	42,337,303	(7,668,184)	-15.3%
418	Community Health Services	16,774,569	15,371,984	15,909,984	15,284,247	(87,737)	-0.6%
612	Healthy Children	3,335,951	4,500,000	4,500,000	4,500,000	—	—
721	CHIPS - AB 75	1,263,273	3,100,000	3,100,000	3,100,000	—	—
725	SCVMC-Valley Health Plan	117,020,944	124,962,504	124,962,504	135,942,946	10,980,443	8.8%
921	Santa Clara Valley Medical Center	1,200,462,674	1,135,909,001	1,160,081,545	1,208,631,639	72,722,638	6.4%
<b>Total Gross Expenditures</b>		<b>\$ 1,770,349,582</b>	<b>\$ 1,726,156,212</b>	<b>\$ 1,756,962,167</b>	<b>\$ 1,778,677,466</b>	<b>\$ 52,521,255</b>	<b>3.0%</b>

## Revenues By Department

BU	Department Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
409	SB12/SB855 Funds	\$ 1,772,091	\$ 4,800,000	\$ 4,800,000	\$ 5,000,000	\$ 200,000	4.2%
410	Public Health	48,473,930	48,827,399	52,205,608	46,578,971	(2,248,428)	-4.6%
412	Mental Health Department	152,776,506	182,920,235	182,268,760	187,035,316	4,115,081	2.2%
414	Children's Shelter & Custody Health Svcs	66,980	—	—	100,000	100,000	—
417	Department Of Alcohol And Drug Programs	19,407,286	22,201,888	21,212,583	20,804,229	(1,397,659)	-6.3%



## Revenues By Department

BU	Department Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
418	Community Health Services	3,550,376	5,769,891	5,588,224	5,064,031	(705,860)	-12.2%
612	Healthy Children	539,431	4,500,000	4,500,000	4,500,000	—	—
721	CHIPS - AB 75	1,263,273	3,100,000	3,100,000	3,100,000	—	—
725	SCVMC-Valley Health Plan	119,283,713	124,962,504	124,962,504	135,942,946	10,980,442	8.8%
921	Santa Clara Valley Medical Center	750,863,415	1,099,208,390	1,364,762,304	1,175,471,035	76,262,645	6.9%
<b>Total Revenues</b>		<b>\$ 1,097,997,000</b>	<b>\$ 1,496,290,307</b>	<b>\$ 1,763,399,983</b>	<b>\$ 1,583,596,528</b>	<b>\$ 87,306,221</b>	<b>5.8%</b>



# Health SB12 and Intergovernmental Transfer Payments

## Overview

The SB 12 Program is funded by an assessment imposed upon fines, penalties and forfeitures assessed by the Court. The fund is utilized to provide partial compensation to physicians, surgeons and hospitals for patients who do not make payment for emergency medical services and for other emergency medical services purposes as determined by the County.

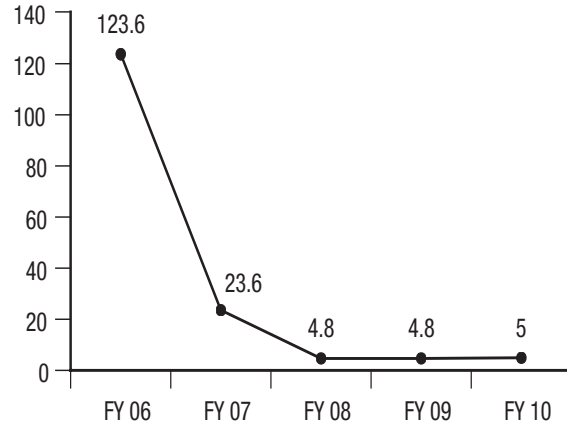
## Reduction in Intergovernmental Transfer

Following the expiration of SB 855 on June 30, 2005, the State finalized the next program to provide supplemental payments to hospitals that serve disproportionate numbers of low-income individuals. This program would require an expenditure transfer for participation.

Intergovernmental Transfers (IGT) must be provided from financial resources within the Hospital's fund, and gross proceeds for IGT-funded Disproportionate Share (DSH) payments must be retained by the Hospital. This is the same requirement made by the SB1255 program Santa Clara Valley Medical Center (SCVMC) participates in. IGTs for SB1255 have been funded in the Enterprise fund since FY 2006.

In FY 2007, the Board of Supervisors approved through the Final Budget a reduction in the IGT revenues and expenditures of \$80 million.

This reduction in the intergovernmental transfer is the result of fundamental changes in how public hospitals are paid for the Medi-Cal program, including Disproportionate Share Funding (DSH) under the Medi-Cal waiver. The use of IGTs has been again reduced in FY 2007. This latest reduction of the IGT in BU 409 essentially zeroes it out in this area. The IGT is now located in the Enterprise Fund 60 in cost center 6862 where it is budgeted at \$60 million for FY 2009.



Gross Appropriation Trend

## SB12/SB855 Funds — Budget Unit 409 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
4322	SB 12 Payments Fund 0018	\$ 2,118,152	\$ 4,800,000	\$ 4,800,000	\$ 5,000,000	\$ 200,000	4.2%
<b>Total Net Expenditures</b>		\$ 2,118,152	\$ 4,800,000	\$ 4,800,000	\$ 5,000,000	\$ 200,000	4.2%



**SB12/SB855 Funds — Budget Unit 409**  
**Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
4322	SB 12 Payments Fund 0018	\$ 2,118,152	\$ 4,800,000	\$ 4,800,000	\$ 5,000,000	\$ 200,000	4.2%
<b>Total Gross Expenditures</b>		\$ 2,118,152	\$ 4,800,000	\$ 4,800,000	\$ 5,000,000	\$ 200,000	4.2%

**SB12/SB855 Funds — Budget Unit 409**  
**Expenditures by Object**

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Services And Supplies	2,118,152	4,800,000	4,800,000	5,000,000	200,000	4.2%
<b>Subtotal Expenditures</b>	2,118,152	4,800,000	4,800,000	5,000,000	200,000	4.2%
<b>Total Net Expenditures</b>	2,118,152	4,800,000	4,800,000	5,000,000	200,000	4.2%

**SB12/SB855 Funds — Budget Unit 409**  
**Revenues by Cost Center**

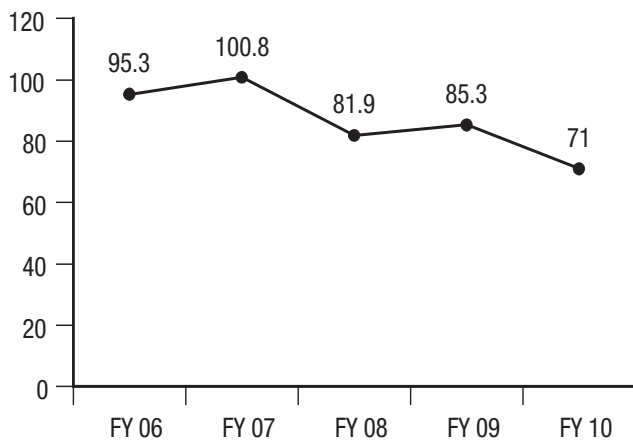
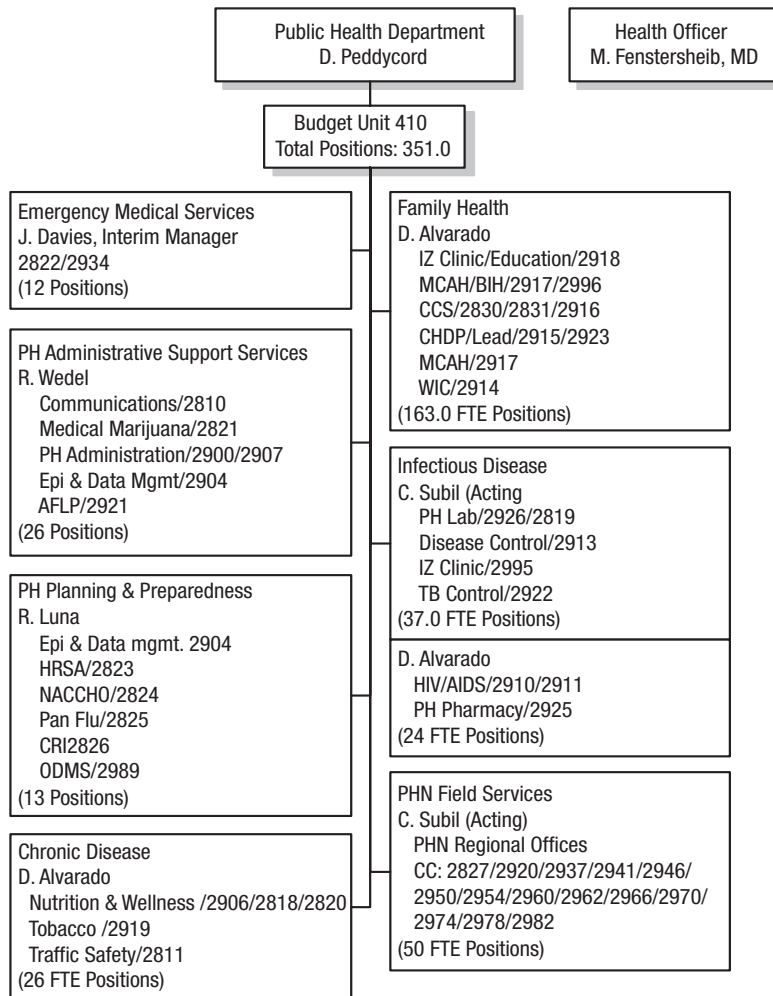
CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
4322	SB 12 Payments Fund 0018	\$ 1,772,091	\$ 4,800,000	\$ 4,800,000	\$ 5,000,000	\$ 200,000	4.2%
<b>Total Revenues</b>		\$ 1,772,091	\$ 4,800,000	\$ 4,800,000	\$ 5,000,000	\$ 200,000	4.2%

**SB 12 Payments Fund 0018 — Cost Center 4322**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>SB-12 Tobacco Tax Payments (Fund Number 0018)</b>			
FY 2009 Approved Budget	—	\$ 4,800,000	\$ 4,800,000
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	200,000	200,000
Subtotal (Current Level Budget)	—	\$ 5,000,000	\$ 5,000,000
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 5,000,000	\$ 5,000,000

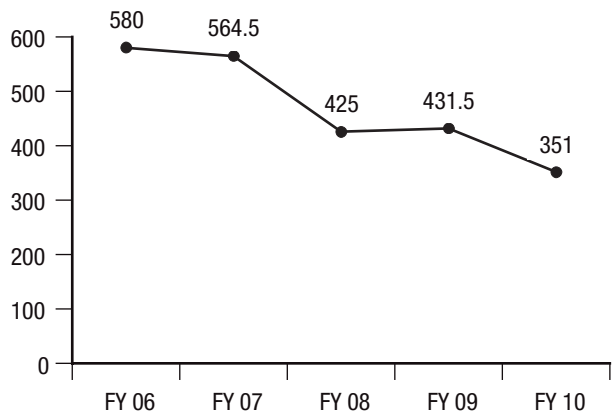


# Public Health Department



**Gross Appropriation Trend**

Gross Appropriations of \$7,273,182 were transferred to BU 418 Community Health Services in FY 2008.



**Staffing Trend**

38.5 FTEs were transferred to BU 418 Community Health Services in FY 2008.



## Public Purpose

- **Healthy Community**
- **Reduction of Health Risk**
- **Solutions to Health Problems**
- **Enhanced Quality of Life**



## Description of Major Services

As part of County's public healthcare system, Public Health is responsible for protecting, promoting & improving the health of the entire community. The FY 2009 Budget for the Public Health Department is approximately \$85 million (of which \$35 million is from general fund and \$50 million is from state, federal and other revenue sources) and has 431.5 FTE employees.

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.

During FY 2008/2009, the Public Health Department reorganized to better reflect the categories of services provided to the public. These new categories, or divisions, are patterned after the reorganized California State Department of Public Health and include the following seven Divisions and Programs/Services (and selected examples):

Public Health Administrative Support Services (Epidemiology and Vital Records), Public Health Preparedness (1 of 6 Advanced Practices Centers in the US), Emergency Medical Services, Chronic Disease and Injury Control (Nutrition & Wellness Programs), Family

Health (CCS, WIC, Black Infant Health), Infectious Disease (TB, HIV/AIDS), and Public Health Nursing Field Services.

The Public Health Department has a diversity of programs and services with multiple funding streams and legislative mandates. Few programs are discretionary. Because of the lack of dedicated, sustainable funds, the Department has been in a position of following the available revenue streams to retain the public health workforce, infrastructure and services.

Following the events of September 11, 2001, the general public has gained an awareness of Public Health that may have previously gone unrecognized. This spotlight on Public Health has allowed public health professionals to take the opportunity to inform and educate the public about preparedness and response not only to man-made disasters, but natural disasters as well. Santa Clara County has been recognized as a national leader in developing risk communication tools and messages. The Santa Clara County Public Health Laboratory also has the highly distinguished designation as a federal Level B laboratory.

Periodically public health issues will capture the attention of the general public and/or media. More commonly, a public health issue requires an immediate response to evaluate and mitigate any risk to the public's health and safety. For either scenario, the Health Officer or Deputy Health Officers are on call 24/7 to field

calls, which may be reported to the County Executive and Board of Supervisors, depending on the nature of the event. Some examples of events in the past years include:

- Arrival of an international traveler with infectious TB
- Multiple exposures to a recently (internationally) adopted infant with acute measles
- Multiple food borne outbreaks, including Salmonella outbreaks traced to peanuts, pistachios, and imported spices
- A sudden and unexplained death in a pre-schooler
- A cluster of meningococcal disease in a day program for developmentally delayed adults
- Infectious hepatitis A in a food handler
- Exposure to an interactive water fountain resulting in cryptosporidiosis and salmonellosis

## Current and Emerging Issues

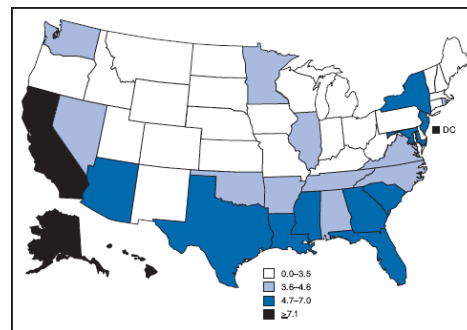
**Changing the way PHD provides services:** The necessity of maintaining core services while managing continuing budget reductions from the state and local levels is of great concern to the Department. To do so will require changing how services are provided, becoming more focused and targeted, and increasing collaboration to maximize existing community resources. The FY 2009/2010 budget proposal takes large steps in this direction through the CPSP collaborative and changes in PH Nursing.

targeted work on priorities of the federal and state government, but are inadequate to allow flexibility to address local needs.

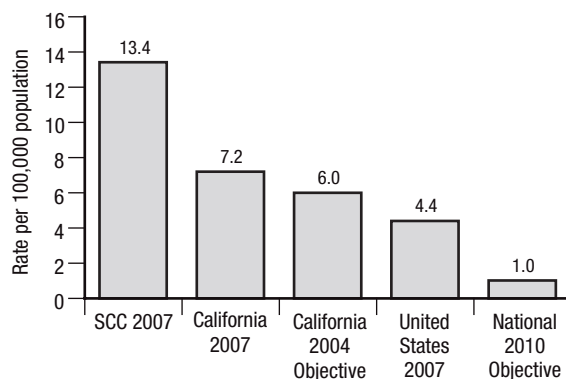
**TB funding:** Santa Clara County has more active cases of Tuberculosis than 35 states in the US. Currently, federal TB funding allocations to Santa Clara County are not based on actual caseloads. There are 10 cities in the US receiving direct funding from the federal government. Half of them have fewer cases than Santa Clara County. The 10 directly-funded cities average \$8,000 per case in reimbursements. The amount Santa Clara County receives from the State of California for TB control is half of that, averaging \$3,973 per case. Continued efforts are necessary to revise the federal allocation formula. (Please refer to charts below).

**Preparedness funding:** Functions such as the Medical Health Operations Center (formerly DEOC) and Pandemic Influenza Preparedness staffing are funded for warehouse costs and one-time funds for critical supplies. Grant funds support some staff for very

**Rate of tuberculosis cases by state/area - United States, 2007**



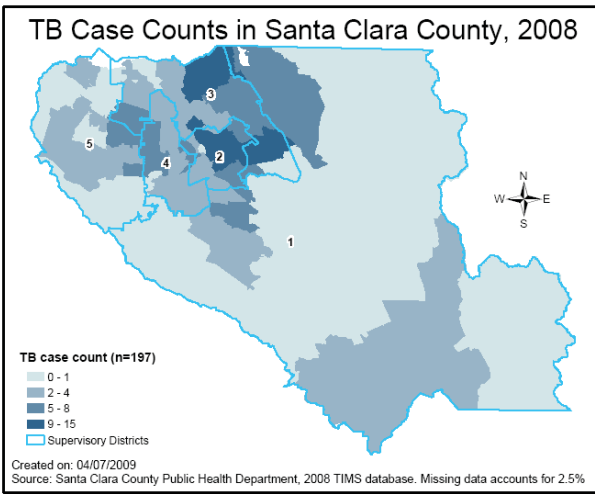
Source: Centers for Disease Control and Prevention (CDC) MMWR March 21, 2008 / 57(11):281-285  
Note: per 100,000 population, data are provisional



**Tuberculosis Case Rates in SCC – Comparison with State and National Rates**







**Operational data:** Number of clients provided case management, care coordination, and clinical health services by Fiscal Year.

Public Health Area	Service Method	Quantity					
		2003	2004	2005	2006	2007	2008
Maternal and child health	Regional case management	6,225 (Unduplicated)	8,171 (Unduplicated)	6,383 (Unduplicated)	7,645 (Unduplicated)	7,791 (Unduplicated)	7,254 (Unduplicated)
	Black infant health case management	190	230	198	215	230	195
	California Children's Services (CCS) clinical services	8,499	8,500	8,936	8,507	8,130	7238
HIV*	PACE clinical services	907	886	914	923	1,007	1067
Tuberculosis	Comprehensive case management/encounters ( exceeds # of individual cases, above)	408	340	362	993	968	788

Section 4: Santa Clara Valley Health & Hospital System

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Regional Services	Yes	Mandated	Redirect remaining staffing to respond to core communicable disease services including TB. Field visits to clients would be made from two instead of four regional offices. Provide services to decrease high utilization by Valley Health Plan clients.	▼
Communicable Disease	Yes	Mandated	Delay in tracking diseases and disease outbreaks specifically related to less virulent diseases.	▼

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
California Children's Services (CCS)	Yes	Mandated	Reduce therapy sessions from one hour to 45 minutes to maintain an ongoing active caseload of 250 children per month.	▼
HIV/AIDS	Yes	Mandated	Longer wait times for testing, reduced contracts for Alternate Test Sites, less direct public education, and reduced ability to exchange used syringes.	▼
Maternal, Child and Adolescent Health (MCAH)	Yes	Mandated	Less technical assistance and consulting to childcare facilities, reduced health promotion activities, fewer workshops and seminars on child safety and child abuse prevention.	▼
Public Health Preparedness	Yes	Mandated	Restrict program's ability to meet local preparedness needs and less opportunity for staff training.	▼
Epidemiology/Evaluation & Data Monitoring	Yes	Mandated	Reduced capacity to investigate and respond to a communicable disease or catastrophic infectious disease outbreak.	▼
Administration and Support Services	Yes	Required	Reduced contract monitoring, reduced extra-help usage and limited purchase of materials and contract services.	▼
Public Health Laboratory	Yes	Mandated	Generate new revenues and recognize savings with no impact on direct client services.	▼
Nutrition/Wellness & Women, Infants, & Children (WIC)	Yes	Mandated	Reduce expenditures with no impact on direct client services.	■
Public Health Pharmacy	Yes	Mandated	Recognize savings with no impact on direct client services.	■
Emergency Medical Services (EMS)	Yes	Non-Mandated	Generate new revenues with no impact on direct client services.	■
Immunization (IZ)	Yes	Mandated	Revenues and expenditures reduced with no impact on direct client services.	■
Tuberculosis (TB)	Yes	Mandated	Restructure staffing with no impact on direct client services.	■
Black Infant Health (BIH)	Yes	Mandated	No change.	■
Child Health and Disability Program (CHDP)	Yes	Mandated	No change.	■
Tobacco Control	Yes	Mandated	No change.	■
Adolescent Family Life Program (AFLP)/Cal-Learn	Yes	Mandated	No change.	■
STEPS	Yes	Mandated	No change.	■
Medical Marijuana ID Card (MMIC)	Yes	Mandated	No change.	■
Immunization Registry	Less than 5%	Mandated	No change.	■
Vital Registration	No	Mandated	No change.	■
Traffic Safety	Yes	Non-Mandated	No change.	■
Lead Poisoning Control	No	Non-Mandated	No change.	■

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

## County Executive's Recommendation

The Public Health Department was assigned an \$11 million reduction target for FY 2010. After analysis of the budget proposal submitted by the department and consideration of alternative reductions, the Acting County Executive recommends the following actions, will contribute to balancing the General Fund budget.

\$11 million represents approximately 1/3 of the \$30.3 million FY 2010 net General Fund cost in the Department prior to making reductions. The programs in Public Health which receive the most General Fund support and have some funding flexibility as outlined in the FY 2008 Mandate Study - Public Health Nursing and California Children's Services (CCS) are the subject of significant reductions. Other programs with little or no funding flexibility - HIV/AIDS, Disease Prevention and Control, TB Control, MCAH, and emergency preparedness among others are all slated for reductions in order to reduce General Fund costs. The level of service in mandated programs in being reduced, as are non-mandated services.

### Regional Services

The FY 2010 net General Fund amount in Public Health Nursing Regional Services is \$10.5 million, roughly 1/3 of the total General Fund share of the Public Health Department. To achieve an overall reduction of almost \$4 million in net General Fund cost, the Department is consolidating offices, limiting services to maximize available revenue given a reduced staff, and focusing on care to clients with TB and other communicable diseases, as well as serving Comprehensive Perinatal Services Program (CPSP) clients up to 4,800 visits per year.

**Reduce Nursing Staffing and Funding for Program Operations:** There are currently 103.0 staff in the four regional offices providing home visit services that include high-risk infants, high-risk perinatal clients from community clinics/hospitals, children with special needs, adults with complex or newly diagnosed medical conditions and fragile seniors. They also make referrals for health services and social services to nearly 5,235 clients each year. Offices are located in South County, East Valley, Narvaez and North County.

This proposal will reduce regional staffing from 103.0 to 50.0 FTE, reduce funding for program operations, and close a minimum of two of the four remaining Regional Public Health Nursing Offices. Staff and most of the services will relocate to the North County and East Valley office sites. Communicable Disease case management services will continue for clients living in all areas of the county.

Resources proposed to be reduced are as follows:

### East Valley Regional Office

#### Positions

FTE	Filled/ Vacant	Job Title	Savings
(2.0)	Filled	Public Health Nurse Manager II	\$409,752
(1.0)	Vacant	Office Specialist III	\$77,580
(1.0)	Filled	Office Specialist II	\$72,144
(8.0)	Filled	Public Health Nurse II	\$1,205,868
(4.0)	Filled	Public Health Nurse I	\$556,322
(6.0)	Filled	Public Health Assistant	\$501,624
(0.5)	Filled	Community Worker	\$39,096
<b>(22.5)</b>			<b>\$2,862,386</b>

### North County Regional Office

#### Positions

FTE	Filled/ Vacant	Job Title	Savings
(1.0)	Filled	Office Specialist III	\$77,580
(6.0)	Filled	Public Health Nurse II	\$950,604
(2.0)	Filled	Public Health Assistant	\$171,144
(1.0)	Filled	Community Worker	\$78,168
<b>(10.0)</b>			<b>\$1,277,496</b>

### Narvaez Regional Office

#### Positions

FTE	Filled/ Vacant	Job Title	Savings
(1.0)	Vacant	Public Health Nurse Manager I (Transfer to TB)	\$196,056
(2.0)	Filled	Office Specialist III	\$155,160
(1.0)	Filled	Office Specialist II	\$72,144
(1.0)	Filled	Public Health Nurse III	\$170,976
(4.0)	Filled	Public Health Nurse II	\$628,260
(2.0)	Vacant	Public Health Nurse II	\$291,600



**Positions**

FTE	Filled/ Vacant	Job Title	Savings
(2.0)	Filled	Public Health Nurse I	\$284,688
(1.0)	Filled	Public Health Assistant	\$85,572
(1.0)	Filled	Community Worker	\$78,168
<b>(15.0)</b>			<b>\$1,962,624</b>

**South County Regional Office****Positions**

FTE	Filled/ Vacant	Job Title	Savings
(1.0)	Vacant	Public Health Nurse II	\$160,476
(2.0)	Filled	Public Health Nurse II	\$308,340
(1.0)	Filled	Public Health Assistant	\$85,572
(0.5)	Vacant	Office Specialist III	\$33,600
<b>(4.5)</b>			<b>\$587,988</b>

**Service Impact:** The service impact related to the reductions in Regional and Central Public Health Nursing are significant, however services related to investigation and case management of clients with TB and other communicable diseases will be preserved. The county will retain 19.0 FTE dedicated Regional PHN positions, as well as associated paraprofessional and support staff to focus on these mandated services.

**CPSP:** The CPSP program is being re-organized in conjunction with SCVMC in order to maximize revenue and fully cover the cost of a designated team of PHNs/PHA who will exclusively serve this targeted population of post-partum clients and their infants. CPSP services will be delivered utilizing a team approach, and the team will accept only CPSP referrals and will provide approximately 4,800 visits per year. Productivity will be increased as PHNs will focus on CPSP clients alone. Also, assignments will be made in accordance with geographic considerations, thus decreasing travel time.

**Services to High Risk Populations:** The deletion of a total of 53.0 Regional staff, including 30.0 PHN I/II positions, will decrease services. A major shift in nursing practice, from generalist to specialist, and increased efficiency, will preserve 90% or greater of the services to clients referred from SCVMC and Ambulatory Care clients, (primarily infant/child health and high risk adults/seniors). Approximately 350 clients from Social

Services, Courts and other hospitals will not be served. In addition, the number of trained medical personnel available for disaster preparedness is reduced.

**Positions Reduced: 52.0**  
**Ongoing Savings: \$6,690,494**

**Reduce Support and Staff at Central Public Health Nursing**

**Loss of Targeted Case Management (TCM) Revenue:** Due to the staff reduction, the Department will no longer be able to participate in TCM services, which refer clients to community resources which assist them in accessing health care services.

**Revenue Reduced: (\$2,639,308)**

**Loss of First 5 Grant Funding:** A "Let's Go, Let's Grow" grant for \$415,532 from First 5 expires in June 2009. This funding provides case management to 125 medically fragile and substance-exposed infants each year. Due to pending State budget reductions, it is anticipated that when funding is provided for FY 2010, the amount will drop to \$200,000.

**Revenue Reduced: (\$215,532)**

**Reduction in Support Staff:** One position and temporary help funds are proposed for reduction:

- Delete 1.0 FTE vacant Public Health Nurse II position for a savings of \$135,780
- Reduce \$37,187 in funding for Temporary Employee Expenses

**Service Impact:** See service impact of the Regional reduction plan.

**Positions Reduced: 1.0**  
**Ongoing Savings: \$172,967**

**California Children's Services (CCS)**

**Reduce Expenditure:** This proposal will reduce Support and Care expenses by \$614,658.

Due to a change in State reimbursement practices effective with the fall State reductions, the CCS budget is required to be adjusted to reflect the total amount of



State revenue and expense from the CCS program, rather than the net amount. That adjustment was made during the midyear budget adjustments.

**Redesign MTU Services:** This proposal will reduce staffing from 86.5 FTE to 84.0 FTE, and revenue by \$159,534.

**Delete:** 1.0 FTE filled Senior Therapist, 1.0 FTE filled and 0.5 FTE vacant CCS Therapist I positions.

**Background:** Currently there are three medical therapy sites serving an average total of over 1,100 clients annually. The CCS program provides diagnostic and treatment services, medical case management, and physical and occupational therapy services to children under age 21 with CCS-eligible medical conditions. CCS also provides medical therapy services that are delivered at public schools. The cost of care for the 40% of non-Medi-Cal-eligible children is split equally between CCS-Only and CCS Healthy Families. The cost of care for CCS-Only is funded equally between the State and counties and the cost of care for CCS Healthy Families is funded by Federal, State and County General Fund.

The intent of the CCS program is to provide necessary services for children with CCS medically-eligible conditions whose parents are unable to pay for these services, wholly or in part. The Medical Therapy Program provides prescribed physical and occupational therapy to children from infancy through age 21 with eligible neurological and orthopedic conditions, regardless of ability to pay. It is considered an entitlement program delivered at school sites throughout the county.

**Service Impact:** To manage an increased caseload, therapy sessions will be decreased from one hour to 45 minutes each. The three medical therapy sites, South Valley, Chandler Tripp and Juana Briones, would continue operations. The Program will increase the productivity of each therapist, to be able to serve an ongoing active caseload of 250 children per month (increasing from an average of 211 children per month). Caseload will increase from 5/6 clients/day to 8/9 clients/day (depending on the treatment prescription).

**Positions Reduced: 2.5**  
**Total Ongoing Savings: \$774,192**  
 Reduced Ongoing Revenues: \$159,534  
 Reduced Ongoing Expenditures: \$933,726

## HIV/AIDS

**Reduce County Support for Neil A. Christie Living Center (NCLC) by \$100,000:** The County provides approximately 40% of the funds, or \$120,000 required to operate and staff the Center, which has been funded by the County since 2001, and managed since 2003 by The Health Trust. The Board of Supervisors approved funding to pay for rent, utilities and office expenses. NCLC is a "drop-in center" to provide psychosocial support for those with HIV/AIDS in Santa Clara County at a location in Central San Jose. This year the Center is providing a variety of services and activities for a multi-cultural population focusing on preventing the spread of HIV with partners and taking charge of one's health both socially and physically. So far in 2009, approximately 2,050 client visits (some duplicated) have occurred (over 1,000 per quarter).

**Service Impact:** Reduction in the hours or days per week that the Living Center will be open.

**Reduce \$61,583 for Contract HIV Testing Services:** This proposal will result in the elimination of Alternate Test Site (ATS) HIV testing at Billy DeFrank, Lesbian, Gay Bisexual and Transgender Community Center. In FY 2009, the Billy DeFrank received \$61,683 in Ryan White - Early Intervention Services (EIS) funds. However, the ATS services provided by Billy DeFrank, approximately 600 HIV tests per year, can be fully absorbed by the Public Health Department HIV/AIDS Prevention and Control Program at the Crane Center. The EIS program is intended to identify those individuals who are HIV positive, but unaware of their status. The PH Department is utilizing Ryan White funds to support EIS provided by the County instead of subcontracting.

**Service Impact:** None. Services will continuously be provided by the County instead of Billy DeFrank Lesbian, Gay Bisexual and Transgender Community Center.

**Reduce 1.0 FTE (\$123,396) Health Education Specialist (HES) in HIV/AIDS Prevention and Control Program:** The HIV/AIDS Program's Client Services Section has 8.5 FTE prior to this reduction. The HIV/AIDS Prevention and Control Program provides a myriad client services, including approximately 2,700 HIV tests through the Crane Center and mobile clinics, syringe exchange, HIV prevention, hepatitis screening, and education.



**Service Impact:** Deletion of the HES (also trained as an HIV counselor) position will result in an increased workload for the remaining counselors, longer wait times for testing, as well as reduced assistance to Alternate Test Sites (ATS) and a decrease in the direct public education provided by the PHD.

**Reduce and Redirect Staffing in General-Funded Needle Exchange Program to Funded AIDS Education Activity:**

- Delete 0.5 FTE vacant Public Health Community Specialist (PHCS) position, saving \$40,434.
- Increase revenues by \$40,434 by redirecting the activity of 0.5 FTE Public Health Community Specialist to qualified AIDS Education activity,

**Service Impact:** This action will result in a reduction and restructuring of Needle Exchange (NEX) services. Two of the five existing NEX sites will be eliminated, with a potential loss of 30+ clients who may be unable to access the remaining sites, possibly resulting in an inability to exchange up to 15,500 used syringes per year, potentially resulting in dirty needles remaining in the community and on the streets.

**Increase Revenues from AIDS Education Fund and Redirect 0.5 FTE Public Health Community Specialist to AIDS Education Activity:** The AIDS Education Funds are to be used to provide the AIDS education program to those individuals who have been ordered to attend as a condition of probation or diversion for crimes such as prostitution, solicitation, and certain drug-related crimes. The increase of \$40,434 in funding may be used to provide the specified education.

**Service Impact:** There will be a limit to the number of referrals for drug rehabilitation and other critical services to an already underserved population.

**Total Reduction for HIV/AIDS:  
Positions Reduced: 1.5  
Total Ongoing Savings: \$365,847**  
Increased Ongoing Revenues: \$40,434  
Reduced Ongoing Expenditures: \$325,413

▼ **Communicable Disease (CD)**

**Reduce Staffing:** This proposal will reduce program staffing from 15.0 FTE to 13.0 FTE by deleting 2.0 FTEs in a division which is responsible for surveillance, investigation and reporting of disease.

**Delete:** 1.0 FTE filled Office Specialist II and 1.0 FTE vacant Management Aide positions,

**Service Impact:** There will be an approximate 25% delay time with entering disease reporting data into county and state databases, which will have a measurable delay in tracking diseases and disease outbreaks specifically related to less virulent diseases.

**Positions Reduced: 2.0  
Ongoing Savings: \$157,152**

▼ **Maternal Child and Adolescent Health (MCAH) Services**

**Reduce Revenue and Staffing:** The proposal will decrease program staffing from 5.0 FTE to 4.0 FTE by deleting 1.0 FTE filled Public Health Nurse III position for a savings of \$170,976 and reduce \$42,319 in funding for Extra Help. As the proposal reduces the net General Fund cost in this program, the ability of the program to draw down Federal revenue is reduced by \$154,853.

**Background:** Currently one PHN III is assigned to Child Care Coordination and one PHN III is assigned to Child Death and Injury Prevention.

In FY 2008, the MCAH Child Care Consultant responded to 800 calls from child care providers regarding child health and safety; consulted with 20 State Licensing Analysts on child care facility inspections and gave 13 community presentations regarding child care safety. The MCAH Child Injury Prevention Coordinator provided 19 presentations about mandatory reporting to various agencies; responded to approximately 20 consultations per month regarding child abuse identification and reporting, and coordinated and staffed 12 Child Death Review Team meetings.

**Service Impact:** The deletion of one PHN III will reduce approximately 50% of services in each area.

**Positions Reduced: 1.0  
Revenue Reduced: (\$154,853)  
Expenditures Reduced: \$213,295**

## Public Health Preparedness

**Eliminate General Fund Contribution for Program:** Delete 1.0 FTE vacant Senior Health Care Program Analyst position for a savings of \$135,324 and reduce \$22,098 in funding for Travel, Workshops and associated costs expenses.

**Background:** The program works to prevent, respond to, and recover from bioterrorism or acute outbreaks of infectious diseases and other health threats and emergencies.

**Service Impact:** This proposal has no impact on direct client services. This proposal eliminates the General Fund portion of the program but does not impact the grant funding.

**Position Reduced: 1.0**  
**Ongoing Savings: \$157,422**

## Epidemiology (Epi) and Data Management

**Redesign Epi Services:** This proposal will reduce unit staffing from 4.0 FTE to 2.5 FTE, and restructure the Epi Unit staffing by converting 1.0 full code Senior Epidemiologist position to a half code, and delete 1.0 FTE filled Epidemiologist II position for a savings of \$190,446. Also, \$150,000 in savings will be redirected to contract services, for a net savings of \$40,446.

The augmentation in contract funding is required for the production and completion of specific reports that are critical to Public Health both internally and to the community. Sustaining capacity within PH's Epi & Data Management and Health Policy division is a high priority for the Department and in the area of Disease Control.

**Service Impact:** The deletions will result in a decreased capacity to investigate and respond to a communicable disease outbreaks or catastrophic infectious diseases such as pandemic influenza. The half time Senior Epidemiologist position will not perform the save level of service as full time staff, but will not significantly impact the current productivity of this position. The focus of the remaining epidemiologists will be on only

communicable disease and bioterrorism syndromic surveillance, EMS and HIV as there are revenues to cover the cost of the positions.

**Net Positions Reduced: 1.5**  
**Ongoing Savings: \$40,446**

## Administration and Support Services

**Reduce Staffing and Expenditures by \$776,481:** Delete 1.0 FTE vacant Office Specialist (OS) III and 1.0 FTE filled Associate Management B positions for a total savings of \$173,220, and reduce \$200,000 in funding for Extra Help Services and \$403,261 in funding for Services and Supplies Expenses. The reduction in expenses is made possible through T2010 practices related to the purchase of office supplies.

**Transfer Staffing Cost to SCVHHS Finance:** The cost of 0.5 FTE Senior Health Care Program Analyst will be transferred from PH Administration to SCVHHS Finance for a General Fund savings of \$67,622. The Senior Health Care Program Analyst functions as the Targeted Case Management/Medi-Cal Administrative Activities Coordinator for the Public Health Department and will cover a portion of the cost of the position for the new VHP Coverage Initiative.

**Service Impact:** The proposal has no impact on direct client services. The deletion of the OS III position will limit the ability to support Department-wide projects, and to offer assistance to Department programs for time-limited or special projects. The deletion of the Analyst position impacts the Department's contract unit, resulting in less contract monitoring. The Extra Help reduction will reducing staffing flexibility.

**Positions Reduced: 2.0**  
**Total Ongoing Savings: \$828,585**

## Public Health Laboratory

### Increase Revenues and Reduce Expenditures:

- Increase \$37,500 in revenues for laboratory testing by adding In-Tube QuantiFERON Testing (QFT) to new venues and charge other counties for non-mandated Public Health laboratory tests
- Increase \$7,500 in revenues for laboratory water testing

- Reduced services and supplies by \$58,750.

**Background:** The QFT is a test that replaces the TB skin test and is identified by the CDC Bioterrorism Reference Lab as the new gold standard for TB skin testing. The automation of all Enzyme Immunoassay (EIA) tests will allow for more testing with no increase in staff time. The EIA test is a specific testing method to look for and identify antibodies and/or antigens in the blood.

Increased water testing specimens has resulted in more specimens being submitted for testing yearly, thus adjusting revenues consistent with recent collections.

**Service Impact:** The proposals have no impact on direct client services. The reduction in services and supplies expenses eliminates the program's ability to absorb any standard industry increases related to services and supplies, as well as funds for outside testing services ordered by the Health Officer and/or the courts.

**Total Ongoing Savings: \$103,750**

Increased Ongoing Revenues: \$45,000  
Reduced Ongoing Expenditures: \$58,750

## Women Infant and Children (WIC) Services

### Reduce Staffing and Expenditures

- Delete 1.0 FTE filled Health Care Program Manager (HCPM) I position for a savings of \$132,444
- Add/Delete: Add 0.5 FTE Nutrition Associate position/Delete 0.5 FTE vacant Public Health Nutritionist and for a net savings of \$13,206
- Reduce \$24,000 in funding for training expenses.

**Background:** The WIC Program has 36.5 FTEs and operates at six locations throughout the county, serving 19,650 clients. The program will continue to serve the 19,650 clients at six locations throughout the County. The Nutrition Associate will conduct educational sessions and voucher distribution to approximately 1,500 clients per year.

**Service Impact:** The proposal has no impact on direct client services. The tasks performed by the HCPM I will be redirected to the current HCPM II WIC Manager. The nutrition assessment duties of the WIC clients will be assigned to existing Nutritionists.

**Net Position Reduced: 1.0**  
**Ongoing Savings: \$169,650**

## Tuberculosis (TB) Control

**Restructure Staffing:** Delete 1.0 FTE filled Public Health Nurse (PHN) Manager II position and transfer 1.0 FTE vacant Public Health Nurse Manager I from Regional Public Health Nursing, which is proposed for reduction, for a net savings of \$15,518. This proposal transfers the vacant management position to the TB Control Program to substitute for the proposed deletion of the PHN Manager II. This will result in the TB and CD Programs both being managed by the same level staff.

**Reduce:** \$45,000 in funding for Services and Supplies Expenses

**Service Impact:** The proposal has no impact on direct client services. The only change is that the PHN Manager II will be replaced by a PHN Manager I, for consistency in nurse managers throughout the Department.

**Ongoing Savings: \$60,518**

## Public Health Pharmacy

**Increase Reimbursement from SCVMC for Assistant Director:** The Assistant Director of Pharmacy - PH has been working half time directing and administering tasks associated with the SCVMC Pharmacy, so half of the position's time will be reimbursed by SCVMC for a savings of \$122,760.

**Recognize Medications Savings:** This proposal reduces \$475,000 in funding for drug costs. The savings in drug costs is the result of using 340B pricing that SCVMC FQHC status provides, and that the Public Health Department has implemented for medications since December 2007.



**Service Impact:** "The proposal has no impact on direct client services. There will also be no operational or functional impact to this recommendation. Pharmacy will continue to support TB, HIV/AIDS, Immunization, and Bioterrorism tasks.

**Ongoing Savings: \$597,760**

## Emergency Medical Services (EMS)

**Increase Revenue for Stroke Care Designation fees:** This proposal increases revenues by increasing stroke center designation fees from \$5,000 per hospital to \$8,000 per hospital, equaling the fees to those for cardiac care designation totalling \$24,000

**Background:** The EMS Agency has a diverse revenue funding stream that includes provider fees, grants, SB 12/Maddy Fund, specialty care designation fees (Stroke Care, Cardiac/STEMI Care, and Trauma Care) and the EMS Trust Fund allocations. The EMS Agency designates hospitals for specialty care functions, for a fee to the hospital, including that of the SCVMC stroke center.

**Transfer an additional \$200,000 from the EMS Fines & Penalties Trust Fund to further offset EMS Agency Operational Costs:** The proposal will bring the total amount of the annual transfer from the Fines & Penalties Trust Fund to \$869,524 for FY 2010. The current available balance is approximately \$2 million, and the expected annual collection will be approximately \$850,000 to \$900,000.

**Service Impact:** The proposals have no negative impact on direct client services.

**Total Ongoing Savings: \$221,000**

Increased Ongoing Revenues: \$224,000

Increased Ongoing Expenditures of \$3,000 are budgeted in SCVMC BU 921

## Black Infant Health (BIH)

**Increase Revenue:** This proposal will increase \$38,010 in State Grant funding. The revenue increase is being generated to offset a portion of the Public Health reduction target.

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

**Revenue Increased: \$38,010**

## Traffic Safety

**Eliminate General Fund Contribution for Program:** This proposal reduces \$5,456 in funding for Services and Supplies expenses and eliminates the General Fund portion of the program.

**Service Impact:** The proposal has no impact on direct client services but restricts the program's ability to purchase and distribute specialized educational materials.

**Ongoing Savings: \$5,456**

## Vital Records and Registration

**Eliminate General Fund Contribution for Program:** This proposal reduces \$27,937 in funding for Services and Supplies expenses and eliminates the General Fund portion of the program.

**Service Impact:** The proposal has no impact on direct client services but restricts the program's ability to provide in-service training and to public specialized materials.

**Ongoing Savings: \$27,937**

## Immunization (IZ) Services

**Reduce Revenues and Expenditures for the Travel Clinic:** Due to various factors, with the economy being the most notable, utilization of Travel Clinic services for FY 2008 and FY 2009 has decreased by approximately 20%, resulting in the under-realization of revenue by \$282,000.

Funding in the amount of \$62,266 for medical & dental and educational materials expenses are also proposed to be reduced.

**Background:** The Adult Immunization and Travel Clinic provides routine immunizations for adults ages 18 and up, as well as immunizations recommended for

protection from diseases when traveling to foreign countries. The Clinic is fee-based and was projected to be self-supporting.

With a decrease in revenue for the IZ Travel Clinic, the program is projected to be self-supported with fees. The small staff is crucial to provide surge capacity in responding to outbreaks or bioterrorism events requiring expertise in vaccine administration. The program also provides annual flu shot clinics at local senior centers.

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

**Total Costs: \$219,734**  
 Reduced Ongoing Revenues: \$282,000  
 Reduced Ongoing Expenditures: \$62,266

- Establish a Valley Health Plan and Public Health collaborative to decrease inappropriate high utilization rates by members
- Establish a SCVMC and Public Health collaborative to deliver CPSP to mothers at home

**Service Impact:** VHP and Public Health will develop a program to decrease inappropriate/high utilization rates of members, and to analyze/build capacity in the VHP health system to improve utilization of community programs. The CPSP proposal allows services to continue.

**Total Ongoing Savings \$1,800,000**  
 Increased Ongoing Reimbursement from VHP BU 725: \$500,000  
 Ongoing Savings of \$1,300,000 are budgeted in SCVMC BU 921

**▲ SCVHHS Systems Investment**

**Collaborative Program with Valley Health Plan:** SCVHHS is taking a system-wide approach to building an integrated service delivery model to address the continuum of services provided to patients and clients. This approach involves blending SCVHHS combined resources and making strategic investments in both Ambulatory Care and Public Health to help sustain capacity to provide services to high risk infants, mothers in our Comprehensive Perinatal Services Program (CPSP) and California Children’s Services (CCS) Therapy services.

There are two proposals:

**▲ ITEC Project**

**Allocate One-time Funding of \$35,000 for Public Health Server Replacement:** The Public Health Department supports a number of applications that are used by a number of organizations throughout the County. These servers have over four years of service and have shown significant performance degradation, or do not meet the current user demand.

**Service Impact:** Replacement of these servers is extremely critical, as they provide critical information to the community in case of emergencies and/or disaster response.

**One-Time Cost: \$35,000**

**Public Health — Budget Unit 410  
 Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
41011	Administration Fund 0001	\$ 18,754,744	\$ 21,999,001	\$ 21,348,427	\$ 14,915,490	\$ (7,083,511)	-32.2%
41012	Central Services Fund 0001	35,637,021	36,782,677	38,955,284	36,272,629	(510,048)	-1.4%
41013	Support Services Fund 0001	6,680,500	5,051,970	7,050,262	6,341,492	1,289,522	25.5%
41014	Ambulatory Care Fund 0001	292,807	5,324	5,324	4,263	(1,061)	-19.9%
41015	Emergency Medical Services Fund 0001	3,816,135	5,024,185	6,731,498	4,528,246	(495,939)	-9.9%
41016	Region #1 Fund 0001	2,402,841	2,232,660	2,232,660	1,349,736	(882,924)	-39.5%
41017	Region #2 Fund 0001	4,332,138	3,764,232	3,422,990	2,098,785	(1,665,447)	-44.2%



### Public Health — Budget Unit 410 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
41018	Region #3 Fund 0001	1,425	33,944	31,944	31,944	(2,000)	-5.9%
41019	Region #4 Fund 0001	1,480,929	2,475,111	2,347,614	197,505	(2,277,606)	-92.0%
41020	Region #5 Fund 0001	4,806,506	4,590,426	4,276,909	2,624,458	(1,965,968)	-42.8%
41021	Region #6 Fund 0001	1,175,235	1,825,605	1,820,967	713,080	(1,112,525)	-60.9%
<b>Total Net Expenditures</b>		<b>\$ 79,380,280</b>	<b>\$ 83,785,135</b>	<b>\$ 88,223,879</b>	<b>\$ 69,077,628</b>	<b>\$ (14,707,507)</b>	<b>-17.6%</b>

### Public Health — Budget Unit 410 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
41011	Administration Fund 0001	\$ 19,834,755	\$ 22,803,368	\$ 22,609,976	\$ 16,357,331	\$ (6,446,037)	-28.3%
41012	Central Services Fund 0001	36,651,978	37,208,247	39,263,922	36,597,017	(611,230)	-1.6%
41013	Support Services Fund 0001	6,828,470	5,143,752	7,142,044	6,433,274	1,289,522	25.1%
41014	Ambulatory Care Fund 0001	338,350	5,324	5,324	4,263	(1,061)	-19.9%
41015	Emergency Medical Services Fund 0001	3,976,368	5,173,339	6,990,756	4,627,504	(545,835)	-10.6%
41016	Region #1 Fund 0001	2,402,841	2,232,660	2,232,660	1,349,736	(882,924)	-39.5%
41017	Region #2 Fund 0001	4,332,138	3,764,232	3,422,990	2,098,785	(1,665,447)	-44.2%
41018	Region #3 Fund 0001	1,425	33,944	31,944	31,944	(2,000)	-5.9%
41019	Region #4 Fund 0001	1,480,929	2,475,111	2,347,614	197,505	(2,277,606)	-92.0%
41020	Region #5 Fund 0001	4,806,506	4,590,426	4,276,909	2,624,458	(1,965,968)	-42.8%
41021	Region #6 Fund 0001	1,175,235	1,825,605	1,820,967	713,080	(1,112,525)	-60.9%
<b>Total Gross Expenditures</b>		<b>\$ 81,828,995</b>	<b>\$ 85,256,008</b>	<b>\$ 90,145,106</b>	<b>\$ 71,034,897</b>	<b>\$ (14,221,111)</b>	<b>-16.7%</b>

### Public Health — Budget Unit 410 Expenditures by Object

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 50,774,773	\$ 51,246,687	\$ 50,331,622	\$ 42,184,917	\$ (9,061,770)	-17.7%
Services And Supplies	30,714,972	32,865,071	39,205,105	28,705,730	(4,159,341)	-12.7%
Fixed Assets	—	—	464,129	—	—	—
Operating/Equity Transfers	339,250	144,250	144,250	144,250	—	—
Reserves	—	1,000,000	—	—	(1,000,000)	-100.0%
<b>Subtotal Expenditures</b>	<b>81,828,995</b>	<b>85,256,008</b>	<b>90,145,106</b>	<b>71,034,897</b>	<b>(14,221,111)</b>	<b>-16.7%</b>
Expenditure Transfers	(2,448,714)	(1,470,873)	(1,921,227)	(1,957,269)	(486,396)	33.1%
<b>Total Net Expenditures</b>	<b>79,380,280</b>	<b>83,785,135</b>	<b>88,223,879</b>	<b>69,077,628</b>	<b>(14,707,507)</b>	<b>-17.6%</b>



## Public Health — Budget Unit 410

### Revenues by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
41011	Administration Fund 0001	\$ 10,067,253	\$ 8,065,397	\$ 7,401,300	\$ 6,713,612	\$ (1,351,785)	-16.8%
41012	Central Services Fund 0001	29,160,478	32,817,656	33,862,137	29,526,786	(3,290,870)	-10.0%
41013	Support Services Fund 0001	6,420,433	4,790,944	6,773,664	6,818,664	2,027,720	42.3%
41015	Emergency Medical Services Fund 0001	2,825,766	3,153,402	4,168,507	3,519,909	366,507	11.6%
<b>Total Revenues</b>		<b>\$ 48,473,930</b>	<b>\$ 48,827,399</b>	<b>\$ 52,205,608</b>	<b>\$ 46,578,971</b>	<b>\$ (2,248,428)</b>	<b>-4.6%</b>

## Administration Fund 0001 — Cost Center 41011

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	41.5	\$ 21,854,751	\$ 7,935,661
Board Approved Adjustments During FY 2009	-4.0	(650,574)	(664,097)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	3.5	(146,967)	—
Internal Service Fund Adjustments	—	(5,426,705)	—
Other Required Adjustments	—	(4,493)	(687,688)
Subtotal (Current Level Budget)	41.0	\$ 15,626,012	\$ 6,583,876
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Public Health Administration - Charge 50% of the costs for the MAA/TCM Coordinator position to SCVHHS Finance	—	(67,622)	—
Transfer Funds from Valley Health Plan to Public Health Department for SCVHHS System Investment	—	(500,000)	—
FY 2010 Voice Communications Adjustment	—	34	—
Decision Packages			
1. Adjust Appropriations for ITEC Project increase \$35,000 in one-time funding for Public Health Server Replacement	—	35,000	—
2. Adjust Appropriations for Epidemiology & Data Management Services ◆ add 0.5 FTE Senior Epidemiologist position and delete 1.0 FTE Epidemiologist II for a net savings of \$56,346 ◆ Increase \$150,000 in funding for Contract Services Expenses	-0.5	93,654	—
3. Adjust Appropriations for Public Health Preparedness Services ◆ reduce \$12,978 in funding for Services and Supplies Expenses	—	(12,978)	—
4. Adjust Appropriations for Public Health Preparedness Services ◆ delete 1.0 FTE Senior Health Care Program Analyst position for a savings of \$135,324	-1.0	(135,324)	—
5. Adjust appropriations for Public Health Administration ◆ increase \$139,293 in funding for personnel costs for the SCVHHS Systems Investment Project ◆ reduce \$39,878 in funding for Office Expenses	—	99,415	—
6. Adjust Appropriations for Public Health Administration ◆ reduce \$74,346 in funding for Office Expenses	—	(74,346)	—



## Administration Fund 0001 — Cost Center 41011

### Major Changes to the Budget

	Positions	Appropriations	Revenues
7. Adjust Appropriations for Public Health Administration	—	(107,469)	—
◆ reduce \$107,469 in funding for Operation Expenses			
8. Adjust Appropriations for Public Health Administration	—	(6,576)	—
◆ reduce \$6,576 in funding for Operation Expenses			
9. Adjust Appropriations for Public Health Administration	—	(18,179)	—
◆ reduce \$18,179 in funding for Operation Expenses			
10. Adjust Appropriations for Vital Records and Registration Services	—	(27,937)	—
◆ reduce \$27,937 in Printing Services and Other Services and Supplies Expenses			
11. Adjust Appropriations for Women Infant and Children Program	-1.0	(132,444)	—
◆ delete 1.0 FTE Health Care Program Manager I position for a savings of \$132,444			
Subtotal (Recommended Changes)	-2.5	\$ (854,772)	\$ —
<b>Total Recommendation</b>	<b>38.5</b>	<b>\$ 14,771,240</b>	<b>\$ 6,583,876</b>
<b>Vital Registration Fund (Fund Number 0022)</b>			
FY 2009 Approved Budget	—	\$ 144,250	\$ 129,736
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 144,250	\$ 129,736
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>—</b>	<b>\$ 144,250</b>	<b>\$ 129,736</b>

## Central Services Fund 0001 — Cost Center 41012

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	242.5	\$ 36,782,677	\$ 32,817,656
Board Approved Adjustments During FY 2009	-6.5	2,172,607	1,044,481
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-2.0	300,888	—
Internal Service Fund Adjustments	—	297,150	—
Other Required Adjustments	—	(994,848)	(962,568)
Subtotal (Current Level Budget)	234.0	\$ 38,558,474	\$ 32,899,569
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Draw Funds from the AIDS Education Fund for redirecting 0.5 FTE Public Health Community Specialist to AIDS Education activities	—	—	40,434
FY 2010 Data Processing Adjustment	—	(61)	—
Decision Packages			
1. Adjust Appropriations for Regional Services	—	(37,187)	(2,639,308)



## Central Services Fund 0001 — Cost Center 41012

### Major Changes to the Budget

	Positions	Appropriations	Revenues
◆ reduce \$2,639,308 in TCM revenues			
◆ reduce \$37,187 in funding for Temporary Employee Expenses			
2. Adjust Appropriations for FIRST 5 Grant	—	—	(215,532)
◆ reduce \$215,532 in grant funding			
3. Adjust Appropriations for Black Infant Health Program	—	—	38,010
◆ increase \$38,010 in revenue for State Grant Funding			
4. Adjust Appropriations for California Children's Services	—	—	(159,534)
◆ reduce \$159,534 in revenue for Medical Therapy Unit Revenue			
5. Adjust Appropriations for California Children's Services	-2.5	(933,726)	—
◆ reduce \$614,658 in funding for Support and Care of Person Expenses			
◆ delete 1.0 FTE Senior Therapist and 1.5 CCS Therapist positions for a total savings of \$319,068			
6. Adjust Appropriations for Communicable Disease Services	-2.0	(157,152)	—
◆ delete 1.0 FTE Office Specialist II position for a savings of \$72,144			
◆ delete 1.0 FTE Management Aide position for a savings of \$85,008			
7. Adjust Appropriations for TB Control Program	-1.0	(210,574)	—
◆ delete 1.0 FTE Public Health Nurse Manager II position for a savings of \$210,574			
8. Adjust Appropriations for TB Control Program	1.0	150,056	—
◆ transfer 1.0 FTE Public Health Nurse Manager I position from Narvaez Regional Services Office			
◆ reduce \$5,000 in funding for Office Expenses			
◆ reduce \$40,000 in funding for Contract Services Expenses			
9. Adjust Appropriations for Public Health Administration	—	(84,995)	—
◆ reduce \$84,995 in funding for Operation Expenses			
10. Adjust Appropriations for Public Health Administration	—	(14,697)	—
◆ reduce \$14,697 in funding for Operation Expenses			
11. Adjust Appropriations for Public Health Administration	—	(84,094)	—
◆ reduce \$84,094 in funding for Operation Expenses			
12. Adjust Appropriations for Public Health Administration	—	(8,825)	—
◆ reduce \$8,825 in funding for Operation Expenses			
13. Adjust Appropriations for Public Health Administration	—	(52,285)	—
◆ reduce \$52,285 in funding for Office and Operation Expenses			
14. Adjust Appropriations for Public Health Administration	—	(200,000)	—
◆ reduce \$200,000 in funding for temporary employee services			
15. Adjust Appropriations for Public Health Administration	—	(3,180)	—
◆ reduce \$3,180 in funding for Office Expenses			
16. Adjust Appropriations for Public Health Administration	—	(3,097)	—
◆ reduce \$3,097 in funding for Office Expenses			
17. Adjust Appropriations for Public Health Administration	—	(921)	—
◆ reduce \$921 in funding for Office Expenses			
18. Adjust Appropriations for Public Health Administration	—	(1,471)	—
◆ reduce \$1,471 in funding for Office Expenses			
19. Adjust Appropriations for HIV/AIDS Services	-1.5	(325,413)	—
◆ delete 1.0 FTE Health Education Specialist position for a savings of \$123,396			
◆ delete 0.5 FTE Public Health Community Specialist position for a savings of \$40,434			
◆ reduce \$161,583 in funding for Contract Services			
20. Adjust Appropriations for Traffic Safety Program	—	(5,456)	—
◆ reduce \$5,456 in funding for Educational Material Expenses			



## Central Services Fund 0001 — Cost Center 41012

### Major Changes to the Budget

	Positions	Appropriations	Revenues
21. Adjust Appropriations for Women Infant and Children Program	—	(37,206)	—
◆ delete 0.5 FTE Public Health Nutritionist and add 0.5 FTE Nutrition Associate positions for a net savings of \$13,206			
◆ reduce \$24,000 in funding for Training Expenses			
22. Adjust Appropriations for Immunization Services	—	(62,266)	(282,000)
◆ reduce \$282,000 in revenues for Travel Clinic			
◆ reduce \$54,498 in funding for Medical Dental and Lab Expenses			
◆ reduce \$7,768 in funding for Education Material Expenses			
23. Adjust Appropriations for Maternal Child and Adolescent Health Program	—	(42,319)	(154,853)
◆ reduce \$154,853 in program revenue			
◆ reduce \$42,319 in funding for Temporary Employee Expenses			
24. Adjust Appropriations for Maternal Child and Adolescent Program	-1.0	(170,976)	—
◆ delete 1.0 FTE Public Health Nurse III position for a savings of \$170,976			
Subtotal (Recommended Changes)	-7.0	\$ (2,285,845)	\$ (3,372,783)
<b>Total Recommendation</b>	<b>227.0</b>	<b>\$ 36,272,629</b>	<b>\$ 29,526,786</b>

## Support Services Fund 0001 — Cost Center 41013

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	20.5	\$ 5,051,970	\$ 4,790,944
Board Approved Adjustments During FY 2009	—	1,998,292	1,982,720
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	44,062	—
Internal Service Fund Adjustments	—	612	(17,280)
Other Required Adjustments	—	—	17,280
Subtotal (Current Level Budget)	20.5	\$ 7,094,936	\$ 6,773,664
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Adjust Appropriations for Public Health Preparedness Services	—	(9,120)	—
◆ reduce \$9,120 in funding for Services and Supplies Expenses			
2. Adjust Appropriations for Public Health Laboratory	—	(58,750)	45,000
◆ increase \$45,000 in revenues			
◆ reduce \$18,750 in funding for Contract Services Expenses			
◆ reduce \$40,000 in funding for other Services and Supplies Expenses			
3. Adjust Appropriations for Public Health Administration	-1.0	(67,200)	—
◆ delete 1.0 FTE Office Specialist III position for a savings of \$67,200			
4. Adjust Appropriations for Public Health Administration	—	(20,614)	—



### Support Services Fund 0001 — Cost Center 41013 Major Changes to the Budget

	Positions	Appropriations	Revenues
◆ reduce \$20,614 in funding for Operation Expenses			
5. Adjust Appropriations for Public Health Pharmacy	—	(597,760)	—
◆ reduce \$475,000 in funding for Drug Cost Expenses			
◆ reduce \$122,760 in funding for the Assistant Director position			
Subtotal (Recommended Changes)	-1.0	\$ (753,444)	\$ 45,000
<b>Total Recommendation</b>	<b>19.5</b>	<b>\$ 6,341,492</b>	<b>\$ 6,818,664</b>

### Ambulatory Care Fund 0001 — Cost Center 41014 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	—	\$ 5,324	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(1,061)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 4,263	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>—</b>	<b>\$ 4,263</b>	<b>\$ —</b>

### Emergency Medical Services Fund 0001 — Cost Center 41015 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	18.0	\$ 5,024,185	\$ 3,153,402
Board Approved Adjustments During FY 2009	2.0	1,707,313	1,015,105
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	230,295	—
Internal Service Fund Adjustments	—	218,518	142,507
Other Required Adjustments	—	(2,405,536)	(1,015,105)
Subtotal (Current Level Budget)	20.0	\$ 4,774,775	\$ 3,295,909
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Additional Funds will be drawn from the EMS Fines and Penalties Fund to offset EMS Agency operational costs	—	—	200,000
Decision Packages			
1. Adjust Appropriations for Epidemiology & Data Management Services	-1.0	(134,100)	—
◆ delete 1.0 FTE Senior Epidemiologist position for a savings of \$134,100			
2. Adjust Appropriations for Public Health Administration	-1.0	(112,429)	—





## Emergency Medical Services Fund 0001 — Cost Center 41015

### Major Changes to the Budget

	Positions	Appropriations	Revenues
◆ delete 1.0 FTE Associate Management Analyst B position for a savings of \$106,020			
◆ reduce \$6,409 in funding for Office Expenses			
3. Adjust Appropriations for Emergency Medical Services	—	—	24,000
◆ Increase \$24,000 in Revenues as a result of an increase in Stroke Center Fees			
◆ The \$3,000 in fees to be paid by SCVMC related to this fee is reflected in the SCVMC budget			
Subtotal (Recommended Changes)	-2.0	\$ (246,529)	\$ 224,000
<b>Total Recommendation</b>	<b>18.0</b>	<b>\$ 4,528,246</b>	<b>\$ 3,519,909</b>

## Region #1 Fund 0001 — Cost Center 41016

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	16.5	\$ 2,232,660	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	2.5	399,599	—
Internal Service Fund Adjustments	—	(5,027)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	19.0	\$ 2,627,232	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Adjust Appropriations for North County Regional Office	-9.0	(1,199,916)	—
◆ delete 6.0 FTE Public Health Nurse II position for a total savings of \$950,604			
◆ delete 2.0 FTE Public Health Assistant for a total savings of \$171,144			
◆ delete 1.0 FTE Community Worker position for a savings of \$78,168			
2. Adjust Appropriations for North County Regional Office	-1.0	(77,580)	—
◆ delete 1.0 FTE Office Specialist III position for a savings of \$77,580			
Subtotal (Recommended Changes)	-10.0	\$ (1,277,496)	\$ —
<b>Total Recommendation</b>	<b>9.0</b>	<b>\$ 1,349,736</b>	<b>\$ —</b>

## Region #2 Fund 0001 — Cost Center 41017

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	29.0	\$ 3,764,232	\$ —
Board Approved Adjustments During FY 2009	-2.5	(341,242)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	11.0	1,534,688	—
Internal Service Fund Adjustments	—	3,493	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	37.5	\$ 4,961,171	\$ —
<b>Recommended Changes for FY 2010</b>			



### Region #2 Fund 0001 — Cost Center 41017 Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments			
Decision Packages			
1. Adjust Appropriations for East Valley Regional Office	-4.0	(559,476)	—
◆ delete 2.0 FTE Public Health Nurse Manager II positions for a total savings of \$409,752			
◆ delete 1.0 FTE Office Specialist III position for a savings of \$77,580			
◆ delete 1.0 FTE Office Specialist II position for a savings of \$72,144			
2. Adjust Appropriations for East Valley Regional Office	-18.5	(2,302,910)	—
◆ delete 8.0 FTE Public Health Nurse II positions for a total of \$1,205,868			
◆ delete 4.0 FTE Public Health Nurse I positions for a total savings of \$556,322			
◆ delete 6.0 FTE Public Health Assistant positions for a total savings of \$501,624			
◆ delete 0.5 FTE Community Worker position for a savings of \$39,096			
Subtotal (Recommended Changes)	-22.5	\$ (2,862,386)	\$ —
<b>Total Recommendation</b>	15.0	\$ 2,098,785	\$ —

### Region #3 Fund 0001 — Cost Center 41018 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	—	\$ 33,944	\$ —
Board Approved Adjustments During FY 2009	—	(2,000)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 31,944	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 31,944	\$ —

### Region #4 Fund 0001 — Cost Center 41019 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	19.0	\$ 2,475,111	\$ —
Board Approved Adjustments During FY 2009	-1.5	(127,497)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-15.5	(1,988,868)	—
Internal Service Fund Adjustments	—	(25,461)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	2.0	\$ 333,285	\$ —
<b>Recommended Changes for FY 2010</b>			



### Region #4 Fund 0001 — Cost Center 41019 Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments			
Decision Packages			
1. Adjust Appropriations for Regional Services	-1.0	(135,780)	—
◆ delete 1.0 FTE Public Health Nurse II position for a savings of \$135,780			
Subtotal (Recommended Changes)	-1.0	\$ (135,780)	\$ —
<b>Total Recommendation</b>	<b>1.0</b>	<b>\$ 197,505</b>	<b>\$ —</b>

### Region #5 Fund 0001 — Cost Center 41020 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	31.0	\$ 4,590,426	\$ —
Board Approved Adjustments During FY 2009	-2.0	(313,517)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	4.0	552,580	—
Internal Service Fund Adjustments	—	(235,834)	—
Other Required Adjustments	—	(6,573)	—
Subtotal (Current Level Budget)	33.0	\$ 4,587,082	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Adjust Appropriations for Narvaez Regional Office	-2.0	(273,636)	—
◆ transfer 1.0 FTE Public Health Nurse Manager I position to TB Control Program			
◆ delete 1.0 FTE Office Specialist III position for a savings of \$77,580			
2. Adjust Appropriations for Narvaez Regional Office	-13.0	(1,688,988)	—
◆ delete 1.0 FTE Public Health Nurse III position for a savings of \$170,976			
◆ delete 6.0 FTE Public Health Nurse II position for a total savings of \$919,860			
◆ delete 2.0 FTE Public Health Nurse I position for a savings of \$284,688			
◆ delete 1.0 FTE Public Health Assistant position for a savings of \$85,572			
◆ delete 1.0 FTE Community Worker position for a savings of \$78,168			
◆ delete 1.0 FTE Office Specialist III position for a savings of \$77,580			
◆ delete 1.0 FTE Office Specialist II position for a savings of \$72,144			
Subtotal (Recommended Changes)	-15.0	\$ (1,962,624)	\$ —
<b>Total Recommendation</b>	<b>18.0</b>	<b>\$ 2,624,458</b>	<b>\$ —</b>

### Region #6 Fund 0001 — Cost Center 41021 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	13.5	\$ 1,825,605	\$ —
Board Approved Adjustments During FY 2009	—	(4,638)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-4.0	(512,551)	—

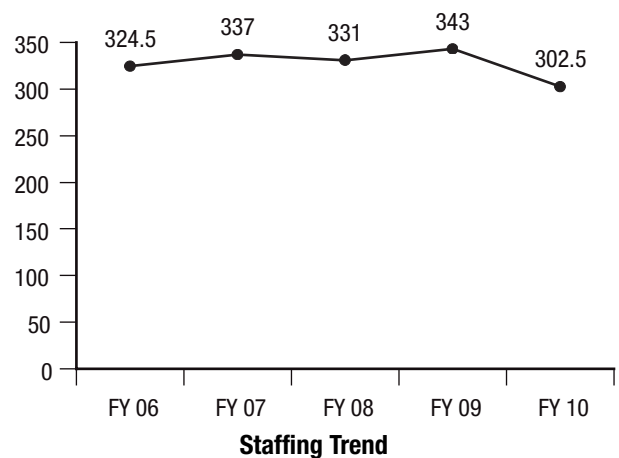
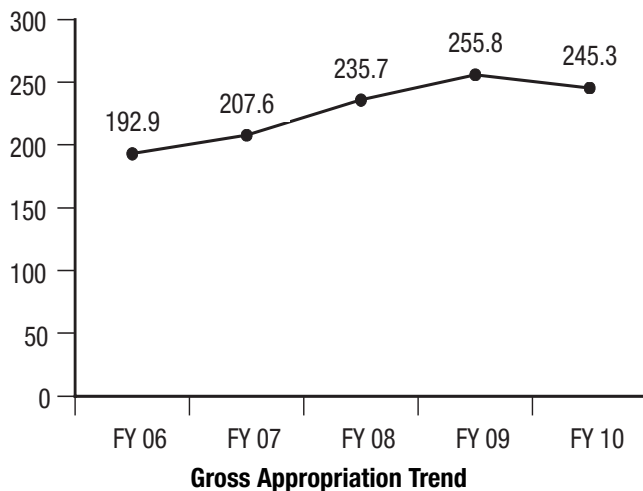
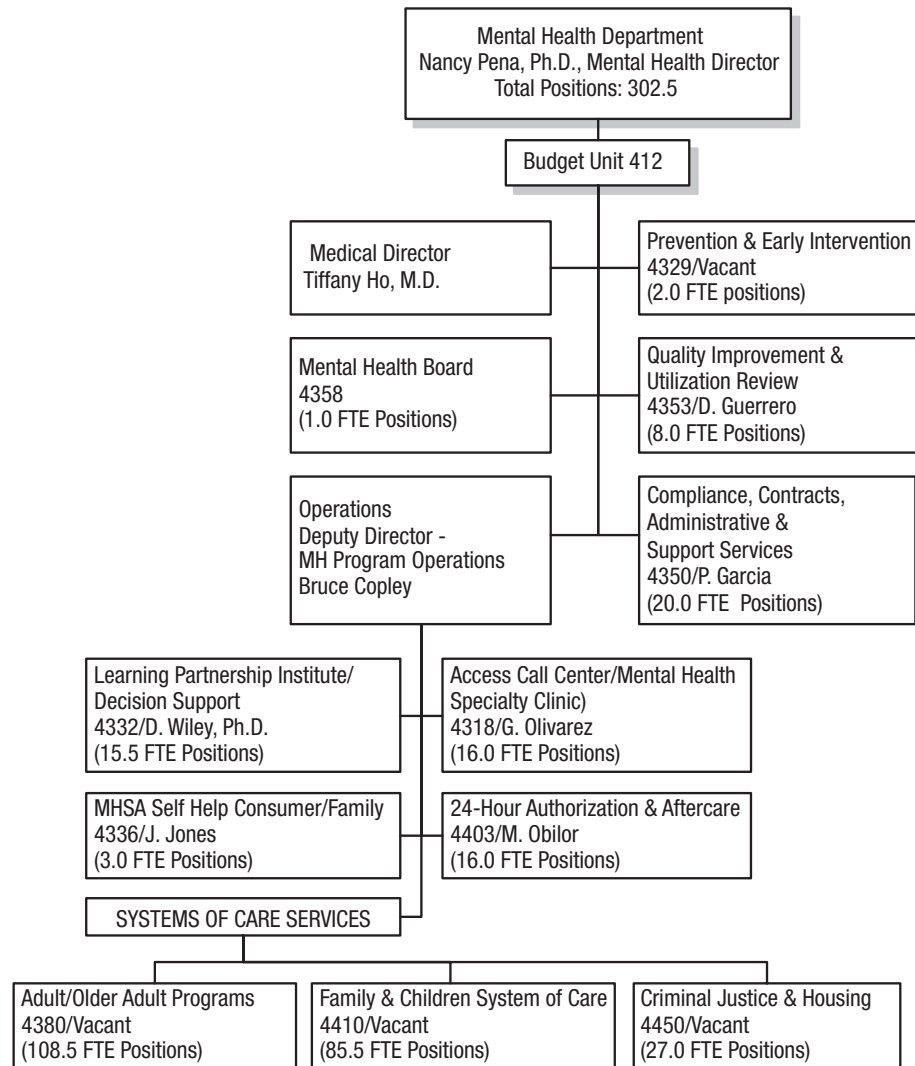


**Region #6 Fund 0001 — Cost Center 41021**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	(7,348)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	9.5	\$ 1,301,068	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Adjust Appropriations for South County Regional Office	-2.0	(320,952)	—
◆ delete 2.0 FTE Public Health Nurse II positions for a total savings of \$320,952			
2. Adjust Appropriations for South County Regional Office	-2.5	(267,036)	—
◆ delete 1.0 FTE Public Health Nurse II position for a savings of \$147,864			
◆ delete 1.0 FTE Public Health Assistant for a savings of \$85,572			
◆ delete 0.5 FTE Office Specialist III position for a savings of \$33,600			
Subtotal (Recommended Changes)	-4.5	\$ (587,988)	\$ —
<b>Total Recommendation</b>	<b>5.0</b>	<b>\$ 713,080</b>	<b>\$ —</b>



# 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 18,000 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 resource 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 State funding is received through either State allocation or the SB90 State Mandates claiming process for mandated services provided to Special Education

students. The newest 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 & Children Services Division provides outpatient care and programs specific to the unique needs of children. Services in the Family and Children’s System of Care include: the clinic at juvenile hall, probation, schools, inpatient and wraparound.

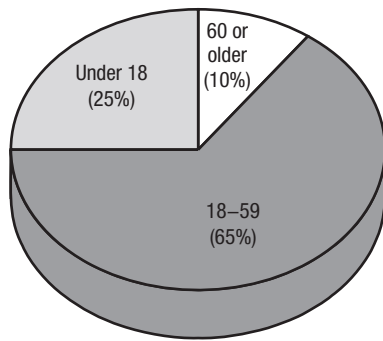
### Adult & Older Adult Services

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: outpatient services for seriously mentally ill adults, 24-Hour Care, Urgent Care, custody-specific and specialized services.

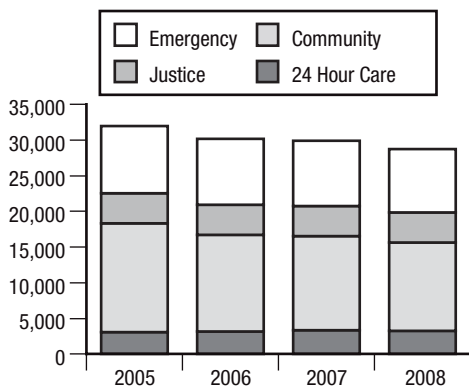
### Acute Psychiatric Services

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.

The Mental Health Department serves an estimated 18,000 clients throughout the year. Of the total, 25% are under 18 years of age, 65% are between 18 and 59, and 10% are 60 or older.

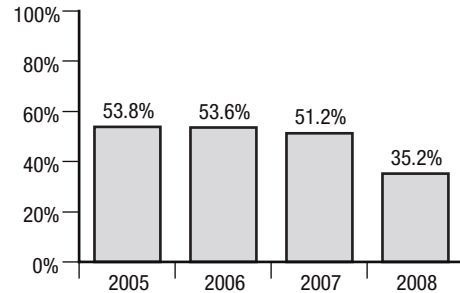


Some of the clients served by the Mental Health Department are treated multiple times during the course of a year. The following chart depicts the services within the department (EPS, 24-Hour Care, justice, and community services) and the number of clients within those areas needing multiple treatments.

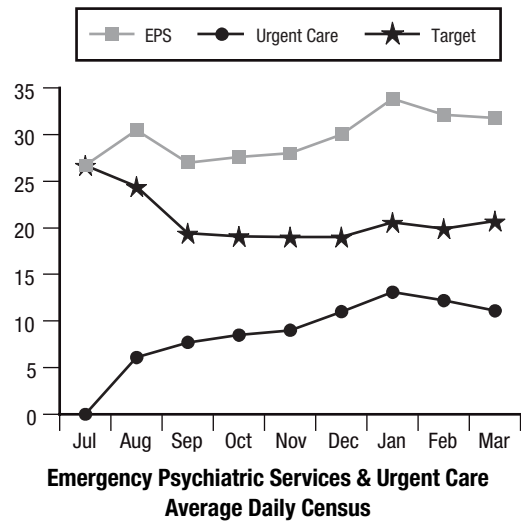


Clients Served (with duplicated episodes) by Type of Service

Over the last few years admissions and readmissions appear to show a small downward trend. This trend was magnified in 2008, most likely as a result of opening of the Urgent Care service to redirect clients away from EPS and into a more appropriate level of care.



Trend in EPS Unduplicated Episodes and Readmissions



Emergency Psychiatric Services & Urgent Care Average Daily Census



## Current and Emerging Issues

There are several key system issues impacting the MHD:

- **Shrinking Safety Net Services** As the local and state economic conditions worsen, local discretionary resources have been reduced from the Mental Health Department. Unfortunately this impacts adult seriously mentally ill populations disproportionately, due to the lack of health insurance benefits available to this group. In recent years, the number of clients served has gone from 22,000 to 19,000, with the greatest decline in clients being adults with the least severe psychiatric conditions. To address shrinking resources, the MHD has been compelled to restrict service access to uninsured adults to only those with the greatest level of acuity most likely to require inpatient and emergency psychiatric service. While new Mental Health Services Act funded services are being implemented to augment the system, non-supplantation rules prohibit the direct replacement of reduced funds with MHSA funds. This places increased administrative demands on the MHD to design and implement new programs that can provide alternative relief to lost services; and new services are not being replaced as rapidly as existing services are being curtailed.
- **Growing 24-Hour Service Costs** For the past several years the MHD has faced significant budget deficits in emergency outpatient, inpatient and skilled

nursing levels of care. The deficit has been as high as \$10 million per year in recent years, despite augmentations from the Board. There are multiple reasons for the shortfall: rising costs of 24-hour care, including mandatory nurse staffing ratios; increased utilization of inpatient and skilled nursing levels of care; and increased number of patients “waiting placement” from hospitals due to their complex medical and mental health needs and subsequent difficulty in finding placements. The MHD is forecasting another deficit in FY 2008/2009.

- **MHSA Funding Requirements** As indicated, the MHD is receiving new MHSA funds for multiple new program components as a result of the passing of Prop 63 in 2004. However, the requirements for extensive stakeholder involved planning for multiple components has been extremely difficult to manage with an already lean administrative infrastructure, resulting in prolonged processes and delays in program implementation. The MHD continues to advocate through statewide efforts for streamlined administrative requirements at the State Department of Mental Health, however it is not expected that the situation will change dramatically in the current fiscal 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
Adult Outpatient Services	Yes	Mandated	County-operated services will be delivered through a new service (Medical Home) model. Contract-operated services will be reduced.	▣
Specialized Outpatient (Family and Children's Services)	Yes	Mandated	Reduce and restructure County-operated services to maximize MHSA revenues. Reduce Contract-operated services.	▼
Residential Treatment	Yes	Mandated	Loss of services to about 157 unsponsored clients.	▼
Day Rehabilitation	Yes	Mandated	Loss of services to about 100 unsponsored clients.	▼
24-Hour Care	Yes	Mandated	Reduce case management services	▼

Impact on Current Level of Service:

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





Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Children's Shelter	Yes	Mandated	Replace County services with contract services	▼
Homeless Shelter	Yes	Mandated	Restructure services	◻
Legal Advocacy	Yes	Mandated	Replace contract services with County services	◻
JPD Hall/Ranches	Yes	Mandated	Replace County services with contract services	■
Jail Mental Health	Yes	Mandated	No change.	■
CalWORKs Outpatient	No	Mandated	Expand mental health services to CalWORKs participants	▲
Acute/Emergency Psychiatric Services	Yes	Manadated	No change.	■
Adult/Older Adult Inpatient	Yes	Mandated	No change.	■
Pharmacy	Yes	Mandated	No change.	■
Residential CTF	Yes	Mandated	No change.	■
Suicide Hotline	Yes	Non-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.	■
Mental Health Services Act	No	Mandated	No change.	■
Supplemental RCF Beds	Yes	Non-Mandated	No change.	■
Self-Help	Yes	Non-Mandated	No change.	■
Suicide Prevention	Yes	Non-Mandated	No change.	■
Supported Housing	Yes	Non-Mandated	No change.	■
Drug Treatment Court	Yes	Non-Mandated	No change.	■
Administration and Support Services	Yes	Required	Receipt of FMAP revenues helps the County to retain critical health programs which would otherwise be reduced.	■

Impact on Current Level of Service:

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

## County Executive's Recommendation

The Mental Health Department (MHD) was assigned a \$22,500,000 reduction target for FY 2010. After analysis of the budget proposal submitted by the department and consideration of alternative reductions, the Acting

County Executive recommends the following actions, that will contribute to balancing the General Fund budget.



\$22.5 million represents approximately 28% the net General Fund cost in the Department prior to making reductions. The programs in Mental Health which receive the most General Fund support and have some funding flexibility as outlined in the FY 2008 Mandate Study include Outpatient Services, Specialized Outpatient Services, Day Rehabilitation, Residential Treatment, and Juvenile Probation, are the subject of reductions. The department proposals to eliminate Jail Mental Health Outpatient Services and reduce 26 acute psychiatric inpatient beds at the Barbara Arons Pavilion are not recommended because of drastic negative impact on clients in both the Jail mental health and acute psychiatric inpatient services.

Mental Health Services Act (MHSA) funding is instrumental in making available funding to incorporate the Homeless Concerns Program into the Department. It is currently housed in the Office of Affordable Housing in the Office of the County Executive.

## ■ Adult Outpatient Services

**Use of Medical Home Model and Collaborative Program between SCVMC and VHP:** To retain mental health services, working in collaboration with SCVMC Ambulatory Care Services, MHD will change the way it provides outpatient care to Medi-Cal clients. Details are shown below.

The new model of service delivery, called the Medical Home Model, will provide critical mental health service capacity to the community, avoiding the loss of services to approximately 1,600 clients in the mental health system. In addition, clients will receive one-stop integrated medical and behavioral health care, and, County health clinics will gain an ongoing behavioral health component as part of the service delivery model.

The new Medical Home model will provide service at North County and East Valley as well as modify services at South County.

Two plans will provide an estimated \$10 million in general fund savings in MHD. The two plans are:

- 1. MHD will provide mental health services to an estimated 500 Valley Care patients requiring specialized psychiatric and clinical treatment through a formal agreement between VHP and

MHD. It is estimated that approximately \$1,034,000 in reimbursement will go to MHD, and 6.5 FTE staff will be redirected to provide the new services.

- 2. MHD and SCVMC will complete a plan to move mental health staff and clients (M.D.s and Licensed Clinical Social Workers) into several SCVMC primary care clinics, called the Medical Home Model, that also have co-located mental health programs (Fairoaks, East Valley, and South County).

The Medical Home Model provides care based on a proactive plan to meet patient needs, using evidence-based guidelines and quality measurements. Acute care and health maintenance care is delivered by open access that may include face-to-face visits, telephone/email contacts with a physician, or other care providers on the medical home team. The care is multidisciplinary, with a focus on behavioral and mental health to improve a patient's self-management ability. Therefore, SCVMC is collaborating with the Mental Health Department to integrate mental health services to support the Medical Home.

This proposal includes deletion of 35.0 FTE from the five Mental Health Centers and the addition of 27.5 clinical and 8 clerical FTEs in SCVMC primary care clinics, resulting in a net deletion of 7.5 FTE. Positions in VMC have already been approved by the Board of Supervisors so that staff Psychiatrists and Licensed Social Workers whose positions are recommended for reduction can transition immediately to these positions effective July 1, 2009.

Resources are adjusted as follows:

- reduce \$1,528,000 in Medi-Cal revenues due to elimination of the 35.0 FTE positions
- increase \$5,280,676 in Net Patient revenues transferred from SCVMC due to the T2010 Ambulatory Initiative & Integrated Mental Health Services
- increase \$1,034,000 in expense reimbursement from SCVMC through the SCVMC Coverage Initiative

## North County Mental Health Center

### Positions

FTE	Filled/ Vacant	Job Title	Savings
(4.5)	Filled	Psychiatric Social Worker/Marriage Family Therapist	\$530,568
(1.0)	Filled	Rehabilitation Counselor	\$112,632
(1.0)	Filled	Psychiatrist III	\$251,468
<b>(6.5)</b>			<b>\$894,668</b>

- reduce \$51,191 in funding for services and supplies expenditures

## Central Mental Health Center

### Positions

FTE	Filled/ Vacant	Job Title	Savings
(6.0)	Filled	Psychiatric Social Worker/Marriage Family Therapist	\$699,762
(2.0)	Filled	Rehabilitation Counselor	\$225,264
(2.0)	Filled	Psychiatrist III	\$502,936
<b>(10.0)</b>			<b>\$1,427,962</b>

- reduce \$71,228 in funding for services and supplies expenditures

## East Valley Mental Health Center

### Positions

FTE	Filled/ Vacant	Job Title	Savings
(6.5)	Filled	Psychiatric Social Worker/Marriage Family Therapist	\$781,452
(3.0)	Filled	Rehabilitation Counselor	\$337,896
(3.0)	Filled	Psychiatrist III	\$754,404
<b>(12.5)</b>			<b>\$1,873,752</b>

- reduce \$155,676 in funding for services and supplies expenditures

## Fairoaks Mental Health Center

- delete 2.0 FTE filled Psychiatric Social Worker/Marriage Family Therapist positions for a total savings of \$231,506
- delete 1.5 FTE filled Psychiatrist III positions for a total savings of \$377,202

## South County Mental Health Center

- delete 2.0 FTE filled Psychiatric Social Worker/Marriage Family Therapist positions for a total savings of \$236,724
- delete 0.5 FTE filled Psychiatrist III position for a total savings of \$125,734

**Service Impact:** The new model of service delivery will provide critical mental health service capacity to the community, avoiding the loss of services to approximately 1,600 clients in the mental health system. In addition, clients will receive one-stop integrated medical and behavioral health care. The new Medi-Cal Home model retains service capacity at North County and East Valley, as well as modifies services at South County. Central MHC will provide service capacity for 2,000 unsponsored clients, rather than the 965 Medi-Cal and unsponsored cases they currently carry. Contract providers will continue to provide services to Medi-Cal clients, while unsponsored clients will be transferred to Central MH. Service capacity is shifting between County and Contract providers to effectuate the new model.

**Positions Reduced: 35.0**

**Total Ongoing Savings: \$10,232,319**

Increased Ongoing Revenues: \$3,752,676

Reduced Ongoing Expenditures: \$5,445,643

Increased Ongoing Reimbursement: \$1,034,000

**Reduce Contract-operated Services:** The FY 2010 total budget for adult outpatient contract services is \$17.4 million, and the discretionary General Fund amount is about \$2.39 million. This proposal reduces \$1,761,987 in funding for outpatient services provided to uninsured adults through contract agency providers. Those clients with an ongoing need for treatment services will be referred to the new centralized County program for the uninsured. The actual number of clients who will be impacted is being analyzed.

**Service Impact:** The proposed reduction will eliminate outpatient case management and medication support to an estimated 439 unsponsored clients served through eleven adult contract agencies. The affected clients will be transferred to the new unsponsored medication clinic at the Central Mental Health Clinic. The current range of case management and therapy services available at the contract clinics will be limited to the new medication clinic. Clients will experience longer wait times to see both psychiatrists and case management staff at the new clinic. Clients



experiencing stress will be more likely to utilize the Mental Health Urgent Care program, or could end up in the Emergency Psychiatric Services program.

**Ongoing Savings: \$1,761,987**

## Family & Children Outpatient Services

**Reduce and Restructure County-Operated Services:** This proposal reduces and consolidates outpatient County-operated children and family services with the MHSA-funded program. This proposal deletes a total of 12.5 FTE from the Las Plumas, Fairoaks and Bascom offices, for a total savings of \$1,581,716, and reduces \$29,650 in funding for services and supplies expenditures. \$518,994 in additional MHSA revenues will also be achieved, through the relocation of MHSA programs.

The table below outlines services being reduced and those still available after the proposed reduction:

Programs	Caseload Before Reduction	Caseload to be Reduced	Caseload after Reduction
Las Plumas	646	(254)	392
FairOaks	297	(99)	198
Bascom	582	(111)	471
<b>Total</b>	<b>1,525</b>	<b>(464)</b>	<b>1,061</b>

Resources are reduced in the three offices as follows:

- delete 1.0 FTE Psychiatrist III position for a savings of \$251,468

### Las Plumas Center

- delete 4.5 FTE filled Psychiatric Social Worker/Marriage Family Therapist positions for a total savings of \$520,308

### FairOaks Center

- delete 2.0 FTE filled and 1.0 FTE vacant Psychiatric Social Worker/Marriage Family Therapist positions for a total savings of \$359,916

### Bascom Center

- delete 3.0 FTE filled and 1.0 FTE vacant Psychiatric Social Worker/Marriage Family Therapist positions for a total savings of \$450,024
- reduce \$29,650 in funding for services and supplies expenditures

**Service Impact:** Services to an estimated 433 children and youth per year out of the 1,525 currently served in 3 County clinics are eliminated, and the MHSA-funded KidScope Program will be consolidated with Bascom Mental Health site staff. It is possible that additional staff changes may be necessary to accommodate space and consumer need. Given reductions in children's contract providers, it is likely that only children with Medi-Cal and/or a Special Education entitlement will be served in the system. Children with other health insurance plans (private, Healthy Kids, Healthy Families), or who are uninsured will likely be referred to self-pay community services.

**Positions Reduced: 12.5**

**Total Ongoing Savings: \$2,130,360**

Increased Ongoing Revenues: \$518,994

Reduced Ongoing Expenditures: \$1,611,366

## Juvenile Probation Department (JPD) Ranches

**Eliminate County Crisis and Counseling Services to Probation Ranches:** This proposal deletes 1.0 FTE filled and 1.0 FTE vacant Mental Health Community Worker, and 3.0 FTE filled Psychiatric Social Worker positions for a total savings of \$501,259. County-operated crisis and counseling services to the youth (currently 74) placed in County Probation Ranches will be eliminated. Ranch services include individual, group therapy, psycho-T20 educational groups, and family counseling. These services assist youth with mental health issues to integrate and participate in the ranch rehabilitation and education programs, and to prepare for return to their families upon successful graduation from the ranch program. Services will be addressed through a redirection of general fund community-based services provided by contract providers through System-of-Care contracts, or by MHSA-funded services approved through the local planning process. \$86,765 in funding for services and supplies will also be reduced.

**Service Impact:** The proposed reduction will eliminate the County clinical and community worker staff, and may reduce ranch and community-based services to youth in the Probation System. The MHD will develop an alternative service by redirecting contracts with current community-based providers that serve juvenile ranch youth in community aftercare services. The MHD will propose to the MHSA Stakeholder Leadership Committee that new enhanced evidenced-based

community-based services be included in the MHSA Community Services and Supports (CSS) augmentation plan for FY 2010.

**Positions Reduced: 5.0**  
**Ongoing Savings: \$588,024**

### ▼ Children's Shelter

**Reduce Services:** Delete 1.0 FTE filled Health Care Program Manager II, 1.0 FTE filled Psychiatric Social Worker and 1.0 FTE filled Marriage Family Therapist positions for a total savings of \$379,548. General Fund positions providing services to youth admitted to the Children's Shelter are eliminated. The Children's Shelter is slated to close in December 2009. Currently, there are an average of 15 youth in the Shelter. Mental Health staff provide assessments, crisis and individual counseling, and services linkage for these and other foster care youth referred by the Department of Family and Children's Services' Social Workers. \$84,019 in funding for services and supplies will also be reduced.

**Service Impact:** The service needs of children at the Shelter will be met by redirecting contract System-of-Care services. The MHD will propose to the MHSA Stakeholder Leadership Committee that new enhanced evidenced-based, community-based services be included in the MHSA Community Services and Supports (CSS) augmentation plan for FY 2010, utilizing MHSA as match for new EPSDT/Medi-Cal-funded services to the foster care population. As this population have direct access to Medi-Cal eligibility through SSA, it is assumed that the majority of the new services to foster care youth will be funded through EPSDT/Medi-Cal.

**Positions Reduced: 3.0**  
**Ongoing Savings: \$463,567**

### ▼ Adult and Family & Children Outpatient Services

**Reduce Services:** This proposal makes an across-the-board 1.5% reduction in discretionary General Funds to all contract providers, resulting in reduced service capacity in various levels of care. The \$1.5 million reduction represents 26.3% of the remaining \$5.3 million discretionary General Fund in 17 of the 20 contract programs, and will result in a 1.5% decrease in the \$99.3 million contract budget.

**Service Impact:** While the direct impact cannot be determined until providers have full information and are able to recalculate program budgets, it is estimated that this reduction will result in the loss of service capacity to close to 500 individuals, in addition to the 439 unsponsored adults clients who are losing services as part of the Adult Outpatient reduction proposal. Those who are uninsured will be transferred to the new Uninsured Adult Services Program being implemented at the County-operated Central Mental Health Center located on the SCVMC campus.

**Ongoing Savings: \$1,500,000**

### ▼ Children's Specialized Services

**Reduce Services:** The program provides a variety of mental health services in the clinic, in-home, and in schools. The program also serves priority groups, such as culturally specific family services, deaf and hearing impaired youth. The FY 2010 contract budget is \$23.4 million with half a million in discretionary General Fund dollars. This proposal reduces \$391,128 in funding for additional discretionary services provided to children who do not have Medi-Cal benefits or a Special Education entitlement under AB3632. The Department provides County General Fund for non-Medi-Cal outpatient services in 22 contract agencies, and 11 of them will be impacted by this reduction. The program serves a total of 2,762 clients annually.

**Service Impact:** This proposal will eliminate services for approximately 133 youth and families.

**Ongoing Savings: \$391,128**

### ▼ Children's Residential and Community Treatment Facility (CTF) Services

**Reduce Services:** The CTF is a 36-bed locked residential treatment program that provides intensive residential treatment to adolescents referred from the Department of Family and Children's Services (DFCS), Probation Department and special education placement systems (through Mental Health). Counties statewide have individual contracts with CTF providers. This proposal reduces \$78,016 in funding for contract services provided by group home providers. The FY 2010 contract budget is approximately \$5.6 million, and this proposal reduces the general fund contribution to residential day treatment services provided in homes



which are Rate Classification Level 13/14, operated by the EMQ Families First and Rebekah Children's Services programs.

**Service Impact:** About 119 clients are being served annually and the proposal is estimated to reduce 2 youth client in residential group home care.

**Ongoing Savings: \$78,016**

### ▼ Adult Residential Treatment Services

**Reduce Services:** The FY 2010 total budget for adult residential treatment services is \$6.1 million, and the discretionary General Fund amount is approximately \$1.6 million. This proposal reduces \$1,175,147 in General Fund contributions to residential treatment services provided to adults in crisis residential or transitional residential programs.

**Background:** Services provided include supportive care for clients that lack skills and support necessary to transition smoothly to outpatient community services. The department provides a variety of residential services for consumers who are discharging from the acute hospital setting, in an effort to reduce the cycling of clients into higher levels of care, returning to jail or to living on the streets. These include: intensive crisis services for those who need a short-term intensive treatment setting, transitional residential services to assist in maintaining community placements, and transitional board and care residential programs for 90 to 180 days that provide intensive rehabilitation, case management services and a structured living environment.

**Service Impact:** Currently there are 22 contract providers serving 757 clients (about 122 beds) annually, and 11 contract providers will be impacted by this reduction. Services for 156 unsponsored clients (about 32 beds) annually will be eliminated within the crisis residential or transitional residential service areas. Unsponsored clients transitioned from acute settings will need to be placed directly in outpatient programs. High-risk clients without these residential services are more likely to return to the acute hospital setting, due to the lack of intensive support and rehabilitation services that are now offered in the residential programs.

**Ongoing Savings: \$1,175,147**

### ▼ Day Rehabilitation Services

**Reduce Services:** The FY 2010 total budget for adult day rehabilitation services is \$4.2 million, and the discretionary General Fund amount is approximately \$429,522. This proposal would reduce \$317,145 in General Fund contributions to funding day Rehabilitation services in adult residential facilities. Day Rehabilitation services provide four hours of structured day programs for individuals who are at risk for hospitalization, and need to improve their skills for living in the community. Services emphasize promotion of self-help strategies, peer counseling and mutual support client groups. Services are short-term, based on individual client need. Currently the program serves approximately 970 clients annually.

**Service Impact:** Services for 100 unsponsored clients annually will be eliminated. The unsponsored clients affected by this service reduction will receive medication services in the new unsponsored clinic, but without the intensive rehabilitation services offered in the day rehabilitation program. It is likely they will experience more stress and be at greater risk of returning to a higher level of care, including the acute hospital setting.

**Ongoing Savings: \$317,145**

### ▼ 24 Hour Care Services

**Adjust Appropriations:** This proposal annualizes reductions which were approved during December 2008 and February 2009 to address State Budget impacts and the projected FY 2009 24-Hour System shortfall. Those savings were budgeted in a 24-Hour Care Reserve. The net result was a total of \$4,013,964 in 24-Hour Care Reserves, and an increase of \$4,013,964 in funding contract service expenses, with no impact on the General Fund.

Additional reductions included the implementation of a new referral policy for Medi-Cal patients to assure that patients are placed in hospitals are able to bill Medi-Cal, the implementation of Mid-year reductions of two locked skilled nursing providers licensed as Mental Health Rehabilitation Centers, a reduction of 1.0 FTE vacant Nursing Supervisor position, Day Shift, with duties assumed by Assistant Nurse Manager positions assigned to EPS/Urgent Care and BAP, a reduction in Administrative service/supply accounts which were

underexpended; and a reduction for supplemental board and care home payments. These operational changes should provide sufficient resources in the FY 2010 24-Hour budget, thus avoiding future shortfalls.

**Service Impact:** The MHD projects \$1 million in savings as a result of the change in the Medi-Cal referral policy. The impact may include delays in the transport of Medi-Cal patients to BAP or contract hospitals as a result of sending only uninsured adult patients to Fremont Hospital, the largest contract hospital, or to other Bay Area medical/surgical hospitals or psychiatric health facilities. The MHD projects a \$2.1 million annual savings as a result of rate reductions to the 7th Avenue and Crestwood facilities. MHD is working with both providers to explore development of IMD alternative resources utilizing MHSA funding.

The staffing reduction will not have a negative impact on client services. Remaining nursing management staff will assume duties of the deleted position. There is no negative impact of the service/supply reduction or of the Board and Care rate reduction.

**Reduce Staffing:** Delete 2.0 FTE filled Psychiatric Social Workers and 1.0 FTE Marriage, Family and Therapist position for a total savings of \$349,356. This proposal reduces case management staff dedicated to client placement out of hospitals and IMDs and restructures the placement function to focus increasingly on clients served within County and contract inpatient settings. Increased responsibility for managing clients in the 24-Hour system outside of acute inpatient care will be placed on assigned County and contract providers, including FSP, residential and outpatient providers. 24-Hour bed census tracking and IMD and Supplemental Rates authorization will be restructured and managed through the Administration under the Deputy Director.

**Service Impact:** There will be no reduction in client services as a result of this reduction. The MHD will work with the remaining 24-Hour staff to identify activities and tasks necessary to reduce hospital length-of-stays. MHSA resources are being explored to develop more flexibility to discharge clients to unlocked community resources.

**Positions Reduced: 3.0**  
**Ongoing Savings: \$349,356**

## ■ Homeless Shelter Program

**Reduce Services:** The FY 2010 program contract budget is \$308,241 and is 100% General Fund-supported. This proposal reduces \$227,595 in funding for contract services provided to 156 homeless shelter clients served annually at the Julian Street Inn.

**Service Impact:** The proposed reduction will eliminate the semi-supervised living contract that MHD has with InnVision.

**Ongoing Savings: \$227,595**

**Transfer Homeless Concerns Program from Office of Affordable Housing:** This proposal will transfer the Homeless Concerns Program from the Office of Affordable Housing to the Mental Health Department. In 2002, the Board of Supervisors established the Office of Affordable Housing (OAH) for the development of affordable housing, support services, and housing conversion for lower income and special needs population. The Homeless Concerns Program in OAH consists of a Homeless Concerns Coordinator and a Management Analyst. This program manage services for the County's homeless population, including County contracts for the Cold Weather Shelter Program, for bus transit passes, and for the biennial homeless count.

The County Executive Office developed a consolidation plan to create the Office of Human Concerns. This consolidation plan will transfer a total of \$1,027,131 in expenditures to MHD:

- 1.0 FTE vacant Homeless Concerns Coordinator, \$120,792, and 1.0 FTE filled Management Analyst position, \$123,924
- \$569,152 in funding for Cold Weather Shelter Program
- Uplift Program expenses: \$55,500
- Homebase program expenses: \$57,763
- Operational expenses: \$100,000

In addition, revenues in MHD will also be adjusted:

- Increase \$40,000 in Uplift Revenues
- Increase \$500,000 in MHSA Revenues



This proposal will result an increase in General Fund cost of \$487,131 in the MHD budget and a reduction of \$826,041 in OAH budget, for a net GF savings of \$338,910.

**Background:** Since the passage of the Mental Health Services Act (MHSA) in 2004, MHD and OAH have forged a stronger partnership through activities related to providing housing for mental health patients. MHD will establish an Office of Housing and Homeless Support Services therefore accommodating the transfer of the Homeless Concerns Program to the new MHD office. MHD will leverage MHSA funds and use redirected current General Fund resources to create a broader infrastructure and deliver additional services.

**Service Impact:** These additional resources, for example, will include expanded outreach to homeless clients via the Opportunity Center in Palo Alto and support an MHSA Full Service Partnership (FSP) program for chronically homeless adults and families through treatment and case management services.

**Positions Added: 2.0**

**Total Ongoing Costs: \$487,131**

Increased Ongoing Revenues: \$540,000

Increased Ongoing Expenditures: \$1,027,131

See the Office of the County Executive Section

## Legal Advocacy Services

**Restructure Services:** This proposal eliminates \$282,192 in funding for contracted advocacy services. Mandated patient's rights functions will be provided by redirecting County program and administrative staff to a new Office of Patients Rights. An estimated 3.0 FTE staff, in addition to contract consumer staff, will be directed to the new office in Mental Health Administration. The 3.0 FTE staff being redirected are 1.0 FTE Mental Health Program Specialist, 1.0 FTE Psychiatric Social Worker/Marriage Family Therapist, and 1.0 FTE Rehabilitation Counselor.

**Service Impact:** The contract with the Mental Health Advocacy Project, operated by the Santa Clara County Law Foundation, will end, but there will be no reduction in services to clients. The County will assume the

mandated function, providing the service through a Patient's Rights Advocate, who will report to the Mental Health Director.

**Ongoing Savings: \$282,192**

## Jail Mental Health Services

**Restructure Staffing:** Delete 1.0 FTE filled Clinical Nurse Specialist and add 1.0 FTE Clinical Nurse III positions in Children's Shelter and Custody Health Services for a net savings of \$68,728.

**Service Impact:** There will be no reduction in clinical services provided to the mentally ill inmates, but specialized training and education in the care of the seriously mentally ill inmates will be eliminated.

**Ongoing Savings: \$68,728**

2.0 FTE are reduced in Custody Health BU 414

## CalWORKs

**Augment Services:** Add 1.0 FTE Psychiatric Social Worker/Marriage Family Therapist position for \$123,036, supported by CalWORKs funding. With additional State funding allocated for Santa Clara County CalWorks Health Alliance services, the County CalWorks leadership group has approved a new PSW/MFT position. This new clinical position will increase the total number of clinical positions in the County-operated Mental Health Service Team from the current 4.0 to 5.0 in FY 2010.

Recently the County CalWorks Health Alliance program has implemented a comprehensive screening project for all clients at their CalWorks orientation meetings, resulting in many more referrals for mental health services. Also, with the severe downturn of the economy, the number of CalWorks participants have increased. The additional position will help meet the demand for mental health services. Moreover, the location of the CalWorks Mental Health Service Team is very accessible to the CalWorks participants.



**Service Impact:** The proposed additional clinical position will expand MH services to County CalWORKs participants. With a contracted caseload capacity of 22 clients per FTE, 40 new clients would be served by this new position in a year.

**Position Added: 1.0**  
**Total Ongoing Cost: \$0**

Position Cost of \$123,036 is fully offset by CalWORKs funds

### ▲ ITEC Project

**Allocate One-time Funding of \$216,067 for Unicare Server Replacement - Phase II:** Unicare, a Mental Health Department software application, was installed six years ago. This application supports a \$94 million line of business per year. At that time, there were 62 servers purchased for the purpose of supporting user connections via Citrix, and 4 servers installed to support databases that run on MS-SQL. The servers have performance issues due to the high volume of users (400+ users from 75 locations) accessing the system and accessing reports. The database servers and 20 of the Citrix servers are scheduled for replacement in FY 2010. The request was originally submitted for FY 2009, but due to limited funds, was delayed to FY 2010. The remaining Citrix and database servers will be replaced in FY 2011.

**Service Impact:** Replacement of these servers is necessary to continue to provide critical behavioral health information to County and contract service providers.

**One-time Cost: \$216,067**

### Mental Health Department — Budget Unit 412 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
41201	MH Department Admin Fund 0001	\$ 29,675,263	\$ 39,488,050	\$ 43,624,654	\$ 39,216,586	\$ (271,464)	-0.7%
41202	Crisis, Outreach, Referral & Educ Div Fund 0001	2,577,899	3,679,128	4,413,711	5,855,151	2,176,023	59.1%
41203	Adult/Older Adult Div Fund 0001	81,672,982	79,068,375	79,802,187	71,437,200	(7,631,175)	-9.7%
41204	Family & Children's Svcs Div Fund 0001	71,637,641	61,795,836	69,457,050	65,230,056	3,434,220	5.6%
41205	Other Mental Health Svcs Fund 0001	62,510,679	58,009,496	46,104,907	47,636,577	(10,372,919)	-17.9%
41213	MHSA	1,451,707	11,154,669	11,560,643	12,724,351	1,569,682	14.1%
<b>Total Net Expenditures</b>		<b>\$ 249,526,171</b>	<b>\$ 253,195,554</b>	<b>\$ 254,963,152</b>	<b>\$ 242,099,921</b>	<b>\$ (11,095,633)</b>	<b>-4.4%</b>

### ■ Recognize Revenue Related to ARRA

**Recognize Benefit of Increased Federal Medical Assistance Percentage (FMAP):** As part of the American Recovery and Reinvestment Act of 2009 (ARRA), Congress acted to increase FMAP payments for all states on a temporary basis to help states during the current recession. Funding increases will be in effect from October 2008 through December 2010. The estimate of funding in FY 2010 for Mental Health \$6.5 million. In FY 2011, FMAP is in effect for half the year, and the reimbursement percentage is subject to change based on the state unemployment rate and the cost of care provided to Medi-Cal recipients.

**Background:** Medicaid is a Federal/State partnership program to provide health benefits to certain low income Americans including children, their parents, pregnant women, the elderly and those with disabilities. States and the Federal government each have a role in designing and paying for each state's program. States must work within Federal guidelines, and in turn, the Federal government pays a portion of each state's Medicaid costs. These matching dollars are referred to as Federal Medical Assistance Percentage (FMAP) payments.

**Service Impact:** Recognition of FMAP revenue helps the County to retain critical health and social service programs which would otherwise be reduced.

**FY 2010 Revenues: \$6,500,000**



### Mental Health Department — Budget Unit 412 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
41201	MH Department Admin Fund 0001	\$ 29,675,263	\$ 39,988,050	\$ 44,124,654	\$ 40,750,586	\$ 762,536	1.9%
41202	Crisis, Outreach, Referral & Educ Div Fund 0001	2,715,006	3,679,128	4,413,711	5,855,151	2,176,023	59.1%
41203	Adult/Older Adult Div Fund 0001	81,760,140	79,068,375	79,802,187	71,437,200	(7,631,175)	-9.7%
41204	Family & Children's Svcs Div Fund 0001	73,788,439	63,868,752	71,379,538	66,860,894	2,992,142	4.7%
41205	Other Mental Health Svcs Fund 0001	62,510,679	58,009,496	46,104,907	47,636,577	(10,372,919)	-17.9%
41213	MHSA	1,451,707	11,154,669	11,560,643	12,724,351	1,569,682	14.1%
<b>Total Gross Expenditures</b>		<b>\$ 251,901,234</b>	<b>\$ 255,768,470</b>	<b>\$ 257,385,640</b>	<b>\$ 245,264,759</b>	<b>\$ (10,503,711)</b>	<b>-4.1%</b>

### Mental Health Department — Budget Unit 412 Expenditures by Object

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 36,352,559	\$ 42,356,954	\$ 44,086,329	\$ 37,235,244	\$ (5,121,710)	-12.1%
Services And Supplies	215,548,674	213,411,516	210,527,819	208,028,945	(5,382,571)	-2.5%
Fixed Assets	—	—	28,977	—	—	—
Reserves	—	—	2,742,515	570	570	—
<b>Subtotal Expenditures</b>	<b>251,901,234</b>	<b>255,768,470</b>	<b>257,385,640</b>	<b>245,264,759</b>	<b>(10,503,711)</b>	<b>-4.1%</b>
Expenditure Transfers	(2,375,063)	(2,572,916)	(2,422,488)	(3,164,838)	(591,922)	23.0%
<b>Total Net Expenditures</b>	<b>249,526,171</b>	<b>253,195,554</b>	<b>254,963,152</b>	<b>242,099,921</b>	<b>(11,095,633)</b>	<b>-4.4%</b>

### Mental Health Department — Budget Unit 412 Revenues by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
41201	MH Department Admin Fund 0001	\$ 152,776,447	\$ 182,920,235	\$ 182,268,760	\$ 187,035,316	\$ 4,115,081	2.2%
41203	Adult/Older Adult Div Fund 0001	59	—	—	—	—	—
<b>Total Revenues</b>		<b>\$ 152,776,506</b>	<b>\$ 182,920,235</b>	<b>\$ 182,268,760</b>	<b>\$ 187,035,316</b>	<b>\$ 4,115,081</b>	<b>2.2%</b>

### MH Department Admin Fund 0001 — Cost Center 41201 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	36.0	\$ 39,488,050	\$ 182,920,235
Board Approved Adjustments During FY 2009	-0.5	4,136,604	(651,475)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-1.0	(40,567)	—



## MH Department Admin Fund 0001 — Cost Center 41201

### Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	735,052	4,336,211
Other Required Adjustments	—	1,228,774	(10,881,325)
Subtotal (Current Level Budget)	34.5	\$ 45,547,913	\$ 175,723,646
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Transfer MHSA Revenues from Trust Funds to General Fund for Homeless Concerns Program	—	—	500,000
SCVMC/Mental Health system Investment Initiative	—	—	5,280,676
Transfer MHSA Revenues from Trust Funds to General Fund for F&C Outpatient Services	—	—	518,994
Increase Reimbursement from SCVMC to Mental Health Department for Integrated Outpatient Services	—	(1,034,000)	—
Decision Packages			
1. Adjust Appropriations for Homeless Concerns Program	—	—	40,000
◆ increase \$40,000 in Uplift Revenues			
2. Adjust Appropriations Contract Services	—	(5,513,394)	—
◆ reduce \$1,500,000 in funding for Adult and Children Contract Services Expenses			
◆ transfer a total of \$4,013,964 from the 24 Hour Care Reserves to Contrat Services Expenses			
3. Adjust Revenues for Integrated Outpatient Services	—	—	(1,528,000)
◆ reduce \$1,528,000 in Medi-Cal Revenues			
4. FY 2010 ARRA Revenue	—	—	6,500,000
Recognize FY 2010 revenue from the American Recovery and Reinvestment Act (ARRA).			
5. Adjust Appropriations for ITEC Project	—	216,067	—
◆ increase \$216,067 in one-time funding for Unicare Server Replacement - Phase II			
Subtotal (Recommended Changes)	—	\$ (6,331,327)	\$ 11,311,670
<b>Total Recommendation</b>	<b>34.5</b>	<b>\$ 39,216,586</b>	<b>\$ 187,035,316</b>

## Crisis, Outreach, Referral & Educ Div Fund 0001 — Cost Center 41202

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	18.5	\$ 3,679,128	\$ —
Board Approved Adjustments During FY 2009	—	734,583	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	4.0	536,525	—
Internal Service Fund Adjustments	—	160,611	—
Other Required Adjustments	—	744,304	—
Subtotal (Current Level Budget)	22.5	\$ 5,855,151	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>22.5</b>	<b>\$ 5,855,151</b>	<b>\$ —</b>



## Adult/Older Adult Div Fund 0001 — Cost Center 41203

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	124.0	\$ 79,068,375	\$ —
Board Approved Adjustments During FY 2009	13.0	733,812	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	1.0	690,021	—
Internal Service Fund Adjustments	—	(683,522)	—
Other Required Adjustments	—	(2,762,682)	—
Subtotal (Current Level Budget)	138.0	\$ 77,046,004	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Voice Communications Adjustment	—	(63,133)	—
Decision Packages			
1. Adjust Appropriations for North County Outpatient Services	-1.0	(129,230)	—
◆ delete 1.0 FTE Psychiatric Social Worker position for a savings of \$123,192			
◆ delete 6,038 in funding for Office Expenses			
2. Adjust Appropriations for North County Outpatient Services	-1.0	(109,032)	—
◆ delete 1.0 FTE Psychiatric Social Worker position for a savings of \$109,032			
3. Adjust Appropriations for Central Outpatient Services	-10.0	(1,499,190)	—
◆ delete 2.0 FTE Psychiatrist III positions for a total savings of \$502,936			
◆ delete 2.0 FTE Rehabilitation Counselor positions for a total savings of \$225,264			
◆ delete 6.0 FTE Psychiatric Social Worker positions for a total savings of \$699,762			
◆ delete \$71,228 in funding for Services and Supplies Expenses			
4. Adjust Appropriations for Adult Residential Treatment Services	—	(1,175,147)	—
◆ reduce \$1,175,147 in funding for Contract Services Expenses			
5. Adjust Appropriations for Adult Day Rehabilitation Services	—	(317,145)	—
◆ reduce \$317,145 in funding for Contract Services			
6. Adjust Appropriations for Adult Outpatient Services	—	(1,761,987)	—
◆ reduce \$1,761,987 in funding for Contract Services			
7. Adjust Appropriations for Adult Homeless Shelter Service	—	(227,595)	—
◆ reduce \$227,595 in funding for Contract Services Expenses			
8. Adjust Appropriations for Contract Advocacy Services	—	(282,192)	—
◆ reduce \$282,192 in funding for Contract Services Expenses			
9. Adjust Appropriations for 24-Hour Care Services	-3.0	(349,356)	—
◆ delete 2.0 FTE Marriage Family Therapist positions for a total savings of \$236,724			
◆ delete 1.0 FTE Rehabilitation Counselor position for a savings of \$112,632			
10. Adjust Appropriations for East Valley Outpatient Services	-12.5	(2,029,428)	—
◆ delete 3.0 FTE Psychiatrist III positions for a total savings of \$754,404			
◆ delete 3.0 FTE Rehabilitation Counselor positions for a total savings of \$337,896			
◆ delete 1.5 FTE Marriage Family Therapist positions for a total savings of \$175,152			
◆ delete 5.0 FTE Psychiatric Social Worker positions for a total savings of \$606,300			
◆ delete \$155,676 in funding for Services and Supplies Expenses			
11. Adjust Appropriations for FairOaks Outpatient Services	-3.5	(608,708)	—



### Adult/Older Adult Div Fund 0001 — Cost Center 41203 Major Changes to the Budget

	Positions	Appropriations	Revenues
◆ delete 1.5 FTE Psychiatrist III positions for a total savings of \$377,202			
◆ delete 1.0 FTE Marriage Family Therapist position for a savings of \$123,192			
◆ delete 1.0 FTE Psychiatric Social Worker position for a savings of \$108,314			
12. Adjust Appropriations for South County Outpatient Services	-2.5	(362,458)	—
◆ delete 0.5 FTE Psychiatrist III position for a savings of \$125,734			
◆ delete 1.0 FTE Marriage Family Therapist position for a savings of \$123,192			
◆ delete 1.0 FTE Psychiatric Social Worker position for a savings of \$113,532			
13. Adjust Appropriations for 24-Hour Care Services	—	4,013,394	—
◆ transfer a total of \$4,013,964 from the 24-Hour Care Reserves to Contract Services Expenses			
14. Adjust Appropriations for North County Outpatient Services	-4.5	(707,597)	—
◆ delete 2.0 FTE Marriage Family Therapist positions for a total savings of \$236,724			
◆ delete 1.0 FTE Rehabilitation Counselor position for a savings of \$112,632			
◆ delete 0.5 FTE Psychiatric Social Worker position for a savings of \$61,620			
◆ delete 1.0 FTE Psychiatrist III position for a savings of \$251,468			
◆ delete a total of \$45,153 in Services and Supplies Expenses			
Subtotal (Recommended Changes)	-38.0	\$ (5,608,804)	\$ —
<b>Total Recommendation</b>	<b>100.0</b>	<b>\$ 71,437,200</b>	<b>\$ —</b>

### Family & Children's Svcs Div Fund 0001 — Cost Center 41204 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	124.5	\$ 61,795,836	\$ —
Board Approved Adjustments During FY 2009	-2.5	7,661,214	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-4.0	(432,620)	—
Internal Service Fund Adjustments	—	(42,946)	—
Other Required Adjustments	—	(619,463)	—
Subtotal (Current Level Budget)	118.0	\$ 68,362,021	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Voice Communications Adjustment	—	136	—
Decision Packages			
1. Adjust Appropriations for CalWORKs Program Services	1.0	—	—
◆ add 1.0 FTE Psychiatric Social Worker position for a cost of \$123,036			
◆ remove \$123,036 in funding for Personnel Costs reserved for adding this position			
2. Adjust Appropriations for F&C Outpatient Services	-1.0	(251,468)	—
◆ delete 1.0 FTE Psychiatrist III position for a savings of \$251,468			
3. Adjust Appropriations for Las Plumas F&C Outpatient Services	-4.5	(520,308)	—
◆ delete 1.0 FTE Family Therapist position for a savings of \$113,532			
◆ delete 3.5 FTE Psychiatric Social Worker positions for a total savings of \$406,776			



### Family & Children's Svcs Div Fund 0001 — Cost Center 41204 Major Changes to the Budget

	Positions	Appropriations	Revenues
4. Adjust Appropriations for Children's Residential and CTF Services	—	(78,016)	—
◆ reduce \$78,016 in funding for Contract Services Expenses			
5. Adjust Appropriations for Children's Specialized Services	—	(391,128)	—
◆ reduce \$391,128 in funding for Contract Services Expenses			
6. Adjust Appropriations for Children's Shelter Services	-3.0	(463,567)	—
◆ delete 1.0 FTE Health Care Program Manager II position for a savings of \$142,824			
◆ delete 2.0 FTE Psychiatric Social Worker positions for a total savings of \$236,724			
◆ reduce \$84,019 in funding for Services and Supplies Expenses			
7. Adjust Appropriations for FairOaks F&C Outpatient Services	-3.0	(359,916)	—
◆ delete 1.0 FTE Psychiatric Social Worker position for a savings of \$123,192			
◆ delete 2.0 FTE Marriage Family Therapist positions for a total savings of \$236,724			
8. Adjust Appropriations for Bascom F&C Outpatient Services	-4.0	(479,674)	—
◆ delete 2.0 FTE Psychiatric Social Worker positions for a total savings of \$218,256			
◆ delete 2.0 FTE Marriage Family Therapist positions for a total savings of \$231,768			
◆ reduce \$29,650 in funding for Services and Supplies Expenses			
9. Adjust Appropriations for County Ranch Services	-2.0	(237,771)	—
◆ delete 2.0 FTE Mental Health Community Worker positions for a total savings of \$151,006			
◆ reduce \$86,765 in funding for Services and Supplies Expenses			
10. Adjust Appropriations for County Ranch Services	-3.0	(350,253)	—
◆ delete 3.0 FTE Psychiatric Social Worker positions for a total savings of \$350,253			
Subtotal (Recommended Changes)	-19.5	\$ (3,131,965)	\$ —
<b>Total Recommendation</b>	<b>98.5</b>	<b>\$ 65,230,056</b>	<b>\$ —</b>

### Other Mental Health Svcs Fund 0001 — Cost Center 41205 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	—	\$ 58,009,496	\$ —
Board Approved Adjustments During FY 2009	—	(11,904,589)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(10,303,664)	—
Other Required Adjustments	—	11,904,589	—
Subtotal (Current Level Budget)	—	\$ 47,705,832	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Voice Communications Adjustment	—	(798)	—



**Other Mental Health Svcs Fund 0001 — Cost Center 41205**  
**Major Changes to the Budget**

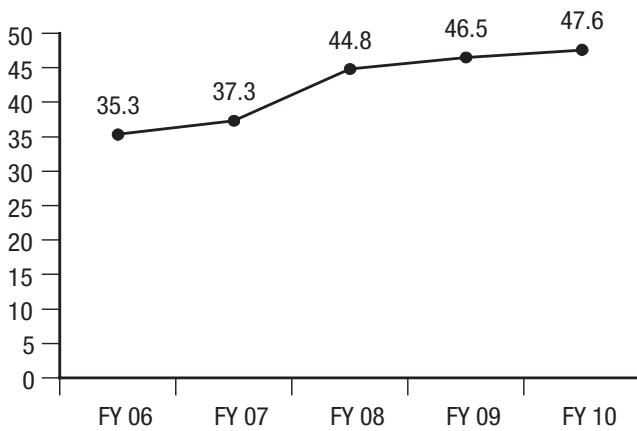
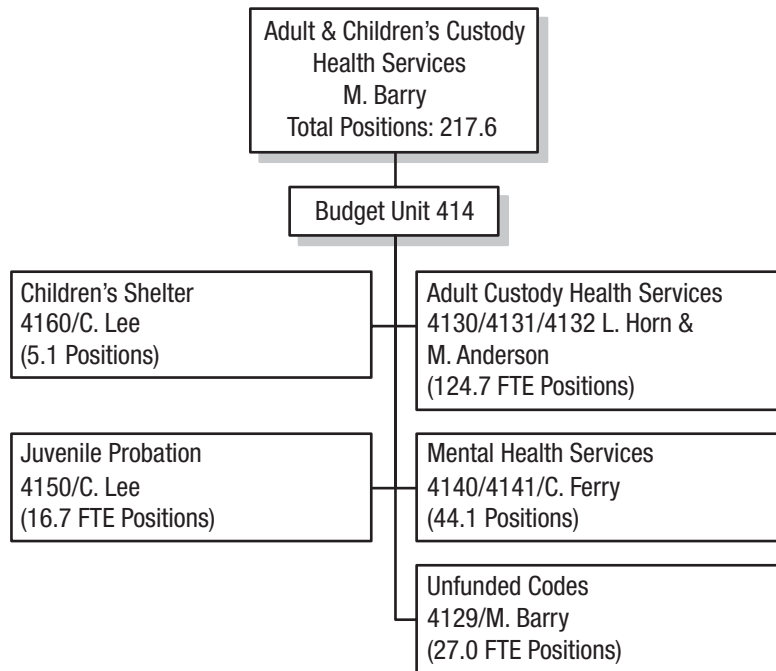
	Positions	Appropriations	Revenues
Reduce reimbursement from Mental Health to Custody Health due to the add/delete Clinical Staffing	—	(68,728)	—
Adjust CSCHS operation costs reimbursement from Mental Health Department	—	271	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (69,255)	\$ —
<b>Total Recommendation</b>	—	\$ 47,636,577	\$ —

**MHSA — Cost Center 41213**  
**Major Changes to the Budget**

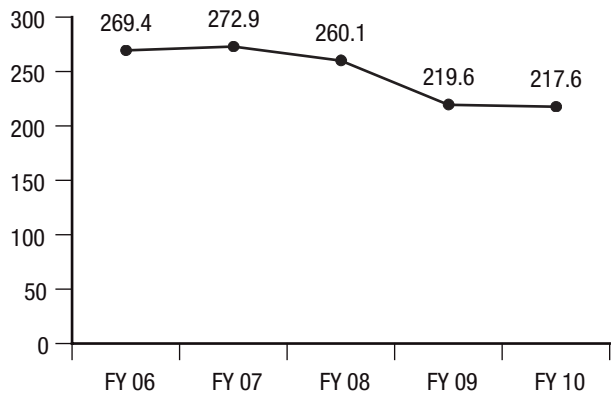
	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	40.0	\$ 11,154,669	\$ —
Board Approved Adjustments During FY 2009	5.0	405,974	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	130,267	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	6,310	—
Subtotal (Current Level Budget)	45.0	\$ 11,697,220	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Adjust Appropriations for Homeless Concerns Program	2.0	1,027,131	—
◆ add 1.0 FTE Homeless Services Coordinator position for a cost of \$120,792			
◆ add 1.0 FTE Management Analyst position for a cost of \$123,924			
◆ add \$782,415 in funding for Services and Supplies Expenses			
Subtotal (Recommended Changes)	2.0	\$ 1,027,131	\$ —
<b>Total Recommendation</b>	47.0	\$ 12,724,351	\$ —



# 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

- Humane Society Preserved
- Responsible Government



## Description of Major Services

The Children's Shelter & Custody Health Services Department (CSCHS) is responsible for the provision of all health services - medical and mental health - to the inmates incarcerated in the County Jails and for the provision of medical services to the children detained at Juvenile Hall, the Juvenile Ranches and the Children's Shelter. There are approximately 4,700 adults currently incarcerated in the County Jails, 400 children detained at the Juvenile Custody facilities and less than 20 children at the Children's Shelter.

CSCHS staff conduct a comprehensive assessment of inmates' and children's health status at the point of entry into the various facilities at which incarceration/detainment will occur and develop a plan of care for each incarcerated/detained individual. Adults and children are screened for communicable diseases, episodic and/or chronic medical problems as well as their mental status. Based on the assessment, adults and children are scheduled for evaluations by physicians, treatments and ongoing nursing assessments, medication evaluations, laboratory tests and/or radiology screenings.

A full scope of ambulatory medical and mental health services are currently provided at the custody facilities. State law requires that inmates receive medically necessary services, and it is most cost effective to provide as many of these services as possible on site. These services include daily nursing assessments, physician evaluations conducted by internists and pediatricians at the respective facilities, medication

administration, medical treatments, laboratory testing, communicable disease management, radiology screenings, dental services, pharmaceutical reconciliation, mental health evaluations and crisis intervention services. Additionally, at the Main Jail, a 44 bed in-patient mental health unit provides treatment to inmates who are deemed a danger to themselves or a danger to others and a 30 bed Medical Infirmary unit provides skilled nursing services to medically fragile inmates.

Approximately 50% of the inmate population receives medical services on a daily basis and 20% receive mental health services on a daily basis.

Below is a summary of services provided over the last two years:

	FY07	FY08
<b>Adult Facilities</b>		
TB Screenings	66,482	70,154
Emergency Responses	943	2049
Crisis Evaluations	28,034	29,880
Internal Medicine Evaluations	15,222	14,361
RN Evaluations	179,243	184,294
Psychiatrist Clinic Evaluations	5,484	7,499
<b>Juvenile Facilities</b>		
Pediatrician Clinic Evaluations	4,072	3,490
TB Screenings	753	861
STD Screenings	1,622	1,777
Vaccines Administered	1,160	1,389

The staff (FTEs) allocated to CSCHS have fluctuated with significant increases occurring between FY 1986/1987 to FY 1992/1993, primarily due to the settlement of the Branson and Fischer lawsuits, which mandated provision of health care services in the Jails comparable to community standards. Between FY 1992/1993 and FY 1997/1998, significant reductions in the FTEs for the Adult Custody facilities occurred and a variety of changes in the skill-mix were introduced in order to preserve the level of service while simultaneously meeting the budget reduction targets for the Department. Between FY 2002/2003 and FY

2004/2005, further FTE reductions were taken despite a spiraling increase in the inmate census. The current FTEs for the Department are 217.6.

The overall inmate census has increased by 11% since FY 2000/2001 and the women's inmate census has increased by 28% since FY 2000/2001. Since FY 2002/2003, the mentally ill inmate population has increased by 112% and medically fragile and elderly inmate population has also dramatically increased - each of these populations have created a significant strain on the Department's ability to maintain compliance with regulatory mandates with respect to service provision within the approved budget.

## Current and Emerging Issues

The most significant issues facing the Department in the next fiscal year are:

- The ongoing increase in the mentally ill inmate population has strained the Department's ability to meet regulatory and accreditation standards for access to services and timeliness of service provision
- The increase in the number of inmates who are medically fragile with chronic medical diseases and an increase in the number of the elderly inmate population has strained the Department's ability to meet their complex health needs
- Budget reductions strain CSCHS's ability to serve the Department of Corrections, courts and probation and simultaneously meet regulatory and accreditation standards

## 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 Physicians	Yes	Mandated	Charging a co-pay and reducing staffing has no impact on client services.	■
Custody Nursing/Clinical	Yes	Mandated	Add/delete staffing has no impact on client services.	■
Custody Pharmacy	Yes	Mandated	Recognize savings with no impact on client services.	■
Custody Dental	Yes	Mandated	No change	■
Children's Shelter Nursing/Clinical	Yes	Non-mandated	No change	■
Children's Shelter Physicians	Yes	Non-mandated	No change	■
Children's Shelter Pharmacy	Yes	Non-mandated	No change	■
MIOCR/PALS	Yes	Non-mandated	No change	■
Administration	Yes	Required	No change	■

Impact on Current Level of Service:

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



## County Executive's Recommendation

The Children's Shelter and Custody Health Services (CSCHS) was assigned a \$500,000 reduction target for FY 2010. After analysis of the budget proposal submitted by the department and consideration of alternative reductions, the Acting County Executive recommends the following actions, that will contribute to balancing the General Fund budget:

### Custody Pharmacy

**Reduce Expenditures:** This proposal will reduce \$200,000 in funding for pharmaceutical expenses due to purchase of medications through 340B pricing. The Custody Health Services Pharmacy became eligible for 340B pricing in July 2008. With 340B pricing, drug expenditures drastically declined due to the low cost of drugs purchased through this program. These savings will continue in FY 2010 in an amount of \$200,000.

**Service Impact:** There will be no reduction or change in inmate access to medications.

#### Total Ongoing Savings: \$200,000

Reduced Ongoing Expenditures: \$200,000  
Reduced Ongoing Reimbursement of \$200,000 in SCVMC BU 921  
Offset by Reduced Ongoing Expenditures of \$200,000 in SCVMC BU 921

**Eliminate Over The Counter Medication (OTC) Delivery Method for Indigent Inmates:** This proposal will reduce \$141,907 in funding for medical supplies expenses by eliminating the provision of OTC medications to indigent inmates through the Jail Commissary.

A small supply of OTC is available in the Jail Commissary for inmates to purchase. Indigent inmates may access these medications free of charge. The OTC medications are supplied to the Jail Commissary by the vendor which has been awarded the Commissary contract by the Department of Correction. Medications accessed by indigent inmates are then charged back to CSCHS.

In FY 2008 there were a total of 133,998 indigent inmate purchases of OTC medications at a cost of \$141,907. Instead, these medications will be purchased by the Custody Pharmacy Department through the 340B program for 10% of the cost that the Jail Commissary vendor purchases them. Thus, by eliminating the indigent OTC medications from the Commissary, a savings of \$141,907 in drug costs can be achieved.

**Service Impact:** The proposal has no negative impact on direct client services. The indigent inmates will continue to have access on a daily basis to the OTC medications from the nursing staff instead of through the Jail Commissary.

#### Ongoing Savings: \$141,907

Reduced Ongoing Expenditures: \$141,907  
Reduced Ongoing Reimbursement of \$141,907 in SCVMC BU 921  
Offset by Reduced Ongoing Expenditures of \$141,907 in SCVMC BU 921

### Custody Physicians

**Charge Inmate Co-Pay for Health Services:** Increase revenue by \$100,000 by charging inmates a \$3 co-pay for each initial medical and mental health evaluation. Penal Code section 4011.2 provides authorization for counties to charge inmates a \$3 co-pay for an "initial" medical, nursing, dental and mental health visit. An "initial visit" is the first visit for a specific complaint such as a sore throat. Santa Clara County and San Francisco County are the only two counties in the State that are not charging a co-pay for initial medical visits. The co-pay must be charged to the inmate's account at the jail, so the charge will be placed after the service is provided.

In FY 2008, CSCHS had conducted 206,154 clinic visits, and based on anecdotal reports, at least one third of the visits were estimated to be initial visits. It is estimated that \$200,000 could be generated through the inmate co-pay program, but start up time will be needed to successfully implement the program, and only \$100,000 is being forecast for FY 2010.

**Service Impact:** Inmates will not be denied service due to inability to pay, but inmates may elect not to request health care services due to the co-pay requirement, which may jeopardize inmates' health status.

#### Ongoing Savings: \$100,000

Increased Ongoing Revenues: \$100,000

**Reduce Staffing in Juvenile Hall:** Convert 1.0 FTE to 0.5 FTE Physician position and increase \$75,000 in funding for Extra Help Services for Juvenile Hall Pediatric Services.

The Juvenile Hall Medical Director currently occupies a 0.5 FTE position and the workload is supplemented through the use of a well-credentialed, extra help



Pediatrician with vast experience in Detention Medicine. Recruitment of qualified Pediatricians to work in Correctional Health Care is extremely difficult, thus the current arrangement of a half-time, coded physician and an extra help physician meets the professional needs of the physicians, provides quality health care services to the wards, and achieves a significant budget reduction for the County. The proposal recognizes the current work configuration and reconciles the budget to actual experience.

**Service Impact:** The proposal has no impact on direct client services. There will be no reduction in Pediatric Services to minors detained at Juvenile Hall as services will be provided by the part-time Physician and extra help personnel.

**Total Ongoing Savings: \$62,280**

Reduced Ongoing Expenditures: \$62,280

Reduced Ongoing Reimbursement of \$62,280 in SCVMC BU 921

Offset by Reduced Ongoing Expenditures of \$62,280 in SCVMC BU 921

## Custody Nursing/Clinical

**Restructure Staffing:** Delete 1.0 FTE filled Clinical Nurse Specialist and add 1.0 FTE Clinical Nurse III position for a net savings of \$68,728, reflected in the Mental Health Department. The services provided by the Psychiatric Mental Health Clinical Nurse Specialist on the acute Mental Health Unit of the Jail have been invaluable; however, the position is not mandated. Given the magnitude of the budget reduction target for CSCHS, non-mandated services are proposed for reduction in order to achieve the budget target.

**Service Impact:** The proposal has no impact on direct client services. There will be no reduction in clinical services provided to the mentally ill inmates but specialized training and education in the care of the seriously mentally ill inmates will be eliminated.

**Net Position Reduced: 0.0**

**Total Ongoing Savings: \$0**

Reduced Ongoing Expenditures: \$68,728

Offset by Reduced Ongoing Reimbursement: \$68,728

Ongoing Savings of \$68,728 is reflected in Mental Health Department BU 412

**Revenue Enhancement:** In addition to the reductions being recommended by the Acting County Executive, the Department of Correction (DOC), in collaboration with the Santa Clara Valley Health & Hospital System, will work to develop additional revenue-generating contracts, consistent with the current operating model,

in addition to that already budgeted as a result of existing contracts with several county jails for the provision of acute Mental Health Services within the Jail. To meet its reduction target, CSCHS had initially proposed eliminating outpatient mental health services for inmates. These mental health services are an important component of maintaining the health and well being of inmates, thus the alternative of generating \$473,916 in additional revenue through contracting is being recommended.

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

**Revenue Increased: \$473,916**

To be reflected in Department of Correction Budget Unit 240

## ITEC Projects

**Allocate One-time Funding of \$300,000 for Wireless Implementation:** This proposal is to recommend one-time funds for the IT infrastructure. New delivery of medicating and patient tracking, bedside technology, is the most effective way for Nursing to accomplish their tasks and duties in an effective and accurate way among the institutional populations they serve.

**Service Impact:** The combination of the right patient, right medicine and right dose is critical for patient safety. The proposal will improve CSCHS's ability to accomplish this with wireless technology which does not exist at any custody location at this time.

**Allocate One-time Funding of \$127,003 for PC Replacement and expansion - Phase II:** CSCHS systematically started upgrades for PCs and printers that were originally installed in FY 2003. Phase I was completed in FY 2009. Locations within Main Jail and Children's Shelter complexes will be activating several nursing areas to support electronic clinical information. CSCHS has over 200 PCs and 45 printers, and 60% of them will need to be replaced over the next two years. A new process for medication checking and pill call will be piloted during FY 2010 which requires the purchase of mobile carts for point of care.

**Service Impact:** To support new technologies such as wireless that will be implemented within the next year, a new type of infrastructure needs to be in place to ensure appropriate delivery of health services.

**Allocate One-time Funding of \$83,600 and Ongoing Funding of \$111,208 for User Licenses:** The Custody Health Services providers are unable to use the Health and Hospital Services Enterprise Wide Scheduling (EWS) system to manage inmate medical appointment scheduling. 100 additional EWS licenses need to be purchased to enable the staff identified at Custody Health Services to schedule, cancel or reschedule medical appointments and to have access to appointment data via reporting. Additionally, Custody health is required to use EWS as the scheduling interface to Next Gen, the Ambulatory Care Electronic Medical Record that is scheduled to expand usage at Custody Health by August 2009. Currently there are not enough EWS user licenses to allow Custody Health to go live with the system,

**Service Impact:** Insufficient EWS user licenses to support usage of EWS at Custody Health Services will in turn cause SCVHHS to fall short of the electronic medical record mandate that all health records be electronic no later than 2014.

**Total One-Time Costs: \$510,603**  
**Total Ongoing Costs: \$111,208**

#### Children's Shelter & Custody Health Svcs — Budget Unit 414 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
41401	Adult Custody Med Svcs Fund 0001	\$ 2,057,257	\$ —	\$ 172,123	\$ 100,000	\$ 100,000	—
41402	Adult Custody Mental Health Svcs Fund 0001	173,825	—	25,000	—	—	—
4150	Juvenile Probation Med Svcs Fund 0001	34,756	—	—	—	—	—
4160	Children's Shelter Med Svcs Fund 0001	21,339	—	—	—	—	—
<b>Total Net Expenditures</b>		<b>\$ 2,287,177</b>	<b>\$ —</b>	<b>\$ 197,123</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>—</b>

#### Children's Shelter & Custody Health Svcs — Budget Unit 414 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
41401	Adult Custody Med Svcs Fund 0001	\$ 31,018,270	\$ 31,435,843	\$ 31,481,591	\$ 32,481,487	\$ 1,045,644	3.3%
41402	Adult Custody Mental Health Svcs Fund 0001	11,291,135	9,111,093	9,006,998	9,017,773	(93,320)	-1.0%
4150	Juvenile Probation Med Svcs Fund 0001	3,829,441	4,462,195	4,462,195	4,545,947	83,752	1.9%
4160	Children's Shelter Med Svcs Fund 0001	1,433,279	1,473,627	1,473,627	1,536,468	62,841	4.3%
<b>Total Gross Expenditures</b>		<b>\$ 47,572,125</b>	<b>\$ 46,482,758</b>	<b>\$ 46,424,411</b>	<b>\$ 47,581,675</b>	<b>\$ 1,098,917</b>	<b>2.4%</b>



### Children's Shelter & Custody Health Svcs — Budget Unit 414 Expenditures by Object

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 36,190,235	\$ 34,977,330	\$ 34,885,322	\$ 35,855,691	\$ 878,361	2.5%
Services And Supplies	11,381,890	11,423,007	11,309,497	11,725,984	302,977	2.7%
Fixed Assets	—	82,421	229,592	—	(82,421)	-100.0%
<b>Subtotal Expenditures</b>	<b>47,572,125</b>	<b>46,482,758</b>	<b>46,424,411</b>	<b>47,581,675</b>	<b>1,098,917</b>	<b>2.4%</b>
Expenditure Transfers	(45,284,948)	(46,482,758)	(46,227,288)	(47,481,675)	(998,917)	2.1%
<b>Total Net Expenditures</b>	<b>2,287,177</b>	<b>—</b>	<b>197,123</b>	<b>100,000</b>	<b>100,000</b>	<b>—</b>

### Children's Shelter & Custody Health Svcs — Budget Unit 414 Revenues by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
41401	Adult Custody Med Svcs Fund 0001	\$ 66,980	\$ —	\$ —	\$ 100,000	\$ 100,000	—
	<b>Total Revenues</b>	<b>\$ 66,980</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>—</b>

### Adult Custody Med Svcs Fund 0001 — Cost Center 41401 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	124.7	\$ —	\$ —
Board Approved Adjustments During FY 2009	—	172,123	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	840,544	—
Internal Service Fund Adjustments	—	(480,880)	—
Other Required Adjustments	—	(531,787)	—
Subtotal (Current Level Budget)	124.7	\$ —	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Adjust CSCHS operation costs reimbursement from Elmwood	—	153	—
Adjust CSCHS operation costs reimbursement from Main Jail	—	(179,941)	—
Reduce Reimbursement from Custody Health to SCVMC due to Pharmaceutical Expenditure Reductions	—	(200,000)	—
Reduce Reimbursement from Custody Health to SCVMC due to the elimination of Over the Counter Medications	—	(141,907)	—
FY 2010 Voice Communications Adjustment	—	238	—
FY 2010 Data Processing Adjustment	—	(354)	—
Decision Packages			
1. Adjust Appropriations for ITEC Projects	—	621,811	—



### Adult Custody Med Svcs Fund 0001 — Cost Center 41401 Major Changes to the Budget

	Positions	Appropriations	Revenues
◆ increase \$300,000 in one-time funding for Wireless Implementation			
◆ increase \$127,003 in one-time funding for PC Replacement and expansion - Phase II			
◆ increase \$83,600 in one-time funding and \$111,208 in ongoing funding for Enterprise Wide Scheduling Services User License			
2. Adjust Revenues for Health Services	—	—	100,000
◆ increase \$100,000 in revenues for charging inmates co-pays for Health Services			
Subtotal (Recommended Changes)	—	\$ 100,000	\$ 100,000
<b>Total Recommendation</b>	124.7	\$ 100,000	\$ 100,000

### Adult Custody Mental Health Svcs Fund 0001 — Cost Center 41402 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	73.1	\$ —	\$ —
Board Approved Adjustments During FY 2009	-2.0	25,000	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	58,744	—
Internal Service Fund Adjustments	—	80,452	—
Other Required Adjustments	—	(164,196)	—
Subtotal (Current Level Budget)	71.1	\$ —	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Reduce reimbursement from Mental Health to Custody Health due to the add/delete Clinical Staffing	—	68,728	—
Adjust CSCHS operation costs reimbursement from Mental Health Department	—	(271)	—
FY 2010 Voice Communications Adjustment	—	271	—
Decision Packages			
1. Adjust Appropriations Due to Add/Delete of Nursing Staff Positions	—	(68,728)	—
◆ Add 1.0 FTE Clinical Nurse III position for a cost of \$148,072			
◆ Delete 1.0 FTE Clinical Nurse Specialist position for a savings of \$216,800			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	71.1	\$ —	\$ —

### Juvenile Probation Med Svcs Fund 0001 — Cost Center 4150 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	16.7	\$ —	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	102,811	—
Internal Service Fund Adjustments	—	(102,811)	—
Other Required Adjustments	—	—	—



**Juvenile Probation Med Svcs Fund 0001 — Cost Center 4150**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Subtotal (Current Level Budget)	16.7	\$ —	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Adjust reimbursement from Probation Department to CSCHS for the Add/Delete of Physician positions and Communication Services Expenses	—	62,076	—
Reduce reimbursement from Custody Health to SCVMC for reduced Physician staff cost at Juvenile Hall	—	(62,280)	—
FY 2010 Voice Communications Adjustment	—	204	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	16.7	\$ —	\$ —

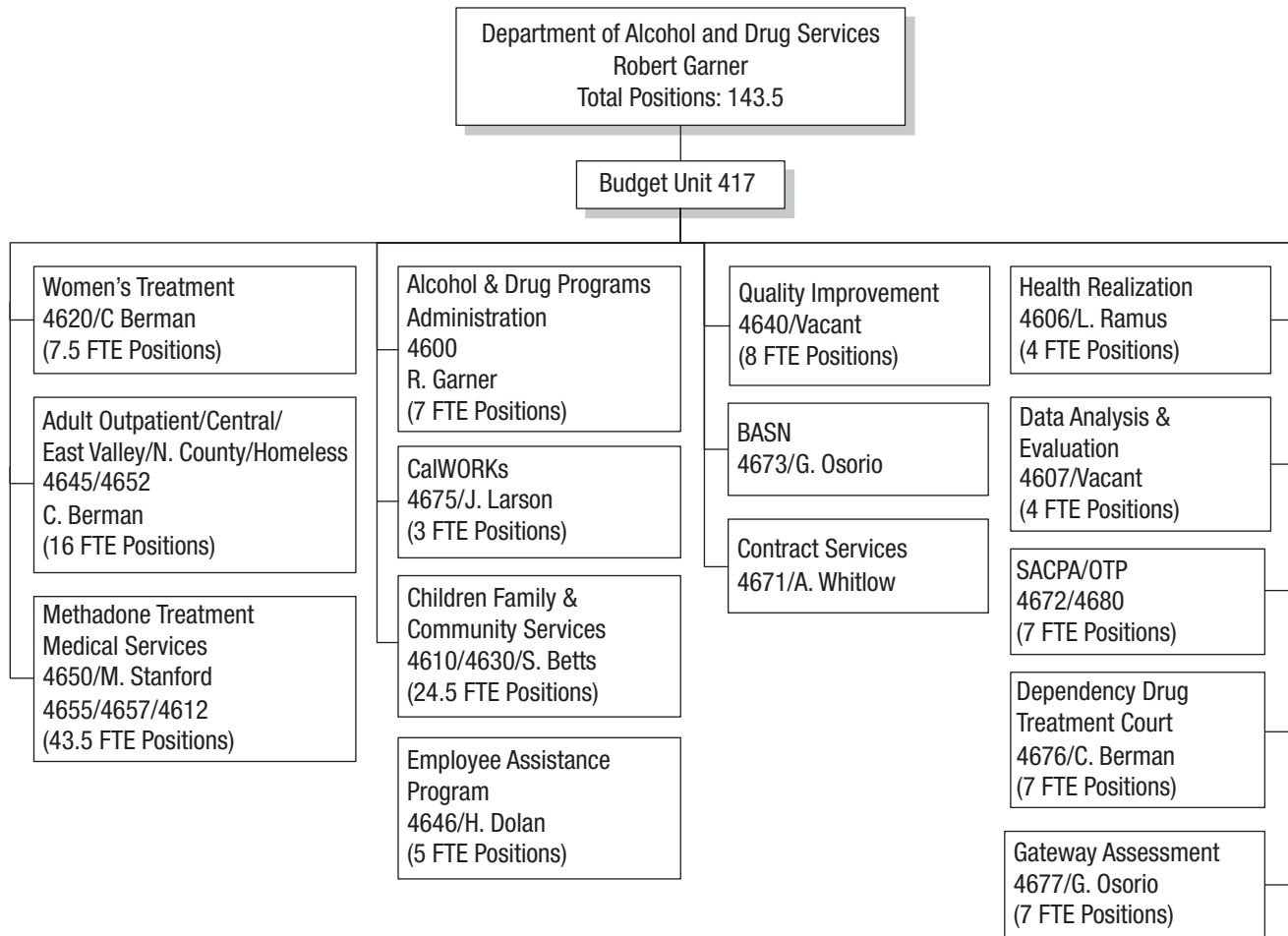
**Children's Shelter Med Svcs Fund 0001 — Cost Center 4160**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	5.1	\$ —	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	36,998	—
Internal Service Fund Adjustments	—	(36,998)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	5.1	\$ —	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	5.1	\$ —	\$ —

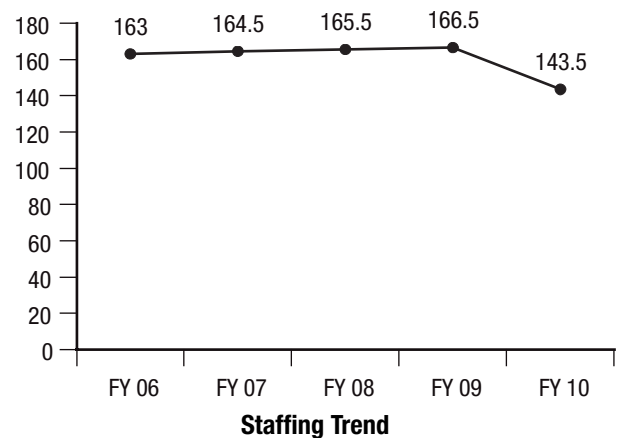
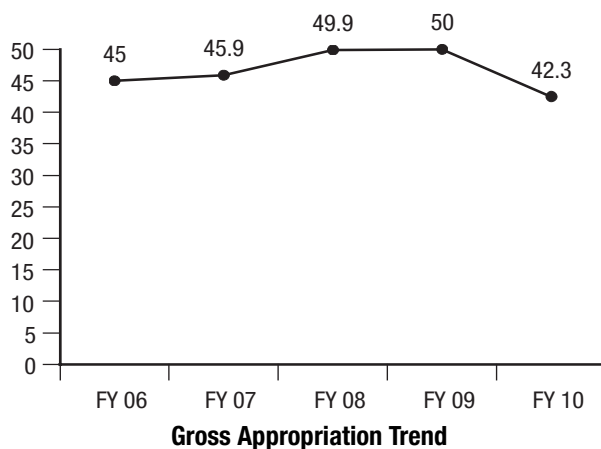




# Department of Alcohol and Drug Services



Section 4: Santa Clara Valley  
Health & Hospital System



## 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. Each year, DADS offers substance abuse treatment and prevention services to over 9,000 residents of Santa Clara County, with the goal of reducing the adverse effects of substance abuse in the County. DADS operates under Managed Care principles, which is a planned, comprehensive approach to providing health services. This benefits consumers and providers by combining administrative and clinical services in an integrated, coordinated system to give clients high-quality yet cost-effective care in a timely manner. Through standardized assessments and case management, clients move up or down through a complete continuum of services - based on their needs - to enhance their return to stable community life.

Clients are referred to substance abuse treatment by criminal justice agencies such as Drug Treatment and Juvenile Courts, and County agencies such as the Social Services Agency, the Mental Health Department and the California Work Opportunity and Responsibility to Kids (CalWORKs) program. Clients receive substance abuse treatment through a DADS network of over 40 County and community-based treatment providers.

DADS contracts with community-based providers for treatment services and transitional housing for its clients. The substance abuse treatment system in Santa Clara County serves its diverse client population with special programs for parenting women, adolescents, criminal justice clients including parolees and persons with opiate addiction.

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 and 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 funding that is available to the Department is earmarked for specific treatment populations, regardless of local need or local priorities. Most funding sources have not been increased to reflect the increased cost of doing business, and this translates into service reductions. Over time, stable funding is in effect reduced funding, in terms of buying power.

## Current and Emerging Issues

DADS faces several specific funding problems. The Substance Abuse Crime Prevention Act (SACPA) funding has become more vulnerable. When established by the State, Proposition 36 funding was specified for five years, while the change in criminal law mandating treatment was permanent. Since the five year funding period expired, the funding has been modified and decreased, and the entire funding amount has been threatened with total elimination. If this occurs, the entire treatment system for Prop 36-associated clients would become a County fiscal responsibility. Also, the drug and alcohol field lacks a stable, viable third party funding mechanism. The current Medi-Cal system does not cover cost, nor does it include an adequate benefit package, and most of the current DADS clients do not meet eligibility criteria. As a result, the system does not have a caseload-driven revenue source.

This county has 75% 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. This requires the vast majority of treatment resources to be provided to criminal justice clients, thus limiting access for voluntary clients and others not forced into treatment by the criminal justice system.

### Highlights of DADS System of Care

9,500 treatment admissions & 9,065 treatment discharges

50% of clients completed treatment, All California counties – 39%

78% of treatment completers were abstinent

43% of admissions were for Methamphetamine.

All California counties – 31%

Over 2,300 admissions involved a diagnosis of mental illness

76% of clients were referred from the criminal justice system:

All California counties – 55%

53% of clients were healthy & drug free for 1 year or longer in the Medication-Assisted treatment program. National average–30%

Perinatal Substance Abuse Program (PSAP): 92% of babies delivered drug-free

3,089 county residents received Three Principles/Health Realization training

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Adult Outpatient	Yes	Mandated	Close North County and East Valley clinics and provide fewer contract services. Fewer Transitional Housing Unit services.	▼
Residential Services	Yes	Mandated	Fewer Residential Treatment services	▼
Methadone Services	Yes	Mandated	Close East Valley program and transfer services to Central Valley program.	▼
Gateway	Yes	Non-Mandated	New service model eliminates immediate clinical assessment.	▼
Justice Services	No	Non-mandated	Staffing deletion reduces immediate assessment for the MH Drug Treatment Court and those in custody.	▼
Perinatal Services	Yes	Mandated	Caseload size will be increased in both County-operated and Contract-operated Programs.	▣
HIV Services	Less than 5%	Mandated	Less funding for additional HIV testing/counseling and education services.	▼
SACPA Services	Yes	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
CalWORKs	No	Mandated	No change.	■
Residential Detox	Yes	Mandated	No change.	■
Adolescent Services	Yes	Mandated	No change.	■
Medical Services	Yes	Mandated	No change.	■
Health Realization	No	Non-mandated	No change.	■
Bay Area Services Network (BASN)	No	Non-mandated	No change.	■
Dependency Drug Treatment Court	Yes	Non-mandated	No change.	■
Prevention Services	Less than 5%	Non-mandated	No change.	■
Homeless Project	Yes	Non-mandated	No change.	■
Employee Assistance	Yes	Non-mandated	No change.	■
Administration and Support/Research and Evaluation/Quality Improvement	Yes	Required	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 was assigned a \$9 million reduction target for FY 2010. After analysis of the budget proposal submitted by the department and consideration of alternative reductions, the County Executive recommends the following actions, that will contribute to balancing the General Fund budget:

### Adult Outpatient Services

**Reduce County-Operated and Contract-Operated Services:** This proposal would cut 20% of the total \$8.1 million budget for outpatient services - reducing County-operated services budget by \$871,075 from \$2.1 million and reducing Contract-operated services budget by \$747,913 from \$6 million. After the proposed reduction, about 6,102 clients would still receive outpatient treatment services from the remaining County Program (Central Center) and other contract service providers in the North County and East Valley areas.

The table below demonstrates services being reduced and those still available after the proposed reduction:

Program	Before Reduction	Proposed Reduction	Available after Reduction
<b>County-operated:</b>			
<i>North County:</i>			
Slots	80	(80)	0
Clients	320	(320)	0
<i>East Valley:</i>			
Slots	140	(140)	0
Clients	560	(560)	0
<i>Central Center:</i>			
Slots	206	0	206
Clients	824	0	824
<b>Total County-operated:</b>			
Slots	426	(220)	206
Clients	1,704	(880)	824
<b>Total Contract-operated:</b>			
Slots	1,508	(189)	1,319
Clients	6,032	(754)	5,278
<b>Total County-operated and Contract-operated:</b>			
Slots	1,934	(409)	1,525
Clients	7,736	(1,634)	6,102



This proposal would reduce the staffing for the three County outpatient programs from 18.0 to 10.0 FTE. Resources for the County-operated programs are reduced as follows:

**North County Outpatient Program**

- delete 1.0 FTE filled Marriage Family Therapist position for a savings of \$113,352
- delete 1.0 FTE filled Psychiatric Social Worker position for a savings of \$123,000
- adjust \$6,300 in Salary Savings
- reduce \$19,357 in funding for Services and Supplies
- reduce \$3,300 in Medi-Cal and Patient Fee revenues due to the deletion of positions

**East Valley Outpatient Program**

**Positions**

FTE	Filled/ Vacant	Job Title	Savings
(1.0)	Filled	Health Care Program Manager II	\$142,584
(1.0)	Filled	Health Services Representative	\$79,140
(2.0)	Filled	Rehabilitation Counselor	\$224,904
(2.0)	Filled	Psychiatric Social Worker	\$236,352
<b>(6.0)</b>			<b>\$682,980</b>

- adjust \$12,910 in Salary Savings and other personnel costs
- reduce \$11,896 in funding for Services and Supplies
- reduce \$57,000 in Medi-Cal and Patient Fee revenues due to the deletion of positions

**Service Impact:** Closing 2 out of 3 outpatient programs, and the reduction in contract-operated services will eliminate services to about 1,634 clients per year. Contract-operated services will be offered by fewer providers. The service providers have been informed by the department that contracts will be re-bid for FY 2010, reducing the total number of contract agencies, and a commensurate reduction in locales for client services.

To allow time to phase out the reduction of contract-operated services, one-time bridge funding for a 2 month transition period is recommended at \$125,000.

**Positions Reduced: 8.0**  
**Total Ongoing Savings: \$1,618,988**  
 Reduced Ongoing Revenues: \$60,300  
 Reduced Ongoing Expenditures: \$1,679,288  
**One-time Bridge Funds Required: \$125,000**

**Reduce 70 Transitional Housing Unit (THU) Beds:** THUs provide safe, affordable, short-term housing for a maximum of 90 days to clients who are homeless or who have unsafe living environments. They are only available to clients currently participating in outpatient treatment. The THU beds are an alternative to Residential Treatment beds, allowing the department to narrow the purpose of Residential Treatment to that of stabilization, which has reduced the average length of stay in Residential Treatment from 9 months to 45 days, making Residential service available to 6 times as many clients. During the last three months, an average of 23 clients per month waited anywhere from 7 to 67 days for THU placement, due to priority placement status of some clients.

This proposal would reduce the contracted amount for transitional housing services by \$774,684, a 23% reduction of the total \$3.4 million budget for transitional housing services, and would reduce available beds from 304 to 234. After the proposed reduction, only 840 clients per year will be able to receive transitional housing services.

The table below demonstrates services being reduced, and those still available after the proposed reduction:

Program	Before Reduction	Proposed Reduction	Available after Reduction
<i>For Single Male:</i>			
Beds	146	(46)	100
Clients	584	(184)	400
<i>For Single Female Only:</i>			
Beds	48	(5)	43
Clients	192	(20)	172
<i>For Female/Female with children:</i>			
Beds	39	(6)	33
Clients	156	(24)	132
<i>For Dependency Drug Treatment Court (DDTC) Female with children:</i>			
Beds	48	(12)	36
Clients	96	(24)	72



Program	Before Reduction	Proposed Reduction	Available after Reduction
<i>For Family Wellness Court:</i>			
Beds	0	12	12
Clients	0	24	24
<i>For Dual Diagnosis:</i>			
Beds	23	(13)	10
Clients	92	(52)	40
<b>Total THU Beds</b>	<b>304</b>	<b>(70)</b>	<b>234</b>
<b>Total Clients</b>	<b>1,120</b>	<b>(280)</b>	<b>840</b>

**Service Impact:** The average length of stay per bed is about 3 months, and with the reduction of 70 beds, this proposal will prevent approximately 280 of 1,120 clients per year from receiving services. The impact will result in increased lengths of stay in residential placement while a client waits for a THU placement, and longer times spent in jail waiting for a THU bed before release. The ability to immediately place a relapsing client at risk in the community into a safe and sober environment is reduced, unless they are placed into the more expensive residential level of care.

One-time bridge funding for a two-month transition period for clients is recommended at \$130,000.

**Ongoing Savings: \$774,684**  
**One-time Funds Required: \$130,000**

## Residential Services

**Reduce 87 Residential Treatment Beds:** Residential treatment is designed to address the needs of the most acute clients when their substance abuse is out of control, or when there is some imminent danger due to their substance abuse. This proposal would reduce the contracted amount for residential treatment by \$2,315,191, a 35% reduction of the total \$6.6 million budget for residential treatment services, and would reduce available beds from 246 to 159. After the proposed reduction, 1,275 clients per year will be able to receive residential treatment services.

**Service Impact:** The average length of stay per bed is about 1.5 month by reducing 87 beds, this proposal will prevent approximately 693 of the current caseload of 1,968 clients per year from receiving residential treatment services. It is also expected that most clients

will be criminal justice clients so the reduction in residential treatment services is likely to result in longer jail stays and additional court continuances.

One-time bridge funding for a two-month transition period for clients is recommended at \$386,000.

**Ongoing Savings: \$2,315,191**  
**One-time Funds Required: \$386,000**

## Methadone Services

**Reduce Staffing and Combine Services:** Methadone services are under the DADS Addiction Medicine and Therapy (AMT) Program where medication-assisted treatment and counseling services are provided to opioid-dependent individuals, most of whom (95%) use heroin intravenously. Clients of the program receive a mix of medical and counseling treatment services as required by State and Federal Drug Enforcement Agency (DEA) regulations for licensed narcotic treatment programs. The program is federally required to be accredited by the Commission on the Accreditation of Rehabilitation Facilities (CARF). These services target high-risk indigent chronically-addicted persons, most of whom are intravenous drug users who present with all of the attendant risks and complications of needle sharing and use including hepatitis, HIV/AIDS, wound botulism and cellulitis. Traditional non-medical substance abuse treatment has failed to stabilize these patients and their relapse rates were extremely high.

Santa Clara County meets the County's level of need for methadone treatment by operating three methadone clinics in different geographical locations - East Valley serving 200 clients, Central Valley serving 260 clients and South County serving 100 clients. This proposal eliminates the East Valley Clinic (EVC) methadone program. The DADS AMT has a total of 11.5 FTE staff at the East Valley Clinic. The proposed reduction would delete 5.5 FTE positions leaving 6.0 FTE staff remaining that would be transferred to the Central Valley Clinic (CVC) methadone program. Resources are reduced as follows:



## East Valley Clinic

### Positions

FTE	Filled/ Vacant	Job Title	Savings
(2.0) <sup>a</sup>	Filled	Health Services Representative	\$0
(2.0) <sup>b</sup>	Filled	Rehabilitation Counselor	\$0
(1.0)	Filled	Rehabilitation Counselor	\$112,452
(2.0) <sup>c</sup>	Filled	Psychiatric Social Worker	\$0
(1.0)	Filled	Psychiatric Social Worker	\$123,000
(0.5)	Filled	Senior Staff Physician	\$107,968
(1.0)	Filled	Clinical Nurse III	\$203,272
(2.0)	Filled	Licensed Vocation Nurse	\$187,080
<b>(5.5)</b>			<b>\$733,772</b>

- a. Transfer to Central  
b. Transfer to Central  
c. Transfer to Central

- reduce \$75,521 in funding for Services and Supplies
- reduce \$122,500 in Medi-Cal revenues due to deletion of positions

**Service Impact:** The closure of East Valley Clinic will result in the interruption of treatment for approximately 200 opioid addicted adult patients. The 200 clients of the East Valley Clinic will be transferred to the Central Valley methadone clinic. There will be the same client capacity, but with fewer staff to provide for the current capacity. These patients would have to travel to the Central Valley Clinic to receive their medication-assisted treatment. Closure of the East Valley clinic would restrict accessibility for patients needing methadone, especially for the east and south sides of San Jose, as well as Milpitas. Transportation is a hardship for many of these patients who are medically fragile. Also, as a result of the clinic closure, there will be an increased waiting list to enter treatment.

**Net Positions Reduced: 5.5**  
**Total Ongoing Savings: \$686,793**  
Reduced Ongoing Revenues: \$122,500  
Reduced Ongoing Expenditures: \$809,293

### Gateway Assessment Center (GWAC)

#### Restructure Staffing for New Gateway Service Model:

Access to the department's adult treatment system occurs when potential clients call a 1-800 number at the GWAC where they receive a clinical assessment and referral to the appropriate treatment provider. Additional clinical assessment and referral is provided

in a few specialized courts but that service is also recommended for elimination. In-custody calls to the GWAC number often require special attention and coordination between GWAC staff, Probation and the courts. GWAC receives approximately 27,000 calls on average per year. Those calls include 10,500 assessments calls, both in- and out-of-custody; and 16,500 Information and Referral (I/R) calls from the community. On average, between 800 to 1,000 assessment calls, and between 1,400 to 1,600 I/R calls are handled on a monthly basis by GWAC staff.

This proposal will replace the GWAC with the Gateway Call Center (GCC), combined with a contract Treatment Reception Center (TRC) to handle in-custody clients. The new Call Center will be staffed by Health Services Representatives (HSRs), rather than clinical staff, requiring the following staffing change:

- Add 3.0 FTE HSRs
- Add 1.0 FTE Sr. Health Services Representative (SHSR) positions
- Add Temporary Help to back up staff on leave or vacation
- Delete 7.0 FTE filled and 0.5 FTE vacant Rehabilitation Counselors
- Delete 1.0 FTE filled Office Specialist III position

**Service Impact:** The immediate clinical assessment of out-of-custody clients be replaced with appointments for clients at an appropriate treatment service provider, where they will be given a clinical assessment. While the majority of clients will be served successfully in this new service, many clients have cognitive deficits or altered states of mind related to their mental health issues or damage from continued substance abuse.

Because HSRs do not have the knowledge or experience to deal with these clinical issues, licensed Marriage and Family Therapists (MFT) on staff will be available to address the more difficult cases. Some I/R calls that involve situations such as suicide, homicide, or a crisis may be difficult for the HSRs to handle. The impact of moving in-custody calls from the GWAC to a contract provider will be the loss of direct access by GWAC staff to Probation staff, and the collaborative effort that takes place between the Courts, Probation and GWAC. Problems that now are averted, such as criminal justice "holds," checking for additional pending cases that will



affect placement, and others, may interfere with release from custody and result in longer stays in jail for some inmates.

To allow time for hiring and training the HSRs, one-time bridge funding for a one-month transition period is recommended at \$65,597 for the 7.0 FTE filled Rehabilitation Counselor positions.

**Net Positions Reduced: 4.5**  
**Ongoing Savings: \$563,684**  
**One-time Funds Required: \$65,597**

**Delete 1.0 FTE filled Senior Health Care Program Manager (SHCPM):** Consistent with the Department's reduction of approximately 20% of its total budget, deletion of one of five Sr. HCPM positions is recommended. This position has two major areas of responsibility: the Gateway Assessment Center (GWAC) that serves as the front door for the adult system of care, and the coordination of a variety of criminal justice projects, including the Drinking Driver Program, the Parole Services Network, Deferred Entry of Judgment, and other similar services.

This position may be reduced due to the redesign of the Gateway program, and the assignment of the criminal justice responsibilities to the remaining senior managers.

**Service Impact:** The remaining senior managers will have less time to spend on the criminal justice projects, and problems related to those programs will not be resolved as quickly or efficiently as they are currently. The more difficult clients of the Gateway Call Center, such as the dual diagnosed clients, medically fragile, and others will get less attention, and there is no guarantee that their unique problems will get resolved in a timely fashion, or during their interaction with Gateway.

**Position Reduced: 1.0**  
**Ongoing Savings: \$153,876**

#### Staff Transfers Related to Budget Proposals

- Transfer 1.0 FTE Health Care Analyst (HCA) I position from Gateway Assessment Center to Data Analysis & Evaluation Unit.

The budget for the HCA position will move from the cost center previously called SACPA/General Fund to the Data and Analysis cost center, but with no change in function. This move consolidates all of the Data and Analysis functions in the same cost center.

- Transfer 1.0 FTE Psychiatric Social Worker (PSW) II position from the Mental Health Court to Gateway Call Center.

The budget of the PSW position is being moved from the Mental Health Court where it performed court-related screening and assessment, to the Gateway Call Center, where it will provide triage and clinical consultation as needed. The Department will no longer provide screening and assessment directly in the Mental Health Court.

**Service Impact:** The proposal has no impact on direct client services. The recommended action will place the employees in the budget cost centers that reflect their work assignments.

**Position Reduced: 0**  
**Ongoing Savings: \$0**

#### Justice Services

**Reduce Staffing:** DADS provides support services to the Drug Treatment Court (DTC). This proposal would delete two clinical positions for a total savings of \$245,587, and reduce \$12,369 in funding for services and supplies expenses. Positions reduced are as follows:

- delete 1.0 FTE filled Psychiatric Social Worker II position for a savings of \$123,000
- delete 1.0 FTE vacant Marriage Family Therapist II positions for a savings of \$122,587

One MFT/PSW position provides specialized assessments for the MH Drug Treatment Court. This assessor completes approximately 175 assessments per year. This population of adults has co-occurring substance abuse or dependence and moderate to severe mental health problems. As a result of having specialized assessment and placement these clients are more likely to enter and remain in treatment.

Another MFT/PSW position provides case management and begins working with this dually-diagnosed criminal justice population while they are



still in-custody and follows them through their treatment. Annually approximately 52 clients are provided 833 services. Services include, but are not limited to, helping clients to find housing, clothing, with the Probation department, and to obtain Mental Health services. Services are provided in the field and at the residential treatment sites.

The case manager helps link clients to services they need in the community, appears with them in court, transports them to medical and other appointments, and serves as an advocate for the client in and out of court. The proposed reduction eliminates both of these positions. The service needs for this population will be met in the same way they are met for the general population of clients; clients will call the 1 - 800 number and be given an appointment. If they show up for this appointment, a treatment assessment will be done, and the client will be transferred to the appropriate service.

**Service Impact:** By removing the special assistance that has been provided to this population that is chronically involved in the criminal justice system and regularly fails to engage in treatment, poor treatment outcomes are likely to result. Since treatment completion is generally a requirement of the Court, it is likely that some of these clients will return to jail.

**Positions Reduced: 2.0**  
**Ongoing Savings: \$257,956**

## ■ Perinatal Services

**Reduce County Staffing (PSAP) and Contract Services (Blossoms):** DADS funds the County-operated Perinatal Substance Abuse Program (PSAP) and the Blossoms Program operated by Gardner Family Care Corporation. Both programs provide comprehensive education and treatment services for women who are pregnant and/or parenting with young children. Most of the women are also being monitored by the child welfare dependency system and treatment is required by the Dependency Court.

The County-operated PSAP program has a total budget of approximately \$900,000, and includes 8.0 FTE staffing. PSAP provides services to 225 clients per year and consistently has waiting lists of women seeking specialized treatment. This proposal will delete 1.0 FTE Health Education Specialist for a savings of \$123,000 and reduce \$2,000 in services and supplies expenses.

The Blossoms program has a total budget of approximately \$600,000, and treats 108 clients per year. This proposal will reduce \$125,000 in funding for Contract Services.

**Service Impact:** Deletion of the Health Education Specialist will result in fewer educational services provided over time, though over the last year, vacancies have necessitated higher caseloads for the current staff. In each case, the County-operated PSAP and the contract Blossoms Program will increase staff caseload sizes from the current 20 for each staff member in order to retain the current number of clients.

**Positions Reduced: 1.0**  
**Ongoing Savings: \$250,000**

## ▼ HIV Services

**Reduce HIV Services:** \$98,000 is currently allocated to the DADS HIV Program for expansion efforts. The proposed reduction of \$60,000, which is General-funded, would prevent providing additional HIV testing/counseling and education services to the County's substance abuse outpatient programs. Currently 3.0 FTE Licensed Vocational Nurses (LVN) are dedicated to providing these services to DADS adult treatment programs serving 600 clients.

**Service Impact:** The reduction represents approximately a 0.66 FTE LVN, and results in a lost opportunity to serve approximately 130 clients.

**Ongoing Savings: \$60,000**

## □ Substance Abuse Mental Health Service Administration (SAMSHA)

**Reduce Staffing due to Grant Expiration:** SAMHSA grant funding, begun in September 2004, has been used to expand the Juvenile Treatment Court's current caseload, including substance abuse treatment for adolescent girls aged 13 through 17. The grant expires on September 29, 2009, and this proposal deletes a filled Marriage and Family Therapist (MFT) II after September 29, 2009. The reduction represents 9 months of cost savings.



**Service Impact:** The grant end date is September 30, 2009, after which 30 to 35 young women will no longer receive substance abuse treatment services.

**Position Reduced: 1.0**  
**Total Ongoing Savings: \$0**  
 Reduced Ongoing Revenues: \$105,954  
 Offset by Reduced Ongoing Expenditures: \$105,954

**Department Of Alcohol And Drug Programs — Budget Unit 417**  
**Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2009 Appropriations			FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		FY 2008 Actuals	Approved	Adjusted			
4600	Administration Fund 0001	\$ 6,214,894	\$ 7,094,718	\$ 7,153,582	\$ 6,219,811	\$ (874,907)	-12.3%
4604	Fiscal Support (Inactive)	44	—	—	—	—	—
4606	Health Realization Fund 0001	577,494	627,679	627,679	657,267	29,588	4.7%
4607	Data Analysis & Evaluation Fund 0001	336,375	483,064	483,064	556,741	73,677	15.3%
4610	CFCs Svcs Fund 0001	3,439,909	3,455,132	3,455,132	3,293,227	(161,905)	-4.7%
4612	HIV Svcs Fund 0001	343,680	341,265	244,181	283,900	(57,365)	-16.8%
4620	Perinatal Substance Abuse Fund 0001	2,239,105	2,165,452	2,165,452	1,960,160	(205,292)	-9.5%
4630	Prevention Svcs Fund 0001	1,900,631	1,803,089	1,803,089	1,788,911	(14,178)	-0.8%
4640	Quality Improvement Fund 0001	908,265	961,254	961,254	956,748	(4,506)	-0.5%
4642	Homeless Project Fund 0001	208,203	218,292	218,292	221,459	3,167	1.5%
4645	Adult Services Fund 0001	459,464	536,971	536,971	540,343	3,372	0.6%
4646	Employee Assist Prog Fund 0001	555,238	639,032	639,032	621,676	(17,356)	-2.7%
4650	Medical Services Fund 0001	2,645,199	2,611,036	2,611,036	2,321,302	(289,734)	-11.1%
4652	Central Ctr Fund 0001	1,091,741	1,137,794	1,137,794	1,023,089	(114,705)	-10.1%
4654	East Valley Clinic Fund 0001	920,147	866,888	866,888	(22,696)	(889,584)	-102.6%
4655	Central Valley Clinic Fund 0001	1,665,295	1,544,992	1,665,867	2,098,338	553,346	35.8%
4656	North County Ctr Fund 0001	175,052	235,600	235,600	—	(235,600)	-100.0%
4657	South County Clinic Fund 0001	624,892	612,343	612,343	633,179	20,836	3.4%
4658	East Valley Ctr Fund 0001	536,344	529,807	529,807	—	(529,807)	-100.0%
4659	West Valley Ctr Fund 0001	493	—	—	—	—	—
4670	Justice Svcs Fund 0001	2,101,814	2,169,563	2,121,662	1,817,412	(352,151)	-16.2%
4671	Contract Svcs Fund 0001	10,208,158	10,832,739	10,627,123	7,470,817	(3,361,922)	-31.0%
4672	SACPA Svcs Fund 0001	3,378,291	2,878,797	2,777,179	2,383,071	(495,726)	-17.2%
4673	Basn Svcs Fund 0001	941,663	910,884	910,884	910,884	—	—
4675	Calworks Prog Fund 0001	(267)	—	—	2	2	—
4676	Dependency Drug Treatment Ct Fund 0001	1,311,813	1,442,752	1,305,965	1,303,828	(138,924)	-9.6%
4677	Gateway Assessment Ctr Fund 0001	376,156	1,405,859	1,405,859	681,889	(723,970)	-51.5%
4678	Offender Treatment Program Fund 0001	281,853	—	—	—	—	—
4679	Offender Treatment Prog II Fund 0001	1,345,948	—	—	—	—	—
4680	Offender Treatment Program III - Fund 0001	—	1,047,903	1,135,412	995,989	(51,914)	-5.0%
<b>Total Net Expenditures</b>		<b>\$ 44,787,892</b>	<b>\$ 46,552,905</b>	<b>\$ 46,231,147</b>	<b>\$ 38,717,347</b>	<b>\$ (7,835,558)</b>	<b>-16.8%</b>



**Department Of Alcohol And Drug Programs — Budget Unit 417**  
**Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2009 Appropriations				Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		FY 2008 Actuals	Approved	Adjusted	FY 2010 Recommended		
4600	Administration Fund 0001	\$ 6,290,754	\$ 7,170,578	\$ 7,259,442	\$ 6,347,058	\$ (823,520)	-11.5%
4604	Fiscal Support (Inactive)	44	—	—	—	—	—
4606	Health Realization Fund 0001	687,346	819,281	675,579	657,267	(162,014)	-19.8%
4607	Data Analysis & Evaluation Fund 0001	336,375	483,064	483,064	556,741	73,677	15.3%
4610	CFCs Svcs Fund 0001	3,439,909	3,455,132	3,455,132	3,293,227	(161,905)	-4.7%
4612	HIV Svcs Fund 0001	343,680	341,265	244,181	283,900	(57,365)	-16.8%
4620	Perinatal Substance Abuse Fund 0001	2,669,362	2,641,533	2,641,533	2,436,241	(205,292)	-7.8%
4630	Prevention Svcs Fund 0001	1,900,631	1,803,089	1,803,089	1,788,911	(14,178)	-0.8%
4640	Quality Improvement Fund 0001	908,265	961,254	961,254	956,748	(4,506)	-0.5%
4642	Homeless Project Fund 0001	208,203	218,292	218,292	221,459	3,167	1.5%
4645	Adult Services Fund 0001	459,464	536,971	536,971	540,343	3,372	0.6%
4646	Employee Assist Prog Fund 0001	555,238	639,032	639,032	621,676	(17,356)	-2.7%
4650	Medical Services Fund 0001	2,719,199	2,685,036	2,685,036	2,395,302	(289,734)	-10.8%
4652	Central Ctr Fund 0001	1,091,741	1,137,794	1,137,794	1,023,089	(114,705)	-10.1%
4654	East Valley Clinic Fund 0001	920,147	866,888	866,888	(22,696)	(889,584)	-102.6%
4655	Central Valley Clinic Fund 0001	1,665,295	1,544,992	1,670,867	2,103,338	558,346	36.1%
4656	North County Ctr Fund 0001	175,052	235,600	235,600	—	(235,600)	-100.0%
4657	South County Clinic Fund 0001	624,892	612,343	612,343	633,179	20,836	3.4%
4658	East Valley Ctr Fund 0001	536,344	529,807	529,807	—	(529,807)	-100.0%
4659	West Valley Ctr Fund 0001	493	—	—	—	—	—
4670	Justice Svcs Fund 0001	2,101,814	2,169,563	2,121,662	1,817,412	(352,151)	-16.2%
4671	Contract Svcs Fund 0001	10,208,158	10,832,739	10,627,123	7,470,817	(3,361,922)	-31.0%
4672	SACPA Svcs Fund 0001	3,378,291	2,878,797	2,777,179	2,383,071	(495,726)	-17.2%
4673	Basn Svcs Fund 0001	941,663	910,884	910,884	910,884	—	—
4675	Calworks Prog Fund 0001	2,550,270	2,414,387	2,492,337	2,716,978	302,591	12.5%
4676	Dependency Drug Treatment Ct Fund 0001	1,355,079	1,663,404	1,526,617	1,524,480	(138,924)	-8.4%
4677	Gateway Assessment Ctr Fund 0001	376,156	1,405,859	1,405,859	681,889	(723,970)	-51.5%
4678	Offender Treatment Program Fund 0001	281,853	—	—	—	—	—
4679	Offender Treatment Prog II Fund 0001	1,345,948	—	—	—	—	—
4680	Offender Treatment Program III - Fund 0001	—	1,047,903	1,135,412	995,989	(51,914)	-5.0%
<b>Total Gross Expenditures</b>		<b>\$ 48,071,665</b>	<b>\$ 50,005,487</b>	<b>\$ 49,652,977</b>	<b>\$ 42,337,303</b>	<b>\$ (7,668,184)</b>	<b>-15.3%</b>



## Department Of Alcohol And Drug Programs — Budget Unit 417

### Expenditures by Object

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 17,699,242	\$ 18,454,753	\$ 18,630,481	\$ 16,099,844	\$ (2,354,909)	-12.8%
Services And Supplies	30,372,423	31,550,734	31,017,009	26,237,459	(5,313,275)	-16.8%
Fixed Assets	—	—	5,487	—	—	—
<b>Subtotal Expenditures</b>	48,071,665	50,005,487	49,652,977	42,337,303	(7,668,184)	-15.3%
Expenditure Transfers	(3,283,773)	(3,452,582)	(3,421,830)	(3,619,956)	(167,374)	4.8%
<b>Total Net Expenditures</b>	44,787,892	46,552,905	46,231,147	38,717,347	(7,835,558)	-16.8%

## Department Of Alcohol And Drug Programs — Budget Unit 417

### Revenues by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
4600	Administration Fund 0001	\$ 6,325,911	\$ 9,912,346	\$ 9,873,214	\$ 9,702,363	\$ (209,983)	-2.1%
4606	Health Realization Fund 0001	10,500	7,000	7,000	4,000	(3,000)	-42.9%
4607	Data Analysis & Evaluation Fund 0001	40,858	19,790	19,790	—	(19,790)	-100.0%
4610	CFCS Svcs Fund 0001	1,091,622	1,090,297	1,090,297	845,306	(244,991)	-22.5%
4612	HIV Svcs Fund 0001	366,431	379,587	282,503	392,756	13,169	3.5%
4620	Perinatal Substance Abuse Fund 0001	1,400,219	1,294,310	1,220,944	1,220,925	(73,385)	-5.7%
4630	Prevention Svcs Fund 0001	2,597,182	2,451,792	2,451,792	2,432,376	(19,416)	-0.8%
4652	Central Ctr Fund 0001	18,169	17,813	17,813	17,813	—	—
4654	East Valley Clinic Fund 0001	66,958	74,000	74,000	74,000	—	—
4655	Central Valley Clinic Fund 0001	157,987	184,000	184,000	156,000	(28,000)	-15.2%
4656	North County Ctr Fund 0001	5,369	2,000	2,000	—	(2,000)	-100.0%
4657	South County Clinic Fund 0001	36,898	38,700	38,700	38,700	—	—
4658	East Valley Ctr Fund 0001	10,244	14,000	14,000	—	(14,000)	-100.0%
4670	Justice Svcs Fund 0001	1,497,566	1,514,833	1,386,625	1,431,625	(83,208)	-5.5%
4671	Contract Svcs Fund 0001	123,054	50,000	50,000	—	(50,000)	-100.0%
4672	SACPA Svcs Fund 0001	2,411,688	2,878,797	2,383,071	2,383,071	(495,726)	-17.2%
4673	Basn Svcs Fund 0001	1,012,093	1,012,093	1,012,093	1,012,093	—	—
4675	Calworks Prog Fund 0001	11,250	—	—	—	—	—
4676	Dependency Drug Treatment Ct Fund 0001	276,868	276,868	249,581	249,181	(27,687)	-10.0%
4678	Offender Treatment Program Fund 0001	735,065	—	—	—	—	—
4679	Offender Treatment Prog II Fund 0001	1,211,353	—	—	—	—	—
4680	Offender Treatment Program III - Fund 0001	—	983,662	855,160	844,020	(139,642)	-14.2%
<b>Total Revenues</b>		\$ 19,407,286	\$ 22,201,888	\$ 21,212,583	\$ 20,804,229	\$ (1,397,659)	-6.3%



## Administration Fund 0001 — Cost Center 4600 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	7.0	\$ 7,094,718	\$ 9,912,346
Board Approved Adjustments During FY 2009	—	58,864	(39,132)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(103,166)	—
Internal Service Fund Adjustments	—	(851,529)	(45,000)
Other Required Adjustments	—	20,924	40,949
Subtotal (Current Level Budget)	7.0	\$ 6,219,811	\$ 9,869,163
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Adjust Revenues due to the Closure of East Valley Center	—	—	(43,000)
◆ reduce \$21,500 in revenue for State Lancaster Drug Revenues			
◆ reduce \$21,500 in revenue for Medi-Cal Revenues			
2. Adjust Revenues due to the Closure of North County Center	—	—	(1,300)
◆ reduce \$650 in revenue for State Lancaster Drug Revenues			
◆ reduce \$650 in revenue for Medi-Cal Revenues			
3. Adjust Revenues due to the Closure of East Valley Clinic	—	—	(122,500)
◆ reduce \$61,250 in revenue for State Medi-Cal Revenues			
◆ reduce \$61,250 in revenue for Federal Medi-Cal Revenues			
Subtotal (Recommended Changes)	—	\$ —	\$ (166,800)
<b>Total Recommendation</b>	<b>7.0</b>	<b>\$ 6,219,811</b>	<b>\$ 9,702,363</b>

## Health Realization Fund 0001 — Cost Center 4606 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	4.0	\$ 627,679	\$ 7,000
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	6,266	—
Internal Service Fund Adjustments	—	192,872	—
Other Required Adjustments	—	(169,550)	(3,000)
Subtotal (Current Level Budget)	4.0	\$ 657,267	\$ 4,000
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>4.0</b>	<b>\$ 657,267</b>	<b>\$ 4,000</b>



## Data Analysis & Evaluation Fund 0001 — Cost Center 4607

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	3.0	\$ 483,064	\$ 19,790
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	4,235	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(19,790)	(19,790)
Subtotal (Current Level Budget)	3.0	\$ 467,509	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Technical Adjustment	1.0	89,232	—
◆ transfer the budget of 1.0 FTE Health Care Program Analyst position from Gateway Assessment Cost Center to Data Analysis Cost Center			
Subtotal (Recommended Changes)	1.0	\$ 89,232	\$ —
<b>Total Recommendation</b>	<b>4.0</b>	<b>\$ 556,741</b>	<b>\$ —</b>

## CFCS Svcs Fund 0001 — Cost Center 4610

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	17.5	\$ 3,455,132	\$ 1,090,297
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	18,557	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(74,508)	(139,037)
Subtotal (Current Level Budget)	17.5	\$ 3,399,181	\$ 951,260
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Adjust appropriations due to SAMSHA grant expiration	-1.0	(105,954)	(105,954)
◆ reduce \$105,954 in revenue for SAMSHA grant expiration			
◆ delete 1.0 FTE Psychiatric Social Worker position for a savings of \$106,491			
◆ increase \$537 in funding for Services and Supplies Expenses			
Subtotal (Recommended Changes)	-1.0	\$ (105,954)	\$ (105,954)
<b>Total Recommendation</b>	<b>16.5</b>	<b>\$ 3,293,227</b>	<b>\$ 845,306</b>

## HIV Svcs Fund 0001 — Cost Center 4612

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	2.0	\$ 341,265	\$ 379,587
Board Approved Adjustments During FY 2009	—	(97,084)	(97,084)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	3,106	—



### HIV Svcs Fund 0001 — Cost Center 4612 Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	(97,555)	—
Other Required Adjustments	—	194,168	110,253
Subtotal (Current Level Budget)	2.0	\$ 343,900	\$ 392,756
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Adjust appropriations for HIV Services	—	(60,000)	—
◆ reduce \$60,000 in funding for Professional and Specialized Services Expenses			
Subtotal (Recommended Changes)	—	\$ (60,000)	\$ —
<b>Total Recommendation</b>	2.0	\$ 283,900	\$ 392,756

### Perinatal Substance Abuse Fund 0001 — Cost Center 4620 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	8.5	\$ 2,165,452	\$ 1,294,310
Board Approved Adjustments During FY 2009	—	—	(73,366)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	44,493	—
Internal Service Fund Adjustments	—	215	—
Other Required Adjustments	—	—	(19)
Subtotal (Current Level Budget)	8.5	\$ 2,210,160	\$ 1,220,925
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Adjust appropriations for Perinatal Services	-1.0	(250,000)	—
◆ delete 1.0 FTE Health Education Specialist position for a savings of \$123,000			
◆ reduce \$2,000 in funding for Small Tools & Instruments Expenses			
◆ reduce \$125,000 in funding for Contract Services Expenses			
Subtotal (Recommended Changes)	-1.0	\$ (250,000)	\$ —
<b>Total Recommendation</b>	7.5	\$ 1,960,160	\$ 1,220,925

### Prevention Svcs Fund 0001 — Cost Center 4630 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	8.0	\$ 1,803,089	\$ 2,451,792
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	14,395	—
Internal Service Fund Adjustments	—	(9,672)	—
Other Required Adjustments	—	(18,901)	(19,416)
Subtotal (Current Level Budget)	8.0	\$ 1,788,911	\$ 2,432,376



**Prevention Svcs Fund 0001 — Cost Center 4630**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>8.0</b>	<b>\$ 1,788,911</b>	<b>\$ 2,432,376</b>

**Quality Improvement Fund 0001 — Cost Center 4640**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	8.0	\$ 961,254	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(4,506)	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	8.0	\$ 956,748	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>8.0</b>	<b>\$ 956,748</b>	<b>\$ —</b>

**Homeless Project Fund 0001 — Cost Center 4642**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	2.0	\$ 218,292	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	3,167	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	2.0	\$ 221,459	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>2.0</b>	<b>\$ 221,459</b>	<b>\$ —</b>





### Adult Services Fund 0001 — Cost Center 4645 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	4.0	\$ 536,971	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	3,372	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	4.0	\$ 540,343	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	4.0	\$ 540,343	\$ —

### Employee Assist Prog Fund 0001 — Cost Center 4646 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	5.0	\$ 639,032	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(17,302)	—
Internal Service Fund Adjustments	—	1,446	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	5.0	\$ 623,176	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Printing Adjustment	—	(1,500)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (1,500)	\$ —
<b>Total Recommendation</b>	5.0	\$ 621,676	\$ —

### Medical Services Fund 0001 — Cost Center 4650 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	20.0	\$ 2,611,036	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	44,314	—
Internal Service Fund Adjustments	—	(2,500)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	20.0	\$ 2,652,850	\$ —
<b>Recommended Changes for FY 2010</b>			



### Medical Services Fund 0001 — Cost Center 4650 Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments			
FY 2010 Printing Adjustment	—	(500)	—
Decision Packages			
1. Adjust appropriations for Medical Services due to the Closure of East Valley Clinic	-2.5	(331,048)	—
◆ delete 0.5 FTE Senior Staff Physician position for a savings of \$107,968			
◆ delete 2.0 FTE Licensed Vocational Nurse positions for a savings of \$187,080			
◆ reduce \$36,000 in Services and Supplies Expenses			
Subtotal (Recommended Changes)	-2.5	\$ (331,548)	\$ —
<b>Total Recommendation</b>	<b>17.5</b>	<b>\$ 2,321,302</b>	<b>\$ —</b>

### Central Ctr Fund 0001 — Cost Center 4652 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	11.0	\$ 1,137,794	\$ 17,813
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	7,882	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	11.0	\$ 1,145,676	\$ 17,813
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Adjust appropriations for Ancillary Support Services	-1.0	(122,587)	—
◆ delete 1.0 FTE Marriage Family Therapist position for a savings of \$122,587			
Subtotal (Recommended Changes)	-1.0	\$ (122,587)	\$ —
<b>Total Recommendation</b>	<b>10.0</b>	<b>\$ 1,023,089</b>	<b>\$ 17,813</b>

### East Valley Clinic Fund 0001 — Cost Center 4654 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	8.0	\$ 866,888	\$ 74,000
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	16,340	—
Internal Service Fund Adjustments	—	(1,767)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	8.0	\$ 881,461	\$ 74,000
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			



### East Valley Clinic Fund 0001 — Cost Center 4654 Major Changes to the Budget

	Positions	Appropriations	Revenues
Transfer Fleet Charges to Central Valley Clinic due to Closure of East Valley Clinic	—	(3,616)	—
<b>Decision Packages</b>			
1. Adjust Appropriations for East Valley Clinic	-8.0	(900,541)	—
◆ transfer the budget of \$158,280 for 2.0 FTE Health Services Representative positions to Central Valley Clinic			
◆ transfer the budget of \$224,904 for 2.0 FTE Rehabilitation Counselor positions to Central Valley Clinic			
◆ transfer the budget of \$246,000 for 2.0 FTE Marriage Family Therapist positions to Central Valley Clinic			
◆ delete 1.0 FTE Rehabilitation Counselor position for a savings of \$112,452			
◆ delete 1.0 Psychiatric Social Worker position for a savings of \$123,000			
◆ eliminate \$35,905 in funding for all Services and Supplies Expenses			
Subtotal (Recommended Changes)	-8.0	\$ (904,157)	\$ —
<b>Total Recommendation</b>	—	\$ (22,696)	\$ 74,000

### Central Valley Clinic Fund 0001 — Cost Center 4655 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	13.0	\$ 1,544,992	\$ 184,000
Board Approved Adjustments During FY 2009	—	120,875	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	1.0	8,460	—
Internal Service Fund Adjustments	—	(6,901)	—
Other Required Adjustments	—	5,000	(28,000)
Subtotal (Current Level Budget)	14.0	\$ 1,672,426	\$ 156,000
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Transfer Fleet Charges to Central Valley Clinic due to Closure of East Valley Clinic	—	3,616	—
<b>Decision Packages</b>			
1. Adjust Appropriations for Central Valley Clinic	5.0	422,296	—
◆ transfer the budget of \$158,280 for 2.0 FTE Health Services Representative positions			
◆ transfer the budget of \$224,904 for 2.0 FTE Rehabilitation Counselor positions			
◆ transfer the budget of \$246,000 for 2.0 FTE Marriage Family Therapist positions			
◆ delete 1.0 FTE Clinical Nurse position for a savings of \$203,272			
◆ reduce \$3,616 in funding for Mileage Expenses			
Subtotal (Recommended Changes)	5.0	\$ 425,912	\$ —
<b>Total Recommendation</b>	19.0	\$ 2,098,338	\$ 156,000



### North County Ctr Fund 0001 — Cost Center 4656 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	2.0	\$ 235,600	\$ 2,000
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	13,809	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	2.0	\$ 249,409	\$ 2,000
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Eliminate appropriations for North County Center	-2.0	(249,409)	(2,000)
◆ delete 1.0 Marriage & Family Therapist position for a savings of \$113,352			
◆ delete 1.0 FTE Psychiatric Social Worker position for a savings of \$123,000			
◆ remove \$6,300 in Salary Savings adjustment			
◆ eliminate \$19,357 in funding for Services and Supplies Expenses			
◆ eliminate \$2,000 in revenue for Patient Fees			
Subtotal (Recommended Changes)	-2.0	\$ (249,409)	\$ (2,000)
<b>Total Recommendation</b>	—	\$ —	\$ —

### South County Clinic Fund 0001 — Cost Center 4657 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	5.0	\$ 612,343	\$ 38,700
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	21,238	—
Internal Service Fund Adjustments	—	(402)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	5.0	\$ 633,179	\$ 38,700
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	5.0	\$ 633,179	\$ 38,700



### East Valley Ctr Fund 0001 — Cost Center 4658 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	5.0	\$ 529,807	\$ 14,000
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	9,575	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	5.0	\$ 539,382	\$ 14,000
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Eliminate appropriations due to the Closure of East Valley Center	-5.0	(539,382)	(14,000)
◆ delete 1.0 FTE Health Services Representative position for a savings of \$79,140			
◆ delete 2.0 FTE Rehabilitation Counselor positions for a total savings of \$224,904			
◆ delete 2.0 FTE Psychiatric Social Worker positions for a total savings of \$236,352			
◆ adjust \$12,910 in Salary Savings and other personnel costs			
◆ eliminate \$11,896 in funding for Services and Supplies Expenses			
◆ eliminate \$14,000 in revenues for Patient Fees			
Subtotal (Recommended Changes)	-5.0	\$ (539,382)	\$ (14,000)
<b>Total Recommendation</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>

### Justice Svcs Fund 0001 — Cost Center 4670 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	2.0	\$ 2,169,563	\$ 1,514,833
Board Approved Adjustments During FY 2009	—	(47,901)	(128,208)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	44,758	—
Internal Service Fund Adjustments	—	746	45,000
Other Required Adjustments	—	(70,878)	—
Subtotal (Current Level Budget)	2.0	\$ 2,096,288	\$ 1,431,625
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Printing Adjustment	—	(2,000)	—
Decision Packages			
1. Adjust appropriations for Management Services	-1.0	(153,876)	—
◆ delete 1.0 FTE Senior Health Care Program Manager position for a savings of \$153,876			
2. Technical Adjustment	-1.0	(123,000)	—
◆ transfer the budget of 1.0 FTE Psychiatric Social Worker position from Justice Services Cost Center to Gateway Assessment Cost Center			
Subtotal (Recommended Changes)	-2.0	\$ (278,876)	\$ —
<b>Total Recommendation</b>	<b>—</b>	<b>\$ 1,817,412</b>	<b>\$ 1,431,625</b>



### Contract Svcs Fund 0001 — Cost Center 4671 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	—	\$ 10,832,739	\$ 50,000
Board Approved Adjustments During FY 2009	—	(205,616)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	188,101	—
Other Required Adjustments	—	(147,619)	(50,000)
Subtotal (Current Level Budget)	—	\$ 10,667,605	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Adjust appropriations for Adult System of Care Contract Services	—	(3,196,788)	—
◆ reduce \$747,913 in funding for Contract Outpatient Services			
◆ reduce \$774,684 in funding for THU Beds			
◆ reduce \$2,315,191 in funding for Residential Beds			
◆ one-time bridge funds of \$641,000 for two months transition period for Contract Outpatient Services, THU and Residential Beds			
Subtotal (Recommended Changes)	—	\$ (3,196,788)	\$ —
<b>Total Recommendation</b>	—	\$ 7,470,817	\$ —

### SACPA Svcs Fund 0001 — Cost Center 4672 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	3.0	\$ 2,878,797	\$ 2,878,797
Board Approved Adjustments During FY 2009	—	(101,618)	(495,726)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	1,644	—
Internal Service Fund Adjustments	—	(1,642)	2,383,071
Other Required Adjustments	—	(394,110)	(2,383,071)
Subtotal (Current Level Budget)	3.0	\$ 2,383,071	\$ 2,383,071
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	3.0	\$ 2,383,071	\$ 2,383,071

### Basn Svcs Fund 0001 — Cost Center 4673 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	—	\$ 910,884	\$ 1,012,093
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—



**Basn Svcs Fund 0001 — Cost Center 4673**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 910,884	\$ 1,012,093
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 910,884	\$ 1,012,093

**Calworks Prog Fund 0001 — Cost Center 4675**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	3.0	\$ —	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	35,666	—
Internal Service Fund Adjustments	—	(302,589)	—
Other Required Adjustments	—	266,925	—
Subtotal (Current Level Budget)	3.0	\$ 2	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	3.0	\$ 2	\$ —

**Dependency Drug Treatment Ct Fund 0001 — Cost Center 4676**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	8.0	\$ 1,442,752	\$ 276,868
Board Approved Adjustments During FY 2009	—	(136,787)	(27,287)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-1.0	36,704	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(26,472)	(400)
Subtotal (Current Level Budget)	7.0	\$ 1,316,197	\$ 249,181
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			



### Dependency Drug Treatment Ct Fund 0001 — Cost Center 4676 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Decision Packages</b>			
1. Adjust appropriations for Ancillary Support Services	—	(12,369)	—
◆ delete \$29,207 in funding for miscellaneous Services & Supplies Expenses			
◆ increase \$16,838 in funding for Contract Services Expenses			
Subtotal (Recommended Changes)	—	\$ (12,369)	\$ —
<b>Total Recommendation</b>	7.0	\$ 1,303,828	\$ 249,181

### Gateway Assessment Ctr Fund 0001 — Cost Center 4677 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	13.5	\$ 1,405,859	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	5,933	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	13.5	\$ 1,411,792	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
<b>Decision Packages</b>			
1. Adjust appropriations for Gateway Proposed Model	-4.5	(498,087)	—
◆ delete 1.0 FTE Office Specialist III position for a savings of \$77,364			
◆ delete 7.5 FTE Rehabilitation Counselor positions for a total savings of \$835,068			
◆ add 3.0 FTE Health Services Representative positions for a total costs of \$237,420			
◆ add 1.0 FTE Senior Health Services Representative position for a cost of \$86,328			
◆ increase \$25,000 in funding for Temporary Help Expenses			
◆ one-time bridge funds of \$65,597 for the 7.0 FTE filled positions			
2. Adjust appropriations for Ancillary Support Services	-1.0	(123,000)	—
◆ delete 1.0 FTE Psychiatric Social Worker position for a savings of \$123,000			
3. Technical Adjustment	—	33,768	—
◆ transfer budget of \$89,232 for 1.0 FTE Health Care Program Analyst position from Gateway Assessment Cost Center to Data Analysis Cost Center			
◆ transfer the budget of \$123,000 for 1.0 FTE Psychiatric Social Worker position from Justice Services Cost Center to Gateway Assessment Cost Center			
4. Adjust appropriations due to the Closure of East Valley Center	-1.0	(142,584)	—
◆ delete 1.0 FTE Health Care Program Manager position for a savings of \$142,584			
Subtotal (Recommended Changes)	-6.5	\$ (729,903)	\$ —
<b>Total Recommendation</b>	7.0	\$ 681,889	\$ —



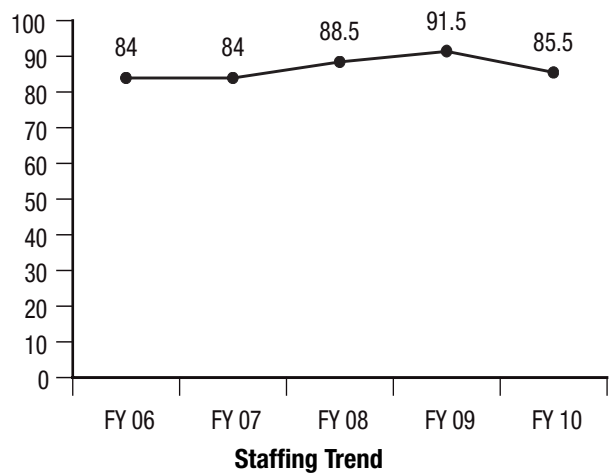
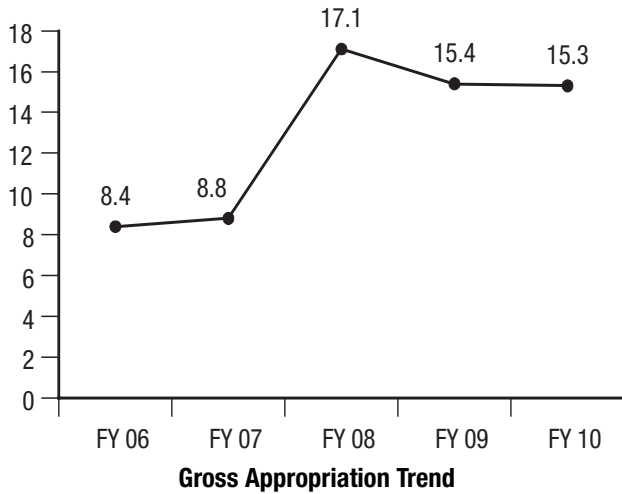
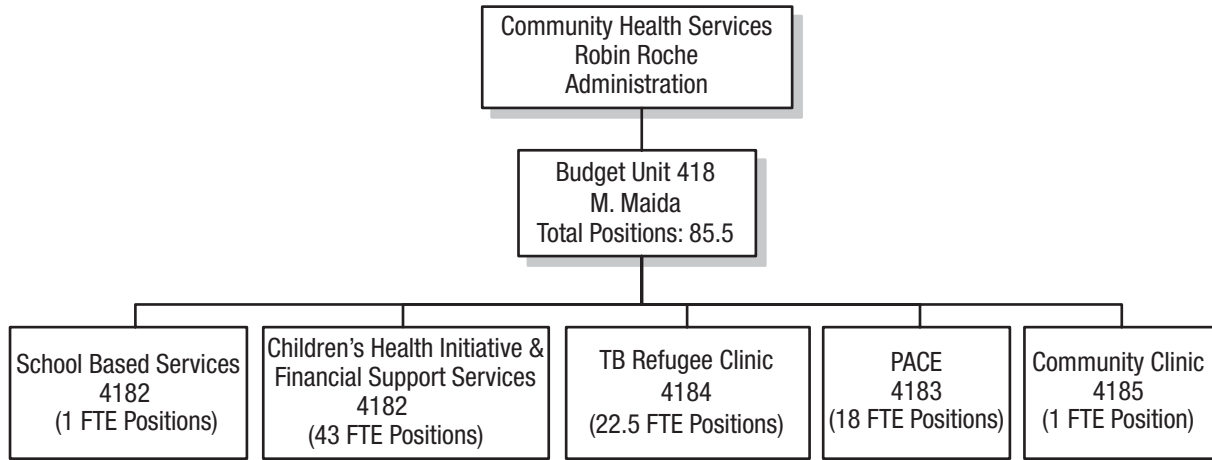


**Offender Treatment Program III - Fund 0001 — Cost Center 4680**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	4.0	\$ 1,047,903	\$ 983,662
Board Approved Adjustments During FY 2009	—	87,509	(128,502)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	11,358	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(150,781)	(11,140)
Subtotal (Current Level Budget)	4.0	\$ 995,989	\$ 844,020
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	4.0	\$ 995,989	\$ 844,020



# 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 and County residents
- ➔ Providing access to public health clinical services to ensure a healthy community and reduction of health risk



## Description of Major Services

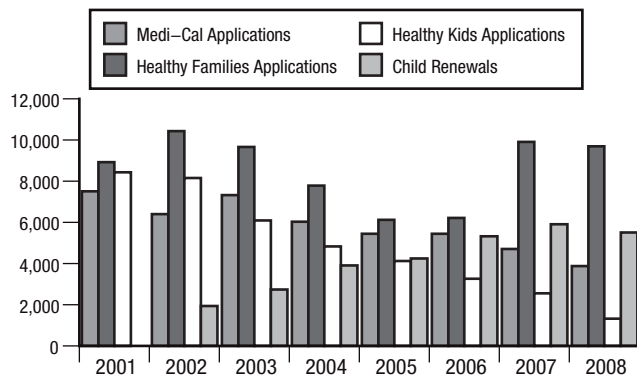
Community Health Services (CHS) was created as a department in FY 2000/2001 to include School Linked Services and the Children's Health Initiative (CHI). In FY 2007/2008, three programs were moved from the Public Health Department into CHS to reflect the management and administrative structure of those programs. Also, in FY 2007/2008, due to budget reduction target, the School Linked Services Program was essentially eliminated.

CHS currently performs four 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; School-Based Services (SBS) provides social services for children and families at a primary school site through the oversight of interns; Public Health Clinics (PHC), which provides health assessments and treatments for residents with HIV and/or TB; and Community Clinics (CC), provides financial support to our partner, 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), revenue contracts and grants. In addition, the FSS staff 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.

Application and renewal activity since the inception of CHI (excluding Valley Care) can be seen in this graph:



CHS includes two clinics: the Ira Greene PACE Clinic and 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 third 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 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 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 to the healthcare safety net.

## 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
Community Health Clinics	Yes	Mandated	No change.	■
TB Clinic	Yes	Mandated	No change	■
PACE Clinic	Yes	Mandated	No change.	■
Financial Support Services	Yes	Non-Mandated	No change.	■
School Based Services	Yes	Non-Mandated	No change.	■
Administration and Support Services	Yes	Required	No change.	■

Impact on Current Level of Service:

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



## County Executive's Recommendation

The Community Health Services was assigned a \$1.25 million reduction target for FY 2010. After analysis of the budget proposal submitted by the department and consideration of alternative reductions, the Acting County Executive recommends the following actions, that will contribute to balancing the General Fund budget:

### Financial Support Services - Adjust Reimbursements, Revenues and Expenditures

**Increase Expenditure Reimbursement:** This proposal shifts responsibility for funding outreach expenses to SCVMC. The financial counseling, outreach and enrollment work of Community Health Services supports SCVMC by increasing the number of patients who have coverage and whom can be billed for the cost of care.

**Service Impact:** The proposal has no impact on direct client services. Services are continued to be provided at the current level by Community Health Services but the costs will be reimbursed by SCVMC, supported by the additional Managed Care Enrollment revenues.

**Ongoing Savings: \$1,000,094**

**Revenue Shifts and Increases:** This proposal will affect the following revenues, generating a net savings of \$50,000 in CHS.

- Shift \$300,000 in Kaiser Grant revenue to SCVMC - (\$300,000) as this grant relates to chronic care for SCVMC patients
- Increase \$250,000 in revenue for Medi-Cal Administrative Activities (MAA), which results from new claiming processes in CHS.
- Increase \$100,000 in revenue from Foothill High School for school-based services

The \$100,000 from Foothill supports the Prevention Program Analyst position. The Prevention Analyst only provides support 10 months per year to Foothill and 83% of the FTE's cost is billed to the school. The remaining two months worth of the position is directed to other Community Health Services assignments.

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

**Ongoing Savings: \$50,000**

**Reduce Expenditures:** Reduce \$81,000 in funding for Services and Supplies expenses. This is based on expenditures year-to-date, and \$45,000 can be reduced from Professional and Specialized Services expenses, \$33,000 from Travel and Mileage expenses, and \$3,000 from other services and supplies expenses.

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

**Ongoing Savings: \$81,000**

### PACE Clinic

**Revenue and Reimbursement Adjustments:** This proposal will reduce \$175,000 in Medi-Cal revenue and increase \$175,000 in reimbursement from SCVMC. In FY 2008, the PACE Clinic proposed applying for Federally Qualified Health Center (FQHC) designation to increase its Medi-Cal reimbursement. However, upon further analysis, the pursuit of this status results in a net reduction in revenue that SCVMC has been receiving on behalf of PACE. Therefore, FQHC status will no longer be pursued. To appropriately budget the reimbursement as it relates to the service delivery, PACE will receive \$175,000 in reimbursement from SCVMC.

**Service Impact:** The proposal has no impact on direct client services. Services are continued to be provided at the current level by PACE Clinic.

**Total Ongoing Savings: \$0**

Reduction of \$175,000 in Revenues are offset by increase of same amount in Reimbursement from SCVMC

### Administration and Support Services

**Reduce Staffing:** Delete 1.0 FTE vacant Program Manager II position for a savings of \$146,964. This position provides administrative oversight for the work in the unit, oversees staff working at Foothill High School, the Social Worker interns, and provides support to unit training, and to other SCVMC initiatives like the Chronic Care and Medical Home programs.



**Service Impact:** The deletion of the position has no impact on direct client service. The position has been vacant since February 2009 and the work has been absorbed by remaining staff in the department.

**Position Reduced: 1.0**  
**Ongoing Savings: \$146,964**

**Transfer 1.0 FTE filled Director of Community Health Services and 1.0 FTE vacant Prevention Analyst II position to SCVMC:** Both Community Health Services and Ambulatory & Managed Care in BU 921 SCVMC report to the same Executive Director. There is an overlap of work and support across the two functions, and this transfer aligns the positions where they spend the majority of their time. The net budget impact will be reflected in the BU 921 SCVMC recommended budget document.

**Service Impact:** The proposal has no impact on direct client services, and is part of the T2010 Initiative.

**Positions Reduced: 2.0**  
**Net Ongoing Savings: \$0**  
Ongoing Savings of \$340,212  
Offset by Ongoing Costs of \$340,212 in SCVMC Budget 921

## Healthy Generations

**Terminate Grant Funding and Reduce Staffing:** Eliminate \$322,526 in revenue for the Healthy Generations Grant, and delete 1.0 FTE vacant Prevention Program Analyst I and 2.0 FTE vacant Senior Health Services Representative positions for a total savings of \$294,468.

Santa Clara Family Health Plan (SCFHP) ended a contract with SCVHHS to provide marketing, outreach and enrollment to SCVMC patients for its Healthy Generations program. Healthy Generations is a Medicare managed care program for persons who are dually eligible for Medi-Cal and Medicare. In FY 2010, SCFHP will assume these functions for SCVMC clients. Termination of the contract was based on recent Medicare legislation changes, increasing HIPAA constraints, and the desire to create more flexible support and services to patients.

**Service Impact:** The proposal has no negative impact on direct client service. The services will continue to be provided by SCFHP instead of contracted services with SCVHHS.

**Positions Reduced: 3.0**  
**Total Ongoing Costs: \$28,058**  
Reduced Ongoing Expenditures: \$322,526  
Reduced Ongoing Revenues: \$294,468

## Community Health Services — Budget Unit 418

### Net Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
4181	School Linked Svcs Fund 0001	\$ 3,738,896	\$ 1,515,198	\$ 1,615,198	\$ —	\$ (1,515,198)	-100.0%
4182	Children's Hlth Initiative & Outreach Fund 0001	3,619,074	4,253,599	4,596,599	4,226,985	(26,614)	-0.6%
4183	Partners in AIDS Care & Education Fund 0001	1,375,418	1,688,731	1,781,480	1,916,177	227,446	13.5%
4184	TB Refugee Clinic Fund 0001	2,541,477	2,760,680	2,760,680	2,804,693	44,013	1.6%
4185	Community Clinics Fund 0001	3,465,008	3,292,813	3,292,813	3,295,833	3,020	0.1%
<b>Total Net Expenditures</b>		<b>\$ 14,739,873</b>	<b>\$ 13,511,021</b>	<b>\$ 14,046,770</b>	<b>\$ 12,243,688</b>	<b>\$ (1,267,333)</b>	<b>-9.4%</b>



### Community Health Services — Budget Unit 418 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
4181	School Linked Svcs Fund 0001	\$ 3,738,896	\$ 1,515,198	\$ 1,615,198	\$ —	\$ (1,515,198)	-100.0%
4182	Children's Hlth Initiative & Outreach Fund 0001	3,619,074	4,253,599	4,596,599	5,227,079	973,480	22.9%
4183	Partners in AIDS Care & Education Fund 0001	3,171,837	3,300,409	3,395,409	3,532,357	231,948	7.0%
4184	TB Refugee Clinic Fund 0001	2,779,753	3,009,965	3,009,965	3,228,978	219,013	7.3%
4185	Community Clinics Fund 0001	3,465,008	3,292,813	3,292,813	3,295,833	3,020	0.1%
<b>Total Gross Expenditures</b>		<b>\$ 16,774,569</b>	<b>\$ 15,371,984</b>	<b>\$ 15,909,984</b>	<b>\$ 15,284,247</b>	<b>\$ (87,737)</b>	<b>-0.6%</b>

### Community Health Services — Budget Unit 418 Expenditures by Object

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 10,730,260	\$ 9,238,308	\$ 9,634,308	\$ 9,061,226	\$ (177,082)	-1.9%
Services And Supplies	6,044,309	6,133,676	6,268,176	6,223,021	89,345	1.5%
Fixed Assets	—	—	7,500	—	—	—
<b>Subtotal Expenditures</b>	<b>16,774,569</b>	<b>15,371,984</b>	<b>15,909,984</b>	<b>15,284,247</b>	<b>(87,737)</b>	<b>-0.6%</b>
Expenditure Transfers	(2,034,696)	(1,860,963)	(1,863,214)	(3,040,559)	(1,179,596)	63.4%
<b>Total Net Expenditures</b>	<b>14,739,873</b>	<b>13,511,021</b>	<b>14,046,770</b>	<b>12,243,688</b>	<b>(1,267,333)</b>	<b>-9.4%</b>

### Community Health Services — Budget Unit 418 Revenues by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
4181	School Linked Svcs Fund 0001	\$ 58,100	\$ —	\$ 100,000	\$ —	\$ —	—
4182	Children's Hlth Initiative & Outreach Fund 0001	1,285,328	1,742,352	1,342,352	1,069,826	(672,526)	-38.6%
4183	Partners in AIDS Care & Education Fund 0001	1,013,666	1,193,459	1,311,792	1,335,125	141,666	11.9%
4184	TB Refugee Clinic Fund 0001	1,193,282	2,834,080	2,834,080	2,659,080	(175,000)	-6.2%
<b>Total Revenues</b>		<b>\$ 3,550,376</b>	<b>\$ 5,769,891</b>	<b>\$ 5,588,224</b>	<b>\$ 5,064,031</b>	<b>\$ (705,860)</b>	<b>-12.2%</b>

### School Linked Svcs Fund 0001 — Cost Center 4181 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	7.0	\$ 1,515,198	\$ —
Board Approved Adjustments During FY 2009	—	100,000	100,000
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-7.0	(657,947)	—



### School Linked Svcs Fund 0001 — Cost Center 4181 Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	(690,739)	—
Other Required Adjustments	—	(266,512)	(100,000)
Subtotal (Current Level Budget)	—	\$ —	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ —	\$ —

### Children's Hlth Initiative & Outreach Fund 0001 — Cost Center 4182 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	43.0	\$ 4,253,599	\$ 1,742,352
Board Approved Adjustments During FY 2009	—	343,000	(400,000)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	7.0	575,181	—
Internal Service Fund Adjustments	—	751,431	—
Other Required Adjustments	—	166,512	—
Subtotal (Current Level Budget)	50.0	\$ 6,089,723	\$ 1,342,352
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Increase SCVMC reimbursement to Community Health Services for Outreach Activities	—	(1,000,094)	—
Decision Packages			
1. Revenue Adjustments	—	—	(272,526)
◆ reduce \$300,000 in revenue for the transfer of Kaiser grant to SCVMC			
◆ reduce \$322,526 in revenue for SCFHP Healthy Generations grant expiration			
◆ increase \$250,000 in revenue for MediCal Administration Activities			
◆ increase \$100,000 in revenue for continuation of Foothill funding for school based services			
2. Administrative Staff Changes	-1.0	(146,964)	—
◆ delete 1.0 FTE Program Manager II position for a savings of \$146,964			
3. Healthy Generations Staff Changes	-3.0	(294,468)	—
◆ delete 1.0 FTE Prevention Program Analyst position for a savings of \$121,236			
◆ delete 2.0 FTE Senior Health Services Representative positions for a savings of \$173,232			
4. Services and Supplies Reduction	—	(81,000)	—





### Children's Hlth Initiative & Outreach Fund 0001 — Cost Center 4182 Major Changes to the Budget

	Positions	Appropriations	Revenues
◆ reduce \$45,000 in funding for Professional and Special Services			
◆ reduce \$20,000 in funding for Mileage Expenses			
◆ reduce \$13,000 in funding for Business Travel and Recruitment Expenses			
◆ reduce \$3,000 in funding for Other Services and Supplies Expenses			
5. Cross Departmental Actions	-2.0	(340,212)	—
◆ transfer 1.0 FTE Director of Community Outreach Services position to SCVMC			
◆ transfer 1.0 FTE Prevention Analyst position to SCVMC			
Subtotal (Recommended Changes)	-6.0	\$ (1,862,738)	\$ (272,526)
<b>Total Recommendation</b>	<b>44.0</b>	<b>\$ 4,226,985</b>	<b>\$ 1,069,826</b>

### Partners in AIDS Care & Education Fund 0001 — Cost Center 4183 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	18.0	\$ 1,688,731	\$ 1,193,459
Board Approved Adjustments During FY 2009	—	92,749	118,333
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	87,137	—
Internal Service Fund Adjustments	—	69,309	—
Other Required Adjustments	—	(21,749)	23,333
Subtotal (Current Level Budget)	18.0	\$ 1,916,177	\$ 1,335,125
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>18.0</b>	<b>\$ 1,916,177</b>	<b>\$ 1,335,125</b>

### TB Refugee Clinic Fund 0001 — Cost Center 4184 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	22.5	\$ 2,760,680	\$ 2,834,080
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	206,077	—
Internal Service Fund Adjustments	—	12,936	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	22.5	\$ 2,979,693	\$ 2,834,080
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Revenue Adjustment - Change in source of PACE Clinic funding from FQHC to reimbursement from SCVMC	—	(175,000)	—



**TB Refugee Clinic Fund 0001 — Cost Center 4184**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Decision Packages			
1. Revenue Adjustment	—	—	(175,000)
change in source of PACE Clinic funding			
Subtotal (Recommended Changes)	—	\$ (175,000)	\$ (175,000)
<b>Total Recommendation</b>	22.5	\$ 2,804,693	\$ 2,659,080

**Community Clinics Fund 0001 — Cost Center 4185**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	1.0	\$ 3,292,813	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(1,886)	—
Internal Service Fund Adjustments	—	4,906	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	1.0	\$ 3,295,833	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	1.0	\$ 3,295,833	\$ —



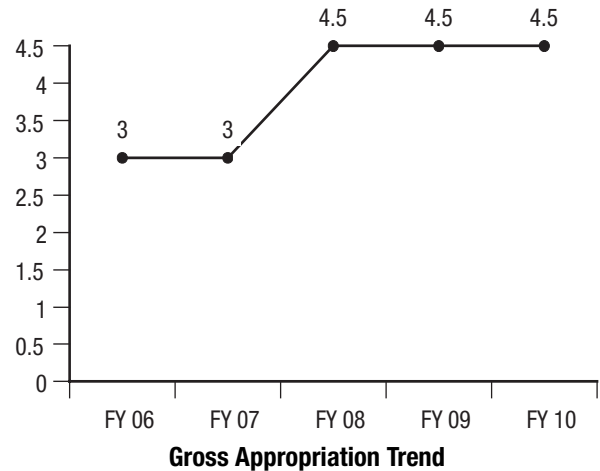
# Children's Health Initiative

## Overview

In 2000, the Santa Clara County Board of Supervisors took a giant step forward toward improving the health of our whole community when it approved the creation of the Children's Health Initiative (CHI). The goal of CHI has been to provide comprehensive health, dental and vision coverage for 100 percent 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 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 155,000 children have been assisted in enrolling for the three programs. This has allowed the County to draw down an additional \$24 million in just the first two years of the program. 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, bringing leaders such as the Governor and Senator Pro Temp to call for expansion of children's coverage. Among those 29 counties, over 150,000 children (cumulatively) have been insured by Healthy Kids programs and approximately two-times more on Medi-Cal and Healthy Families.

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 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
6112	Healthy Children Fund 0012	\$ 3,335,951	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ —	—
<b>Total Net Expenditures</b>		\$ 3,335,951	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ —	—

### Healthy Children — Budget Unit 612 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
6112	Healthy Children Fund 0012	\$ 3,335,951	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ —	—
<b>Total Gross Expenditures</b>		\$ 3,335,951	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ —	—

### Healthy Children — Budget Unit 612 Expenditures by Object

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Services And Supplies	3,335,951	4,500,000	4,500,000	4,500,000	—	—
<b>Subtotal Expenditures</b>	3,335,951	4,500,000	4,500,000	4,500,000	—	—
<b>Total Net Expenditures</b>	3,335,951	4,500,000	4,500,000	4,500,000	—	—

### Healthy Children — Budget Unit 612 Revenues by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
6112	Healthy Children Fund 0012	\$ 539,431	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ —	—
<b>Total Revenues</b>		\$ 539,431	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ —	—

### Healthy Children Fund 0012 — Cost Center 6112 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Childrens Health Initiative (Fund Number 0012)</b>			
FY 2009 Approved Budget	—	\$ 4,500,000	\$ 4,500,000
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 4,500,000	\$ 4,500,000



**Healthy Children Fund 0012 — Cost Center 6112**  
**Major Changes to the Budget**

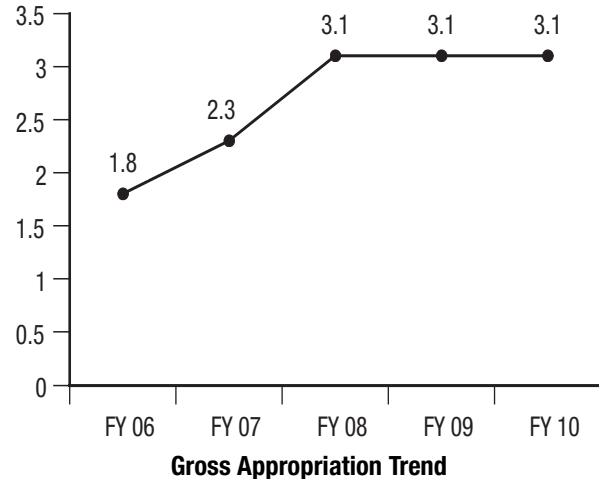
	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 4,500,000	\$ 4,500,000



## PROP 99 Non-County Hospital and Physician Funds

### Overview

The Tobacco Tax and Health Protection Act of 1988 (Proposition 99) allocates a portion of tobacco tax revenues for countywide health services. This budget unit contains the Non-County hospitals, physicians, and Emergency Medical Services accounts for Proposition 99 tobacco tax funds which are disbursed by Santa Clara Valley Medical Center to Non-County hospitals and physicians in Santa Clara County. The Non-County hospital funds are allocated to certain hospitals based on their amount of bad debt resulting from providing care to unsponsored patients, as reported to the State.



### CHIPS - AB 75 — Budget Unit 721 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
7000	CHIPS AB 75 Fund 0015	\$ 55,297	\$ 200,000	\$ 200,000	\$ 200,000	\$ —	—
7001	CHIPS AB 75 Fund 0016	216,042	400,000	400,000	400,000	—	—
7002	CHIPS AB 75 Fund 0017	37,082	700,000	700,000	700,000	—	—
7003	CHIPS AB 75 Fund 0040	954,852	1,800,000	1,800,000	1,800,000	—	—
<b>Total Net Expenditures</b>		\$ 1,263,273	\$ 3,100,000	\$ 3,100,000	\$ 3,100,000	\$ —	—

### CHIPS - AB 75 — Budget Unit 721 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
7000	CHIPS AB 75 Fund 0015	\$ 55,297	\$ 200,000	\$ 200,000	\$ 200,000	\$ —	—
7001	CHIPS AB 75 Fund 0016	216,042	400,000	400,000	400,000	—	—
7002	CHIPS AB 75 Fund 0017	37,082	700,000	700,000	700,000	—	—
7003	CHIPS AB 75 Fund 0040	954,852	1,800,000	1,800,000	1,800,000	—	—
<b>Total Gross Expenditures</b>		\$ 1,263,273	\$ 3,100,000	\$ 3,100,000	\$ 3,100,000	\$ —	—



### CHIPS - AB 75 — Budget Unit 721 Expenditures by Object

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Services And Supplies	1,263,273	3,100,000	3,100,000	3,100,000	—	—
<b>Subtotal Expenditures</b>	1,263,273	3,100,000	3,100,000	3,100,000	—	—
<b>Total Net Expenditures</b>	1,263,273	3,100,000	3,100,000	3,100,000	—	—

### CHIPS - AB 75 — Budget Unit 721 Revenues by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
7000	CHIPS AB 75 Fund 0015	\$ 55,297	\$ 200,000	\$ 200,000	\$ 200,000	\$ —	—
7001	CHIPS AB 75 Fund 0016	216,042	400,000	400,000	400,000	—	—
7002	CHIPS AB 75 Fund 0017	37,082	700,000	700,000	700,000	—	—
7003	CHIPS AB 75 Fund 0040	954,852	1,800,000	1,800,000	1,800,000	—	—
	<b>Total Revenues</b>	\$ 1,263,273	\$ 3,100,000	\$ 3,100,000	\$ 3,100,000	\$ —	—

### CHIPS AB 75 Fund 0015 — Cost Center 7000 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Prop 99 Non-County Hospital Fund (Fund Number 0015)</b>			
FY 2009 Approved Budget	—	\$ 200,000	\$ 200,000
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 200,000	\$ 200,000
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 200,000	\$ 200,000

### CHIPS AB 75 Fund 0016 — Cost Center 7001 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>SB 2132 (Fund Number 0016)</b>			
FY 2009 Approved Budget	—	\$ 400,000	\$ 400,000
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—



### CHIPS AB 75 Fund 0016 — Cost Center 7001 Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 400,000	\$ 400,000
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 400,000	\$ 400,000

### CHIPS AB 75 Fund 0017 — Cost Center 7002 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>AB-75 CHIP Physicians (Fund Number 0017)</b>			
FY 2009 Approved Budget	—	\$ 700,000	\$ 700,000
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 700,000	\$ 700,000
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 700,000	\$ 700,000

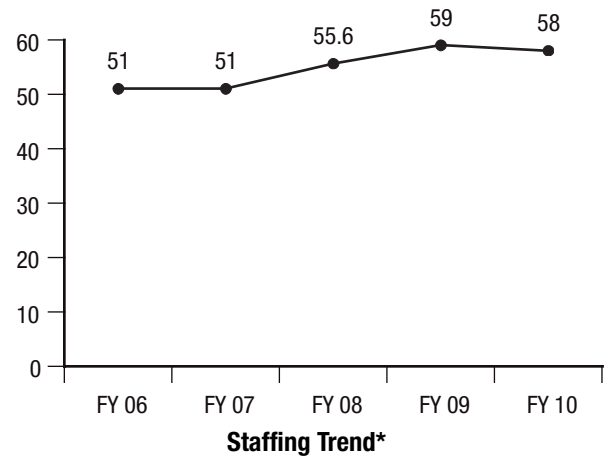
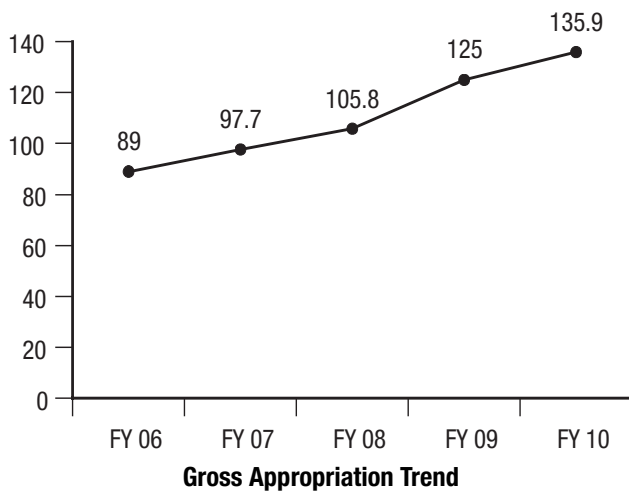
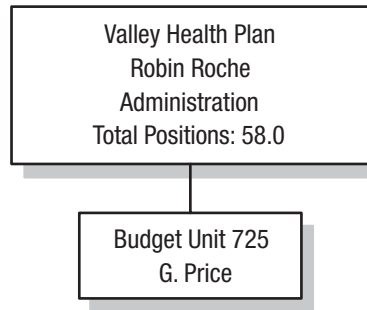
### CHIPS AB 75 Fund 0040 — Cost Center 7003 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>County Bonds Fund (Fund Number 0040)</b>			
FY 2009 Approved Budget	—	\$ 1,800,000	\$ 1,800,000
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 1,800,000	\$ 1,800,000
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 1,800,000	\$ 1,800,000





# Valley Health Plan



\*Authorized codes include 11.0 unfunded FTEs

Section 4: Santa Clara Valley Health & Hospital System



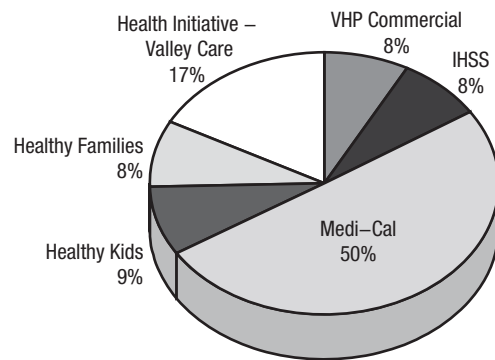
## Public Purpose

- ➔ Provide County health insurance option for county residents and employees which allows for County healthcare 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 Santa Clara County and administered by Santa Clara Valley Health and Hospital System. VHP offers commercial medical 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 our own local product for uninsured children, Healthy Kids. VHP has recently taken over the management of the Valley Care, a public program to expand coverage to previously uninsured up to the 200% of federal poverty level. As of February 2009, VHP manages more than 80,000 lives between the six product line, as shown below.



**Valley Health Plan Enrollment by Product Line as of February 2009**

The majority of service provided to VHP enrollees are provided by SCVMC. The VHP network also includes local community clinics, Santa Clara County Independent Practice Association, Stanford Medical Center, St Louise Hospital, Lucille Packard Children's Hospital, O'Conner Medical Center and other providers of health care for mental health, substance abuse, chiropractic, acupuncture, and related services.

## Current and Emerging Issues

In the proposed budget package for Public Health, VHP is looking to partner with Public Health to pilot programs designed to improve the underlying health status and thus reduce the demand for healthcare services by enrolled members.



## 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		■
Commercial Plan	No	Non-Mandated		■
Commercial IHSS and COA	No	Non-Mandated		■
Healthy Family	No	Non-Mandated		■
Healthy Kids	No	Non-Mandated		■

Impact on Current Level of Service:

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

## County Executive's Recommendation

### SCVMC T2010 Organization Structure Initiative

**Delete 1.0 FTE Senior Health Care Program Analyst:** The SCVMC T2010 Organization Structure Initiative incorporates deleting 1.0 FTE Senior Health Care Program Analyst from Valley Health Plan (VHP), while adding positions in different classifications in SCVMC. This new configuration will achieve the needed complement of skills and will provide the staff needed to fulfill the T2010 commitments now and in the future. The \$134,580 reduction in expenses for salaries and benefits in VHP allows for an increase in the existing

revenue transfer from VHP to SCVMC. That transfer is budgeted as a non-payroll expense in VHP, making the budgetary impact on VHP net zero.

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

**Total Cost: \$0**

### SCVMC-Valley Health Plan — Budget Unit 725 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
72501	Valley Health Plan Group Fund 0380	\$ 117,020,944	\$ 124,962,504	\$ 124,962,504	\$ 135,942,946	\$ 10,980,443	8.8%
<b>Total Net Expenditures</b>		\$ 117,020,944	\$ 124,962,504	\$ 124,962,504	\$ 135,942,946	\$ 10,980,443	8.8%

### SCVMC-Valley Health Plan — Budget Unit 725 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
72501	Valley Health Plan Group Fund 0380	\$ 117,020,944	\$ 124,962,504	\$ 124,962,504	\$ 135,942,946	\$ 10,980,443	8.8%
<b>Total Gross Expenditures</b>		\$ 117,020,944	\$ 124,962,504	\$ 124,962,504	\$ 135,942,946	\$ 10,980,443	8.8%



### SCVMC-Valley Health Plan — Budget Unit 725 Expenditures by Object

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 4,705,452	\$ 5,554,941	\$ 5,554,941	\$ 5,576,654	\$ 21,714	0.4%
Services And Supplies	112,315,492	119,407,563	118,407,563	130,366,292	10,958,729	9.2%
Operating/Equity Transfers	—	—	1,000,000	—	—	—
<b>Subtotal Expenditures</b>	117,020,944	124,962,504	124,962,504	135,942,946	10,980,443	8.8%
<b>Total Net Expenditures</b>	117,020,944	124,962,504	124,962,504	135,942,946	10,980,443	8.8%

### SCVMC-Valley Health Plan — Budget Unit 725 Revenues by Cost Center

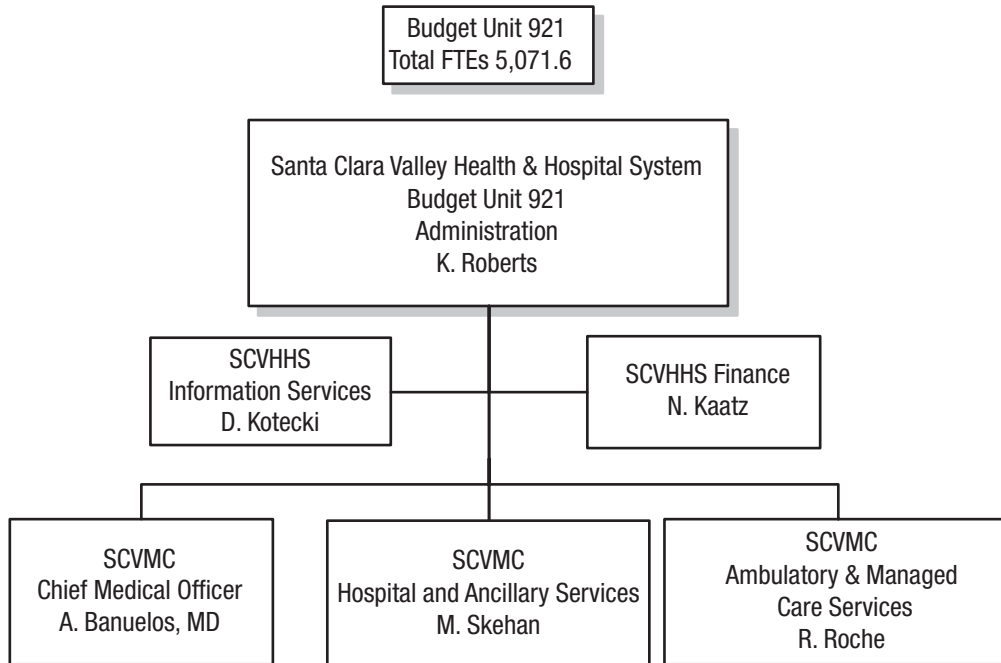
CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
72501	Valley Health Plan Group Fund 0380	\$ 119,283,713	\$ 124,962,504	\$ 124,962,504	\$ 135,942,946	\$ 10,980,442	8.8%
<b>Total Revenues</b>		\$ 119,283,713	\$ 124,962,504	\$ 124,962,504	\$ 135,942,946	\$ 10,980,442	8.8%

### Valley Health Plan Group Fund 0380 — Cost Center 72501 Major Changes to the Budget

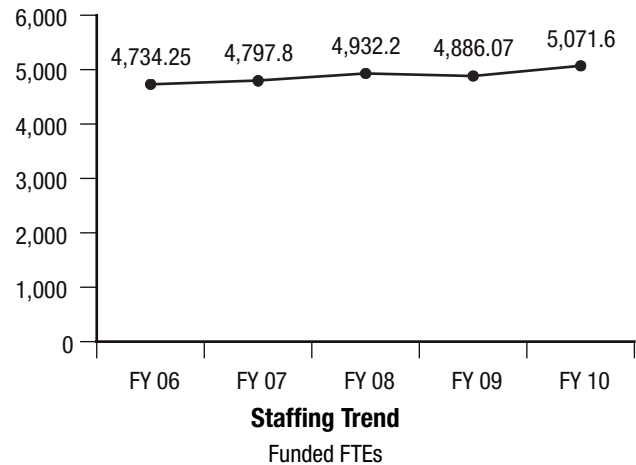
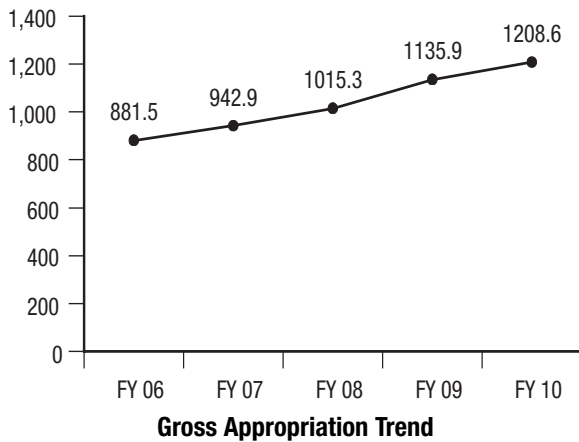
	Positions	Appropriations	Revenues
<b>VHP-Valley Health Plan (Fund Number 0380)</b>			
FY 2009 Approved Budget	59.0	\$ 124,962,504	\$ 124,962,504
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	156,294	—
Internal Service Fund Adjustments	—	205,082	—
Other Required Adjustments	—	10,619,067	10,980,442
Subtotal (Current Level Budget)	59.0	\$ 135,942,946	\$ 135,942,946
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Transfer Funds from Valley Health Plan to Public Health Department for SCVHHS System Investment	—	500,000	—
Decision Packages			
1. Valley Health Plan Adjustments Related to SCVMC T2010 Org Structure Initiative	-1.0	—	—
The SCVMC T2010 Org Structure Initiative incorporates deleting 1.0 FTE Sr. Health Care Program Analyst from Valley Health Plan (VHP), while adding positions in different classifications in SCVMC. This new configuration will achieve the needed complement of skills and will provide the staff needed to fulfill the T2010 commitments now and in the future. The \$134,580 reduction in expenses for salaries and benefits in VHP allows for an increase in the existing revenue transfer from VHP to SCVMC. That transfer is budgeted as a non-payroll expense in VHP, making the budgetary impact on VHP net zero.			
2. Adjust Appropriations for SCVHHS System Investment	—	(500,000)	—
This action reallocates \$500,000 in funding for contract services to Internal Services Expenses to allow for a transfer of funds from Valley Health Plan to the Public Health Department.			
Subtotal (Recommended Changes)	-1.0	\$ —	\$ —
<b>Total Recommendation</b>	58.0	\$ 135,942,946	\$ 135,942,946



# Santa Clara Valley Medical Center

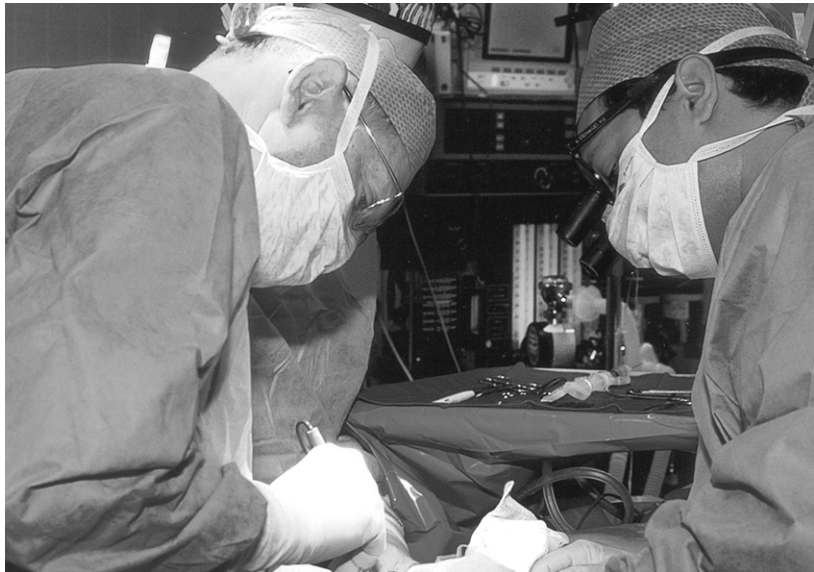


Section 4: Santa Clara Valley Health & Hospital System



## Public Purpose

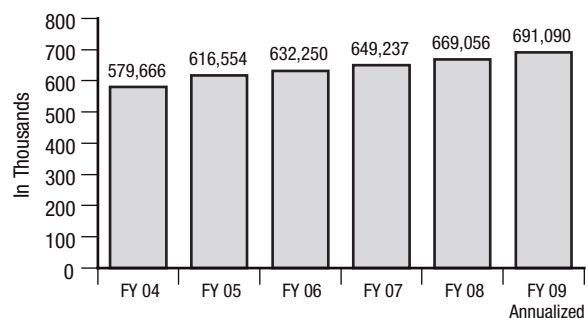
- ➔ Provide quality healthcare for all persons in Santa Clara County regardless of their ability to pay.



## 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 provides a range of inpatient and outpatient care to all residents of Santa Clara County regardless of ability to pay. Santa Clara Valley Medical Center is also the only medical center in the region that provides advanced services including a head trauma and spinal cord injury Rehabilitation Center, Regional Burn Center, High-Risk Maternity Program, and adult and pediatric Trauma Center. County voters demonstrated their strong belief in and support of SCVMC in November 2008 by overwhelmingly voting "yes" on Measure A, a general obligation bond initiative which will allow the hospital to meet state seismic requirements by rebuilding half of the patient beds and thus maintain the Burn and Trauma Centers that otherwise would have had to close by 2013.

Santa Clara Valley Medical Center is affiliated with nearby Stanford University School of Medicine, and with schools of nursing, allied health professional training and research centers in the San Francisco Bay Area. SCVMC also enjoys a fine reputation for carrying out its own medical education programs. These programs train future healthcare practitioners and thus address some of the current provider shortage, as well as enhance the quality of services provided at SCVMC and elsewhere. One in four physicians currently practicing in the County trained at SCVMC.



**Six-year Trended Outpatient Visits**

Valley Specialty Center opened in February 2009; it is a new 244,000-square-foot building on the Health and Hospital System's main campus providing appropriate space for 22 specialty clinics and associated special procedure areas and physician offices. VSC replaced scattered, outmoded space and expanded specialty-outpatient-care capacity. The program for the building includes four "centers of excellence," the Cancer, Cardiovascular, Chronic Care, and Neurosciences Centers.

Santa Clara Valley Medical Center is a critical component of our county's hospital system. SCVMC is the base-station hospital, providing medical expertise and consultation to ambulances throughout the county. The Trauma Center provides highest level of care and is San Jose's only pediatric trauma center. SCVMC's Burn-Trauma Center is one of only two Burn-Trauma centers

north of Los Angeles. The Obstetrics Department delivered 5,200 babies this year, and the Neonatal Intensive Care Unit will care for 700 high-risk newborns.

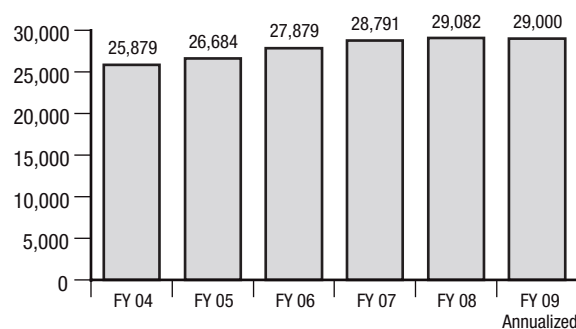
## Current and Emerging Issues

### Challenging Financial Climate

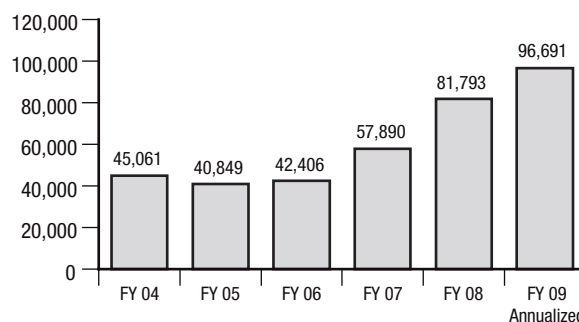
Over the past year, budget deficits have been headline news for various cities, California counties and for the State of California as a whole. These are clearly difficult times requiring continual creativity, resourcefulness and courage. The employees, physicians and leaders at Santa Clara Valley Medical Center remain steadfast in our commitment to provide safe, quality care to patients and clients who need and seek our services, while recognizing that Santa Clara County is also faced with ongoing deficits. SCVMC has been dealing with budget cuts every year since 2002, while also juggling increasing demands for the services provided. Every year, SCVMC has worked hard to generate new revenues and looked for new and better ways to provide services. SCVMC does all this to ensure maintenance of quality in care while meeting as much of the demand as possible. Because the majority of SCVMC's funding comes from government programs, reductions in State and Federal funding are of significant concern. State reductions in the Medi-Cal program directly impact payments for physician, outpatient hospital and inpatient services, as well as Medi-Cal managed care and Health Families capitation payments.

### Growing Demand for Service

Santa Clara County's medical system will continue to be challenged by an aging population, seeking needed health care services, from a limited number of healthcare providers. As can be seen in the charts below, the demand for SCVMC's inpatient and emergency services also continues to grow, further challenging our system.



Six-year Trended Patient Discharges



Six-year Trended Emergency Room Visits

### Transforming How SCVMC Provides Services

Transformation 2010, also known as "T2010," is SCVMC's initiative to achieve budget reductions by helping to evaluate, re-design and improve many clinical and operational processes and facilities and further support our goal of providing quality, safe care. Helping the hospital and its clinics adapt to a rapidly changing healthcare environment is the ultimate goal of the T2010 project. SCVMC engaged the help of a national health care consulting team (Deloitte Consulting) to support and facilitate this process that has the goal of identifying \$57 - \$107 million in financial improvement for the organization. SCVMC launched 16 different initiatives that have resulted in quantifiable decreased costs and improved revenues. Should the FY10 budget proposals be adopted by the Board of Supervisors, T2010 will have generated \$59.4 million in



savings in under two years, with more to be achieved. In addition, T2010 has enabled SCVMC to provide more services at lower cost.

The principles of T2010 have also begun to be applied across SCVHHS. Included in this year's budget proposal are a number of additional cross-SCVHHS initiatives, which aim to mitigate or even reverse some of the anticipated impacts of the FY 2009/2010 and prior budget reductions, and to invest in the community to resolve some of the underlying need. These efforts have been particularly important in Public Health and Mental Health where we have been able to restructure and at times move programs into SCVMC so as to draw down additional available resources or leverage similar services and thus preserve services and jobs.

### Assembly Bill (AB) X3 5

Assembly Bill (AB) X3 5 (Evans, Chapter 20, Statutes of 2009) includes the language to eliminate optional Medi-Cal benefits, scheduled to go into effect on July 1, 2009.

Section seven of AB X3 5 adopts Section 14131.10 of the Welfare and Institutions (W&I) Code to eliminate the following optional Medi-Cal benefits:

- Adult dental services
- Acupuncture services
- Audiology services
- Speech therapy services
- Chiropractic services
- Optometric and optician services, including services provided by a fabricating optical laboratory
- Podiatric services
- Psychology services
- Incontinence creams and washes

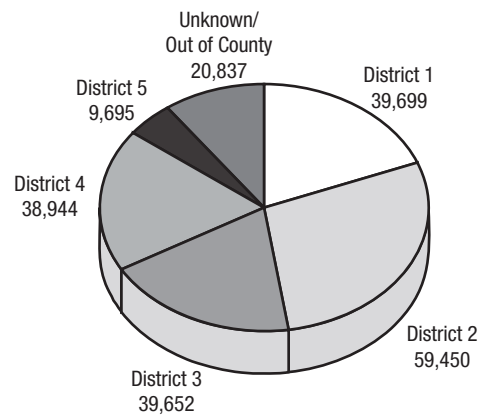
The estimated impact of AB X3 5 is a \$4.2 million reduction to SCVMC revenue. The FY 2010 Recommended Budget includes a specific reserve to mitigate this revenue loss (see Special Programs). SCVMC is reviewing the guidance that was sent recently by the State to better determine the actual scope of the service elimination and is determining the ramifications to other programs, such as the Ability to Pay Determination program, which currently follows Medi-Cal. SCVMC is also identifying options to retain revenue and continue services where possible.

### Medicaid Outpatient

The Medicaid Outpatient Rule change slated to go into effect July 1, 2009, will reduce SCVMC revenue by and estimated \$15 million. Congressional action is required to rescind the Rule Change.

As in the case of AB X3 5, the FY 2010 budget includes a specific reserve to mitigate this revenue loss (see Special Programs).

In summary, it should be noted that SCVMC's services are needed by patients from every area of the County – and beyond – as shown below.



**CY 08 Inpatient and Outpatient Unduplicated Patient Count by Supervisorial District**



## Proposals and Highlights

Name of Proposal	Highlights and Impacts	Impact on Current Level of Service
T2010 - Revenue Cycle Charge Capture Initiative	Increase net revenue by improved processes in targeted areas.	▣
T2010 - Physician Practice Management Initiative - Care and Capacity	Increase revenue by staffing the Medical Short Stay Unit and reducing the number of non-billable claims by 50%.	▣
T2010 - Physician Practice Management Initiative - Ambulatory	Increase net revenue by implementing improved processes that will net additional patient visits each year.	▲
Comprehensive Perinatal Services Program and NICU Follow Up	Redesigned staffing model in CPSP will net savings from position reductions while continuing to provide services.	▣
T2010 Ambulatory Initiative & Integrated Mental Health Services	Increase revenue reflected in the Mental Health Department due to expansion of Medical Home Model and favorable reimbursement rates in primary care clinic system.	▣
T2010 Perioperative Services Initiative	Increase cost savings due to reduced length of stays in the recovery unit where nurse to patient ratios are higher.	■
T2010 Emergency Services Initiative	Improvements in triage processes and adjusted staffing mix in the ED to better reflect patient needs will increase patient visits and increase net revenue.	▲
T2010 Ancillary and Support Services Initiative - Diagnostic Imaging	Position reduction to adjust staffing configuration will net a cost savings. On call hours will increase to insure minimal service impact.	■
T2010 Ancillary and Support Service Initiative - Respiratory Therapy	Adjustments in staffing levels from night to day and by demand will net savings in position reductions.	■
T2010 Ancillary and Support Service Initiative - Laboratory	Improvements in technology and staffing redesigns will reduce costs in the Laboratory along with increased revenue due to improved coding and documentation.	■
T2010 Ancillary and Support Service Initiative - Psychological Therapy Services	Reduction in budget for position costs will achieve cost savings with no negative impact to patient care.	■
T2010 Ancillary and Support Service Initiative - Therapy Services	Increase patient throughput to generate additional revenue and reduction of staff for net savings.	■
T2010 Ancillary and Support Services - Pharmacy	Increase in productivity due to use of technology advancements and streamlined processes has enabled the Pharmacy to cut back on staffing and increase productivity to net revenue.	▲
T2010 Ancillary and Support Services - Facilities	Savings generated from reduction of staff costs and transfers of staff to the SCVMC Capital fund.	■
T2010 Organizational Structure Initiative	Redesign and streamlining of management staff.	■
T2010 PMO Supported Initiatives - Quick Wins	Savings generated from negotiating lower fees and costs.	■
Medi-Cal Waiver	Changes in Medi-Cal Physician State Plan Amendment (MD SPA) will increase revenue by including inpatient costs for reimbursement under Medi-Cal.	■
FQHC Medi-Cal Revenue	Increase in revenue due to increase in Medi-Cal patient activity at Federally Qualified Health Centers.	■
Coverage Initiative	Increased revenue due to maximizing the full reimbursement available under the Federal program.	■
Outpatient MD State Plan Amendment (SPA)	Increase in revenue attributed to new reimbursements under the State Plan Amendment (SPA).	■
Managed Care Enrollment	Increase in revenue due to increase in Valley Health Plan managed care enrollees and rate increases.	■

Impact on Current Level of Service:

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



Name of Proposal	Highlights and Impacts	Impact on Current Level of Service
Med-Cal Managed Care Intergovernmental Transfer (IGT)	Increase in additional revenue due to the increased IGT which brings in State-matched dollars.	■
MMA 1011 Revenue Reduction	Reduced revenue due to non-renewal of federal program	▼
Charge Master Increases	Increase revenue due to annual charge increase by up to 10% to keep up with increasing costs.	■
Open Eleventh Operating Room	Cost neutral proposal to open an additional Operating Room to serve more patients.	▲
Ancillary Activity for VSC/New Clinics	Increase in positions to support anticipated increase in patient activity in Ancillary services. Revenue increase to support increased costs associated with position adds.	▲
Residents and Intern Staffing Mandates	New requirements from the Accreditation Council will require additional Resident positions. Revenue increase to support increased costs associated with position adds.	▲
Infection Control Nurse Manager Technical Adjustment	Add/Delete action to adhere to Joint Commission standards.	■
Phase II of A-EMR Implementation	Increase in positions due to implementation of the Ambulatory Electronic Medical Records system.	▲
Nursing Suicide Watch Sitter Mandates	Technical adjustment to add positions that are funded in the Current Level Budget.	■
Nursing Mandated Indirect Time Adjustment	Technical adjustment to add positions that are funded in the Current Level budget.	■
Staffing Adjustment	Net zero minor modifications in staffing.	■
Recognize ARRA-related revenues	Recognition of FMAP revenues helps the County to retain critical health and social service programs which would otherwise be reduced.	■
Use of Budget Reserves	Use of Enterprise Fund budget reserves allows the County to maintain a higher level of safety net services than would otherwise be possible without the use of these reserves.	■
Recognize RDA Revenues	Use of RDA revenues for SCVMC capital projects is a qualified use of those funds, allowing for a reduction in the General Fund grant.	■

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

## County Executive's Recommendation

The Santa Clara Valley Medical Center was assigned a \$60 million reduction target for FY 2010. After analysis of the budget proposal submitted by the department and consideration of alternative reductions, the Acting County Executive recommends the following actions, which will contribute to balancing the General Fund budget through a reduction to the General Fund subsidy to SCVMC.

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

Subsidy Component	Fiscal Year				
	2007	2008	2009	2010 Base	2010 Rec
VLF Revenue	\$57.3	\$67.4	\$60.9	\$53.0	\$53.0
Tobacco Settlement	\$12.0	\$12.0	\$12.0	\$12.0	\$12.0
Inmate Care at SCVMC	\$9.3	\$10.0	\$10.9	\$11.4	\$11.4
General Fund Grant	\$91.3	\$139.3	\$10.9	\$214.3	\$4.9
<b>Total Subsidy</b>	<b>\$169.9</b>	<b>\$228.7</b>	<b>\$94.7</b>	<b>\$290.7</b>	<b>\$81.3</b>
<b>Use of SCVMC Reserves</b>	<b>\$77.0</b>	<b>\$31.5</b>	<b>\$181.0</b>		<b>\$117.5</b>

a. \$ reflected in millions



## Summary of Actions Reducing the FY 2010 General Fund Subsidy to SCVMC

Basis for Reduction	Reduction Amount
<b>FY 2010 Reductions</b>	
SCVMC Reduction Plan	\$60,000,000
SCVMC Proposals Relating to Other SCVHHS Departments	\$959,789
Impact of County Executive Recommendations for other County Departments (ISF rate reductions)	\$5,753
<b>Subtotal Reductions</b>	<b>\$60,965,542</b>
<b>New Revenue</b>	
FY 2010 ARRA Revenue	\$24,255,000
RDA Revenue (for SCVMC capital needs)	\$6,700,000
<b>Subtotal New Revenues</b>	<b>\$30,955,000</b>
<b>Use of SCVMC Budget Reserves</b>	
Allows the General Fund to use one-time savings from reduced grant to support ongoing General Fund operations	\$66,800,000
Allows the General Fund to use one-time savings from reduced grant to cover the gap between General Fund one-time needs and General Fund one-time resources	\$50,741,000
<b>Subtotal Use of Budget Reserves</b>	<b>\$117,541,000</b>
<b>Total Reduction in General Fund Subsidy from FY 2010 Base</b>	<b>\$209,461,542</b>

### ■ T2010 Revenue Cycle-Charge Capture Initiative

**Recognize increased revenues and expenditures resulting in net savings:** The components of this recommendation include:

- Recognition of \$11,875,865 in new revenue
- Budget savings of \$241,493 through attrition, in the Patient Business Services Office to offset the addition of Financial Counselors approved in FY 2009
- The addition of 10.5 FTE new staff, with an increased expense of \$915,391, to continue to improve third party reimbursement and sustain the current results as recommended by the T2010 consultants

The objective of the Revenue Cycle-Charge Capture Initiative is to improve net revenues and accelerate cash flow while working with staff to further improve the organizational structure, not just in the Patient Business Services department, but across the organization and throughout the Revenue Cycle.

**Background:** SCVMC currently does extensive billing and collections for the hospital, clinics and physicians. Annually, more than 3 million bills totalling \$2.4 billion are submitted to private insurance companies, Medicare, Medi-Cal and other payers and patients. SCVMC is challenged to maximize efficiency and promote process improvement that will sustain financial improvements in the future. The Initiative addresses problems associated with four major components of the revenue cycle: Patient Access, Charge Capture, Denials Management, and Billing and Collections.

Through improvements in these systems and processes, the Revenue Cycle Team has reduced the backlog of accounts that were not billable due to deficient or missing information, improved timely billing and collection, increased cash flow and reduced denials for untimely billing through the creation of a Denials Management Unit (DMU). Other components of the Initiative include efforts to improve patient financial screening and registration accuracy through the creation of a Financial Clearance Center (FCC) and various system improvements. In addition, the charge capture team has worked with departments across the organization to identify areas where services were being provided but not charged for or where coding was not being captured at a specific enough level to secure higher reimbursement.

The teams associated with this initiative have identified and implemented opportunities that will result in excess of \$20 million in net revenue annually, nearly half of which was recognized during FY 2009. Additional benefits are anticipated for FY 2011, based on the work of the coding specialists which will be monitored and measured.

The following staffing adjustments are recommended:

Budget FTE Change	Job Code	Description	FY 2010 Budget Amount
8.00	NN12	Health Coding Specialist	\$666,667
1.00	C48	Revenue Control Analyst	\$84,010
1.00	B9E	Health Care Financial Analyst	\$84,010
0.50	P40	Pharmacist	\$80,704
<b>10.50</b>		<b>Total</b>	<b>\$915,391</b>



**Service Impact:** This recommendation adds capacity to existing staff levels in order to accomplish the work necessary to secure \$11.9 million of new revenue. The net savings of \$11.2 million provides a deficit solution that does not require service reductions.

**Total Ongoing Savings: \$11,201,967**

Increased Revenues: \$11,875,865

Increased Costs: \$673,898

### 2010 Care and Capacity Management Initiative - Hospitalists

**Recognize new revenue** generated by hospitalists (physicians who specialize in acute care and inpatient hospital management) at SCVMC.

**Background:** In December 2008, the Board of Supervisors approved the addition of 6.2 FTE hospitalists, allowing SCVMC to staff the new Medical Short Stay Unit (MSSU). The MSSU allows patients who need observation and/or very short hospital stays to be cohorted in one area so that the patients can receive the care needed and the providers can meet the very strict documentation requirements for the claims to be billed. The program has reduced the number of non-billable claims (bills) by 50%.

**Service Impact:** The recognition of new revenue provides a deficit solution that will allow other needed services to continue.

**Increased Revenue: \$2,104,628**

### 2010 Care and Capacity Management - Ambulatory Care

**Recognize increased revenues and expenditures resulting in net savings:** The components of this recommendation include:

- Recognition of \$8,400,000 in new revenue
- Increased non-payroll costs of \$300,000
- The addition of 41.8 FTE new staff with an increased expense of \$4,732,046

This proposal includes two interrelated efforts: 1) extending the Medical Home Model to 3 Valley Health Centers, and 2) aligning staffing in the clinics to industry practices using Medical Group Management Association data.

**Medical Home Model:** Nationally, the Medical Home Model is coming to the forefront as a solution for decreasing costs while improving patient access, health outcomes/quality and provider satisfaction. Results from experienced Medical Homes show a savings of approximately 10% of total costs.

However, there are upfront investments in expanding the care team in order for the principles of medical home to be fully actualized and the potential savings to be realized. Staff must be increased to manage the panel of patients through various interaction modes, individual/group face to face, E-mail and phone calls. Further, expansion of the Medical Home will facilitate the Mental Health Department (MHD) budget proposal to move behavioral health services into SCVMC settings. A grant from El Camino will offset most of the costs for expanding Medical Home.

**Alignment of Clinic Staffing:** The effort to realign providers with the right number and mix of staff improves the patient's care receiving experience and providers' care delivery experience. With the appropriate support staff, the providers can leverage their clinical expertise and high cost resource to meet the growing demand. Without the right support level, the clinic flow and cost per visit will be negatively impacted.

The following staffing adjustments are recommended:

Budget FTE Change	Job Code	Description	FY 2010 Budget Amount
4.00	D2E	Health Services Representative	\$315,888
(6.00)	D76	Medical Admin Asst II	(\$562,392)
(3.00)	D79	Medical Admin Asst I	(\$258,372)
2.50	D87	Medical Transcriptionist	\$211,230
5.76	H93	Medical Assistant	\$454,879
(2.00)	P41	Physician	(\$581,304)
(1.20)	P47	Optometrist	(\$148,492)
(0.50)	P85	Audiologist	(\$69,270)
6.00	S11	Asst Nurse Manager	\$1,244,076
2.00	S59	Nurse Practitioner	\$433,460
6.41	S75	Clin Nurse III	\$1,206,537
29.47	S85	Licensed Vocational Nurse	\$2,750,612
(1.03)	S89	Clinical Nurse I	(\$150,996)
(0.61)	S99	Per Diem Nurse	(\$113,810)
<b>41.80</b>		<b>Total</b>	<b>\$4,732,046</b>



**Service Impact:** By implementing the Medical Home and aligning the provider staffing model, Ambulatory care will be able to streamline work flows, resulting in staff reduction in Valley Connection and administrative support for the physician.

In addition, the efforts of the Care and Capacity Management Initiative will reduce the average length of stay for acute Medical/Surgical cases; however, the inpatient capacity created will be completely backfilled with additional inpatient admissions that will be generated from the opening of Valley Specialty Center. The additional 35,000 visits at VSC and regional clinics as well as the inpatient activities generated by VSC will generate revenue of \$6.4M.

**Total Ongoing Savings: \$3,367,954**  
 Increased Revenues: \$8,400,000  
 Increased Expenditures: \$5,032,046

**T2010 Ambulatory Care/Comprehensive Perinatal Services Program**

**Recognize new revenue and reduced expenditure reductions in the Perinatal Services Program:** The components of this recommendation include:

- Recognition of \$200,000 in new revenue
- A net reduction of 8.84 FTE for savings of \$1,319,131
- Other increased expenditures of \$199,067

The proposal will redesign how the Comprehensive Perinatal Services Program (CPSP) and NICU follow-up visits will be provided by SCVMC and Public Health Nurses (PHNs).

Using external benchmarks, SCVMC will change the staffing mix for this program and reduce positions, while maintaining the access and scope of services available to the patients. The following staffing adjustments are recommended:

Budget FTE Change	Job Code	Description	FY 2010 Budget Amount
1.00	H30	Health Center Manager	\$232,236
0.50	H93	Medical Assistant	\$39,486
(1.00)	J26	Health Education Specialist	(\$122,524)
(2.00)	J27	Health Education Associate	(\$207,048)
(1.00)	R24	PH Nutritionist	(\$103,092)
(1.00)	R2L	Clinical Dietician II	(\$115,884)
(6.34)	S39	Nurse Coordinator	(\$1,259,035)
1.00	S59	Nurse Practitioner	\$216,730
<b>(8.84)</b>		<b>Total</b>	<b>(\$1,319,131)</b>

PHNs will provide CPSP through home visits. While in the home providing care to the moms, the PHNs can also assess the needs of the babies, including those discharged from the NICU. After the mom's eligibility for CPSP ends, the PHNs can refer both the moms and babies who need continued follow-up to the NICU nurse practitioner who can bill for these services.

**Service Impact:** This collaborative effort between SCVMC and the Public Health Department offsets reductions in Public Health that would otherwise be necessary to meet the assigned budget reduction target. Services to CPSP clients are maintained.

**Total Ongoing Savings: \$1,320,064**  
 Increased Revenue: \$200,000  
 Reduced Expenditures: \$1,120,064  
 Ongoing Savings of \$1,300,000 is shared with Public Health Department

**T2010 Ambulatory Care/Mental Health Integrated Model**

**Recognize new revenue of \$5,280,676** resulting from the Ambulatory Care & Integrated Mental Health Services Initiative and transfers that revenue to the Mental Health Department.

**Background:** On April 21, 2009, the Board of Supervisors approved the Mental Health Department's proposal to use the Medical Home model in a collaborative effort with Ambulatory Care.

The new Medical Home model will provide service at North County and East Valley as well as modify services at South County. A \$5,280,676 increase in net patient will be transferred from SCVMC to the Mental Health Department. (See discussion in the Mental Health Department)





**Service Impact:** The new model of service delivery will provide critical mental health service capacity to the community, avoiding the loss of services to approximately 1,600 clients in the mental health system. In addition, clients will receive one-stop integrated medical and behavioral health care, and, County health clinics will gain an ongoing behavioral health component as part of the service delivery model.

**Net Savings to SCVMC: \$0**  
 Increased SCVMC Revenue of \$5,280,676 is transferred to the Mental Health Department

**T2010 Perioperative Services Initiative**

**Reduce 10.3 FTE in Perioperative Services** resulting in savings of \$1.1 million.

Patients will be moved more quickly into areas with a lower nurse-to-patient staffing ratio. The patients' reduced length of stay in the recovery unit reduces the need for staff in this area. In addition, this Initiative will improve productivity of staff in the Post Anesthesia Care Unit (PACU) and in the Ambulatory Surgical Unit, and will reduce Sterile Processing staff.

Budget FTE Change	Job Code	Description	FY 2010 Budget Amount
1.00	G50	Info Systems Tech I	\$106,452
(1.00)	G66	Operating Room Storekeeper	(\$77,784)
(1.00)	G81	Storekeeper	(\$76,620)
(4.00)	S68	Central Supply Tech I	(\$297,840)
(3.30)	S75	Clinical Nurse III/II/I	(\$574,103)
(1.00)	S85	Licensed Vocational Nurse	(\$93,336)
(1.00)	S93	Hospital Services Asst II	(\$77,784)
<b>(10.30)</b>		<b>Total</b>	<b>(\$1,091,015)</b>

**Service Impact:** The current level of service will be managed with fewer staff.

**Total Ongoing Savings: \$1,091,015**

**T2010 Emergency Services**

**Increase staff by a net 4.15 FTE with an increased expense of \$407,641.** By improving triage processes, adjusting the staff mix to better reflect patient care needs, and adjusting shifts to mirror patient demands (times of day), the Emergency Department will be able to treat

19,000 more patients while reducing overhead costs for each patient seen by \$18-47, depending on treatment provided.

For comparison sake, when San Jose Medical Center closed, SCVMC expected to see 12,000 more patients in the Emergency Department (plus more trauma patients and others throughout the hospital). Over \$15 million in staff was approved to accommodate the increase. Through the T2010 efforts, the Emergency Department will be able to accommodate more patients with a modest increase in costs.

Budget FTE Change	Job Code	Description	FY 2010 Budget Amount
1.00	C60	Admin Assistant	\$70,410
(5.10)	D02	Medical Unit Clerk	(\$402,757)
1.00	J78	Health Info Tech	\$69,610
2.15	S75	Clinical Nurse III/II/I	\$326,572
4.40	S85	Licensed Vocational Nurse	\$342,232
(2.10)	S91	Emergency Room Tech	(\$172,166)
2.80	S95	Hospital Services Asst I	\$173,740
<b>4.15</b>		<b>Total</b>	<b>\$407,641</b>

**Service Impact:** A increase of 19,000 patients will be accommodated with minimal addition of staff.

**Net Positions Added: 4.15**  
**Net Ongoing Costs: \$407,641**

**T2010 Ancillary and Support Services - Diagnostic Imaging**

**Delete 0.5 FTE Sr. Nuclear Medical Technician and increase on-call hours** to adjust the staffing configuration to patient demand (which varies day to day) in the Diagnostic Imaging Department.

**Service Impact:** Patients will be seen when they need care with an overall cost savings.

**Ongoing Savings: \$123,308**

**T2010 Ancillary and Support Services - Respiratory**

- Delete 1.01 FTE Central Supply Technician and 2.7 FTE Respiratory Care Practitioner for savings of \$408,179



- Reduce expenses for maintenance and supplies based on revised equipment maintenance contracts and revised treatment protocols for savings of \$301,854

**Service Impact:** Patients will be seen when they need care with an overall cost savings.

**Ongoing Savings: \$710,033**

### T2010 Ancillary and Support Services - Laboratory

**Recognize new revenue and a net reduction of 8.14 FTE in the Laboratory.** Improved coding and documentation results in increased revenue of \$500,000 for laboratory services.

Additionally, through improvements in technology and redesigns associated with T2010, the Laboratory will utilize staff more appropriate to future work needs (through a skill mix change) at lower cost. The following staffing changes are recommended:

Budget FTE Change	Job Code	Description	FY 2010 Budget Amount
(12.14)	R1F	Sr. Clinical Lab Scientist I	(\$1,553,785)
(1.00)	R74	Medical Lab Assistant II	(\$164,616)
5.00	R7G	Medical Lab Tech	\$438,925
<b>(8.14)</b>		<b>Total</b>	<b>(\$1,279,476)</b>

**Service Impact:** The current level of service will be maintained at a lower net cost

**Total Ongoing Savings: \$1,779,476**  
 Increased Revenue: \$500,000  
 Reduced Expenditures: \$1,279,476

### T2010 Ancillary and Support Services - Psychology Therapy

Delete 1.0 FTE Sr. Hospital Clinical Psychologist.

**Service Impact:** The current level of service will be maintained at a lower cost.

**Ongoing Savings: \$162,658**

### T2010 Ancillary and Support Services - Therapy

The following staffing reductions are recommended:

Budget FTE Change	Job Code	Description	FY 2010 Budget Amount
(7.00)	R11	Physical Therapist I	(\$907,284)
(3.50)	R1A	Occupational Therapist I	(\$453,642)
(0.50)	R1D	Recreational Therapist I	(\$54,792)
(0.50)	R2C	Occupational Therapist Asst	(\$50,124)
(2.50)	R38	Speech Pathologist I	(\$337,800)
<b>(14.00)</b>		<b>Total</b>	<b>(\$1,803,642)</b>

Each therapist will increase the number of patients they can bill for each day, improving throughput and revenue generation.

**Service Impact:** The current level of service will be maintained with fewer staff at a lower cost.

**Ongoing Savings: \$1,803,642**

### T2010 Ancillary and Support Services - Pharmacy

**Recognize new revenue and increased costs with a net savings of \$1,554,278.** Components of this recommendation include:

- A net increase of 15.55 FTE, including moving the PH Pharmacist to SCVMC half time, with an increased cost of \$1,545,722
- Increased revenue of \$3,100,000

The outpatient pharmacies have increased the use of robots to fill prescriptions, accommodating additional mail orders so patients don't have to come in to refill prescriptions. The pharmacy will accommodate 35,000 more patient visits and fill over 70,000 more prescriptions in Valley Specialty Center (VSC).

While T2010 efforts have increased productivity, additional volume and mandated medication administration checking have created a new work load. The following staffing adjustments are recommended to address this workload:



Budget FTE Change	Job Code	Description	FY 2010 Budget Amount
11.40	R29	Pharmacy Tech	\$735,072
5.00	R27	Pharmacist	\$717,200
0.65	P40	Pharmacist Specialist	\$116,867
0.50	R26	Asst Dir, Pharmacy Svcs	\$122,171
(2.00)	W67	Graduate Intern Pharmacist	(\$145,588)
<b>15.55</b>		<b>Total</b>	<b>\$1,545,722</b>

**Service Impact:** The increased demand for service will be met with a net reduction in cost.

**Total Ongoing Savings: \$1,554,278**

Increased Revenue: \$3,100,000

Increased Expenditures: \$1,545,722

## T2010 Ancillary and Support Services - Facilities

**Reduce expenditures for salaries and benefits and contracts.** Components of this recommendation include:

- Net reduction of 4.0 FTE resulting in savings of \$421,752
- Reduced expenses for contract services resulting in savings of \$623,650

Budget FTE Change	Job Code	Description	FY 2010 Budget Amount
(1.00)	C60	Admin Assistant	(\$84,492)
(1.00)	G28	Info Systems Analyst II	(\$133,908)
(1.00)	M47	General Maint Mechanic II	(\$87,468)
(1.00)	N95	Sr Hospital Stationary Engineer	(\$115,884)
<b>(4.00)</b>		<b>Total</b>	<b>(\$421,752)</b>

**Service Impact:** The current level of service will be maintained at a reduced cost.

**Ongoing Savings: \$1,045,402**

## T2010 Organization Structure Initiative

**Approve staffing adjustments** which will result in streamlined reporting relationships to facilitate alignment of management functions while reducing management FTEs across the organization.

Additional resources are needed to continue the T2010 Project Management Office, to manage and sustain the initiatives now that the consulting staff have left and to develop new initiatives to meet upcoming budget reductions.

In addition to the staffing adjustment recommended here, two positions (1.0 Director, Community Outreach and 1.0 Prevention Analyst II) are recommended for deletion in Community Health Services and 1.0 Sr. Health Care Program Analyst is recommended for deletion in Valley Health Plan.

Budget FTE Change	Job Code	Description	FY 2010 Budget Amount
(1.00)	A45	Administrator Satellite Clinic	(\$154,450)
(1.00)	A92	Director FQHC	(\$199,870)
(3.00)	B5X	Health Care Program Analyst II	(\$367,704)
(1.00)	B9D	Health Care Financial Analyst I	(\$105,456)
1.00	B9F	Sr. Health Care Financial Analyst	\$112,150
3.00	C13	Health Services Business Development Analysts	\$357,210
(2.00)	C59	Ambulatory Services Program Manager	(\$319,412)
(1.00)	C60	Administrative Assistant	(\$84,492)
2.00	D09	Office Specialist	\$128,660
(1.00)	D79	Medical Admin Assistant	(\$86,124)
(1.00)	D96	Accountant Assistant	(\$84,492)
(1.00)	D97	Account Clerk II	(\$78,096)
1.00	F86	Mgmt Info Systems Analyst II/I	\$106,550
(3.00)	G68	Mgmt Info Systems Mgr II	(\$522,614)
1.00	NN13	Director, Care Continuum Performance, Analysis & Support	\$179,706
1.00	NN14	Director Patient Access	\$159,708
1.00	NN15	Director, AMC Financial Services & Operations Support	\$242,294
1.00	NN16	Director, Primary & Community Health Svcs	\$242,294
4.00	NN17	Mgmt Info Systems Mgr III	\$610,237
(1.00)	R83	Supv Diagnostic Imaging Tech	(\$177,718)
(2.00)	S11	Asst Nurse Manager	(\$414,692)
2.00	S75	Clinical Nurse III/II/I	\$364,546
0.50	S90	Director, Mental Health Nursing	\$102,911
(1.00)	W71	Sr Health Care Program Analyst	(\$134,580)





Budget FTE Change	Job Code	Description	FY 2010 Budget Amount
1.00	Z1C	Decision Support Manager	\$136,488
		Other payroll expense	\$286,432
<b>(0.50)</b>		<b>Total</b>	<b>\$299,486</b>

**Service Impact:** The new staffing configuration will achieve the needed complement of skills and will provide the staff needed to fulfill on the T2010 commitments now and in the future. The positions will support business, clinical and quality analyses and information management.

**Net Ongoing Cost: \$164,906**

Increased Revenue: \$134,580  
Increased Expenditures: \$299,486

### T2010 PMO Supported Initiatives - Quick Wins

**Reduce various non-payroll expenses** by negotiating lower software license fees, lower linen costs and implementing catering policy changes.

**Service Impact:** The current level of service will be maintained at a lower cost.

**Ongoing Savings: \$213,939**

### Revenue Adjustments - Medi-Cal Waiver

Through extensive work with the State Department of Health Care Services, the Physician State Plan Amendment (MD SPA) was approved by Centers for Medicare and Medicaid Services. This allows for the inclusion of inpatient Medi-Cal physician costs as hospital costs under the Medi-Cal waiver, which allows SCVMC to claim Certified Public Expenditures for the unreimbursed cost of Medi-Cal physician services and receive Federal Financial Participation.

**Service Impact:** There is no direct service impact associated with this proposal. Reimbursement is secured for services provided. This increased revenue reflects significant additional funding for work done over the past few years to secure passage of the MD SPA.

**Ongoing Revenue: \$6,500,000**

### Revenue Adjustments - FQHC Medi-Cal

In the past year, SCVMC has been able to see more Medi-Cal patients in the Federally Qualified Health Centers (FQHC), generating additional revenues.

**Service Impact:** There is no direct service impact associated with this proposal.

**Ongoing Revenue: \$5,400,000**

### Coverage Initiative

Valley Care enrollment has reached 12,500 enrollees (the number included in our application to the State) and can now maximize the full amount of reimbursement available. By claiming the remaining \$5.9 million (the maximum allowed under the federal program), SCVMC will receive the full \$20 million available. In addition, there are approximately 500 Valley Care enrollees who would benefit from mental health services, thus SCVMC will contract with MHD.

**Service Impact:** There is no direct service impact associated with this proposal. Valley Care allows the County to receive partial reimbursement for care provided to qualified unsponsored clients whom it received no payment for in the past.

**Ongoing Savings: \$4,866,000**

Increased Revenue: \$5,900,000  
Increased Contract Costs with MHD: \$1,034,000

### Outpatient MD State Plan Amendment (SPA)

Outpatient physician costs for Medi-Cal patients are now reimbursable under the MD SPA (see Medi-Cal Waiver). These are separately reimbursable from inpatient costs as they are not counted in the Medi-Cal Waiver calculations. SCVMC can claim Certified Public Expenditures for the unreimbursed cost of Medi-Cal physician services in the outpatient hospital settings and receive Federal Financial Participation.

**Service Impact:** There is no direct service impact associated with this proposal; it provides reimbursement for services provided. It recognizes significant additional funding for work done over the past few years to secure passage of the MD SPA.

**Ongoing Revenue: \$800,000**

## Managed Care Enrollment

Additional net revenue from enrollment and rate increases for Valley Health Plan managed care members can be recognized within SCVMC to provide patient services. A portion of the increased revenue will pay for eligibility assistance work conducted within the Health and Hospital System; over half of SCVMC's Financial Counseling staff are budgeted in BU 418. In addition, VHP expects to increase out of network service payments as enrollment and costs increase.

**Service Impact:** There is no direct impact on services but the additional revenue will help keep services available to patients.

### Ongoing Savings: \$6,281,295

Increased Revenue: \$12,991,389  
Increased Expenditures: \$6,710,094

## Medi-Cal Managed Care Intergovernmental Transfer (IGT)

Through the use of Intergovernmental Transfers, County funds can be used as state match to bring in Federal Financial Participation to increase Medi-Cal managed care payments to Santa Clara Family Health Plan and Blue Cross for payment for services to SCVMC. This is a new program that SCVHHS helped to develop and implement.

**Service Impact:** By bringing additional revenues of \$6.4 million in to the county, SCVMC can continue providing the current level of services to patients.

Ongoing Revenue: \$6,400,000

## MMA 1011 Revenue Reduction

On December 8, 2003, the president signed into law the Medicare Prescription Drug, Improvement and Modernization Act of 2003 (Pub. L. 108-173) (MMA), which included Section 1011, Federal Reimbursement of Emergency Health Services Furnished to Undocumented Aliens. Section 1011 provided \$250 million a year for federal fiscal years 2005-2008 for payments to eligible providers. It was not renewed by Congress. A 0.5 FTE Sr. Health Care Program Analyst was added to Patient Business Services to help complete the necessary provider applications, claim forms and keep complete audit files. The position was

never filled and since the program has not been renewed, the position is being deleted along with the budgeted revenues. As the MMA was not continued, SCVMC will lose \$1.9 M in reimbursement for services provided and will have to delete a 0.5 FTE Sr. Health Care Program Analyst vacant position associated with the program.

**Service Impact:** There is no direct impact with this reduction though it required other revenues be generated to continue providing the current level of service.

### Ongoing Cost: \$1,832,710

Reduced Revenue: \$1,900,000  
Reduced Expenditures: \$67,290

## Charge Master Increase

The Charge Master contains all billing codes and associated charges so that services provided can be billed in accordance with extensive and complex federal and state requirements. The current Charge Master for SCVMC has over 58,000 items. Annual increases to charges are required to keep up with cost increases. Increases are built into insurance contract assumptions so must be enacted to retain reimbursement owed to SCVMC.

**Service Impact:** There is no direct impact associated with this proposal; but, it does allow SCVMC to be reimbursed to the extent allowable. Not increasing charges would result in decreased net revenue from insurance contracts.

Ongoing Revenue: \$7,513,274

## Open Eleventh Operating Room

**Open the Eleventh Operating Room:** Add 1.0 FTE Physician (Anesthesiologist) for obstetrical and urgent surgical cases, with a focused effort to increase the number of insured patients. Additional revenue producing procedures will be supported with the addition of 1.0 FTE Physician position.

**Service Impact:** By opening the 11th OR, SCVMC will be able to treat patients more quickly and provide better patient care, in response to increased demand.

**Ongoing Cost: \$0**  
 Increased Revenue: \$389,648  
 Increased Expenditures: \$389,648

**Ancillary Volume for Valley Specialty Center and New Clinics**

**Add 14.65 FTE and increase revenues and expenditures with no net fiscal impact** for the new clinics in South County and Sunnyvale.

Valley Specialty Center will allow for an increase of 35,000 additional visits. Ancillary services, including Laboratory services, will be increasing with the opening of Valley Specialty Center and the new clinics. Cytology (i.e., pap smears) and Flow Cytometry (i.e., bone marrow evaluations and tumor diagnosis markers) are all currently contracted out at a cost of greater than \$1 million.

By providing some of the services at SCVMC, cost savings will more than cover the increased payroll expense. In addition, the additional visits will require general Laboratory, Diagnostic Imaging, and Medical Record staffing increases. Due to the increase in medical exam rooms and increased visits, medical supply distribution and laundry service workers are needed to meet the demand and provide inventory control.

Also, as the new buildings in South County and Sunnyvale are larger, additional security staff are needed.

Budget FTE Change	Job Code	Description	FY 2010 Budget Amount
1.00	D2E	Health Services Representative	\$78,972
3.00	G82	Stock Clerk	\$218,592
1.00	H84	Laundry Worker II	\$71,796
1.00	H86	Laundry Worker II	\$69,480
1.50	Z68	Health Info Clerk - U	\$362,912
1.00	P41	Pathologist	\$135,808
1.75	R74	Medical Lab Assistant II	\$279,384
2.10	R88	Diagnostic Imaging Tech	\$157,757
2.30	U98	Security Guard	\$107,694
<b>14.65</b>		<b>Total</b>	<b>\$1,482,395</b>

**Service Impact:** An additional 35,000 patient visits will be accommodated at minimal cost.

**Ongoing Cost: \$0**  
 Increased Revenue: \$1,482,395  
 Increased Expenditures: \$1,482,395

**Residents and Intern Staffing Mandates**

**Add 3.0 FTE to meet resident and intern staffing mandates.** Due to requirements from the Accreditation Council for Graduate Medical Education (ACGME), there are new limits set on the hours residents can work. One resident needs to be added in OB-Gyn and two residents are required for Adult Medicine. Increased visits will generate patient revenue to offset this cost. This proposal will add 3.0 FTE Resident positions.

**Service Impact:** Patients will be able to be treated when needed.

**Ongoing Cost: \$0**  
 Increased Revenue: \$324,576  
 Increased Expenditures: \$324,576

**Infection Control Staffing Adjustment**

**Delete 1.0 FTE Infection Control Supervisor and add 1.0 FTE Infection Control Nurse Manager.** Due to The Joint Commission standards (formerly JCAHO), SCVMC is required to maintain certain infection control standards. This add / delete will bring SCVMC up to the same standard as most organizations in this vital area.

**Service Impact:** No patient care impact.

**Ongoing Savings: \$24,886**

**Ambulatory Electronic Medical Record Implementation (A-EMR) - Phase II**

**Increase staff and expenditures for salaries and benefits** for implementation of Ambulatory Electronic Medical Records.

Leveraging information systems and technology is a key element of being able to accommodate demand and the increased regulatory requirements in healthcare while reducing costs. Additional staff is required to support the devices now installed in the exam rooms at the new



locations (i.e., VSC, Gilroy, Sunnyvale) and the 48 Citrix servers, and to support the AEMR application. This proposal will add the following positions:

Budget Change	FTE	Job Code	Description	FY 2010 Budget Amount
2.00		B3V	Sr. Mgmt Info Systems Analyst	\$229,136
2.00		G14	Info Systems Manager I	\$257,417
1.00		G28	Info Systems Analyst II	\$111,590
3.00		G29	Info Systems Analyst I	\$300,630
<b>8.00</b>			<b>Total</b>	<b>\$898,773</b>

**Service Impact:** SCVMC will be able to fully implement an electronic medical record for all clinic patients.

**Ongoing Cost: \$898,773**

### Inpatient Suicide Watch Mandate Adjustment

**Add positions to meet inpatient suicide watch mandates in the Barbara Arons Pavilion.** When patients are determined to be a serious suicide risk they are required to be placed on a 1:1 constant observation in the psychiatric department (Barbara Arons Pavilion), the expected standard of psychiatric care.

Funding for this mandated level of staffing was included in the SCVMC FY 2010 base or Current Level Budge. No additional funding is required, but 10.0 FTE Hospital Service Assistant positions must be added to the Salary Ordinance to meet the mandate. Without the creation of new positions, SCVMC would have to rely on extra help and overtime to assure the required level of staffing.

**Service Impact:** Improved patient safety and compliance with staffing mandates.

**Ongoing Savings: \$24,886**

### Nursing Mandated Indirect Time Adjustment

**Add 15.0 FTE Clinical Nurse positions** to allow appropriate staffing levels for compliance with the County's current bargaining unit agreements related to education leave.

Licensed nurses (RNs and LVNs) are allowed forty hours a year, prorated for their FTE status, to be used as education leave. This benefit is not new. However, new

provisions in the RNPA contract coupled with requirements associated with magnet designation are expected to result in an increased utilization of the education leave benefit. This budget recommendation includes 60% of the total allowable amount. The specific contract references are RNPA MOU, section 11.6a, SEIU MOU, section E7a) Educational Leaves for LVNs and Physician Assistants.

Effective November 5, 2007, two provisions were added to the RNPA contract regarding education leave for home study (Section 11.6j) and annual certification pay for qualified nurses. Continuing education in the area of specialization is required for all professional certification. Certification through the Association of Nurse Credentialing Center (ANCC) requires each nurse to obtain 150 CEUs in their specialty area over a five year period. A minimum of 30% of registered nurses must be certified in order for SCVMC to meet the magnet designation requirement for professional certification; SCVMC is currently at 10%. A great deal of energy and effort is going into motivating staff to pursue certification.

Funding for this staffing increase was included in the SCVMC FY 2010 base or Current Level Budge. No additional funding is required, but 15.0 FTE Clinical Nurse positions must be added to the Salary Ordinance to meet the mandate. Without the creation of new positions, SCVMC would have to rely on extra help and overtime to assure the required level of staffing to backfill staff on educational leave.

**Service Impact:** Improved patient safety and compliance with bargaining unit agreements.

**Ongoing Cost: \$0**

### Staffing Adjustment

**Add 0.5 FTE Health Services Representative and 0.2 FTE Security Guard** to better align the budget with department activities. Increased payroll costs are offset by a reduction in contract expenses.

**Service Impact:** No patient care impact.

**Ongoing Cost: \$0**



## Intra-Agency Expenditure Adjustments

**Reduce Pharmacy Expenditures in Custody Health:** This proposal will reduce \$200,000 in funding for pharmaceutical expenses due to purchase of medications through 340B pricing. The Custody Health Services Pharmacy became eligible for 340B pricing in July 2008. With 340B pricing, drug expenditures drastically declined due to the low cost of drugs purchased through this program. These savings will continue in FY 2010 in an amount of \$200,000 reflected in the Custody Health budget, BU 414.

**Service Impact:** There will be no reduction or change in inmate access to medications.

**Ongoing Savings: \$0**

Reduced Ongoing Expenditure: \$200,000  
 Reduced Ongoing Reimbursement: \$200,000  
 Savings of \$200,000 reflected in Custody Health Budget BU 414

**Eliminate Over The Counter Medication (OTC) Delivery Method for Indigent Inmates:** This proposal will reduce \$141,907 in funding for medical supplies expenses by eliminating the provision of OTC medications to indigent inmates through the Jail Commissary.

A small supply of OTC is available in the Jail Commissary for inmates to purchase. Indigent inmates may access these medications free of charge. The OTC medications are supplied to the Jail Commissary by the vendor which has been awarded the Commissary contract by the Department of Correction. Medications accessed by indigent inmates are then charged back to Children's Shelter and Custody Health Services (CSCHS).

In FY 2008 there were a total of 133,998 indigent inmate purchases of OTC medications at a cost of \$141,907. Instead, these medications will be purchased by the Custody Pharmacy Department through the 340B program for 10% of the cost that the Jail Commissary vendor purchases them. Thus, by eliminating the indigent OTC medications from the Commissary, a savings of \$141,907 in drug costs can be achieved.

**Service Impact:** The proposal has no negative impact on direct client services. The indigent inmates will continue to have access on a daily basis to the OTC medications from the nursing staff instead of through the Jail Commissary.

**Ongoing Savings: \$0**

Reduced Ongoing Expenditures: \$141,907  
 Reduced Ongoing Reimbursement: \$141,907  
 Savings of \$141,907 reflected in Custody Health BU 414.

**Reduce Staffing in Juvenile Hall:** Convert 1.0 FTE to 0.5 FTE Physician position and increase \$75,000 in funding for Extra Help Services for Juvenile Hall Pediatric Services in Custody Health Services, BU 414.

The Juvenile Hall Medical Director currently occupies a 0.5 FTE position and the workload is supplemented through the use of a well-credentialed, extra help Pediatrician with vast experience in Detention Medicine. Recruitment of qualified Pediatricians to work in Correctional Health Care is extremely difficult, thus the current arrangement of a half-time, coded physician and an extra help physician meets the professional needs of the physicians, provides quality health care services to the wards, and achieves a significant budget reduction for the County. The proposal recognizes the current work configuration and reconciles the budget to actual experience.

**Service Impact:** The proposal has no impact on direct client services. There will be no reduction in Pediatric Services to minors detained at Juvenile Hall as services will be provided by the part-time Physician and extra help personnel.

**Total Ongoing Savings: \$0**

Reduced Ongoing Expenditures: \$62,280  
 Reduced Ongoing Reimbursement: \$62,280  
 Savings of \$62,280 reflected in Custody Health, BU 414

**Increase Stroke Care Designation Fees:** This proposal increases revenues in the Public Health Department by increasing stroke center designation fees from \$5,000 per hospital to \$8,000 per hospital, equaling the fees to those for cardiac care designation totalling \$24,000.

The EMS Agency has a diverse revenue funding stream that includes provider fees, grants, SB 12/Maddy Fund, specialty care designation fees (Stroke Care, Cardiac/STEMI Care, and Trauma Care) and the EMS Trust Fund allocations. The EMS Agency designates hospitals for specialty care functions, for a fee to the



hospital, including that of the SCVMC stroke center. This action will increase the cost of this special designation to SCVMC by \$3,000.

**Ongoing Costs: \$3,000**

**Revenue and Reimbursement Adjustments for PACE Clinic:** This proposal will reduce \$175,000 in Medi-Cal revenue in Community Health Services BU 418 and increase \$175,000 in reimbursement from SCVMC. In FY 2008, the PACE Clinic proposed applying for Federally Qualified Health Center (FQHC) designation to increase its Medi-Cal reimbursement. However, upon further analysis, the pursuit of this status results in a net reduction in revenue that SCVMC has been receiving on behalf of PACE. Therefore, FQHC status will no longer be pursued. To appropriately budget the reimbursement as it relates to the service delivery, PACE will receive \$175,000 in reimbursement from SCVMC.

**Service Impact:** The proposal has no impact on direct client services. Services are continued to be provided at the current level by PACE Clinic.

**Total Ongoing Savings: \$0**

Increased Expenditure: \$175,000  
Increased Revenue: \$175,000

## Recognize Revenue Related to ARRA

**Recognize Benefit of Increased Federal Medical Assistance Percentage (FMAP):** As part of the American Recovery and Reinvestment Act of 2009 (ARRA), Congress acted to increase FMAP payments for all states on a temporary basis to help states during the current recession. Funding increases will be in effect from October 2008 through December 2010. The estimate of funding in FY 2010 for SCVMC is \$24,255,000. In FY 2011, FMAP is in effect for half the year, and the reimbursement percentage is subject to change based on the state unemployment rate and cost of care provided to Medi-Cal patients..

**Background:** Medicaid is a Federal/State partnership program to provide health benefits to certain low income Americans including children, their parents, pregnant women, the elderly and those with disabilities. States and the Federal government each have a role in designing and paying for each state's program. States must work within Federal guidelines, and in turn, the Federal government pays a portion of each state's

Medicaid costs. These matching dollars are referred to as Federal Medical Assistance Percentage (FMAP) payments.

**Service Impact:** Recognition of FMAP revenue helps the County to retain critical health and social service programs which would otherwise be reduced.

**FY 2010 Revenues: \$24,255,000**

Results in reduced General Fund subsidy of \$24,255,000

## Use of Budget Reserves

**Use SCVMC budget reserves** to support operating expenses that would otherwise be supported by the General Fund subsidy.

**Total Use of SCVMC Budget Reserves: \$117,541,000**

Results in reduced General Fund subsidy of \$117,541,000

## Redevelopment Agency Revenue

**Transfer \$6.7 million of Redevelopment revenue to SCVMC.** SCVMC will use these revenues to support RDA-qualified expenses that are currently supported by the General Fund subsidy. Receipt of these revenues allows for a concomitant reduction in the subsidy with no net fiscal impact on the SCVMC budget.

**Total One-time Revenue: \$6,700,000**

Results in a reduced General Fund subsidy of \$6,700,000

## Santa Clara Valley Medical Center Statement of Revenues and Expenses Summary

Enterprise Fund Only	FY 2009 Approved	FY 2010 Recommended	Difference	Percent Difference
<b>FTEs &amp; Statistics</b>				
Payroll FTEs	4,886.07	5,071.57	185.50	3.8%
Total Patient Days	133,225	133,225	0	0.0%
Average Daily Census	365	365	0	0.0%
Outpatient Visits	761,295	877,654	116,359	15.3%
<b>Operations</b>				
Net Patient Revenue	622,242,549	795,529,910	173,287,361,	27.8%
Realignment	10,565,028	9,421,634	(1,143,394)	-10.8%
Other	71,732,569	61,234,801	(10,497,768)	-14.6%
<b>Total Revenue</b>	<b>704,540,146</b>	<b>866,186,345</b>	<b>161,646,200</b>	<b>22.9%</b>
<b>Expenses</b>				
Payroll/Personnel	684,649,114	732,684,209	48,035,095	7.0%
Services and Supplies	250,248,807	293,218,157	42,969,350	17.2%
County Overhead	12,960,792	13,498,253	537,461	4.1%
Depreciation	38,747,159	37,814,070	(933,089)	-2.4%
Transfers	(30,054,784)	(31,471,964)	(1,417,180)	4.7%
Interest Expense Net of Income	31,277,075	28,136,110	(3,140,965)	-10.0%
<b>Total Expenses</b>	<b>987,828,163</b>	<b>1,073,878,835</b>	<b>86,050,672</b>	<b>8.7%</b>
<b>Operating Income/(Loss)</b>	<b>(283,288,018)</b>	<b>(207,692,490)</b>	<b>75,595,528</b>	<b>-26.7%</b>
<b>Transfers</b>				
County General Fund Subsidy				
Vehicle License Fee	60,922,626	53,015,000	(7,907,626)	-13.0%
Inmate Care at SCVMC	10,946,547	11,399,451	452,904	4.1%
Tobacco Settlement	12,000,000	12,000,000	0	0.0%
General Fund Grant	10,864,744	4,873,321	(5,991,423)	-55.1%
<b>Total County General Fund Subsidy</b>	<b>94,733,917</b>	<b>81,287,772</b>	<b>(13,446,145)</b>	<b>-14.2%</b>
Use of SCVMC Budget Reserves	181,042,786	117,541,000	(63,501,786)	-35.1%
Operating Transfers	0	1,419,324	1,419,324	
Bond Super Funds	872,848	872,848	0	0.0%
<b>Total Transfers</b>	<b>181,915,634</b>	<b>119,833,172</b>	<b>(62,082,462)</b>	<b>-34.1%</b>
<b>Net Income/(Loss)</b>	<b>(6,638,467)</b>	<b>(6,571,546)</b>	<b>66,921</b>	<b>-1.0%</b>



### Santa Clara Valley Medical Center — Budget Unit 921 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
6846	SCVMC Capital Fund 0059	\$ 22,038,442	\$ 24,960,000	\$ 24,960,000	\$ 6,886,300	\$ (18,073,700)	-72.4%
6849	SCVMC Fixed Assets & Debt Svc Fund 0060	14,154,153	33,058,693	34,058,693	31,114,070	(1,944,623)	-5.9%
6862	SCVMC Intergovernmental Trfs Fund 0060	804,129	60,000,000	60,000,000	60,000,000	—	—
92106	SCVMC Operations Fund 0060	1,115,842,124	987,835,524	1,011,023,229	1,079,159,305	91,323,781	9.2%
<b>Total Net Expenditures</b>		<b>\$ 1,152,838,848</b>	<b>\$ 1,105,854,217</b>	<b>\$ 1,130,041,922</b>	<b>\$ 1,177,159,675</b>	<b>\$ 71,305,458</b>	<b>6.4%</b>

### Santa Clara Valley Medical Center — Budget Unit 921 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
6846	SCVMC Capital Fund 0059	\$ 22,038,442	\$ 24,960,000	\$ 24,960,000	\$ 6,886,300	\$ (18,073,700)	-72.4%
6849	SCVMC Fixed Assets & Debt Svc Fund 0060	14,154,153	33,058,693	34,058,693	31,114,070	(1,944,623)	-5.9%
6862	SCVMC Intergovernmental Trfs Fund 0060	804,129	60,000,000	60,000,000	60,000,000	—	—
92106	SCVMC Operations Fund 0060	1,163,465,951	1,017,890,308	1,041,062,852	1,110,631,269	92,740,961	9.1%
<b>Total Gross Expenditures</b>		<b>\$ 1,200,462,674</b>	<b>\$ 1,135,909,001</b>	<b>\$ 1,160,081,545</b>	<b>\$ 1,208,631,639</b>	<b>\$ 72,722,638</b>	<b>6.4%</b>

### Santa Clara Valley Medical Center — Budget Unit 921 Expenditures by Object

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 664,464,499	\$ 684,649,114	\$ 694,895,380	\$ 732,684,209	\$ 48,035,095	7.0%
Services And Supplies	246,560,552	263,259,360	275,975,638	366,902,504	103,643,144	39.4%
Other Charges	12,116,906	48,750,848	48,750,848	47,465,934	(1,284,914)	-2.6%
Fixed Assets	36,206,284	79,249,679	80,459,679	56,298,316	(22,951,363)	-29.0%
Operating/Equity Transfers	241,114,433	60,000,000	60,000,000	5,280,676	(54,719,324)	-91.2%
<b>Subtotal Expenditures</b>	<b>1,200,462,674</b>	<b>1,135,909,001</b>	<b>1,160,081,545</b>	<b>1,208,631,639</b>	<b>72,722,638</b>	<b>6.4%</b>
Expenditure Transfers	(47,623,827)	(30,054,784)	(30,039,623)	(31,471,964)	(1,417,180)	4.7%
<b>Total Net Expenditures</b>	<b>1,152,838,848</b>	<b>1,105,854,217</b>	<b>1,130,041,922</b>	<b>1,177,159,675</b>	<b>71,305,458</b>	<b>6.4%</b>





## Santa Clara Valley Medical Center — Budget Unit 921

### Revenues by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
6846	SCVMC Capital Fund 0059	\$ 554,718	\$ 24,960,000	\$ 24,960,000	\$ 11,769,000	\$ (13,191,000)	-52.8%
6849	SCVMC Fixed Assets & Debt Svc Fund 0060	2,264,304	33,058,693	34,058,693	31,114,070	(1,944,623)	-5.9%
6862	SCVMC Intergovernmental Trfs Fund 0060	—	60,000,000	60,000,000	60,000,000	—	—
92106	SCVMC Operations Fund 0060	748,044,393	981,189,697	1,245,743,611	1,072,587,965	91,398,268	9.3%
<b>Total Revenues</b>		<b>\$ 750,863,415</b>	<b>\$ 1,099,208,390</b>	<b>\$ 1,364,762,304</b>	<b>\$ 1,175,471,035</b>	<b>\$ 76,262,645</b>	<b>6.9%</b>

### SCVMC Capital Fund 0059 — Cost Center 6846

#### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>VMC Capital Projects (Fund Number 0059)</b>			
FY 2009 Approved Budget	—	\$ 24,960,000	\$ 24,960,000
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	143,900	(7,891,000)
Other Required Adjustments	—	(18,217,600)	(5,300,000)
Subtotal (Current Level Budget)	—	\$ 6,886,300	\$ 11,769,000
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 6,886,300	\$ 11,769,000

### SCVMC Fixed Assets & Debt Svc Fund 0060 — Cost Center 6849

#### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>VMC Enterprise Fund (Fund Number 0060)</b>			
FY 2009 Approved Budget	—	\$ 33,058,693	\$ 33,058,693
Board Approved Adjustments During FY 2009	—	1,000,000	1,000,000
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	31,114,070
Other Required Adjustments	—	(2,944,623)	(34,058,693)
Subtotal (Current Level Budget)	—	\$ 31,114,070	\$ 31,114,070
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 31,114,070	\$ 31,114,070



### SCVMC Intergovernmental Trfs Fund 0060 — Cost Center 6862 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>VMC Enterprise Fund (Fund Number 0060)</b>			
FY 2009 Approved Budget	—	\$ 60,000,000	\$ 60,000,000
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 60,000,000	\$ 60,000,000
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 60,000,000	\$ 60,000,000

### SCVMC Operations Fund 0060 — Cost Center 92106 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>VMC Enterprise Fund (Fund Number 0060)</b>			
FY 2009 Approved Budget	4,886.1	\$ 987,835,524	\$ 981,189,697
Board Approved Adjustments During FY 2009	116.2	23,187,705	264,553,914
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-3.5	33,561,990	—
Internal Service Fund Adjustments	—	35,915,349	186,072,771
Other Required Adjustments	—	(17,605,639)	(375,492,999)
Subtotal (Current Level Budget)	4,998.7	\$ 1,062,894,929	\$ 1,056,323,383
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Ongoing Reduction of GF Subsidy to SCVMC	—	—	(60,959,789)
Reduce Reimbursement from Custody Health to SCVMC due to Pharmaceutical Expenditure Reductions	—	—	(200,000)
Reduce Reimbursement from Custody Health to SCVMC due to the elimination of Over the Counter Medications	—	—	(141,907)
Reduce General Fund Subsidy to SCVMC Based on Use of SCVMC Reserves	—	—	(117,541,000)
Transfer RDA to SCVMC	—	—	6,700,000
Reduce General Fund Subsidy to SCVMC Due to FY 2010 ARRA Revenue	—	—	(24,255,000)
Reduce General Fund Subsidy to SCVMC Due to Use of RDA Revenue	—	—	(6,700,000)
Adjust General Fund Subsidy to SCVMC for Increased Costs Associated with Public Health EMS/Stroke Center	—	—	3,000
ISD Rate Reductions	—	—	(8,753)
Reduce reimbursement from Custody Health to SCVMC for reduced Physician staff cost at Juvenile Hall	—	62,280	—
Increase SCVMC reimbursement to Community Health Services for Outreach Activities	—	1,000,094	—



**SCVMC Operations Fund 0060 — Cost Center 92106**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Reduce Reimbursement to County Communications Engineering Services	—	(206)	—
Public Health Administration - Charge 50% of the costs for the MAA/TCM Coordinator position to SCVHHS Finance	—	67,622	—
Revenue Adjustment - Change in source of PACE Clinic funding from FQHC to reimbursement from SCVMC	—	175,000	—
SCVMC/Mental Health system Investment Initiative	—	5,280,676	—
FY 2010 Voice Communications Adjustment	—	68	—
FY 2010 Data Processing Adjustment	—	(8,821)	—
Increase Reimbursement from SCVMC to Mental Health Department for Integrated Outpatient Services	—	1,034,000	—
<b>Decision Packages</b>			
1. T2010 Revenue Cycle Initiative	10.5	673,898	11,875,865
2. T2010 Physician Practice Management/Care and Capacity Management	—	—	2,104,628
3. T2010 Ambulatory/Physician Practice Management Initiative	41.8	5,032,046	8,400,000
4. T2010 PMO Supported Initiatives - Quick Wins	—	(213,939)	—
5. Medi-Cal Waiver	—	—	6,500,000
6. FQHC Medi-Cal Increased Revenue This action recognizes new revenue resulting from more Medi-Cal patients in FQHC.	—	—	5,400,000
7. Coverage Initiative	—	—	5,900,000
8. Outpatient MD State Plan Amendment (SPA)	—	—	800,000
9. Managed Care Enrollment	—	5,710,000	12,991,389
10. Medi-Cal Managed Care Intergovernmental Transfer (IGT)	—	—	6,400,000
11. MMA 1011 Revenue Reduction This action recognizes loss of revenue resulting from discontinuance of MMA and reduces staff and costs associated with loss of revenue.	-0.5	(67,290)	(1,900,000)
12. T2010 Emergency Services	4.2	407,641	—
13. Residents and Intern Staffing Mandates	3.0	324,576	324,576
14. Infection Control Staffing Adjustment	—	(24,886)	—
15. Ambulatory Electronic Medical Record Implementation - Phase II	8.0	898,773	—
16. T2010 Ambulatory Initiative & Integrated Mental Health Services	—	—	5,280,676



**SCVMC Operations Fund 0060 — Cost Center 92106**  
**Major Changes to the Budget**

	<b>Positions</b>	<b>Appropriations</b>	<b>Revenues</b>
17. T2010 Perioperative Services Initiative	-10.3	(1,091,015)	—
18. Charge Master Increase	—	—	7,513,274
19. Open Eleventh Operating Room	1.0	389,648	389,648
20. Ancillary Volume for Valley Specialty Clinic and new Clinics	14.7	1,482,395	1,482,395
21. Adjust Appropriations for PACE Clinic	—	—	175,000
Increase revenue due to change of reimbursement to PACE Clinic			
22. Adjust Appropriations for MAA/TCM Coordinator position in Public Health Department	—	(67,622)	—
Redirect appropriations for services and supplies to pay for 50% of the MAA/TCM Coordinator position.			
23. T2010 Ancillary and Support Services - Psychology Therapy	-1.0	(162,658)	—
24. T2010 Ancillary and Support Services - Physical Therapy	-14.0	(1,803,642)	—
25. T2010 Ancillary and Support Services - Pharmacy	15.6	1,545,722	3,100,000
26. FY 2010 ARRA Revenue	—	—	24,255,000
27. Nursing Suicide Watch Sitter Mandates	10.0	—	—
28. Nursing Mandated Indirect Time Adjustment	15.0	—	—
29. Net Zero Staffing Adjustments	0.7	—	—
30. Use of SCVMC Budget Reserves	—	—	117,541,000
31. T2010 Ancillary and Support Services - Diagnostic Imaging	-0.5	(123,308)	—
32. T2010 Ancillary and Support Services - Respiratory	-3.7	(710,033)	—
33. T2010 Ancillary and Support Services - Laboratory	-8.1	(1,279,476)	500,000
34. T2010 Ambulatory/CPSP Initiative	-8.8	(1,120,064)	200,000
35. Adjust Appropriations due to Increase in Stroke Center Designation Fees	—	3,000	—
Increase appropriations for Licenses expenses due to the increase in Stroke Center Designation Fees (please refer to Public Health Department proposal)			
36. T2010 Ancillary and Support Services - Facilities	-4.0	(1,045,402)	—
37. T2010 Organizational Structure Initiative	-0.5	299,486	134,580
38. Adjust appropriations for Custody Health Proposals	—	(341,907)	—



**SCVMC Operations Fund 0060 — Cost Center 92106**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
◆ reduce \$200,000 in funding for Medical Supplies Expenses due to Pharmaceutical expenditure reductions in Custody Health			
◆ reduce \$141,907 in funding for Medical Supplies Expenses due to elimination of Over the Counter Medications in Custody Health			
39. Reduce Funding for Physician Staffing in Juvenile Hall	—	(62,280)	—
Funding equivalent to 0.5 FTE VMC Physician position (\$157,232) is eliminated and funding for temporary help is increased by \$94,952 for a net savings of \$62,280.			
Subtotal (Recommended Changes)	72.9	\$ 16,264,376	\$ 16,264,582
<b>Total Recommendation</b>	<b>5,071.6</b>	<b>\$ 1,079,159,305</b>	<b>\$ 1,072,587,965</b>





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# Section 5: Housing, Land Use, Environment & Transportation

Section 5: Housing, Land Use, Environment & Transportation



# Housing, Land Use, Environment & Transportation

## Mission

The mission of housing, land use, environment, and transportation services is to increase the economic and social vitality of the community, regulate development, protect the natural environment, mitigate health and safety risks and conserve natural resources.



## Departments

### ➔ Environmental Services Departments

- Department of Planning and Development
- Department of Agriculture and Environmental Management
  - Department of Environmental Health
  - Vector Control District
- Department of Parks and Recreation

### ➔ Roads and Airports Departments

- Roads Department
- Airports Department

### ➔ County Fire Districts

- Santa Clara County Fire District
- Los Altos Hills Fire District
- South Santa Clara County Fire District
- Saratoga County Fire District



# Housing, Land Use, Environment & Transportation

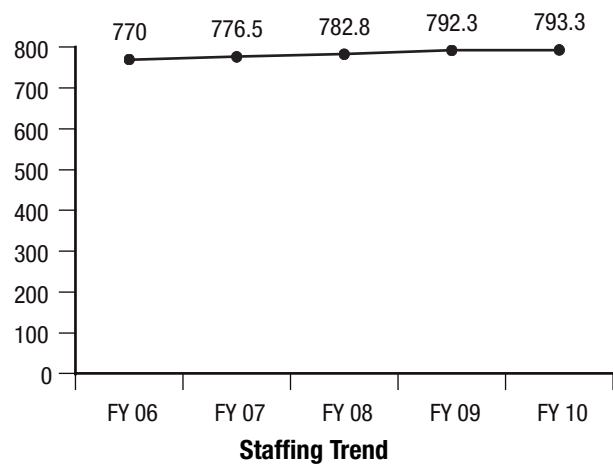
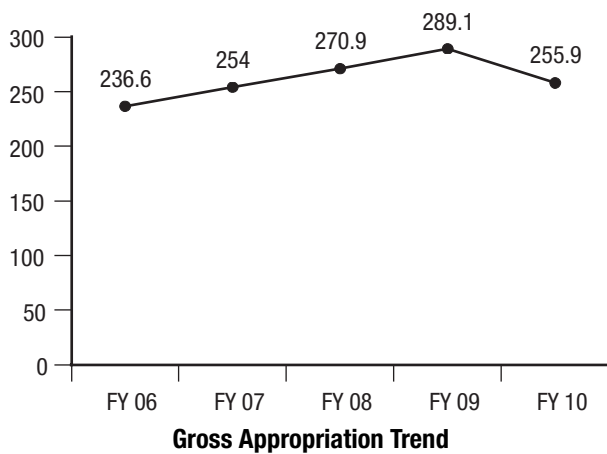
Planning and Development  
Budget Unit 260

Roads and Airports 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 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
260	Department Of Planning And Development	\$ 13,520,835	\$ 14,597,382	\$ 15,077,474	\$ 14,469,145	\$ (128,237)	-0.9%
710	Parks and Recreation Department	62,275,593	72,440,870	119,838,994	45,097,054	(27,343,816)	-37.7%
262	Agriculture and Environmental Mgmt	8,011,630	9,824,030	9,947,596	9,844,051	20,021	0.2%
261	Department of Environmental Health	18,100,806	20,156,129	21,113,129	20,952,968	796,839	4.0%
411	Vector Control District	5,775,330	6,438,466	7,095,404	6,369,081	(69,385)	-1.1%
603	Roads & Airports Department - Roads	46,168,421	49,672,881	56,471,384	38,920,996	(10,751,885)	-21.6%
608	Roads & Airports Dept - Airports	4,691,753	3,294,301	3,294,301	3,211,066	(83,235)	-2.5%
904	Santa Clara County Fire Dept	66,310,136	78,068,930	78,068,930	80,738,600	2,669,670	3.4%
979	Los Altos Hills County Fire District	6,357,091	22,162,468	22,162,468	24,036,463	1,873,995	8.5%
980	South Santa Clara County Fire District	3,747,849	5,401,220	6,303,820	4,861,430	(539,790)	-10.0%
<b>Total Net Expenditures</b>		<b>\$ 234,959,443</b>	<b>\$ 282,056,677</b>	<b>\$ 339,373,500</b>	<b>\$ 248,500,853</b>	<b>\$ (33,555,824)</b>	<b>-11.9%</b>

## Gross Expenditures By Department

BU	Department Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
260	Department Of Planning And Development	\$ 14,021,328	\$ 15,146,610	\$ 15,626,702	\$ 14,906,322	\$ (240,288)	-1.6%
710	Parks and Recreation Department	62,275,593	73,890,870	121,288,994	46,947,054	(26,943,816)	-36.5%
262	Agriculture and Environmental Mgmt	8,254,737	10,062,177	10,185,743	10,188,431	126,254	1.3%
261	Department of Environmental Health	18,100,806	20,458,129	21,415,129	21,250,631	792,502	3.9%
411	Vector Control District	5,775,330	6,438,466	7,095,404	6,369,081	(69,385)	-1.1%
603	Roads & Airports Department - Roads	45,049,758	52,672,881	59,471,384	41,920,996	(10,751,885)	-20.4%
608	Roads & Airports Dept - Airports	4,691,753	3,294,301	3,294,301	3,211,066	(83,235)	-2.5%
904	Santa Clara County Fire Dept	67,597,430	79,533,335	79,533,335	82,276,225	2,742,890	3.4%
979	Los Altos Hills County Fire District	6,357,091	22,162,468	22,162,468	24,036,463	1,873,995	8.5%
980	South Santa Clara County Fire District	3,747,849	5,401,220	6,303,820	4,861,430	(539,790)	-10.0%
<b>Total Gross Expenditures</b>		<b>\$ 235,871,675</b>	<b>\$ 289,060,457</b>	<b>\$ 346,377,280</b>	<b>\$ 255,967,698</b>	<b>\$ (33,092,759)</b>	<b>-11.4%</b>

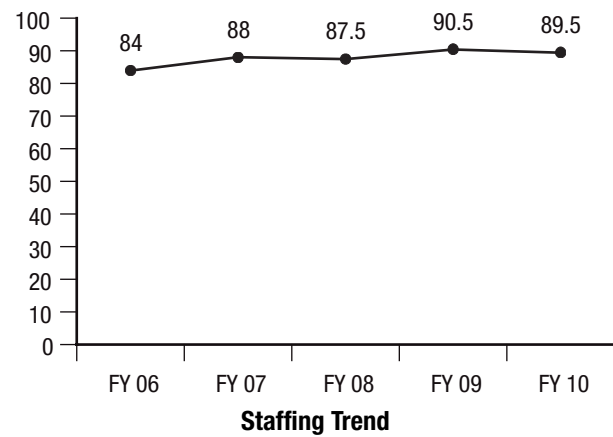
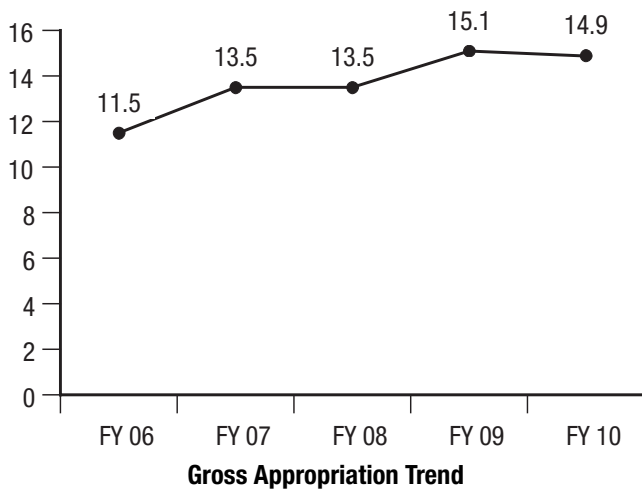
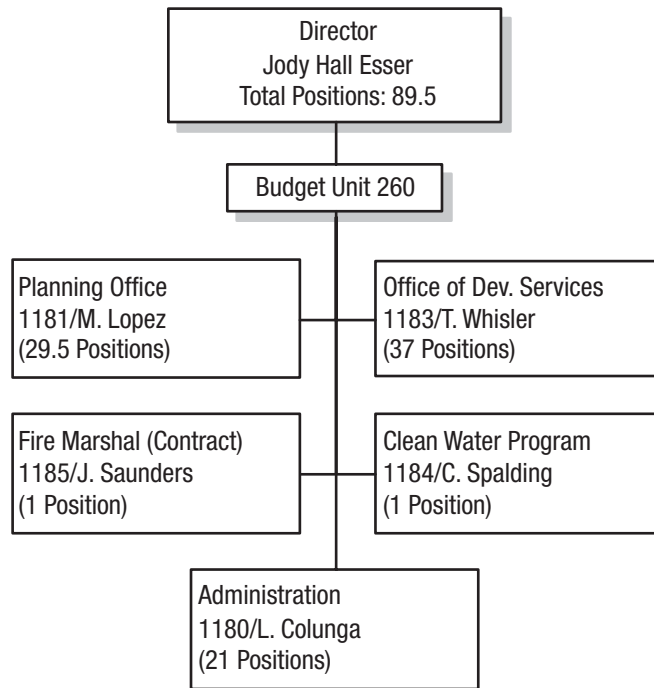


## Revenues By Department

BU	Department Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
260	Department Of Planning And Development	\$ 9,676,458	\$ 9,060,983	\$ 9,060,983	\$ 9,876,563	\$ 815,580	9.0%
710	Parks and Recreation Department	47,011,679	73,137,503	73,677,218	45,835,425	(27,302,078)	-37.3%
262	Agriculture and Environmental Mgmt	5,980,593	5,861,826	5,981,526	6,524,245	662,419	11.3%
261	Department of Environmental Health	18,463,478	18,085,808	18,548,808	18,154,592	68,784	0.4%
411	Vector Control District	7,185,473	7,229,028	7,229,028	7,164,725	(64,303)	-0.9%
603	Roads & Airports Department - Roads	50,945,734	46,807,814	78,529,133	39,575,741	(7,232,073)	-15.5%
608	Roads & Airports Dept - Airports	4,785,198	3,383,101	5,401,201	3,324,883	(58,218)	-1.7%
904	Santa Clara County Fire Dept	69,774,431	71,022,000	71,022,000	80,138,600	9,116,600	12.8%
979	Los Altos Hills County Fire District	7,322,215	7,331,016	7,331,016	9,120,488	1,789,472	24.4%
980	South Santa Clara County Fire District	4,711,828	5,167,760	5,574,060	4,543,283	(624,477)	-12.1%
<b>Total Revenues</b>		<b>\$ 225,857,087</b>	<b>\$ 247,086,839</b>	<b>\$ 282,354,973</b>	<b>\$ 224,258,545</b>	<b>\$ (22,828,294)</b>	<b>-9.2%</b>



# Department of Planning and Development



## Public Purpose

- **Maintain and Enhance the Quality of the Built Environment**
- **Preserve and Enhance Natural and Historical Resources**
- **Preserve the Quality of Life for Urban County Residents**



## Description of Major Services

Services provided by the Department of Planning and Development include implementation of the General Plan, Building Inspection, Planning, Land Development Engineering, Surveying, administration of the Clean Water Program and services provided by the Office of the Fire Marshal.

### Development Services Office

The Development Services Office consists of Building Inspection, Land Development Engineering, Surveying and the Clean Water Program.

**The Building Inspection Office** provides services to ensure buildings/structures are safe and code-compliant through professional plan checking, building inspection and investigation. This office also provides plan review checks and inspections to complete the permitting process. It maintains a satellite office on the campus of Stanford University to facilitate Stanford University projects.

**Land Development Engineering** safeguards the interest of the general public by reviewing the design and construction of land development projects for compliance with County and engineering standards. During the application process, the Land Development Engineering division in coordination with the Planning Office and the Fire Marshall, reviews the project and establishes conditions of approval relating to

improvement of privately-maintained streets and on-site grading. After a project has received conditional approval, Land Development Engineering reviews the final engineering plans and specifications for conformance with the conditions of approval, County Land Development and Grading Ordinances and County standards. Land Development permits are issued and construction is monitored by their inspectors. The division also enforces grading violations.

**The Surveyor's Office** accurately surveys, checks, and records maps. The Office assists with all Local Agency Formation Commission (LAFCO) annexations, submittal requirements, sample plans and legal descriptions. The Surveyor's Office also provides primary map review, surveying services to the Department of Parks and Recreation, and determines County grids.

**The Clean Water Program**, formerly known as the Nonpoint Source Pollution Control Program, ensures enforcement of the County Nonpoint Source Pollution Ordinance for the San Francisco Bay watershed area and maintains the County's National Pollutant Discharge Elimination System (NPDES) Phase I Storm Water Discharge Permit requirements and provides staff liaison services to the Pajaro River Watershed Floor Prevention Authority on behalf of the County.

## Building Code Enforcement Program

The Building Code Enforcement Program is responsible for investigating complaints, processing violations and enforcement of codes related to building, housing, and construction. Appropriate action to abate violations may include field inspections, letters to owners, meeting with owners, follow up inspections, issuance of citations and advising the District Attorney throughout court hearings as to the resolution of criminal cases, in addition to working with other agencies on joint enforcement issues.

## Planning Office

The Planning Office is responsible for the maintenance and implementation of the General Plan, Zoning Ordinance, and administration of related land development regulations such as Subdivision Regulations. This is accomplished by providing public information, reviewing and evaluating land development applications and building permit requests, pursuing zoning code enforcement and post approval monitoring of conditions of development, supporting the Planning, Historical Heritage, and Airport Land Use Commissions, as well as other land-use committees, implementing program initiatives, supporting County programs and providing policy analysis and ordinance development. In addition, the Planning Office supports the Planning Commission with meeting coordination, noticing, and taking minutes. The Planning Office also

administers the County's State Mining and Reclamation Act (SMARA) oversight program, the Williamson Act, and the County's Historic Preservation Program.

## Fire Marshal

The Fire Marshal services are contracted with the Central Fire District. In coordination with the department, the Fire Marshal reviews land use applications for compliance with fire department access and fire protection water supply regulations. Special events throughout the County are subject to plan review, inspection, and permit issuance. State-licensed care facilities providing medical, social, or rehabilitation services are inspected upon request for fire clearance by the State, as required by the Health and Safety Code. Revenue to offset costs is generated by permit fees.

Fire hazard complaints are investigated upon receipt, and deputies work with property owners to achieve code compliance in existing occupancies. Annual inspections are conducted as required by Title 19 of the California Code of Regulations in state regulated occupancies such as schools, dormitories, and detention facilities. Annual inspections are also conducted in all significant County-owned or leased facilities and at Stanford University. The Fire Marshal's Office also ensures compliance with Wildland Urban Interface fire protection regulations.

## Current and Emerging Issues

### Fire Marshal Contract

Since 1987, the County has contracted with the Santa Clara County Central Fire Protection District to provide Santa Clara County with mandated Fire Marshal Services. Funding for these agreements is provided by reimbursements from non-General Fund agencies, fees and the General Fund. The County's current contract with the Central Fire District will expire on June 30, 2009. Renegotiation has commenced with a focus to increase contract administration and service efficiency and effectiveness.

### Housing Element of the County General Plan

The Housing Element is a required component of the County General Plan. Unlike other elements, it is required to be updated on a particular frequency. It

must be updated, subjected to public hearings and submitted to the State Department of Housing and Community Development by June 30, 2009.

### Clean Water Program

The Clean Water Program exists to maintain its compliance with a NPDES Storm Water Discharge Permit and to promote storm water pollution prevention within that context. State and federal laws mandate County compliance with the NPDES Permit. Penalties for non-compliance with an NPDES permit are severe, up to \$25,000 per day. The 2001 NPDES Permit for North County includes many new requirements of the County in both its own

development projects (FAF, Roads, Parks, Special Projects) and in the review of private development projects.

The State has recently begun enforcement of the Phase II Storm Water Discharge Permit requirements. Santa Clara County will be required to obtain a second permit for the County (Pajaro River/Monterey Bay Watershed area). The Department is exploring ways to involve the Department of Environmental Health to perform some tasks and temporarily reassign existing staff to fulfill these efforts before requesting additional resources.

### Stanford Planning & Building Activities

The Department provides necessary planning, building, land development and fire marshal services to Stanford University. In FY 2009 the department budgeted \$1,475,000 in revenue from Stanford for building and plan check services. Stanford University has developed to date approximately 817,000 net gross square feet of

academic/academic support facilities and 774 campus housing units. In April 2009, Stanford obtained approval of the Sustainable Development Study, which allows Stanford to move forward with developing the remaining 1.2 million net gross square feet allowed under the 2000 General Use Permit.

### Code Enforcement and Nuisance Abatement

During the Fiscal Years of 2008 and 2009, at the direction of the Board of Supervisors, the County's Code Enforcement Program was "retooled" and is being more aggressively pursued. The Department has reorganized staff to coordinate code enforcement activities, developed and implemented a comprehensive code enforcement database for all staff, instituted an in-house training and education program, and has established an Administrative Hearing Process, approved by the board in December 2008. It is anticipated that Code Enforcement and nuisance abatement activities will continue to increase.

## 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	Reducing PC hardware expenses and dependent contract services will have no impact on service level.	■
Fire Marshal	Yes	Mandated		■
Project and Program Implementation	Yes	Mandated		■
Building Inspection	No	Mandated	Deleting 1.0 position and reducing contract services for scanning projects will have no impact on service level. Increasing auto services will continue to provide current level of service.	▣
Williamson Act	Yes	Mandated		■
Zoning Investigation	Yes	Mandated		■
Habitat Conservation Plan	Yes	Mandated		■
Geographical Information System	Yes	Mandated		■
Commission Support	Yes	Mandated		■
Viewshed Protection Study	Yes	Mandated		■

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
Post-Approval Monitoring	Yes	Mandated		■
Surveying of County Projects	Yes	Mandated		■
Grading Violation Investigation	Yes	Mandated		■
Subdivision Map	Yes	Mandated		■
Code Enforcement Program	Yes	Mandated		■
Record of Survey	Yes	Mandated		■
Corner Records	Yes	Mandated		■
Monument Bond Check	Yes	Mandated		■
Engineering Plan Check	Less than 5%	Mandated		■
City and LAFCO Annexations	Yes	Mandated		■
Map Check	No	Mandated		■
Private Development Inspection	No	Mandated		■
Stanford Plan Check and Inspection	No	Mandated		■
Building Plan Check	No	Mandated		■

Impact on Current Level of Service:

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

## County Executive's Recommendation

The Department of Planning and Development was assigned a \$140,000 reduction target for FY 2010. After analysis of the budget proposal submitted by the department and consideration of alternative reductions, the Acting County Executive recommends the following actions, that will contribute to balancing the General Fund budget.

### Building Inspection

#### Delete Vacant 1.0 FTE Associate Civil Engineer Position:

The Associate Civil Engineer was part of a unit of six engineering professionals and one engineer technician, all responsible for plan checks. The number of plan checks has decreased over the past year.

**Service Impact:** The deletion of this position will have no anticipated negative impact on operations. During the last year, the Department has focused on internal cross-training which has created operational efficiencies.

**Ongoing Savings: \$129,102**

**Reduce Scanning Services:** The Department is seeking to reduce contract services for scanning projects.

**Service Impact:** The reduction of contract services primarily required for scanning projects will have no negative impact on service delivery. The Department negotiated a new contract with an existing vendor for services at a discounted rate and has trained and assigned existing staff to the scanning project.

**Ongoing Savings: \$25,000**

**Increase Auto Services in Development Services and Planning Office:** In December 2008, the Department submitted an ongoing reduction of \$30,057 by reducing auto services. Subsequent to that action, the Department finalized the purchase of four new vehicles requiring the reduction to be restored in the base budget. The Department now requests to increase funding for auto services by an additional \$25,000. Restoring the reduction approved in December 2008 and increasing funding for auto services by \$25,000 creates a new FY 2010 cost of \$55,057. The





Department's reductions exceed the budget reduction target by \$55,057, therefore the Department will still meet the assigned budget reduction.

**Service Impact:** Increasing auto services will allow the Department to replace older vehicles and continue to provide the current level of service.

**Ongoing Costs: \$25,000**

provide accounting assistance during a transition to new management and accounting staff, are no longer required.

**Service Impact:** The FY 2009 purchase of software eliminates the need for continued PC hardware in future years. The Department's recommendation to terminate the dependent contract is a result of hiring qualified accounting staff.

**Ongoing Savings: \$40,955**

## Administration and Support

**Reduce Funding for Services and Supplies:** A decrease in PC hardware expenses and dependent contract expenses is possible because the Department's contracts for software and for a dependent contract to

### Department Of Planning And Development — Budget Unit 260 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1123	Habitat Conservation Prog Fund 0001	\$ 1,202,503	\$ 1,049,400	\$ 1,421,992	\$ 751,767	\$ (297,633)	-28.4%
1179	Surveyor Monument Fund 0366	13,356	55,000	115,000	55,000	—	—
1180	Planning and Dev Admin Fund 0001	2,015,389	2,003,148	2,007,948	1,590,499	(412,649)	-20.6%
26001	Planning & Development Fund 0001	10,289,588	11,489,834	11,532,534	12,071,879	582,045	5.1%
<b>Total Net Expenditures</b>		<b>\$ 13,520,835</b>	<b>\$ 14,597,382</b>	<b>\$ 15,077,474</b>	<b>\$ 14,469,145</b>	<b>\$ (128,237)</b>	<b>-0.9%</b>

### Department Of Planning And Development — Budget Unit 260 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1123	Habitat Conservation Prog Fund 0001	\$ 1,202,503	\$ 1,049,400	\$ 1,421,992	\$ 751,767	\$ (297,633)	-28.4%
1179	Surveyor Monument Fund 0366	13,356	55,000	115,000	55,000	—	—
1180	Planning and Dev Admin Fund 0001	2,015,389	2,003,148	2,007,948	1,590,499	(412,649)	-20.6%
26001	Planning & Development Fund 0001	10,790,081	12,039,062	12,081,762	12,509,056	469,994	3.9%
<b>Total Gross Expenditures</b>		<b>\$ 14,021,328</b>	<b>\$ 15,146,610</b>	<b>\$ 15,626,702</b>	<b>\$ 14,906,322</b>	<b>\$ (240,288)</b>	<b>-1.6%</b>



## Department Of Planning And Development — Budget Unit 260 Expenditures by Object

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 10,077,427	\$ 11,096,253	\$ 10,946,172	\$ 11,122,690	\$ 26,437	0.2%
Services And Supplies	3,901,717	4,050,357	4,649,925	3,783,632	(266,725)	-6.6%
Fixed Assets	42,184	—	30,605	—	—	—
<b>Subtotal Expenditures</b>	14,021,328	15,146,610	15,626,702	14,906,322	(240,288)	-1.6%
Expenditure Transfers	(500,493)	(549,228)	(549,228)	(437,177)	112,051	-20.4%
<b>Total Net Expenditures</b>	13,520,835	14,597,382	15,077,474	14,469,145	(128,237)	-0.9%

## Department Of Planning And Development — Budget Unit 260 Revenues by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1123	Habitat Conservation Prog Fund 0001	\$ 868,146	\$ 868,883	\$ 868,883	\$ 632,136	\$ (236,747)	-27.2%
1179	Surveyor Monument Fund 0366	47,380	90,000	90,000	35,085	(54,915)	-61.0%
1180	Planning and Dev Admin Fund 0001	423	—	—	100	100	—
26001	Planning & Development Fund 0001	8,760,509	8,102,100	8,102,100	9,209,242	1,107,142	13.7%
	<b>Total Revenues</b>	\$ 9,676,458	\$ 9,060,983	\$ 9,060,983	\$ 9,876,563	\$ 815,580	9.0%

## Habitat Conservation Prog Fund 0001 — Cost Center 1123 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	—	\$ 1,049,400	\$ 868,883
Board Approved Adjustments During FY 2009	—	372,592	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(670,225)	(236,747)
Subtotal (Current Level Budget)	—	\$ 751,767	\$ 632,136
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 751,767	\$ 632,136



### Surveyor Monument Fund 0366 — Cost Center 1179 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Survey Monument Preservation Fund (Fund Number 0366)</b>			
FY 2009 Approved Budget	—	\$ 55,000	\$ 90,000
Board Approved Adjustments During FY 2009	—	60,000	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(60,000)	(54,915)
Subtotal (Current Level Budget)	—	\$ 55,000	\$ 35,085
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 55,000	\$ 35,085

### Planning and Dev Admin Fund 0001 — Cost Center 1180 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	13.0	\$ 2,003,148	\$ —
Board Approved Adjustments During FY 2009	—	4,800	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-3.0	(262,269)	—
Internal Service Fund Adjustments	—	41,656	—
Other Required Adjustments	—	(154,881)	100
Subtotal (Current Level Budget)	10.0	\$ 1,632,454	\$ 100
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Postage Adjustment	—	(1,000)	—
Decision Packages			
1. Decrease Services and Supplies Budget	—	(40,955)	—
Decrease the following expenses and services:			
◆ Reduce PC hardware expenses as a result of improved databases. - (\$15,995)			
◆ Reduce contract services that provide accounting assistance as a result of hiring appropriate accounting staff - (\$25,000)			
Subtotal (Recommended Changes)	—	\$ (41,955)	\$ —
<b>Total Recommendation</b>	10.0	\$ 1,590,499	\$ 100

### Planning & Development Fund 0001 — Cost Center 26001 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	77.5	\$ 11,489,834	\$ 8,102,100
Board Approved Adjustments During FY 2009	—	42,700	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	3.0	567,889	—

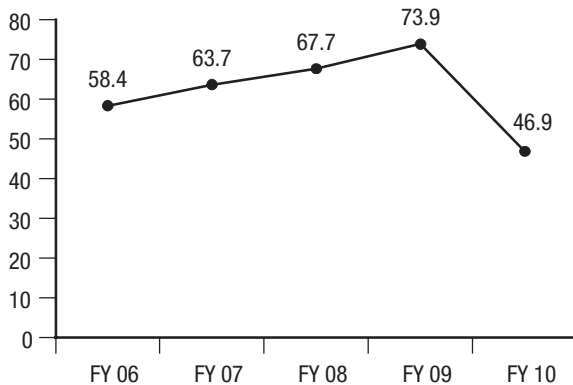
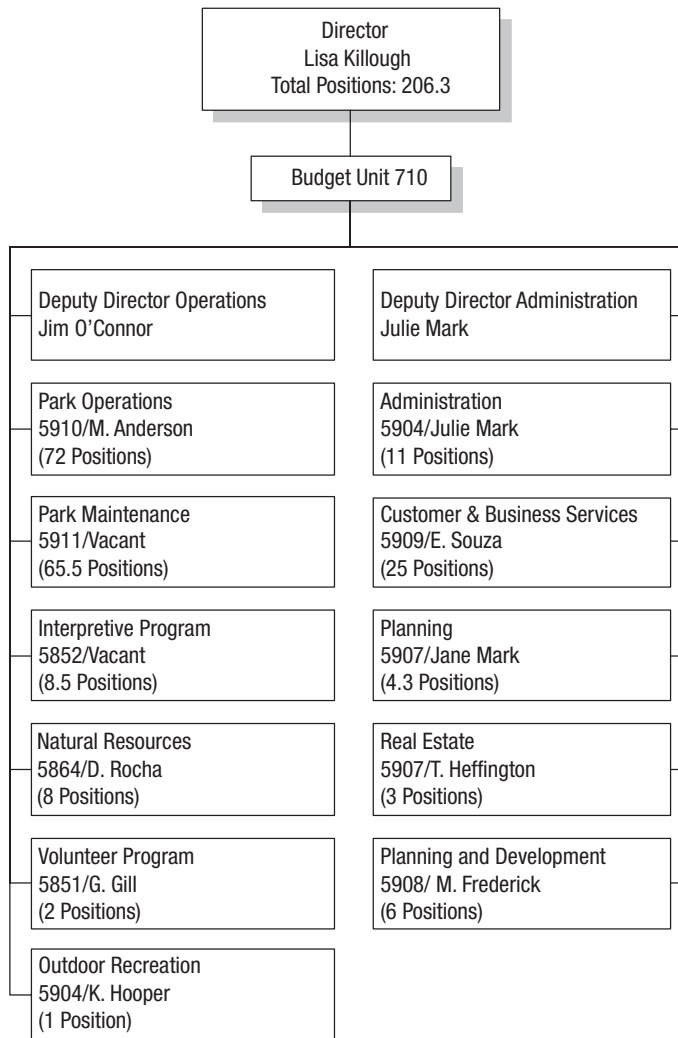


**Planning & Development Fund 0001 — Cost Center 26001**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	59,472	—
Other Required Adjustments	—	40,951	1,107,142
Subtotal (Current Level Budget)	80.5	\$ 12,200,846	\$ 9,209,242
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Increase Fleet Services	—	25,000	—
FY 2010 Voice Communications Adjustment	—	135	—
Decision Packages			
1. Delete 1.0 FTE Position	-1.0	(129,102)	—
Delete vacant 1.0 FTE Associate Civil Engineer (L16)			
2. Reduce Scanning Projects	—	(25,000)	—
Reduce contract services that provide scanning services as a result of the department negotiating a new contract with the vendor for a discounted rate and assigned existing staff to the scanning project.			
Subtotal (Recommended Changes)	-1.0	\$ (128,967)	\$ —
<b>Total Recommendation</b>	<b>79.5</b>	<b>\$ 12,071,879</b>	<b>\$ 9,209,242</b>

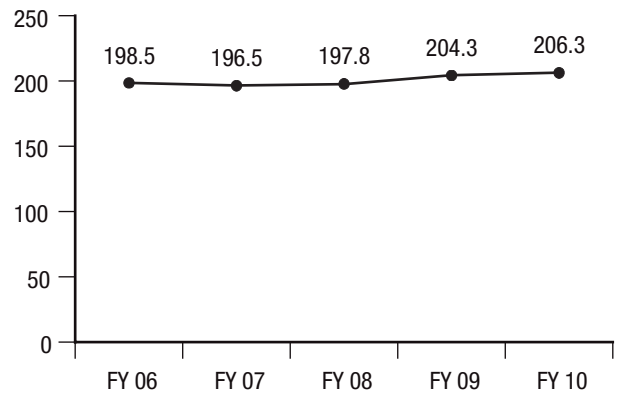


# Department of Parks and Recreation



**Gross Appropriation Trend**

In previous years, operating transfer was counted as revenues within this budget. The accounting system was corrected to account for the actual operating budget.



**Staffing Trend**

Section 5: Housing, Land Use, Environment & Transportation



## Public Purpose

- ➔ Provide, protect, and preserve regional parklands for the enjoyment, education, and inspiration of this and future generations



## 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 45,000 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), flycasting 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, Santa Clara 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). Six times the residents have voted favorably 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 to commence July 2009 and continue 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

### Zebra/Quagga Mussels Inspection Program

On May 20, 2008, the Board of Supervisors approved the implementation of a vessel inspection program at the four most popular reservoirs used for recreational boating: Anderson, Coyote, Calero and Stevens Creek, for the period May 23 through June 30, 2009. The continuation of this program is included in the Department's FY 2010 recommended budget. A ban on vessel launching is in place for Uvas, Chesbro, Lexington, Vasona, Guadalupe and Almaden reservoirs, with the exception of leased or permitted activities such as the Los Gatos Rowing Club at Lexington Reservoir and the paddleboat/sail boat concession at Vasona Lake County Park.

Zebra mussels were first discovered in Lake St. Claire in the Great Lake region in 1988. In January 2007, zebra mussels were found in Lake Mead and the closely related quagga mussel has been found in reservoirs in Nevada, Arizona and throughout southern California. Zebra mussels were found in San Justo Reservoir in January 2008, which is located in San Benito County just south of Santa Clara County. To date, no zebra or quagga mussels have been discovered in the County.

These invasive mussel species can spread to isolated waterways by attaching themselves to boats, personal watercraft and related equipment. Once established in a waterway, they can also be introduced to new areas by flowing downstream or by importation of infested water. The mussels breed prolifically and within months, can eventually decimate native aquatic populations, change water clarity, increase toxic algae blooms and undesirable vegetation, cripple water system infrastructure, and cost State and local water and recreation agencies millions of dollars annually in increased public education, monitoring, maintenance, containment and eradication efforts.

In partnership with the Santa Clara Valley Water District and in response to the Water District's operational needs, the Parks Department instituted a

pilot vessel inspection program that entails inspection and banding after a rigorous questionnaire has been completed with the vessel owner. The costs of the FY 2009 vessel inspection program are shared equally between the Parks Department and the Water District. Discussion is underway currently to determine ongoing costs and development of a funding agreement for a permanent vessel inspection program.

### Guadalupe River Watershed Mercury Total Maximum Daily Load (TMDL) Project

On October 8, 2008, the San Francisco - Regional Water Quality Control Board (SF-RWQCB) recommended approval of a Basin Plan amendment for the San Francisco Bay region to establish new water quality objectives and a total maximum daily load (TMDL) and an implementation plan for mercury in the waters of the Guadalupe River watershed. A TMDL is the calculation of the maximum amount of a pollutant that a waterbody can receive and still meet water quality standards. The goal of a TMDL project is to reduce the pollutant load in a waterbody to a level considered to be acceptable for ecosystem health.

The federal Clean Water Act requires states to develop and adopt action plans to reduce pollutants and restore healthy watersheds for all impaired waters. For many years, the Guadalupe River watershed downstream of the former mercury mines in Almaden Quicksilver County Park has been designated under the federal Clean Water Act as impaired by mercury. The Guadalupe TMDL is the result of a nine-year study by the SF-RWQCB to assess the impacts of mercury in the watershed. As proposed, the Guadalupe TMDL would obligate the County and other public and private landowners in the watershed, including the Santa Clara Valley Water District, to undertake remedial actions to reduce possible mercury loading into Guadalupe Creek and its tributaries. Since Almaden Quicksilver County Park is a major focus of concern in this plan, the County will have a significant responsibility for remedial actions in the former mining areas of the park.

In particular, the SF-RWQCB will require the Parks Department to install erosion control measures and re-vegetation of mine sites within the park during the first 10-years of the 20-year term of the Basin Plan. In addition, the SF-RWQCB will require the Department to conduct substantial studies within the park during the 20-year term to determine the appropriate course of action.

While the SF-RWQCB does not expect the private property owners within the town of New Almaden to be responsible for the clean-up work in the creek, the Guadalupe TMDL proposes that public agencies undertake the actual creek clean-up but does not define which agency will do the work. The SF-RWQCB staff has inferred that this responsibility could fall to the County and/or the Santa Clara Valley Water District. This creek work, which has been identified to cost upwards of \$200 million, would be in addition to the \$25 million to \$700 million identified for the park clean-up effort. In any event, the clean up costs are an enormous financial burden given the \$5.4 million already expended on previous remediation work in Almaden Quicksilver County Park. Parks staff has expressed great concern regarding the County's capability to fund the TMDL remediation costs, and the SF-RWQCB staff has responded with an expectation that the State and federal government will be substantial partners in the clean up effort, through various grant programs.

The SF-RWQCB's recommendation on the Guadalupe TMDL plan will be forwarded to the State Water Resources Control Board for action on final adoption, at a date yet to be determined.

### **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 (Permittees) (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 (Wildlife Agencies) 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 the 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 Permittees.

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 covered activities to take place over a 50-year term without the need for individual project review and separate permits from the Wildlife Agencies. In the County, covered activities would include projects such as bridge replacement, roadside brush clearing, and park trail work.

The first administrative draft of the HCP/NCCP was released in August 2008 and the second administrative draft is expected to be released in June 2009. County Parks and Planning staff, County Counsel and the County Executive's Office are in the process of reviewing comments and questions with the HCP/NCCP Program Manager and the consulting staff (Jones and Stokes).

As envisioned, the HCP/NCCP will obligate the Parks Department to acquire and manage 20,000 acres of land for a Reserve System. The details of this obligation are currently under review and discussion.

### **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. This property was originally part of the extensive Rancho de Santa Teresa land holdings granted to the Bernal family by the Mexican governor in 1834. In 1864, Edward Cottle purchased a portion of the rancho to farm and create a family home. Edward Cottle later deeded 350



acres to his son, Martial Cottle. His youngest daughter, Ethel Cottle, married Henry Lester and combined their joint assets to become one of the largest prune growers in Santa Clara Valley. Their two children, Edith and Walter, continued ranch operations and it was their mother Ethel's idea for an historical agricultural park to preserve the home ranch for public use and benefit.

Negotiations with Walter Lester were finalized in 2004 when he transferred 136.52 acres of the site to the California State Parks Department and 151.02 acres to the County of Santa Clara Parks and Recreation Department. As part of the transaction, the two agencies entered into a joint agreement which specifies that the County is responsible to plan and develop the entire property as a single public historic agricultural park and that the State will participate in the planning process. In addition, the grant deed for both parcels stipulates that portions of the land will remain in agriculture in perpetuity and will be a working depiction of the agricultural heritage of Santa Clara County in the late 19th and 20th centuries and be open to the public.

In his donation agreements with the State and the County, Mr. Walter Cottle Lester specified that he did not want the property to be used for high intensity, organized recreational uses such as athletic fields, playgrounds, tot lots, swimming pools, play courts, amusement rides, or as a repository for historic structures relocated from other sites. Passive recreational activities such as picnic facilities and trails are allowable uses. Commercial uses are also allowed so long as the use is related to the primary historical purpose of the park such as produce stands, community gardens, farmers' markets, and agricultural leases.

The master planning process for this property started in the summer of 2007 and has been a collaborative process involving a community-based task force, technical advisory committee and interested citizens and neighbors. As of April 2009, the master plan is in the design alternatives phase and a preferred alternative has been developed for review with the community-at-large, technical advisory committee and task force. The Department anticipates agendaing the completed master plan for action by the Board of Supervisors and the State Parks Commission, toward the end of calendar year 2009 after environmental review is completed.

The Parks Department established a reserve to fund the first phase of development of Martial Cottle Park. The first phase will include grading and infrastructure, some park amenities such as restrooms and picnic areas, parking lot and preparation of the extensive agricultural fields including irrigation system(s) to facilitate the agricultural components of the master plan. Development of phase one is estimated to be in the \$20-25 million range. In terms of the operations and maintenance of the park, the Department plans to fund a complement of new positions to staff this new park.

However, with the recent decline in property tax revenue and additional costs incurred for the vessel inspection and park patrol programs, it is not known whether adequate funding will be available to augment staffing within the 2012 target for the park's opening. It is possible that the park development and opening could be delayed pending resolution of the issue.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Administration	No	Mandated		■
Capital Improvement Projects	No	Mandated	New capital improvement projects will improve infrastructure and park user experiences.	▲
Customer & Business Services	No	Required	Funding will enable the Department to replace aging office technology and enhance overall efficiencies.	▲

□ = 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
Historical Heritage Program	No	Mandated	Annual augmentation, no change to current level service.	▣
Land Acquisition Holding Account	No	Mandated	Annual augmentation, no change to current level service.	▣
Maintenance Division	No	Mandated	Augmentation will improve the operations and services provided at the Motorcycle Park. Park user safety will be enhanced.	▲
Marketing and Development	No	Required		■
Natural Resources	No	Mandated		■
Outdoor Recreation Program	No	Mandated	Funding will be available to coordinate the summer activities available to park users.	▲
Operations Division	No	Mandated	Purchase and rental of equipment to perform maintenance throughout the Park System will enhance park user safety, protect Park resources and save cost of operations over a longer term.	▲
Planning and Real Estate	No	Mandated		■

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

## County Executive's Recommendation

### ▲ Customer and Business Services

**One-time Funding for Technology-related Projects:** This recommendation allows the Department to be in compliance with the County's policy on infrastructure replacement. The current Microsoft operating system used by the Department is about nine years old. It no longer meets the technology needs of the Department and has caused difficulties interfacing with other County Departments and outside agencies. The replacement cost for 140 licenses is \$35,000. Two of the Department's oldest network servers exceed the five-year replacement policy, and will also be replaced at the cost of \$14,000.

**Service Impact:** This recommendation will improve technology efficiency, and result in increased productivity throughout the Department.

**One-time Cost: \$49,000**

### ▲ Maintenance Division

**Add 1.0 FTE Park Equipment Operator Position:** This position will be assigned to the Motorcycle Park to maintain its 6 tracks, 22 miles of trails and a beginner's

oval track. The County is the sole provider of the Motorcycle Park in the County with the nearest similar park in Hollister. Park attendance increased 382% between 2003 and 2008, with ridership growing from 17,000 - 65,000. This increased usage necessitates the creation of a permanent staffing resource to maintain the tracks and trails and to ensure park user safety. The incumbent will also assist with trail and heavy equipment work at other park locations as needed. It is anticipated that if successful, 75% of the cost of this position will be funded with the Off-Highway Vehicles grant.

**Service Impact:** The addition of this position will enable timely completion of repairs and maintenance projects related to this park.

**Positions Added: 1.0**  
**Total Ongoing Cost: \$83,724**

**Augment Funding for Fire Prevention:** This new ongoing expense resulted from the revision of the Public Resources Code Section 4291, increasing the defensible space requirements around several historic and significant structures from 30 to 100 feet. The Department owns several historic and significant structures that are located in a rural environment

setting with fire-prone vegetation within close proximity. Maintenance of adequate defensible space is critical to the protection of the Department's resources. This revision will result in a significant increase of labor hours to establish defensible spaces to protect park resources and remain in compliance.

**Service Impact:** Department be able to comply with defensible space requirements.

**Total Ongoing Cost: \$40,000**

## ▲ Operations Division

**Augment Funding for Trail Maintenance at the Motorcycle Park:** This augmentation will provide funds to rent specialized equipment to maintain single track trails as the Department does not own this type of equipment to perform trail maintenance and grading on an ongoing basis. With the increase in ridership at the Motorcycle Park as discussed above, more frequent maintenance and repair work is required for the tracks and trails. This ongoing funding for maintenance and repair projects will minimize accidents and injuries at the park.

**Service Impact:** Ongoing funding for trail maintenance will be established to meet the demands of increased park usage.

**Total Ongoing Cost: \$15,000**

## ▲ Outdoor Recreation Program

**One-time Funding for Summer Program Assistant:** This allocation will provide assistance to the Outdoor Recreation Program during its peak summer season. Staff will be available to plan and implement outdoor recreation classes and the Festival in the Park event. This contract position assists in the coordination efforts with the over 130 exhibiting agencies and the Department's co-sponsors of the summer programs - Kaiser Permanente, the Public Health Department, the Health Trust and the Valley Health Plan.

**Service Impact:** Exhibitor participation would be greatly reduced without dedicated staff to prepare invitations, follow-up communications and on-site event coordination with exhibiting agencies.

**One-time Cost: \$10,000**

## ▲ Park Operations

**One-time Funding to Replace Aging Signage:** Two interpretive panels require replacement to include new site details related to the Alviso Launch Ramp Improvement project which is scheduled for completion in December 2009.

**Service Impact:** The new interpretive display will provide accurate and current information for park users.

**One-time Cost: \$9,000**

## ▲ One-time Fixed Asset Purchases

**One-time Augmentation for Fixed Asset Purchases:** The Department identified a list of fixed asset purchases required for replacement or upgrade for this fiscal year. The table below provides a description of the equipment and use. The Department utilizes these pieces of machinery for repair, maintenance, safety and resource protection projects.

**One-time Cost: \$118,500**

## Fixed Asset Purchases

Item	Amount
<b>All Terrain Vehicle (ATV)</b> - ATV will be used for accessing trails. ATVs causes minimal damage to the trail tread and drainage structure. It will also be used as a shared resource such as search and rescue, emergency medical response, trail assessments, and maintenance projects.	\$17,500
<b>Compact Towable Chipper</b> - used on trails when it is impossible to transport a full size chipper due to space limitations of trails. Pruned materials are chipped on-site to reduce fire hazards.	\$7,500
<b>Trail Sweeper</b> - used for maintenance of paved trails and parking lots.	\$27,000
<b>Clay Target Machines</b> - replaces the two aging target throwing machines at the Field Sports Park.	\$9,500
<b>Fire pumper</b> - replaces existing aging fire pumper. These fire pumpers are used for the initial attack on wildfires and as a component of the Vegetation Management Plan.	\$8,000
<b>150 Gallon Fire Pumper</b> - used throughout the Park System to protect and promote natural resource protection. The County is the sole provider of this service.	\$16,000
<b>Trail King Trailer</b> - used to effectively and safely transport equipment assigned to the Department's Trail Crew.	\$13,000
<b>Rigging System</b> - used to safely transport and set large materials to reconstruct and construct trail bridges, retaining walls and other trail features.	\$20,000
<b>Total</b>	<b>\$118,500</b>

## ▲ Capital Projects

**One-time Augmentation for Capital Projects:** Capital Projects of \$3.6 million have been identified for this fiscal year. All these projects, described in more detail in the table below will be funded by the Park Charter Fund. Information relating to the Park Charter Fund can be found at the beginning of this section discussion. Additionally, \$6.0 million is reserved for future land acquisitions. This is equivalent to the 15% reserve for land acquisition approved by the County residents.

**One-time Cost: \$9,775,324**

## Capital Projects

FY 2010 Projects	Park Charter Fund	Total Expense
<b>Anderson Lake Visitor Center</b> - construction of a new visitor center/park office. The building is designed to be energy and water efficient. The Board of Supervisors approved the building's Leadership in Energy and Environmental Design (LEED) silver standard goal at their February 10, 2009 meeting. Some of the LEED features include: photovoltaic solar panels; water heater panels; use of natural construction materials when possible; efficient landscaping with low or minimal water needs and low maintenance; placement of windows, and selective window ratings based on exposure to achieve ambient temperature without the use of air conditioning on most days, to mention a few.	\$1,000,000	\$1,000,000
<b>Almaden Quicksilver Casa Grande (Restoration Implementation)</b> - This additional funding is to implement the interpretive features of the restored facility by furnishing the museum rooms, providing office furnishings for staff space and any needed equipment or fixtures.	\$110,000	\$110,000
<b>Calero Park Trail Master Plan and Stables Study</b> - to prepare a comprehensive Trail Master Plan including environmental documents to comply with the California Environmental Quality Act (CEQA) upon completion of the Equestrian Stables Feasibility Study. Calero Trails Master Plan is a Strategic Plan priority.	\$200,000	\$200,000
<b>Pay Stations</b> - funding to replace 16 pay stations, with upgraded models, within the County park system as the current models have reached the end of their useful life.	\$350,000	\$350,000
<b>System-wide Well Closure</b> - to permanently seal abandoned wells to protect ground water as mandated by regulatory agencies.	\$50,000	\$50,000
<b>Martial Cottle Park Master Plan and CEQA</b> - additional funding to complete a comprehensive Master Plan including environmental documents related to this project.	\$200,000	\$200,000



## Capital Projects

FY 2010 Projects	Park Charter Fund	Total Expense
<b>Vasona Park Playground</b> - additional funding to replace existing playground equipment, which is damaged from weather exposure and age. The play structure has been in place for ten years and elements have deteriorated presenting a safety concern.	\$500,000	\$500,000
<b>Grant Park Historic Structures Survey</b> - to conduct a comprehensive historic structures report on the Grant Ranch Complex. This is an important, foundational report as it will be used to base future restoration plans.	\$100,000	\$100,000
<b>Unused and Historic Structure Survey</b> - to conduct a comprehensive survey of unused and historic structures within the County parks system, evaluate their potential use, and to develop a comprehensive plan that provides for restoration of viable structures and recommends demolition for non-viable structures. The plan will be reviewed with the Parks and Recreation Commission and the Historic Heritage Commission.	\$50,000	\$50,000
<b>Sanborn Park Kiosk Replacement</b> - to replace an existing entrance kiosk. The kiosk is in disrepair due to roofing problems and water leakage.	\$60,000	\$60,000
<b>Sanborn Park Trail Improvements</b> - to implement the Trails Master Plan by installing a trail from the Sunnyvale Park area to the Lake Ranch trail including trail upgrades.	\$150,000	\$150,000
<b>Santa Teresa Joice Bernal Barn Replacement</b> - additional funding to restore and rehabilitate a historic barn on site. This will complete the restoration of Bernal-Joice-Gulnac Ranch complex. The East Barn will house exhibits and provide interpretive activities on farm animals.	\$400,000	\$400,000
<b>Capital Improvement Plan (CIP) Contingency Reserve</b> – Annual allocation to augment CIP projects as needed.	\$450,000	\$450,000
<b>Land Acquisitions Holding Account</b> – Appropriate 15% Park Charter distributions to the Land Acquisition Holding Account to be used for future acquisitions	\$6,065,324	\$6,065,324
<b>Historic Heritage Commission (HHC) Grant Program</b> – Allocate funding for HHC Grant Program. The funding is allocated at 90% of the grant amount of \$100,000, deducting 10% administrative costs as adopted by the Board on 10/17/2007.	\$90,000	\$90,000
<b>Total</b>	<b>\$9,775,324</b>	<b>\$9,775,324</b>

## Parks and Recreation Department — Budget Unit 710 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
5852	Interpretive Program Fund 0039	\$ 843,075	\$ 1,078,795	\$ 1,078,795	\$ 1,076,015	(2,780)	-0.3%
5864	Natural Resource Mgt Fund 0039	552,942	668,117	668,117	694,500	26,383	3.9%
5900	Parks Dedicated Development Fund 0064	—	—	—	1,390,401	1,390,401	—
5901	Parks Capital Improvement Fund 0056	29,294,298	33,390,501	48,859,966	4,110,000	(29,280,501)	-87.7%
5902	Parks Hist Heritage Fund 0065	508,603	225,000	1,217,227	90,000	(135,000)	-60.0%
5903	Parks Acquisition Fund 0066	2,861,949	7,382,045	37,086,233	6,497,935	(884,110)	-12.0%
5905	Parks Capital Improve Grant Fund 0067	1,237,687	—	389,719	—	—	—
5907	Planning & Dev Fund 0039	1,097,873	1,183,583	1,224,741	1,324,598	141,015	11.9%
71010	Administration Fund 0039	2,555,123	3,225,036	2,730,036	3,295,549	70,513	2.2%
71011	Customer & Business Svcs Fund 0039	2,468,910	4,144,509	4,146,509	5,190,994	1,046,485	25.2%
71013	Park Operations Fund 0039	10,186,044	10,570,543	11,504,195	10,810,342	239,799	2.3%
71014	Park Maintenance Fund 0039	10,669,088	10,572,741	10,933,456	10,616,720	43,979	0.4%
	<b>Total Net Expenditures</b>	<b>\$ 62,275,593</b>	<b>\$ 72,440,870</b>	<b>\$ 119,838,994</b>	<b>\$ 45,097,054</b>	<b>\$ (27,343,816)</b>	<b>-37.7%</b>



**Parks and Recreation Department — Budget Unit 710**  
**Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
5852	Interpretive Program Fund 0039	\$ 843,075	\$ 1,078,795	\$ 1,078,795	\$ 1,076,015	\$ (2,780)	-0.3%
5864	Natural Resource Mgt Fund 0039	552,942	668,117	668,117	694,500	26,383	3.9%
5900	Parks Dedicated Development Fund 0064	—	—	—	1,390,401	1,390,401	—
5901	Parks Capital Improvement Fund 0056	29,294,298	33,390,501	48,859,966	4,110,000	(29,280,501)	-87.7%
5902	Parks Hist Heritage Fund 0065	508,603	225,000	1,217,227	90,000	(135,000)	-60.0%
5903	Parks Acquisition Fund 0066	2,861,949	7,382,045	37,086,233	6,497,935	(884,110)	-12.0%
5905	Parks Capital Improve Grant Fund 0067	1,237,687	—	389,719	—	—	—
5907	Planning & Dev Fund 0039	1,097,873	1,183,583	1,224,741	1,324,598	141,015	11.9%
71010	Administration Fund 0039	2,555,123	3,225,036	2,730,036	3,295,549	70,513	2.2%
71011	Customer & Business Svcs Fund 0039	2,468,910	5,594,509	5,596,509	7,040,994	1,446,485	25.9%
71013	Park Operations Fund 0039	10,186,044	10,570,543	11,504,195	10,810,342	239,799	2.3%
71014	Park Maintenance Fund 0039	10,669,088	10,572,741	10,933,456	10,616,720	43,979	0.4%
<b>Total Gross Expenditures</b>		<b>\$ 62,275,593</b>	<b>\$ 73,890,870</b>	<b>\$ 121,288,994</b>	<b>\$ 46,947,054</b>	<b>\$ (26,943,816)</b>	<b>-36.5%</b>

**Parks and Recreation Department — Budget Unit 710**  
**Expenditures by Object**

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 20,408,773	\$ 22,104,688	\$ 22,327,498	\$ 22,848,398	\$ 743,710	3.4%
Services And Supplies	7,356,032	11,768,437	10,529,552	10,100,832	(1,667,605)	-14.2%
Other Charges	26,712	—	—	—	—	—
Fixed Assets	9,559,482	14,366,071	62,900,270	11,757,824	(2,608,247)	-18.2%
Operating/Equity Transfers	24,924,594	25,101,674	25,161,674	1,690,000	(23,411,674)	-93.3%
Reserves	—	550,000	370,000	550,000	—	—
<b>Subtotal Expenditures</b>	<b>62,275,593</b>	<b>73,890,870</b>	<b>121,288,994</b>	<b>46,947,054</b>	<b>(26,943,816)</b>	<b>-36.5%</b>
Expenditure Transfers	—	(1,450,000)	(1,450,000)	(1,850,000)	(400,000)	27.6%
<b>Total Net Expenditures</b>	<b>62,275,593</b>	<b>72,440,870</b>	<b>119,838,994</b>	<b>45,097,054</b>	<b>(27,343,816)</b>	<b>-37.7%</b>



## Parks and Recreation Department — Budget Unit 710

### Revenues by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
5900	Parks Dedicated Development Fund 0064	—	—	—	1,898,585	1,898,585	—
5901	Parks Capital Improvement Fund 0056	29,819,406	32,817,822	32,817,822	1,600,000	(31,217,822)	-95.1%
5902	Parks Hist Heritage Fund 0065	—	225,000	225,000	90,000	(135,000)	-60.0%
5903	Parks Acquisition Fund 0066	7,280,110	7,741,203	7,741,203	5,695,754	(2,045,449)	-26.4%
5905	Parks Capital Improve Grant Fund 0067	1,420,815	—	—	—	—	—
5906	Parks Interest Fund 0068	3,668,318	2,500,000	2,500,000	1,300,000	(1,200,000)	-48.0%
5907	Planning & Dev Fund 0039	1,492,131	1,510,000	1,510,000	1,550,000	40,000	2.6%
71010	Administration Fund 0039	46,542	25,000	25,000	32,930	7,930	31.7%
71011	Customer & Business Svcs Fund 0039	3,025,376	28,318,478	28,418,193	33,668,156	5,349,678	18.9%
71013	Park Operations Fund 0039	258,969	—	440,000	—	—	—
71014	Park Maintenance Fund 0039	12	—	—	—	—	—
<b>Total Revenues</b>		<b>\$ 47,011,679</b>	<b>\$ 73,137,503</b>	<b>\$ 73,677,218</b>	<b>\$ 45,835,425</b>	<b>\$ (27,302,078)</b>	<b>-37.3%</b>

## Interpretive Program Fund 0039 — Cost Center 5852

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>County Park Charter Fund (Fund Number 0039)</b>			
FY 2009 Approved Budget	8.5	\$ 1,078,795	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	1,589	—
Internal Service Fund Adjustments	—	(6,199)	—
Other Required Adjustments	—	1,830	—
Subtotal (Current Level Budget)	8.5	\$ 1,076,015	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>8.5</b>	<b>\$ 1,076,015</b>	<b>\$ —</b>

## Natural Resource Mgt Fund 0039 — Cost Center 5864

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>County Park Charter Fund (Fund Number 0039)</b>			
FY 2009 Approved Budget	4.0	\$ 668,117	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	9,706	—
Internal Service Fund Adjustments	—	(3,343)	—



### Natural Resource Mgt Fund 0039 — Cost Center 5864 Major Changes to the Budget

	Positions	Appropriations	Revenues
Other Required Adjustments	—	4,020	—
Subtotal (Current Level Budget)	4.0	\$ 678,500	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. One-time Fixed Asset Purchase to Support the Natural Resource Management Division.	—	16,000	—
Funding for a systemwide fire pumper to support the prescribed burn and hazardous vegetation burn programs.			
Subtotal (Recommended Changes)	—	\$ 16,000	\$ —
<b>Total Recommendation</b>	4.0	\$ 694,500	\$ —

### Parks Dedicated Development Fund 0064 — Cost Center 5900 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>County Park Fund - Development (Fund Number 0064)</b>			
FY 2009 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	90,401	—
Other Required Adjustments	—	—	1,898,585
Subtotal (Current Level Budget)	—	\$ 90,401	\$ 1,898,585
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Allocate One-time Funding for Capital Projects.	—	1,210,000	—
The FY 2010 Capital Projects are funded by the department's capital improvement budget. The projects include the following:			
<ul style="list-style-type: none"> <li>◆ Study to develop a historic structures report at the Grant Park</li> <li>◆ Survey of unused and historic structures at specified park locations to develop a plan for future use, if any</li> <li>◆ Replacement of the Sanborn Park's kiosk - project deferred from last year</li> <li>◆ Funding to design and construct a major link in the trail system at Sanborn Park to the Bay Area Ridge Trail</li> <li>◆ Restoration of the East Barn at the Santa Teresa Joice Bernal Park for future use of the Interpretive Program and,</li> <li>◆ A contingency reserve is also set up for unforeseen capital needs for the year.</li> </ul>			
Subtotal (Recommended Changes)	—	\$ 1,210,000	\$ —
<b>Total Recommendation</b>	—	\$ 1,390,401	\$ 1,898,585

### Parks Capital Improvement Fund 0056 — Cost Center 5901 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>County Park Fund-Discretionary (Fund Number 0056)</b>			
FY 2009 Approved Budget	—	\$ 33,390,501	\$ 32,817,822
Board Approved Adjustments During FY 2009	—	15,469,465	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—





## Parks Capital Improvement Fund 0056 — Cost Center 5901

### Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	(26,253,450)	—
Other Required Adjustments	—	(20,906,516)	(31,217,822)
Subtotal (Current Level Budget)	—	\$ 1,700,000	\$ 1,600,000
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Allocate One-time Funding for Capital Projects.	—	2,410,000	—
The FY 2010 Capital Projects are funded by the department's capital improvement budget. The projects include the following:			
<ul style="list-style-type: none"> <li>◆ Funding to provide office museum fixtures, furnishing and equipment upon the completion of the restoration project at the Casa Grande</li> <li>◆ Additional funds for the continuation of the construction of the Anderson Visitor Center and Park Office at the Anderson Lake Park</li> <li>◆ Funding to develop a trails master plan for Calero Park</li> <li>◆ Funding for an ongoing systemwide closure of wells as well as funding for the water system upgrades</li> <li>◆ Additional funding to for the environmental impact report and master plan development at the Martial Cottle Park</li> <li>◆ Replacement of the aged Vasona playground equipment to bring them to compliance and,</li> <li>◆ Funding to study and replace aged pay stations.</li> </ul>			
Subtotal (Recommended Changes)	—	\$ 2,410,000	\$ —
<b>Total Recommendation</b>	—	\$ 4,110,000	\$ 1,600,000

## Parks Hist Heritage Fund 0065 — Cost Center 5902

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Historical Heritage Projects (Fund Number 0065)</b>			
FY 2009 Approved Budget	—	\$ 225,000	\$ 225,000
Board Approved Adjustments During FY 2009	—	992,227	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(1,217,227)	(225,000)
Subtotal (Current Level Budget)	—	\$ —	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Allocate One-time Funding for the Historical Heritage Projects.	—	90,000	90,000
Allocation of grants approved by the Historical Heritage Preservation Commission in the amount of \$90,000.			
Subtotal (Recommended Changes)	—	\$ 90,000	\$ 90,000
<b>Total Recommendation</b>	—	\$ 90,000	\$ 90,000



**Parks Acquisition Fund 0066 — Cost Center 5903**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>County Park Fund - Acquisition (Fund Number 0066)</b>			
FY 2009 Approved Budget	—	\$ 7,382,045	\$ 7,741,203
Board Approved Adjustments During FY 2009	—	29,704,188	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(146,514)	—
Other Required Adjustments	—	(36,507,108)	(2,045,449)
Subtotal (Current Level Budget)	—	\$ 432,611	\$ 5,695,754
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Allocate One-time Reserve for Future Land Acquisitions.	—	6,065,324	—
Augmentation equivalent to 15% of the Park Charter allocation transferred to fund future acquisitions.			
Subtotal (Recommended Changes)	—	\$ 6,065,324	\$ —
<b>Total Recommendation</b>	—	\$ 6,497,935	\$ 5,695,754

**Parks Capital Improve Grant Fund 0067 — Cost Center 5905**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>County Park Fund - Grants (Fund Number 0067)</b>			
FY 2009 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2009	—	389,719	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(389,719)	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ —	\$ —

**Parks Interest Fund 0068 — Cost Center 5906**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>County Park Fund - Interest (Fund Number 0068)</b>			
FY 2009 Approved Budget	—	\$ —	\$ 2,500,000
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	(1,200,000)
Subtotal (Current Level Budget)	—	\$ —	\$ 1,300,000



### Parks Interest Fund 0068 — Cost Center 5906 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ —	\$ 1,300,000

### Planning & Dev Fund 0039 — Cost Center 5907 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>County Park Charter Fund (Fund Number 0039)</b>			
FY 2009 Approved Budget	7.3	\$ 1,183,583	\$ 1,510,000
Board Approved Adjustments During FY 2009	1.0	41,158	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	86,983	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	12,874	40,000
Subtotal (Current Level Budget)	8.3	\$ 1,324,598	\$ 1,550,000
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	8.3	\$ 1,324,598	\$ 1,550,000

### Administration Fund 0039 — Cost Center 71010 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>County Park Charter Fund (Fund Number 0039)</b>			
FY 2009 Approved Budget	11.0	\$ 3,225,036	\$ 25,000
Board Approved Adjustments During FY 2009	—	(495,000)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	64,505	—
Internal Service Fund Adjustments	—	16,723	—
Other Required Adjustments	—	474,285	7,930
Subtotal (Current Level Budget)	11.0	\$ 3,285,549	\$ 32,930
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Allocate One-time Funding for Assistance With the Outdoor Recreation Program Activities.	—	10,000	—
Allocation for a contractor to assist the Outdoor Recreation Program during its peak summer season to plan and implement outdoor recreation classes and the Festival in the Park event.			
Subtotal (Recommended Changes)	—	\$ 10,000	\$ —
<b>Total Recommendation</b>	11.0	\$ 3,295,549	\$ 32,930



### Customer & Business Svcs Fund 0039 — Cost Center 71011 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>County Park Charter Fund (Fund Number 0039)</b>			
FY 2009 Approved Budget	25.0	\$ 4,144,509	\$ 28,318,478
Board Approved Adjustments During FY 2009	—	2,000	99,715
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	40,661	—
Internal Service Fund Adjustments	—	1,404,043	(24,876,674)
Other Required Adjustments	—	(449,475)	30,126,637
Subtotal (Current Level Budget)	25.0	\$ 5,141,738	\$ 33,668,156
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Voice Communications Adjustment	—	(87)	—
FY 2010 Data Processing Adjustment	—	343	—
Decision Packages			
1. Allocate One-time Funding to Upgrade Department's Operating Systems and Network Servers.	—	49,000	—
Subtotal (Recommended Changes)	—	\$ 49,256	\$ —
<b>Total Recommendation</b>	<b>25.0</b>	<b>\$ 5,190,994</b>	<b>\$ 33,668,156</b>

### Park Operations Fund 0039 — Cost Center 71013 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>County Park Charter Fund (Fund Number 0039)</b>			
FY 2009 Approved Budget	74.0	\$ 10,570,543	\$ —
Board Approved Adjustments During FY 2009	—	933,652	440,000
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	160,059	—
Internal Service Fund Adjustments	—	(103,595)	—
Other Required Adjustments	—	(875,326)	(440,000)
Subtotal (Current Level Budget)	74.0	\$ 10,685,333	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Reduce Reimbursement to County Communications Engineering Services	—	(215)	—
Decision Packages			
1. One-time Funding for Fixed Asset Purchases. Funding to replace two aging target throwing machines at the Field Sports Park and a 150 gallon fire pumper.	—	17,500	—
2. Increase Allocation for the Motorcycle Park and the Alviso Marina Park. This action establishes an ongoing budget for trail maintenance and grading in the Motorcycle Park to minimize accidents at the park and also provides one-time funding to update and replace the interpretive display signs at the Alviso Marina County Park.	—	24,000	—
3. Add 1.0 FTE Park Equipment Operator Position. This position will perform regular track and trail maintenance duties requiring the use of heavy equipment work at the park and other park locations as needed.	1.0	83,724	—
Subtotal (Recommended Changes)	1.0	\$ 125,009	\$ —
<b>Total Recommendation</b>	<b>75.0</b>	<b>\$ 10,810,342</b>	<b>\$ —</b>

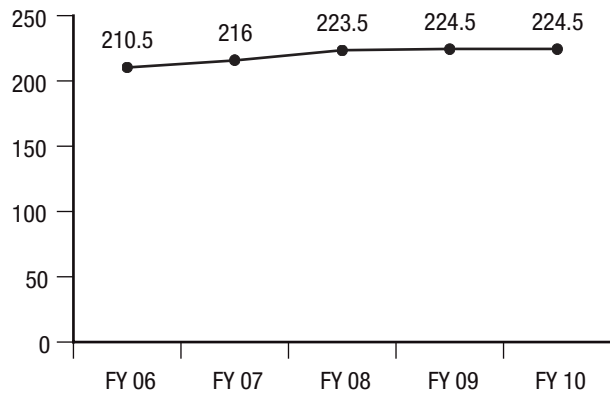
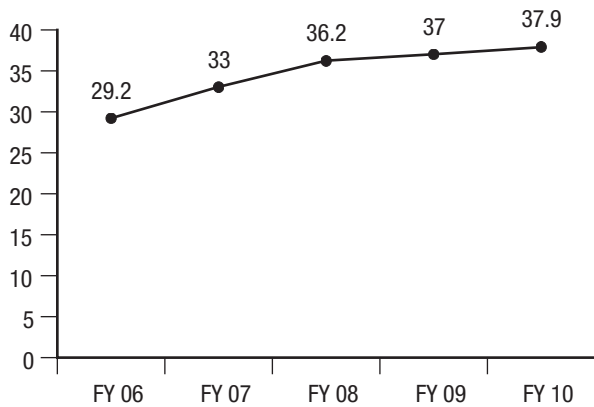
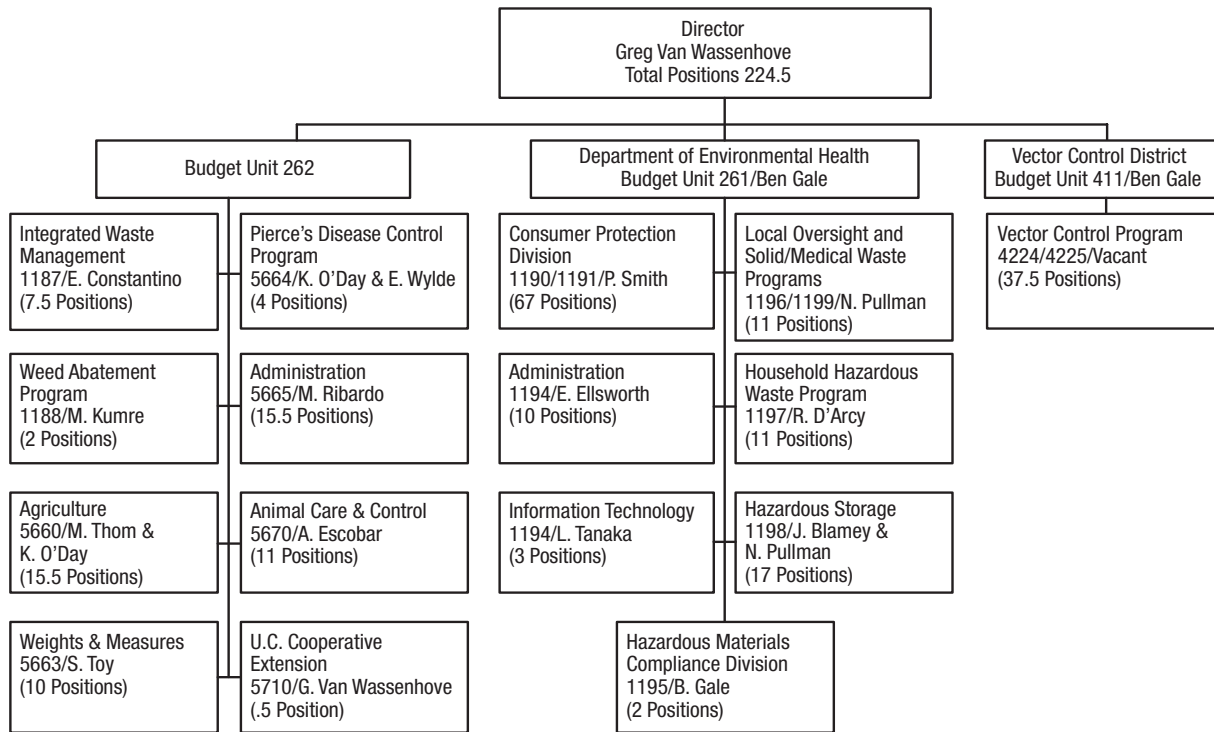


**Park Maintenance Fund 0039 — Cost Center 71014**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>County Park Charter Fund (Fund Number 0039)</b>			
FY 2009 Approved Budget	74.5	\$ 10,572,741	\$ —
Board Approved Adjustments During FY 2009	—	360,715	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	73,673	—
Internal Service Fund Adjustments	—	(68,892)	—
Other Required Adjustments	—	(446,353)	—
Subtotal (Current Level Budget)	74.5	\$ 10,491,884	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Reduce Reimbursement to County Communications Engineering Services	—	(164)	—
Decision Packages			
1. One-time Funding for Fixed Asset Purchases.	—	85,000	—
Funding to purchase and replace aging equipment for the department's trail construction, turf maintenance and renovation, patrol of Park grounds and replacement of dated equipment. The list includes:			
<ul style="list-style-type: none"> <li>◆ an all terrain vehicle</li> <li>◆ a towable chipper</li> <li>◆ a trail sweeper</li> <li>◆ a trailer and,</li> <li>◆ a rigging system.</li> </ul>			
2. Ongoing Allocation to Enhance Defensible Space Around Park Resources.	—	40,000	—
Ongoing cost associated with the revision of the Public Resources Code Section 4291, increasing the defensible space requirements around several historic and significant structures from 30 feet to 100 feet.			
Subtotal (Recommended Changes)	—	\$ 124,836	\$ —
<b>Total Recommendation</b>	<b>74.5</b>	<b>\$ 10,616,720</b>	<b>\$ —</b>



# Agriculture and Environmental Management



## Public Purpose

- Protection of the Environment
- Protection of Public Health
- Consumer Protection
- Environmental Stewardship through cost-effective Vector Control strategies



Section 5: Housing, Land Use,  
Environment & Transportation



## 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 rodent, wildlife, and insects of medical significance.

Its 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 various 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:

- Ensuring legal, responsible, and judicious use of pesticides by farmers, pest control companies, government, industry, and the general public
- Prevention of introduction, establishment and spread of pests and diseases
- Testing and accurately certifying all commercial weighing and measuring devices within the County, including gas pumps, retail checkout stands, and taxi meters
- Inspection of price verification systems (scanners) in retail businesses. This Division operates at about 97% cost-recovery, and is responsible for protecting

both buyers and sellers by inspecting and testing various commercial devices to insure the accuracy of commercial weighing and measuring devices and practices are accurate and correct. These inspections are mandated by the State and conducted in accordance with State regulations and procedures.

- Protection of the public from diseased and vicious animals, and providing sheltering and adoption services for homeless animals at the County's animal shelter in South County. The Division currently provides service to 104,480 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. The costs for its services are recovered from fees for these services.
- Implementation and monitoring of the County's integrated waste management plan and provision of staff support to the Board's Recycling and Waste Reduction Commission
- Inspection of private parcels for minimum fire and safety standards
- Administration of a public outreach services program through a memorandum of understanding with the University of California Cooperative Extension

### 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:

- Inspection and issuance of permits to retail food facilities, such as restaurants, markets, bars and food vehicles to prevent food-borne illnesses
- Inspection of public swimming pools and spas to facilitate prevention of disease and illness
- Issuance of permits for private sewer systems and inspection of drinking water sources from individual or private wells
- Public outreach and environmental monitoring of potential childhood lead exposures





- Conduction of household hazardous waste collection and solid waste enforcement programs
- Monitoring the handling, storage, and transportation of hazardous materials and hazardous waste

### Vector Control District

The District provides health and safety protection 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:

- Surveillance and treatment of residential areas for mosquitoes that carry West Nile Virus
- Inspection and abatement of mosquito habitats within streams, marshlands and storm catch basins Countywide
- Provision of wildlife management services where health and safety are at risk
- Participation in the South Bay Salt Pond Restoration Project in the lower area of San Francisco Bay

## Current and Emerging Issues

There are several current and emerging issues that may impact Department services, revenues, and expenditures. These include:

### Light Brown Apple Moth (LBAM)

Since 2007, thirteen Bay Area counties have become infested with Light Brown Apple Moth, a pest that can damage a broad range of trees and shrubs in residential and agricultural areas of the County and can result in quarantines that impact agricultural exports from California. The infested bay area counties, including Santa Clara, are scheduled to be treated with ground-based pheromone applications, sterile moth releases, and other techniques to eradicate the pest. Aerial applications have been eliminated from use over urban areas in lieu of these approaches, and are not intended for use in the County. Treatments are expected to begin in 2011, after a pilot treatment is conducted in Napa and Sonoma Counties in 2010. The state will be responsible for treatments, while the County administers quarantine and regulatory movement of plant material. County costs will be reimbursed by the State.

### Pierce's Disease Control Program/Glassy-winged Sharpshooter (GWSS)

There are four infested areas of south San Jose currently under eradication efforts for GWSS. Two of these areas are eligible to be declared "eradicated" following the successful program procedures developed during the eradication of GWSS from portions of Cupertino. These procedures include insect trapping, the visual survey of

landscape plantings, release of biological control agents, and ground-based treatment of landscaping in the vicinity of infested properties.

Residents and property owners in the affected area are informed of these procedures through community meetings held in advance of conducting treatments. All County costs associated with the GWSS program, including overhead, are recovered through the State contract.

### Single-Use Bag Restrictions

The Board directed the Department to provide options for reducing the use of plastic and paper bags from retail outlets in the unincorporated area, and has requested the Department to work with the Recycling and Waste Reduction Commission to develop a progressive program to reduce the number of single-use carryout bags distributed by retailers in the County. The first phase of the program will focus on intensive outreach and education through targeted messages to both retailers and consumers. Benchmarks and metrics will also be developed during this first phase. Further restrictions may be necessary to reduce single-use carryout bags if the benchmarks are not met in the first year.

### Sharps and Drug Drop-off Programs

At the request of the Board, the Department worked collaboratively with the Santa Clara Valley Health & Hospital System, Office of the Sheriff, local law enforcement agencies, and private pharmacies to implement drop-off programs for used needles and syringes and prescription drugs that are outdated or are

no longer of use to the patient. The County's Valley Medical Center, along with several Sheriff's Offices, have established drop-off locations. The Department is working with city police departments to assist them in establishing drop-off programs in their jurisdictions.

### Defensible Space Fire Prevention Program

The Board directed the Department to work with the County Fire District on establishing a defensible space fire prevention program in very high and high fire areas within a pilot area in the unincorporated area around

Lexington Basin. The program will be funded through regulatory fees, which must be approved by a vote of the parcel owners in the program. County staff will be conducting outreach and education with the 1,511 parcel owners in the pilot project in order to ensure they understand the need for defensible space to protect their structures from fire hazards. The ballot measure for the proposed program and fee is expected to be before the parcel owners in the pilot area by October 2009.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
<b>General Fund Programs</b>				
Administration and Support	Yes	Required	Increased reimbursement allows Department to maintain its current service levels.	▲
Agricultural Services	Yes	Mandated		■
Animal Services	Yes	Mandated	Fee increases will enable Animal Services to recoup some of its operational costs.	▲
Integrated Waste Management	Yes	Mandated		■
University of CA, Cooperative Extension	Yes	Non-Mandated		■
Weights and Measures	Yes	Mandated	Increases in registration and new business fees will generate additional revenue to meet programmatic needs.	▲
<b>Non-General Fund Programs</b>				
Consumer Protection Division - Fund 30	No	Mandated		■
Environmental Health Administration and Support - Fund 30	No	Required		■
Graffiti and Litter Abatement - Fund 37	No	Mandated		■
Green Business Fund 37	No	Mandated		■
Hazardous Materials Program - Fund 30	No	Mandated		■
Household Hazardous Waste Program - Fund 30	No	Mandated	Fee revenues will generate funding to respond to the increased need for services, and sustain program's ongoing operations.	▲
Integrated Waste Management - Fund 37	No	Mandated		■
Local Oversight Program - Fund 30	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
Vector Control District - Fund 28	No	Mandated		■
Weed Abatement - Fund 31	No	Mandated		■

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

## County Executive's Recommendation

The Department of Agriculture and Environmental Management was assigned a \$140,000 reduction target for FY 2010. After analysis of the budget proposal submitted by the Department and consideration of alternative reductions, the Acting County Executive recommends the following actions, that will contribute to balancing the General Fund budget.

Other recommendations that address additional programmatic needs of the Department are also discussed below.

### ▲ Administration and Support - Fund 0001

**Increase Ongoing Departmental Reimbursements:** The Administration and Support Division has identified additional ongoing reimbursement in the amount of \$106,233. This Division provides oversight and management to several non-General Fund divisions within the Department of Agriculture and Environmental Management, and charges these divisions for central administrative services. The reimbursement results from an update of overhead charges to non-Administrative units in the Department.

**Total Ongoing Reimbursement: \$106,233**

### ▲ Animal Services - Fund 0001

**Recognize Ongoing Revenue from Fee Increases:** The Animal Care and Control Division presented a resolution revising its Fee Schedule to the Housing, Land Use, Environment and Transportation (HLUET) Committee at its April 16, 2009 meeting, for the approval and recommendation of the Board of Supervisors. The Fee Schedule was last revised in 2003. The Division surveyed other jurisdictions, analyzed its cost of operating the shelter, and determined that an

adjustment of its fees was required in order to recover some of its operational costs. The category of fees to be revised includes:

- Adoption fees
- Owner Surrender fees
- Permits
- Enforcement of the CA Food and Agriculture Codes 30804.7 and 31751.7 which allow counties to charge fees on unaltered dogs and cats reclaimed from the Shelter.

The Division anticipates that these increases will also encourage residents to spay and neuter their animals. The fee increases if approved will generate \$15,000 in ongoing revenue.

**Service Impact:** Revenue generated will meet the Division's operational needs.

**Total Ongoing Revenue: \$15,000**

### ▲ Weights and Measures - Fund 0001

**Recognize Ongoing Revenue:** The Division identified additional businesses and devices that will require registration and payment for services to be performed by the Division, generating ongoing additional revenue of \$19,000.

**Service Impact:** Revenue will fund the Division's operating costs.

**Total Ongoing Revenue: \$19,000**

## Household Hazardous Waste Program - Fund 0030

**Recognize New Ongoing Revenue from the AB939 Implementation Fee:** A request to increase collection of the AB939 fees was agendaized for the HLUET Committee on April 16, 2009, for the approval of the Board of Supervisors. The County manages a cooperative agreement on behalf of the fourteen participating cities, excluding the City of Palo Alto. AB939 is the California Integrated Waste Management Act which requires cities and counties to prepare, adopt, and implement plans to reduce wastes disposed in landfills. To comply with the state law and local needs, the County and fourteen cities established a household hazardous waste program.

This increase in fees is prompted by the corresponding increase in demand for services related to household hazardous waste management, education and disposal options and programs. The recent banning of universal wastes like fluorescent lamps and batteries from landfills has increased collection service for the program.

This anticipated fee increase will fund proposals listed below related to the Household Hazardous Waste Management Program.

**Increase Operational Budget:** An augmentation of \$676,800 is required to meet the Countywide increase in the collection of household hazardous wastes. Increase

in consumer awareness of recycling laws and recycling options available throughout the County has resulted in a corresponding increase in waste volumes and recycling activities. Revenue from the Tipping Fees will fund this recommendation.

**Augment Rents and Leases:** A new Household Hazardous Waste facility is being constructed in San Jose. The cost for this additional facility will increase the Department's rents and leases budget by \$53,200. This increase will be funded by the increase in Tipping Fees to be approved by the Board discussed above.

The Recycling and Waste Reduction Commission of Santa Clara County serves as the principal advisory body to city councils and the Board of Supervisors on Countywide solid waste planning issues, and sponsors Countywide public outreach efforts, activities and campaigns. The Commission voted to recommend approval to reauthorize and increase the fee at its February 25, 2009 meeting.

**Service Impact:** Not implementing the fee will result in insufficient funding to sustain current operations, and some programs may have to be reduced or eliminated.

**Total Ongoing Revenue: \$730,000**  
**Total Ongoing Cost: \$730,000**  
 Net Cost: \$0

## Agriculture and Environmental Mgmt — Budget Unit 262 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1187	Integrated Waste Mgt Fund 0037	\$ 1,245,255	\$ 1,452,024	\$ 1,452,024	\$ 1,534,212	\$ 82,188	5.7%
1188	Weed Abatement Fund 0031	479,632	1,174,202	1,174,202	1,197,557	23,355	2.0%
5660	Agriculture Fund 0001	1,765,631	1,888,488	1,888,488	1,884,294	(4,194)	-0.2%
5663	Weights & Measures Fund 0001	882,556	1,112,525	1,100,156	1,057,415	(55,110)	-5.0%
5664	Pierces Disease Control Prog Fund 0001	829,023	777,395	777,395	782,829	5,434	0.7%
5665	Administration Fund 0001	1,452,219	1,847,389	1,859,758	1,839,273	(8,116)	-0.4%
5666	Integrated Waste Mgt Fran Fund 0001	—	—	—	101	101	—
5670	Animal Control Fund 0001	1,251,769	1,460,929	1,584,495	1,435,272	(25,657)	-1.8%
5710	U.C. Cooperative Ext Fund 0001	105,544	111,078	111,078	113,097	2,019	1.8%
<b>Total Net Expenditures</b>		<b>\$ 8,011,630</b>	<b>\$ 9,824,030</b>	<b>\$ 9,947,596</b>	<b>\$ 9,844,051</b>	<b>\$ 20,021</b>	<b>0.2%</b>



### Agriculture and Environmental Mgmt — Budget Unit 262

#### Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1187	Integrated Waste Mgt Fund 0037	\$ 1,245,255	\$ 1,457,024	\$ 1,457,024	\$ 1,539,212	\$ 82,188	5.6%
1188	Weed Abatement Fund 0031	479,632	1,174,202	1,174,202	1,197,557	23,355	2.0%
5660	Agriculture Fund 0001	1,765,631	1,888,488	1,888,488	1,884,294	(4,194)	-0.2%
5663	Weights & Measures Fund 0001	882,556	1,112,525	1,100,156	1,057,415	(55,110)	-5.0%
5664	Pierces Disease Control Prog Fund 0001	829,023	777,395	777,395	782,829	5,434	0.7%
5665	Administration Fund 0001	1,622,186	2,030,536	2,042,905	2,128,653	98,117	4.8%
5666	Integrated Waste Mgt Fran Fund 0001	—	—	—	101	101	—
5670	Animal Control Fund 0001	1,324,909	1,510,929	1,634,495	1,485,272	(25,657)	-1.7%
5710	U.C. Cooperative Ext Fund 0001	105,544	111,078	111,078	113,097	2,019	1.8%
<b>Total Gross Expenditures</b>		<b>\$ 8,254,737</b>	<b>\$ 10,062,177</b>	<b>\$ 10,185,743</b>	<b>\$ 10,188,431</b>	<b>\$ 126,254</b>	<b>1.3%</b>

### Agriculture and Environmental Mgmt — Budget Unit 262

#### Expenditures by Object

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 6,178,629	\$ 6,762,447	\$ 6,774,816	\$ 6,800,499	\$ 38,052	0.6%
Services And Supplies	2,035,809	3,267,030	3,378,227	3,355,232	88,202	2.7%
Other Charges	0	22,000	22,000	22,000	—	—
Fixed Assets	29,989	—	—	—	—	—
Operating/Equity Transfers	10,310	10,700	10,700	10,700	—	—
<b>Subtotal Expenditures</b>	<b>8,254,737</b>	<b>10,062,177</b>	<b>10,185,743</b>	<b>10,188,431</b>	<b>126,254</b>	<b>1.3%</b>
Expenditure Transfers	(243,107)	(238,147)	(238,147)	(344,380)	(106,233)	44.6%
<b>Total Net Expenditures</b>	<b>8,011,630</b>	<b>9,824,030</b>	<b>9,947,596</b>	<b>9,844,051</b>	<b>20,021</b>	<b>0.2%</b>

### Agriculture and Environmental Mgmt — Budget Unit 262

#### Revenues by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1187	Integrated Waste Mgt Fund 0037	\$ 1,190,334	\$ 1,229,668	\$ 1,229,668	\$ 1,452,421	\$ 222,753	18.1%
1188	Weed Abatement Fund 0031	401,402	590,000	590,000	743,500	153,500	26.0%
5660	Agriculture Fund 0001	1,376,117	1,276,987	1,276,987	1,400,153	123,166	9.6%
5663	Weights & Measures Fund 0001	1,106,783	1,095,000	1,095,000	1,114,000	19,000	1.7%



## Agriculture and Environmental Mgmt — Budget Unit 262

### Revenues by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
5664	Pierces Disease Control Prog Fund 0001	840,439	768,625	768,625	768,625	—	—
5665	Administration Fund 0001	4,295	4,546	4,546	4,546	—	—
5666	Integrated Waste Mgt Fran Fund 0001	764,724	651,000	651,000	780,000	129,000	19.8%
5670	Animal Control Fund 0001	296,500	246,000	365,700	261,000	15,000	6.1%
<b>Total Revenues</b>		<b>\$ 5,980,593</b>	<b>\$ 5,861,826</b>	<b>\$ 5,981,526</b>	<b>\$ 6,524,245</b>	<b>\$ 662,419</b>	<b>11.3%</b>

## Integrated Waste Mgt Fund 0037 — Cost Center 1187

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Integrated Waste Management Fund (Fund Number 0037)</b>			
FY 2009 Approved Budget	7.5	\$ 1,452,024	\$ 1,229,668
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	14,939	—
Internal Service Fund Adjustments	—	24,493	—
Other Required Adjustments	—	—	222,753
Subtotal (Current Level Budget)	7.5	\$ 1,491,456	\$ 1,452,421
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Reimbursement from Integrated Waste Management	—	42,815	—
FY 2010 Voice Communications Adjustment	—	(59)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 42,756	\$ —
<b>Total Recommendation</b>	<b>7.5</b>	<b>\$ 1,534,212</b>	<b>\$ 1,452,421</b>

## Weed Abatement Fund 0031 — Cost Center 1188

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Weed Abatement (Fund Number 0031)</b>			
FY 2009 Approved Budget	2.0	\$ 1,174,202	\$ 590,000
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	7,208	—
Internal Service Fund Adjustments	—	841	—
Other Required Adjustments	—	—	153,500
Subtotal (Current Level Budget)	2.0	\$ 1,182,251	\$ 743,500
<b>Recommended Changes for FY 2010</b>			



### Weed Abatement Fund 0031 — Cost Center 1188 Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments			
FY 2010 Reimbursement from the Weed Abatement Program.	—	15,306	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 15,306	\$ —
<b>Total Recommendation</b>	2.0	\$ 1,197,557	\$ 743,500

### Agriculture Fund 0001 — Cost Center 5660 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	15.5	\$ 1,888,488	\$ 1,276,987
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	17,839	—
Internal Service Fund Adjustments	—	(22,033)	—
Other Required Adjustments	—	—	123,166
Subtotal (Current Level Budget)	15.5	\$ 1,884,294	\$ 1,400,153
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	15.5	\$ 1,884,294	\$ 1,400,153

### Weights & Measures Fund 0001 — Cost Center 5663 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	10.0	\$ 1,112,525	\$ 1,095,000
Board Approved Adjustments During FY 2009	—	(12,369)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(36,486)	—
Internal Service Fund Adjustments	—	(6,255)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	10.0	\$ 1,057,415	\$ 1,095,000
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Increase Ongoing Revenue Related to New Device and New Business Registrations.	—	—	19,000
Increase revenue within the Weights and Measures Division related to registration fees for new devices and new businesses.	—	—	19,000
Subtotal (Recommended Changes)	—	\$ —	\$ 19,000
<b>Total Recommendation</b>	10.0	\$ 1,057,415	\$ 1,114,000



**Pierces Disease Control Prog Fund 0001 — Cost Center 5664**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	4.0	\$ 777,395	\$ 768,625
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	609	—
Internal Service Fund Adjustments	—	4,825	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	4.0	\$ 782,829	\$ 768,625
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>4.0</b>	<b>\$ 782,829</b>	<b>\$ 768,625</b>

**Administration Fund 0001 — Cost Center 5665**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	15.5	\$ 1,847,389	\$ 4,546
Board Approved Adjustments During FY 2009	—	12,369	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	13,622	—
Internal Service Fund Adjustments	—	85,239	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	15.5	\$ 1,958,619	\$ 4,546
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Reimbursement from Integrated Waste Management	—	(42,815)	—
FY 2010 Reimbursement from the Weed Abatement Program.	—	(15,306)	—
FY 2010 Reimbursement from the Department of Environmental Health.	—	(37,046)	—
FY 2010 Reimbursement from the Vector Control District.	—	(11,066)	—
FY 2010 Printing Adjustment	—	(4,000)	—
FY 2010 Voice Communications Adjustment	—	(28)	—
FY 2010 Postage Adjustment	—	(3,000)	—
FY 2010 Data Processing Adjustment	—	(6,085)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (119,346)	\$ —
<b>Total Recommendation</b>	<b>15.5</b>	<b>\$ 1,839,273</b>	<b>\$ 4,546</b>





### Integrated Waste Mgt Fran Fund 0001 — Cost Center 5666 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	—	\$ —	\$ 651,000
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	101	—
Other Required Adjustments	—	—	129,000
Subtotal (Current Level Budget)	—	\$ 101	\$ 780,000
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 101	\$ 780,000

### Animal Control Fund 0001 — Cost Center 5670 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	11.0	\$ 1,460,929	\$ 246,000
Board Approved Adjustments During FY 2009	—	123,566	119,700
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	7,942	—
Internal Service Fund Adjustments	—	(33,599)	—
Other Required Adjustments	—	(123,566)	(119,700)
Subtotal (Current Level Budget)	11.0	\$ 1,435,272	\$ 246,000
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
1. Ongoing Revenue Increase Related to Fees at the Animal Shelter.	—	—	15,000
Ongoing revenue increase within the Animal Care and Control Division related to fee increases and the addition of new fees in the Animal Shelter.	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ 15,000
<b>Total Recommendation</b>	11.0	\$ 1,435,272	\$ 261,000

### U.C. Cooperative Ext Fund 0001 — Cost Center 5710 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	0.5	\$ 111,078	\$ —
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	9	—
Internal Service Fund Adjustments	—	2,010	—
Other Required Adjustments	—	—	—



**U.C. Cooperative Ext Fund 0001 — Cost Center 5710**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Subtotal (Current Level Budget)	0.5	\$ 113,097	\$ —
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	0.5	\$ 113,097	\$ —

**Department of Environmental Health — Budget Unit 261**  
**Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1194	DEH - Admin Fund 0030	\$ 1,933,360	\$ 2,451,362	\$ 2,801,362	\$ 2,522,505	\$ 71,143	2.9%
26102	EHS - Planning Fund 0030	8,557,525	9,099,115	9,243,115	9,109,527	10,412	0.1%
26103	Toxics, Solid & Haz Materials Fund 0030	7,609,921	8,605,652	9,068,652	9,320,936	715,284	8.3%
<b>Total Net Expenditures</b>		\$ 18,100,806	\$ 20,156,129	\$ 21,113,129	\$ 20,952,968	\$ 796,839	4.0%

**Department of Environmental Health — Budget Unit 261**  
**Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1194	DEH - Admin Fund 0030	\$ 1,933,360	\$ 2,691,362	\$ 3,041,362	\$ 2,762,505	\$ 71,143	2.6%
26102	EHS - Planning Fund 0030	8,557,525	9,161,115	9,305,115	9,167,190	6,075	0.1%
26103	Toxics, Solid & Haz Materials Fund 0030	7,609,921	8,605,652	9,068,652	9,320,936	715,284	8.3%
<b>Total Gross Expenditures</b>		\$ 18,100,806	\$ 20,458,129	\$ 21,415,129	\$ 21,250,631	\$ 792,502	3.9%

**Department of Environmental Health — Budget Unit 261**  
**Expenditures by Object**

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 14,097,870	\$ 15,606,109	\$ 15,606,109	\$ 15,706,065	\$ 99,956	0.6%
Services And Supplies	3,702,526	4,852,020	5,616,193	5,544,566	692,546	14.3%
Fixed Assets	300,409	—	192,827	—	—	—
<b>Subtotal Expenditures</b>	18,100,806	20,458,129	21,415,129	21,250,631	792,502	3.9%
Expenditure Transfers	—	(302,000)	(302,000)	(297,663)	4,337	-1.4%
<b>Total Net Expenditures</b>	18,100,806	20,156,129	21,113,129	20,952,968	796,839	4.0%



## Department of Environmental Health — Budget Unit 261

### Revenues by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
1194	DEH - Admin Fund 0030	\$ 485,910	\$ 592,034	\$ 592,034	\$ 209,028	\$ (383,006)	-64.7%
26102	EHS - Planning Fund 0030	9,664,465	9,128,678	9,128,678	9,495,561	366,883	4.0%
26103	Toxics, Solid & Haz Materials Fund 0030	8,313,104	8,365,096	8,828,096	8,450,003	84,907	1.0%
<b>Total Revenues</b>		<b>\$ 18,463,478</b>	<b>\$ 18,085,808</b>	<b>\$ 18,548,808</b>	<b>\$ 18,154,592</b>	<b>\$ 68,784</b>	<b>0.4%</b>

### DEH - Admin Fund 0030 — Cost Center 1194

#### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Environmental Health (Fund Number 0030)</b>			
FY 2009 Approved Budget	13.0	\$ 2,451,362	\$ 592,034
Board Approved Adjustments During FY 2009	—	350,000	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	14,821	—
Internal Service Fund Adjustments	—	23,992	—
Other Required Adjustments	—	(350,000)	(383,006)
Subtotal (Current Level Budget)	13.0	\$ 2,490,175	\$ 209,028
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Reimbursement from the Department of Environmental Health.	—	37,046	—
FY 2010 Voice Communications Adjustment	—	(78)	—
FY 2010 Data Processing Adjustment	—	(4,638)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 32,330	\$ —
<b>Total Recommendation</b>	<b>13.0</b>	<b>\$ 2,522,505</b>	<b>\$ 209,028</b>

### EHS - Planning Fund 0030 — Cost Center 26102

#### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Environmental Health (Fund Number 0030)</b>			
FY 2009 Approved Budget	67.0	\$ 9,099,115	\$ 9,128,678
Board Approved Adjustments During FY 2009	—	144,000	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	40,784	—
Internal Service Fund Adjustments	—	(30,372)	—
Other Required Adjustments	—	(144,000)	366,883
Subtotal (Current Level Budget)	67.0	\$ 9,109,527	\$ 9,495,561
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>67.0</b>	<b>\$ 9,109,527</b>	<b>\$ 9,495,561</b>



## Toxics, Solid & Haz Materials Fund 0030 — Cost Center 26103

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Environmental Health (Fund Number 0030)</b>			
FY 2009 Approved Budget	41.0	\$ 8,605,652	\$ 8,365,096
Board Approved Adjustments During FY 2009	—	463,000	463,000
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	44,351	—
Internal Service Fund Adjustments	—	(24,100)	—
Other Required Adjustments	—	(498,000)	(1,108,093)
Subtotal (Current Level Budget)	41.0	\$ 8,590,903	\$ 7,720,003
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Voice Communications Adjustment	—	33	—
Decision Packages			
1. Increase Ongoing Revenue and Expenditures in the Household Hazardous Waste Program.	—	730,000	730,000
Increase revenue and the services and supplies budget for the Household Hazardous Waste Program. Revenue will be generated from fee increases for services related to tipping fees (AB 939) beginning July 1, 2009. This revenue will in turn fund departmental increase in operational costs related to:			
<ul style="list-style-type: none"> <li>◆ equipment leases</li> <li>◆ universal waste recycling program and,</li> <li>◆ household hazardous waste program.</li> </ul>			
Subtotal (Recommended Changes)	—	\$ 730,033	\$ 730,000
<b>Total Recommendation</b>	<b>41.0</b>	<b>\$ 9,320,936</b>	<b>\$ 8,450,003</b>

## Vector Control District — Budget Unit 411

### Net Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
4224	Vector Control Fund 0028	\$ 5,775,330	\$ 6,438,466	\$ 7,095,404	\$ 6,369,081	\$ (69,385)	-1.1%
<b>Total Net Expenditures</b>		\$ 5,775,330	\$ 6,438,466	\$ 7,095,404	\$ 6,369,081	\$ (69,385)	-1.1%

## Vector Control District — Budget Unit 411

### Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
4224	Vector Control Fund 0028	\$ 5,775,330	\$ 6,438,466	\$ 7,095,404	\$ 6,369,081	\$ (69,385)	-1.1%
<b>Total Gross Expenditures</b>		\$ 5,775,330	\$ 6,438,466	\$ 7,095,404	\$ 6,369,081	\$ (69,385)	-1.1%



### Vector Control District — Budget Unit 411 Expenditures by Object

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 3,340,474	\$ 3,582,939	\$ 3,582,939	\$ 3,618,367	\$ 35,428	1.0%
Services And Supplies	1,451,513	2,475,527	2,373,527	2,370,714	(104,813)	-4.2%
Other Charges	349,201	380,000	380,000	380,000	—	—
Fixed Assets	219,142	—	758,938	—	—	—
Operating/Equity Transfers	415,000	—	—	—	—	—
<b>Subtotal Expenditures</b>	<b>5,775,330</b>	<b>6,438,466</b>	<b>7,095,404</b>	<b>6,369,081</b>	<b>(69,385)</b>	<b>-1.1%</b>
<b>Total Net Expenditures</b>	<b>5,775,330</b>	<b>6,438,466</b>	<b>7,095,404</b>	<b>6,369,081</b>	<b>(69,385)</b>	<b>-1.1%</b>

### Vector Control District — Budget Unit 411 Revenues by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
4224	Vector Control Fund 0028	\$ 7,173,727	\$ 7,216,038	\$ 7,216,038	\$ 7,157,959	\$ (58,079)	-0.8%
4225	Vector Control Fund 0199	11,746	12,990	12,990	6,766	(6,224)	-47.9%
	<b>Total Revenues</b>	<b>\$ 7,185,473</b>	<b>\$ 7,229,028</b>	<b>\$ 7,229,028</b>	<b>\$ 7,164,725</b>	<b>\$ (64,303)</b>	<b>-0.9%</b>

### Vector Control Fund 0028 — Cost Center 4224 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Vector Control District (Fund Number 0028)</b>			
FY 2009 Approved Budget	37.5	\$ 6,438,466	\$ 7,216,038
Board Approved Adjustments During FY 2009	—	656,938	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	35,428	—
Internal Service Fund Adjustments	—	(115,873)	—
Other Required Adjustments	—	(656,938)	(58,079)
Subtotal (Current Level Budget)	37.5	\$ 6,358,021	\$ 7,157,959
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
FY 2010 Reimbursement from the Vector Control District.	—	11,066	—
FY 2010 Voice Communications Adjustment	—	(6)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 11,060	\$ —
<b>Total Recommendation</b>	<b>37.5</b>	<b>\$ 6,369,081</b>	<b>\$ 7,157,959</b>

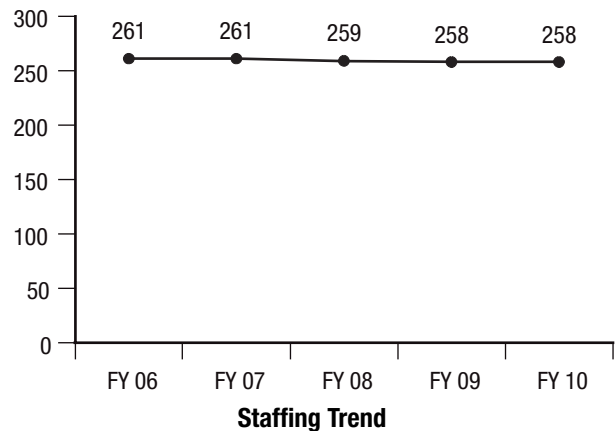
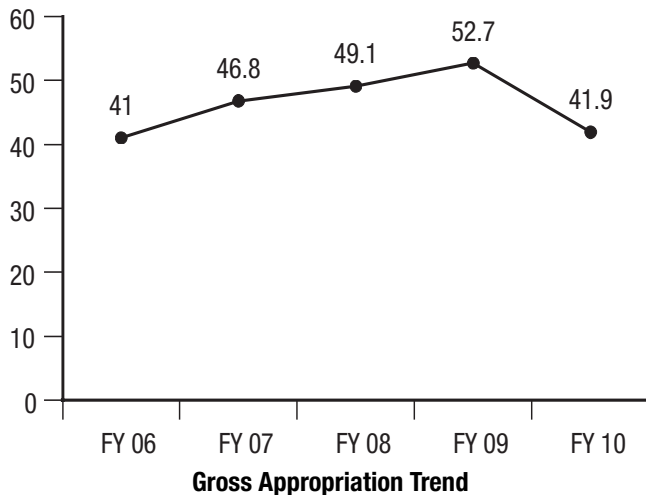
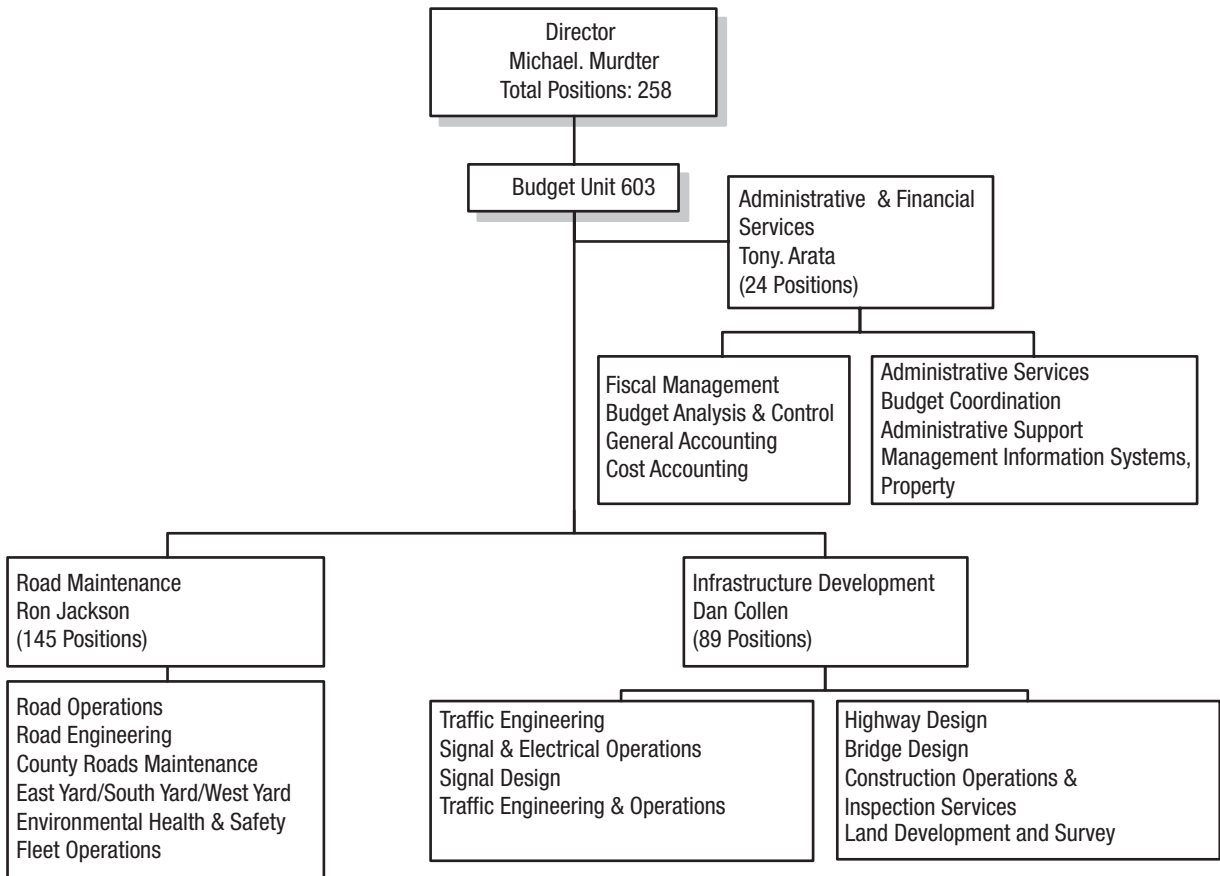


**Vector Control Fund 0199 — Cost Center 4225**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>VCD Capital Fund (Fund Number 0199)</b>			
FY 2009 Approved Budget	—	\$ —	\$ 12,990
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	(6,224)
Subtotal (Current Level Budget)	—	\$ —	\$ 6,766
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ —	\$ 6,766



# Roads Department



Section 5: Housing, Land Use, Environment & Transportation



## Public Purpose

- ➔ Promote the economic vitality and quality of life of the County by ensuring the safety of the traveling public and accommodating road travelers



## Description of Major Services

The Department maintains and operates approximately 672 miles of expressway and rural and urban roadways in the unincorporated areas, including:

- 23 miles of sound walls
- 168 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.

## Current and Emerging Issues

**Declining Revenue and Ongoing Structural Deficit:** The Department has consistently reported that the ongoing escalation in the Department's operating costs far outstrips the revenue from the gasoline excise tax, which is not indexed for inflation and has not been increased since 1990.

The total gas tax revenue continues to fall due to the slowdown in economic activity. In FY 2000, gasoline excise tax revenue was \$24.8 million and total salary and benefits costs for 291 positions were \$17.5 million, leaving \$7.3 million to pay for services, supplies and equipment. Ten years later, in FY 2010, the gasoline excise tax revenue is projected at \$23.3 million and salary and benefits costs are projected at \$28.2 million for 258 positions, 33 fewer than 10 years ago. In other words, 100% of the gasoline excise tax revenue is required plus an additional \$4.9 million just to meet payroll, despite an 11% reduction in staffing over the last 10 years.

The ability to balance the Road Fund budget each year depends on receipt of Proposition 42 subventions. This revenue source provides \$11 million annually and comprises nearly one-third of total Road Fund

operating revenue. The Road Fund relies on the Proposition 42 revenue to fund the \$4.9 million difference between salary and benefits costs and gas tax revenue, as well as the rest of the operating budget. Although the recently enacted state budget fully funds Proposition 42 in FY 2010, the state's ability to suspend this revenue injects a great deal of uncertainty into the annual budget preparation process, and an actual suspension would be very difficult to handle. This revenue uncertainty highlights the importance of spending conservatively and looking for every opportunity to cut costs wherever possible.

The State budget also includes a three-month deferral of FY 2009 gas tax payments (approximately \$5.8 million total) to help alleviate the State's cash flow problems. Additionally, the December 2008 disbursement of the most recent allocation of \$2.4 million of Proposition 1B for Local Streets and Roads funding was deferred indefinitely. The Department utilizes the Road Fund Balance to mitigate necessary cash outlays for work associated with these funding sources, which highlights the importance of maintaining a healthy fund balance to mitigate the impacts of revenue disruptions and deferrals.

The Department's strategy of maintaining a core maintenance staff funded primarily by the reliable gas excise tax revenue while executing additional work by contract when one-time or short-term funding is available has helped cushion the impact of revenue fluctuations on Road Maintenance Workers and other front-line service provider positions. The Department plans to continue this strategy.

**New business Model for the Acquisition and Maintenance of Department's Fleet** The Department is in the process of developing a new business model for the acquisition and maintenance of heavy equipment and light duty vehicles. As reported for the past several years, fleet costs are a significant component of the Road Fund budget and the Department has striven to develop a practical and cost-effective strategy to mitigate the operational impacts related to the loss of on-site maintenance personnel at the East Yard and West Yard (as well as the loss of lease revenue) resulting from the Fleet Department's consolidation at their new facility on Junction Avenue at some point during the next fiscal year.

The Department is shifting from a buy-and-own model to an all-inclusive lease model to avoid high initial equipment acquisition costs and the inefficiencies and associated costs that would be introduced with respect to transporting vehicles to the Junction facility for service. This plan will also generate cost savings with respect to the various types of equipment required on only a seasonal or short-term basis. Leasing provides

considerably more cost certainty, as well as flexibility, with respect to changing the mix of equipment on hand if needed. Short-term rental of specific pieces of equipment lowers the total costs per operating hour for this equipment because overall utilization of the asset is increased (i.e., the capital costs are amortized over a higher number of productive hours.)

Staff has performed significant research relating to private-sector vendors of fleet services and is currently preparing a detailed Request for Proposals (RFP) for one-stop shopping for vehicle and equipment leases that include maintenance, as well as the capability to provide on-site maintenance of existing Road Fund-owned vehicles for the remainder of their useful lives (at which point they will be retired and replaced with leased vehicles.) It is anticipated that it will take several years to transition completely to the new business model, as existing Road Fund-owned vehicles are gradually replaced with leased vehicles.

A phased implementation is anticipated once a firm departure date is identified for the Fleet Department from the East and West Yards. The Department will continue to keep the Fleet Department informed of its progress and will present the draft RFP to the Housing, Land Use, Environment and Transportation Committee and the Board for approval. Given the uncertainty with respect to the timing of the implementation of the new business model, the FY 2010 budget does not reflect a departure from the status quo.

## 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	Revenue from Proposition 42 funds allocation will balance operational costs. The School Crossing Guard program will continue for an additional year. Department historical documents will be preserved. Additional position will enable Department to meet the increased workload in its Property Section.	▲
Capital Projects	No	Mandated		■
Fleet Maintenance	No	Required	Funding will enable Department to be in compliance with the State mandate.	▲

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
Infrastructure Development	No	Mandated	Department will have the flexibility to utilize its staffing resources.	▲
Road Maintenance	No	Mandated	Increase in material expense will allow for needed road treatments that will extend the durability of the roadways. Labor cost reimbursement will prevent 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	None. Duties of deleted position have been absorbed.	▼

Impact on Current Level of Service:

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

## County Executive's Recommendation

### ▲ Administrative and Financial Services

**Recognize One-time Proposition 42 Funds Allocation:** A one-time revenue allocation from the Proposition 42 funds to cities and counties is recommended. The County's share in this allocation is \$11,000,000. This proposition dedicates the existing state sales tax on gasoline to fund congestion relief projects, road repairs, transit and safety improvements. This restricted fund can only be used for road maintenance-related purposes – materials, labor and equipment.

**Service Impact:** This anticipated revenue will balance the Department's operating budget.

**One-time Revenue: \$11,000,000**

**One-time Allocation for the School Crossing Guard Program:** An allocation of \$112,000 is recommended for the School Crossing Guard Program. This allocation will cover the cost of eight (8) crossing guards at the following locations, together with the costs of safety equipment, and uniform allowance:

- Intersection at Luther Burbank Elementary School and Wabash Avenue
- Intersection at Wilbur Avenue and Lyndale Avenue
- Intersection at Pleasant Ridge Avenue and Gay Avenue
- Intersection at Kirk Avenue and Hyland Drive

- Intersection at Kirk Avenue and Madeline Drive
- Intersection at San Carlos Street and Wabash Avenue and Leland Avenue (2 guards)
- Intersection at Cragmont Avenue and East Hills Drive

The San Jose Police Department identified an additional intersection for FY 2010 at Cragmont Avenue and East Hills Drive which accounts for increased costs of this program - personnel costs for the crossing guard that will be placed at this intersection. All these intersections are within the City of San Jose and this program is managed as a cooperative agreement between the City and the County.

The Board approved the first allocation of \$50,000 to this program in 2001, to fund the placement of adult crossing guards at selected County intersections in the unincorporated pockets near schools. Along with this approval, the Roads Department was assigned to lead the implementation and subsequent coordination with the affected school districts, cities and the Office of the Sheriff. In FY 2009, the Board approved \$76,600 for this program. The funding for this program is provided via intra-County transfer between Special Programs and the Road Fund.

**Service Impact:** This program will continue for another one year.

**One-time Cost: \$112,000**

**One-time Reimbursement for the Historical Documents Preservation and Conservation Project:** A one-time allocation of \$10,000 is recommended. This amount will enable the continuation and completion of the digitization of the historical documents related to County road maps dating back from the 19th and 20th centuries. This project was allocated \$20,000 in FY 2009.

**Service Impact:** The Clerk of the Board will continue the work of preserving these historical documents.

**One-time Cost: \$10,000**

**Add 1.0 Alternately Staffed Associate/Assistant/Junior Real Estate Agent:** The Property Section assumed a new economic development function with respect to leasing large surplus parcels for revenue-generating purposes, specifically with the Road Fund property at Route 87 and Capitol Expressway and the Airport Enterprise Fund property at Capitol Expressway and Tully Road.

In December 2008, a cooperative agreement executed between the County, Caltrans, Valley Transportation Authority, and the City of San Jose, finalized the disposition of over 900 parcels of real property related to the Guadalupe Corridor Project. This action will result in the Department receiving title to a net total of 25 parcels, including 9 residential rental properties and 3 commercial rental properties whose leases must now be managed by the Property Section. These are in addition to the existing revenue-generating leases on 17 parcels and 6 residential properties managed by the Property Section.

Additionally, the Department's agreement with the Housing Authority of Santa Clara County for management of four residential rental properties expires on June 30, 2009, and going forward the Department plans to perform the property management function in-house for all 15 residential rental units now in inventory, 13 of which are currently occupied. Funding for this position will be offset by rental income from the recently acquired properties.

**Service Impact:** The addition of this position provides the section with staffing resources to effectively manage its growing real estate demands and to continue uninterrupted services in support of its capital projects.

**Positions Added: 1.0**

**Total Ongoing Cost: \$104,172**

## ▲ Fleet Maintenance

**One-time Funding for the Diesel Retrofit Program:** The California State Air Resources Board mandated the retrofitting of diesel engines of public fleets by 2011, in an effort to reduce both criteria pollutant and exposure to toxic air contaminants. This is the Department's third year in allocating funds to retrofit its fleet to meet the state mandate.

**Service Impact:** Funding will be available to continue the retrofit program mandated by the State.

**One-time Cost: \$75,000**

## ▣ Infrastructure Development

**Add 1.0 Alternately Staffed Associate/Assistant/Junior Civil Engineer Position** The addition of this position provides a career-growth position in the department, and flexibility for work assignments, as an incumbent can be assigned to perform higher-level engineering tasks. It provides the flexibility to attract new graduates at entry level, while at the same time creating an incentive for an incumbent at the Junior/Assistant level to pursue registration as a Professional Engineer, which is a prerequisite for promotion to the Associate level.

**Delete 1.0 FTE Vacant Engineering Technician III:** This position became vacant in August 2008 due to retirement. The deletion of this position will enable the Department to add the Alternately Staffed Civil Engineer position.

**Service Impact:** The Infrastructure Development Division will have the flexibility to utilize its staffing resources to meet the needs of its operations.

**Net Position Change: 0.0**

**Total Ongoing Cost: \$10,455**

Ongoing cost of added position: \$110,943

Ongoing savings from deleted position: \$100,488

## ▲ Road Maintenance

**One-time Reimbursement for Capital Projects:** Recognize various one-time reimbursements of labor costs for capital projects charged to individual projects. This action ensures accurate labor costs and prevents double-counting. 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**

**One-time Funding for Material Expense:** This one-time augmentation increases the annual budget allocation for road treatment by an additional \$1.7 million. A road surface and undersurface are treated with a combination of layers of asphalt, fine aggregate and other additives to preserve and protect the road from the effects of aging, wear, and the environment, through the process of chip sealing or slurry sealing. This augmentation will increase the chip-sealing of road miles from 35 to 55 for this fiscal year. The augmentation will also allow for the slurry-sealing of 11 miles of residential roads.

**Service Impact:** These treatments extend the life of the roadways, seals the road surface and undersurface and provide a coat for weather resistance and skid prevention.

**One-time Cost: \$1,730,000**

## ▲ Road Operations

**One-time Funding for Safety and Security Upgrades:** A one-time funding is required to install new gates and security system at the South Yard.

**Service Impact:** The installation of new gates and a security system will enhance safety and security of employees and County property.

**One-time Cost: \$80,000**

**One-time Funding for Office Configuration:** This allocation allows the Division to reconfigure the second floor building of its 1505 Schallenberger office to meet the County's ergonomic standards by replacing dated office furniture, while at the same time maximizing the office space available for use.

**Service Impact:** The recommendation will enhance the health and safety of the employees and maximize office floor space.

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

## ▼ Traffic Engineering

**Delete 1.0 FTE Vacant Office Clerical Supervisor:** This position has remained vacant since October 2006. Savings from this deletion will reduce overall expenditures.

**Service Impact:** The duties assigned to this position have been absorbed by staff within the division.

**Ongoing Savings: \$79,332**

### Roads & Airports Department - Roads — Budget Unit 603 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
60020	Roads Capital Improvement Fund 0020	\$ 11,117,440	\$ 11,550,000	\$ 14,303,000	\$ 299,000	\$ (11,251,000)	-97.4%
60023	Roads Fund 0023	34,703,198	37,677,881	41,723,384	38,181,996	504,115	1.3%
61528	County Lighting District Fund 1528	333,398	420,000	420,000	415,000	(5,000)	-1.2%
61618	Overlook Road District Fund 1618	14,385	—	—	—	—	—
61620	El Matador District Fund 1620	—	25,000	25,000	25,000	—	—
<b>Total Net Expenditures</b>		<b>\$ 46,168,421</b>	<b>\$ 49,672,881</b>	<b>\$ 56,471,384</b>	<b>\$ 38,920,996</b>	<b>\$ (10,751,885)</b>	<b>-21.6%</b>



### Roads & Airports Department - Roads — Budget Unit 603 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
60020	Roads Capital Improvement Fund 0020	\$ 9,998,778	\$ 11,550,000	\$ 14,303,000	\$ 299,000	\$ (11,251,000)	-97.4%
60023	Roads Fund 0023	34,703,198	40,677,881	44,723,384	41,181,996	504,115	1.2%
61528	County Lighting District Fund 1528	333,398	420,000	420,000	415,000	(5,000)	-1.2%
61618	Overlook Road District Fund 1618	14,385	—	—	—	—	—
61620	El Matador District Fund 1620	—	25,000	25,000	25,000	—	—
<b>Total Gross Expenditures</b>		<b>\$ 45,049,758</b>	<b>\$ 52,672,881</b>	<b>\$ 59,471,384</b>	<b>\$ 41,920,996</b>	<b>\$ (10,751,885)</b>	<b>-20.4%</b>

### Roads & Airports Department - Roads — Budget Unit 603 Expenditures by Object

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 26,312,234	\$ 28,101,682	\$ 28,101,682	\$ 28,206,200	\$ 104,518	0.4%
Services And Supplies	8,512,409	13,296,679	16,574,182	13,619,796	323,117	2.4%
Fixed Assets	11,343,778	11,274,520	14,795,520	95,000	(11,179,520)	-99.2%
<b>Subtotal Expenditures</b>	<b>45,049,758</b>	<b>52,672,881</b>	<b>59,471,384</b>	<b>41,920,996</b>	<b>(10,751,885)</b>	<b>-20.4%</b>
Expenditure Transfers	—	(3,000,000)	(3,000,000)	(3,000,000)	—	—
<b>Total Net Expenditures</b>	<b>46,168,421</b>	<b>49,672,881</b>	<b>56,471,384</b>	<b>38,920,996</b>	<b>(10,751,885)</b>	<b>-21.6%</b>

### Roads & Airports Department - Roads — Budget Unit 603 Revenues by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
60020	Roads Capital Improvement Fund 0020	\$ 6,790,204	\$ 6,072,747	\$ 32,099,273	\$ 100,000	\$ (5,972,747)	-98.4%
60023	Roads Fund 0023	43,794,638	40,373,067	46,067,860	39,113,741	(1,259,326)	-3.1%
61528	County Lighting District Fund 1528	359,612	361,000	361,000	361,000	—	—
61620	El Matador District Fund 1620	1,204	1,000	1,000	1,000	—	—
<b>Total Revenues</b>		<b>\$ 50,945,734</b>	<b>\$ 46,807,814</b>	<b>\$ 78,529,133</b>	<b>\$ 39,575,741</b>	<b>\$ (7,232,073)</b>	<b>-15.5%</b>

### Roads Capital Improvement Fund 0020 — Cost Center 60020 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Road CIP (Fund Number 0020)</b>			
FY 2009 Approved Budget	—	\$ 11,550,000	\$ 6,072,747
Board Approved Adjustments During FY 2009	—	2,753,000	26,026,526
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—



## Roads Capital Improvement Fund 0020 — Cost Center 60020

### Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(14,004,000)	(31,999,273)
Subtotal (Current Level Budget)	—	\$ 299,000	\$ 100,000
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 299,000	\$ 100,000

## Roads Fund 0023 — Cost Center 60023

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Road Fund (Fund Number 0023)</b>			
FY 2009 Approved Budget	258.0	\$ 37,677,881	\$ 40,373,067
Board Approved Adjustments During FY 2009	-2.0	4,045,503	5,694,793
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	2.0	69,223	—
Internal Service Fund Adjustments	—	(284,931)	(156,661)
Other Required Adjustments	—	(2,462,727)	(17,909,458)
Subtotal (Current Level Budget)	258.0	\$ 39,044,949	\$ 28,001,741
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Transfer from General Fund to Roads Fund for the School Crossing Guard Program	—	—	112,000
Reduce Reimbursement to County Communications Engineering Services	—	(132)	—
FY 2010 Data Processing Adjustment	—	(116)	—
Decision Packages			
1. Delete 1.0 FTE Vacant Clerical Office Supervisor Position. Duties of this position have been absorbed by the existing staff.	-1.0	(79,332)	—
2. Add 1.0 FTE Alternately Staffed Associate Civil Engineer and Delete 1.0 FTE Vacant Engineering Technician III Position. This action will provide the flexibility to assign higher level bridge engineering tasks to appropriate staff to support the capital projects in the Bridge Design Unit.	—	10,455	—
3. Recognize One-time Revenue from Proposition 42 Funds and Add 1.0 FTE Alternately Staffed Real Estate Agent. Recognize one-time revenue from allocation of Proposition 42 funds and add 1.0 FTE alternately staffed Associate/Assistant/Junior Real Estate Agent. Proposition 42 dedicates the existing state sales tax on gasoline to fund congestion relief projects, road repairs, transit and safety improvements. The funds will be used for road maintenance purposes only. The new position will assist in the meeting the increased workload in the Department.	1.0	104,172	11,000,000
4. Allocate One-time Funding for the State-mandated Diesel Retrofit Program. The California State Air Resources Board mandated the retrofitting of diesel engines of public fleets by 2011 in an effort to reduce both criteria pollutants and exposure to toxic air contaminants.	—	75,000	—
5. Allocate One-time Funding for Preventive Maintenance Projects.	—	1,730,000	—



## Roads Fund 0023 — Cost Center 60023

### Major Changes to the Budget

	Positions	Appropriations	Revenues
This one-time augmentation increases the FY 2009 budget allocation of \$2.5 million by an additional \$1.7 million for the chip seal/slurry seal program. Augmentation will increase the chip-sealing of road miles from 35 to 55. The augmentation will also allow for the slurry-sealing of 11 miles of residential roads.			
6. Allocate One-time Funding for Safety and Security Upgrades.	—	175,000	—
A one-time augmentation for safety and security improvements at the South Yard with the installation of a new gate and security system in the amount of \$80,000. This action also allocates one-time funding to reconfigure the 2nd floor of 1505 Schallenberger Drive office cubicles to current County and ergonomic standards in the amount of \$95,000.			
7. One-time Labor Cost Adjustments for Various Capital Projects.	—	(2,783,403)	—
Recognize various one-time reimbursements of labor costs for capital projects charged to individual projects to ensure an accurate labor cost and prevent double-counting.			
8. School Crossing Guard Program	—	112,000	—
One-time appropriations for the School Crossing Guard Program are covered by a matching transfer of revenue from the General Fund (see Internal Service Fund Adjustments line above).			
9. One-time Funding for Historical Preservation of Road Maps	—	10,000	—
This one-time appropriation will allow the Roads Fund to reimburse the Clerk of Board's Office for expenses related to the preservation of historical maps and other documents related to the Roads Department.			
10. One-time Labor Cost Adjustments for Capital Projects.	—	(66,729)	—
Recognize one-time reimbursement of labor costs for capital projects charged to individual projects to ensure an accurate labor cost and prevent double-counting.			
11. One-time Labor Cost Adjustments for Capital Projects.	—	(149,868)	—
Recognize one-time reimbursement of labor costs for capital projects charged to individual projects to ensure an accurate labor cost and prevent double-counting.			
Subtotal (Recommended Changes)	—	\$ (862,953)	\$ 11,112,000
<b>Total Recommendation</b>	258.0	\$ 38,181,996	\$ 39,113,741

## County Lighting District Fund 1528 — Cost Center 61528

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>County Lighting Service Fund (Fund Number 1528)</b>			
FY 2009 Approved Budget	—	\$ 420,000	\$ 361,000
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(5,000)	—
Subtotal (Current Level Budget)	—	\$ 415,000	\$ 361,000
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 415,000	\$ 361,000



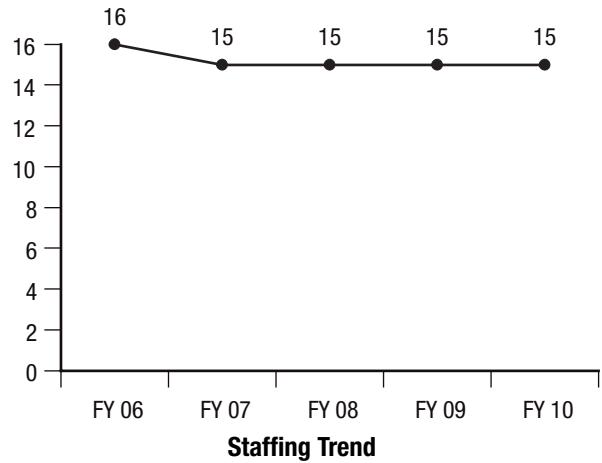
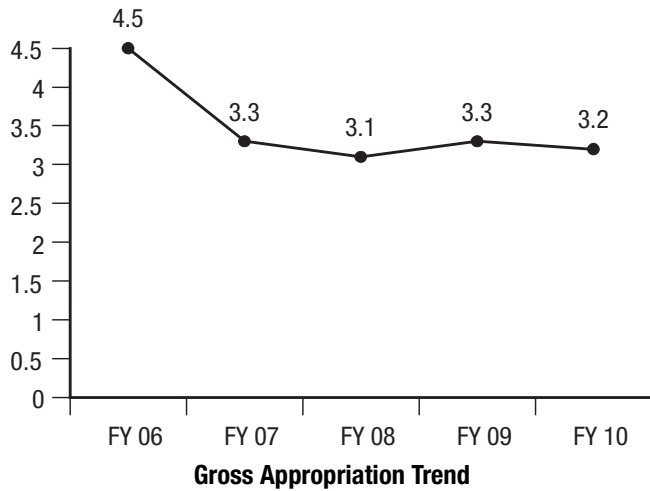
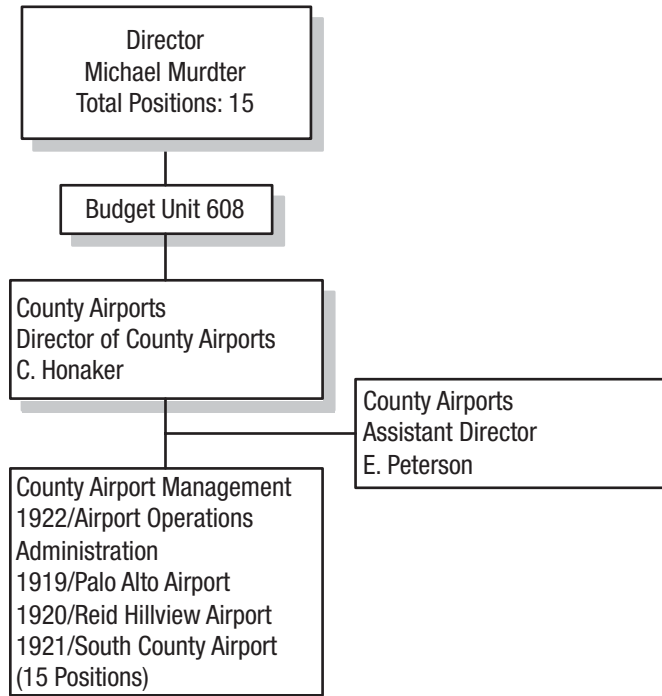


**El Matador District Fund 1620 — Cost Center 61620**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>El Matador Drive Maint (Fund Number 1620)</b>			
FY 2009 Approved Budget	—	\$ 25,000	\$ 1,000
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 25,000	\$ 1,000
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 25,000	\$ 1,000



# Airports Department



## Public Purpose

- ➔ **Promote the economic and social vitality of the County by meeting the needs of the General Aviation (GA) community and the traveling public**



## 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.

### 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.

With the help of a consulting firm, the Master Plan for each of the airports is being reviewed. Upon completion, the Master Plan will provide a graphic presentation of the ultimate development of the airports and of anticipated land uses adjacent to them,

while establishing a schedule of priorities for the various improvement and safety enhancements. In addition to the Master Plans, the Department is creating a Business Plan for each airport. When complete, the Business Plans will provide the Department with specific, feasible options as well as a “road map” to improve the facilities and operations of the airports, enhance the system’s financial performance, and expand the capacity to fund required capital improvements.

### Property Management

This function oversees airport-related licenses, leases, and rental agreements along with monitoring the Fixed Based Operator (FBO) agreements while maintaining a self-sufficient financial status.

Over the years the Department has maintained financial self-sufficiency in its management of the airport facilities and resources. The construction of 100 new County-owned hangar spaces was completed recently at the South County airport. This completion generates revenue in the rental category, while providing a much-desired service for the Santa Clara County residents.

## 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.

Capital Improvement Projects include grant application, project planning, project design and project engineering. Many of the airports' capital projects are eligible for Federal Aviation Administration (FAA) Airport Improvement Project (AIP) money in the form of grants. The maximum FAA grant amount covers 95% of an FAA-eligible project. In addition, the California Department of Transportation's (Caltrans) Aeronautical division has historically provided an additional 4.5% of

project costs in grant money. However, continuing State budget constraints may limit Caltrans' ability to fund the full 4.5%. Consequently, the Airport Enterprise Fund (AEF) must be prepared to fund the full 5% local match on all eligible projects.

In order to maintain airport safety, the Department recently received grants to install new fencing, automatic gates, and a computerized access control system. The gates and access control system allow for better management of airfield access. In addition, the Department applied for a grant to install a noise monitoring and flight tracking system during FY 2008, as part of the ongoing noise mitigation measures incorporated by the Department.

## Current and Emerging Issues

The Department is beginning the environmental documentation for the draft Master Plans for Reid-Hillview and South County airports. Execution of the Master Plans 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.

## 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 2010.

**Roads & Airports Dept - Airports — Budget Unit 608**  
**Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
60805	Airports Operations	\$ 4,691,753	\$ 3,294,301	\$ 3,294,301	\$ 3,211,066	\$ (83,235)	-2.5%
<b>Total Net Expenditures</b>		\$ 4,691,753	\$ 3,294,301	\$ 3,294,301	\$ 3,211,066	\$ (83,235)	-2.5%

**Roads & Airports Dept - Airports — Budget Unit 608**  
**Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
60805	Airports Operations	\$ 4,691,753	\$ 3,294,301	\$ 3,294,301	\$ 3,211,066	\$ (83,235)	-2.5%
<b>Total Gross Expenditures</b>		\$ 4,691,753	\$ 3,294,301	\$ 3,294,301	\$ 3,211,066	\$ (83,235)	-2.5%

**Roads & Airports Dept - Airports — Budget Unit 608**  
**Expenditures by Object**

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 1,450,012	\$ 1,521,605	\$ 1,521,605	\$ 1,520,029	\$ (1,576)	-0.1%
Services And Supplies	1,159,659	1,350,701	1,350,701	1,275,442	(75,259)	-5.6%
Other Charges	267,420	421,995	421,995	415,595	(6,400)	-1.5%
Fixed Assets	1,814,663	—	—	—	—	—
<b>Subtotal Expenditures</b>	4,691,753	3,294,301	3,294,301	3,211,066	(83,235)	-2.5%
<b>Total Net Expenditures</b>	4,691,753	3,294,301	3,294,301	3,211,066	(83,235)	-2.5%

**Roads & Airports Dept - Airports — Budget Unit 608**  
**Revenues by Cost Center**

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
60805	Airports Operations	\$ 4,785,198	\$ 3,383,101	\$ 5,401,201	\$ 3,324,883	\$ (58,218)	-1.7%
<b>Total Revenues</b>		\$ 4,785,198	\$ 3,383,101	\$ 5,401,201	\$ 3,324,883	\$ (58,218)	-1.7%

**Airports Operations — Cost Center 60805**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Airport Enterprise Fund (Fund Number 0061)</b>			
FY 2009 Approved Budget	15.0	\$ 3,294,300	\$ 3,383,101
Board Approved Adjustments During FY 2009	—	—	2,018,100
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(1,576)	—



**Airports Operations — Cost Center 60805**  
**Major Changes to the Budget**

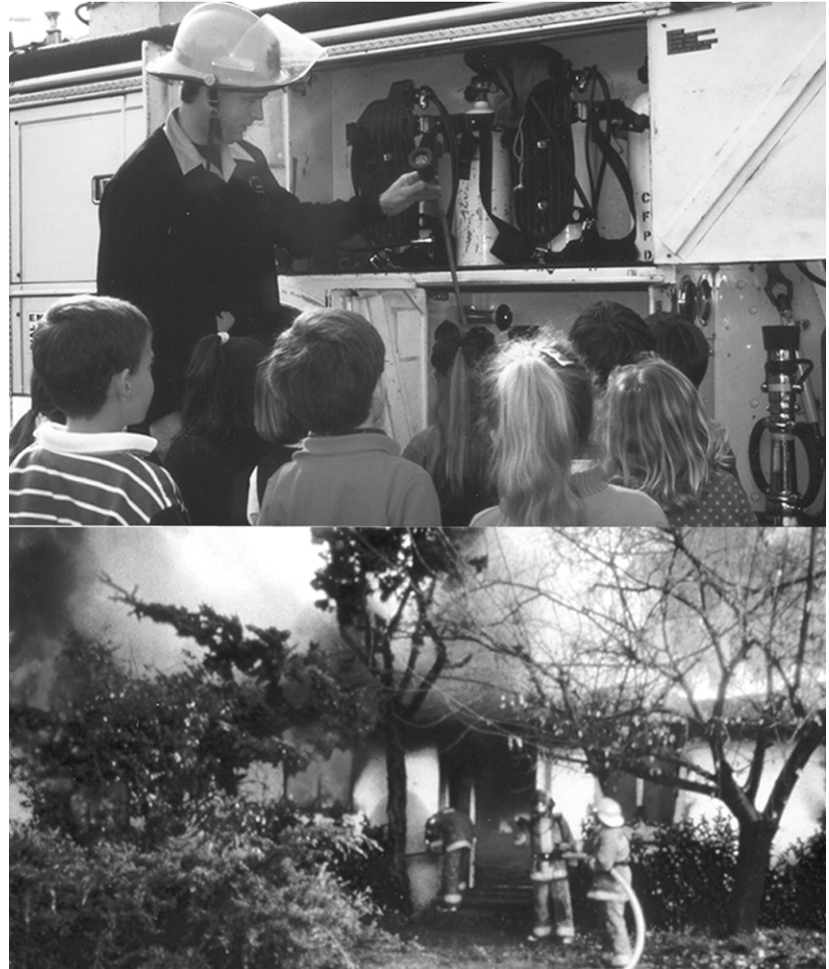
	Positions	Appropriations		Revenues	
Internal Service Fund Adjustments	—		(92,609)		—
Other Required Adjustments	—		10,950		(2,076,318)
Subtotal (Current Level Budget)	15.0	\$	3,211,065	\$	3,324,883
<b>Recommended Changes for FY 2010</b>					
Internal Service Fund Adjustments					
Decision Packages					
Subtotal (Recommended Changes)	—	\$	—	\$	—
<b>Total Recommendation</b>	15.0	\$	3,211,065	\$	3,324,883



## County Fire Districts

### Public Purpose

- ➔ Protect life and property



### Description of Major Services

Pursuant to State and local Health and Safety Code-related legislation, the residents of Santa Clara County are served by four fire protection districts: Santa Clara County Central Fire Protection District, Los Altos Hills County Fire District, South Santa Clara County Fire Protection District, and Saratoga Fire District.

The County Board of Supervisors serves as the Board of Directors for all but Saratoga Fire District. The districts are empowered to establish, equip, and maintain a fire department. Each district may operate rescue and first-aid services, and may provide and maintain all functions necessary for the prevention of fire, and for the protection of life and property from fire.

### Santa Clara County Central Fire Protection District

The Santa Clara County Central Fire Protection District provides services to the communities of Campbell, Cupertino, Los Altos, Monte Sereno, Morgan Hill, half of Saratoga, the Town of Los Gatos, the Town of Los Altos Hills, and unincorporated areas generally west of these cities. In Spring 2008 the district entered into a contract with the Saratoga Fire District and now provides fire protection services for that district's entire jurisdiction, including the remaining half of the City of Saratoga and the unincorporated area west of the city.

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, hazardous materials, emergency response, and others related to the protection of life and property.

The organization is structured around five distinct service divisions:

- The Fire Prevention Division provides fire inspection services, and code enforcement.
- The Operations Division coordinates resources for emergency response.
- The Training Division coordinates and delivers training to District Employees and public fire education.
- The Administrative Services Division provides general management and administrative support.
- The Support Service Division administers supplies, apparatus maintenance, and facility maintenance personnel.

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, contract revenues, Homeowners Property Tax Replacement, supplemental property taxes, and miscellaneous revenues.

### **South Santa Clara County Fire District**

The South Santa Clara County Fire District operates under the provisions of the California Health and Safety Code commencing at Section 13801. The Board of Supervisors, as the governing body, appoints seven district commissioners to four-year terms.

The district is empowered to establish, equip, and maintain a fire department. It may enter into contracts for the purpose of fire protection and may perform any or all activities necessary for the prevention of fires. The district provides fire protection, first responder defibrillator medical services, and advanced life support to the unincorporated rural areas of South Santa Clara County.

The district includes the unincorporated County area south of Metcalf Road and serves approximately 35,000 County residents. The district 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, and as such the district is also known as “Cal Fire.” 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 \$600,000 in fund balance from FY 2009. The revenues and expenses will be adjusted in the Final Budget pending the calculation of actual fund balance as of June 30, 2009.

### Fixed Assets

#### The Central Fire Protection District Recommends the Following Fixed Asset Purchases in FY 2010:

- Vehicles, engines and related equipment - \$1,200,000
- Construction costs - \$600,000
- Mobile data deployment network - \$448,000
- Architectural services (Quito/Winchester Station) - \$300,000
- Computers, servers, networking equipment - \$284,850
- Station exhaust systems - \$110,000
- Radios, emtrac, ringdown equipment - \$100,000
- Eyewash stations, storage cabinets, shop equipment, exercise equipment - \$54,000
- HVAC improvements and repairs - \$47,000
- Monta Vista Station major roof repair - \$40,000
- Station improvements - \$35,000

**Total One-time Fixed Assets: \$3,218,850**

#### FY 2010 Planned Non-Fixed Asset Purchases Include:

- Replacement of worn-out boots and structure and wildland protective clothing -- 'turnouts' -- \$525,000
- Repairs and maintenance for existing structures and buildings - \$270,000
- Medical supplies for Department's paramedic program - \$175,000

### Summary of Central Fire Protection District Budget — FY 2010

Resources	Amount
FY 2010 Revenues	\$80,138,600
Est. Fund Balance as of 6/30/09	\$600,000

### Summary of Central Fire Protection District Budget — FY 2010

Total Revenue plus Fund Balance		\$80,738,600
Expenses	Amount	
Salaries and Benefits	\$63,723,600	
Services and Supplies	\$13,480,164	
Other Charges - Debt Service	\$422,800	
Fixed Assets	\$3,218,850	
Operating/Equity Transfers	\$1,200,000	
Reimbursements	(\$1,537,625)	
Total Operating Expense-Subtotal	\$80,507,789	
Reserve	\$222,249	
<b>Total Expense</b>		<b>\$80,738,600</b>

### Central Fire Protection District Job Classes and Salary Ranges effective July 1, 2009

	Positions	Step 1 Monthly	Step 5 Monthly
Administrative Support Officer I or	1	5,264.62	6,399.17
Administrative Support Officer II or		6,317.54	7,679.00
Administrative Support Officer III		7,265.20	8,830.89
Administrative Support Officer I or	1	5,264.62	6,399.17
Administrative Support Officer II		6,317.54	7,679.00
Arson Investigator I or	1	8,567.55	10,413.91
Arson Investigator II		9,622.89	11,696.67
Assistant Fire Chief	1	13,912.79	16,911.00
Assistant County Fire Marshal (c)	1	10,435.29	12,684.16
Associate Fire Protection Engineer or	2	7,400.97	8,995.93
Fire Protection Engineer		8,354.87	10,155.39
Associate Public Education Officer A or	1	6,054.34	7,359.09
Associate Public Education Officer B		7,265.20	8,830.89
Battalion Chief or	13	11,276.96	13,707.21
Battalion Chief - Probationary		10,435.29	12,684.16
Business Services Associate	1	5,186.08	6,303.71
Chief Fire Investigator	1	10,435.29	12,684.16
Construction Coordinator	1	8,554.19	10,397.68
Continued Employment Program Position	2	7,400.95	8,995.85
Deputy Chief	4	12,573.51	15,283.19
Deputy Fire Marshal I (c) or	13	7,400.97	8,995.93



## Central Fire Protection District Job Classes and Salary Ranges effective July 1, 2009

	Positions	Step 1 Monthly	Step 5 Monthly
Deputy Fire Marshal II (c)		8,354.87	10,155.39
Director Of Business Services	1	12,216.88	14,849.70
Emergency Services Coordinator	2	7,400.97	8,995.93
Firefighter/Engineer (a)	164	7,400.97	8,995.93
Fire Captain (b) (d)	73	8,881.11	10,795.05
Fire Chief	1	15,454.57	18,785.03
Fire Mechanic or	3	7,776.50	9,452.39
Fire Mechanic I or		5,671.55	6,893.81
Fire Mechanic II		6,805.90	8,272.62
General Maintenance Craftsworker or	2	7,776.50	9,452.39
General Maintenance Craftsworker Hired After 11/22/04		5,657.70	6,876.98
Hazardous Materials Program Supervisor	1	9,251.09	11,244.75
Hazardous Materials Specialist	2	8,354.87	10,155.39
Information Systems Manager	1	8,511.05	10,345.23
Management Analyst or	1	7,266.20	8,830.89
Management Analyst A or		5,264.62	6,399.17
Management Analyst B		6,317.53	7,679.00
Office Assistant I or	4	3,895.70	4,735.25
Office Assistant II		4,285.27	5,208.78
Personnel Services Manager	1	9,622.89	11,696.67
Public Education Officer	1	8,354.87	10,155.39
Secretary	4	5,186.08	6,303.71
Senior Deputy Fire Marshal (c)	3	9,025.52	10,970.58
Senior Fire Mechanic	1	8,165.32	9,925.00
Senior Hazardous Materials Specialist	1	9,251.09	11,244.75
Supply Services Assistant	1	5,412.94	6,579.47
Supply Services Specialist	1	7,036.80	8,553.27
<b>Total Positions</b>	<b>311</b>		

- a. 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, 2010.

## Saratoga Fire District

The Saratoga Fire District is governed by a three member Board of Fire Commissioners elected by the voters of the district. Vacancies are filled by appointment of the remaining directors.

The district may establish, equip, and maintain a fire department, may enter into contracts for the purpose of fire protection, and may perform any or all activities necessary for the prevention of fires. The district provides fire protection for one half of the City of Saratoga, comprising the central, western, and southerly sections, and serves approximately 20,000 people. In FY 2008 the District entered into a contract with Central Fire Protection District, which now provides all of Saratoga Fire District's fire protection services.

Revenues include local property taxes, Homeowners Property Tax Replacement, supplemental property taxes, and miscellaneous revenues.

County Counsel has determined that the Saratoga Fire District budget should not be included in the County's Budget document for approval, as the Board of Supervisors does not have governing authority.

## Los Altos Hills County Fire District

The Los Altos Hills (LAH) County Fire District is empowered to establish, equip, and maintain a fire department. It may enter into contracts for the purpose of fire protection and may perform any or all activities necessary for the prevention of fires. The Board of Supervisors, as a governing body, appoints seven district commissioners for four-year terms.

The district provides fire protection and emergency medical services to the unincorporated area adjacent to the City of Los Altos and approximately 12 square miles in the Town of Los Altos Hills bounded by Arastradero Road, Permanente Creek, the City of Palo Alto, and the Mid-Peninsula Regional Park District and Permanente properties. The district serves approximately 13,000 people. Fire protection services are provided through a contract with the Santa Clara County Fire Department.

Revenues include local property taxes, contract revenues, Homeowners Property Tax Replacement, supplemental property taxes, and miscellaneous revenues.

The Los Altos Hills Fire District has proposed a budget that anticipates at least \$3,915,975 million fund balance from FY 2009. The revenues and expenses will be adjusted in Final Budget pending the calculation of actual fund balance as of June 30, 2009. The proposed budget was approved by the Los Altos Hills County Fire District Commission and includes a reserve of \$11 million.

In the planning stages is the design and construction of a new Fire Station/Emergency Operations facility on District-owned land.

### Summary of Los Altos Hills County Fire District Budget - FY 2010

Resources	Amount
FY 2010 Revenues	\$9,120,488
Available Reserves	\$11,000,000
Estimated Fund Balance as of 6/30/09	\$3,915,975
<b>Total Revenue plus Fund Balance</b>	<b>\$24,036,463</b>
Expenses	Amount
Salaries and Benefits - Contract Out	\$0
Services and Supplies	\$13,036,463
Total Operating Expense-Subtotal	\$13,036,463
Reserves - budgeted	\$11,000,000
<b>Total Expense</b>	<b>\$24,036,463</b>

### South Santa Clara County Fire District

The South Santa Clara County Fire District is proposing a budget that anticipates using \$318,147 in fund balance from FY 2009. The revenues and expenses will be adjusted in the Final Budget pending the calculation of actual fund balance as of June 30, 2009:

#### Fixed Assets

#### The South Santa Clara County Fire District Recommends the Following Fixed Asset Purchases in FY 2010:

- 4-wheel drive truck with fire services equipment and camper shell - \$50,000

**Total One-time Fixed Assets: \$50,000**

The South Santa Clara County Fire District operates under the provisions of the California Health and Safety Code commencing at Section 13801. The Board of Supervisors, as the governing body, appoints seven district commissioners to four-year terms.

The district is empowered to establish, equip, and maintain a fire department. It may enter into contracts for the purpose of fire protection and may perform any or all activities necessary for the prevention of fires. The district provides fire protection, first responder defibrillator medical services, and advanced life support to the unincorporated rural areas of South Santa Clara County.

The district includes the unincorporated County area south of Metcalf Road and serves approximately 35,000 County residents. The district is staffed by California Department of Forestry and Fire Protection personnel whose salaries and wages are reimbursed to the State by the district through a contractual arrangement. The district currently maintains three fire stations: one on Highway 152 west of Gilroy, one near San Martin, and one in Morgan Hill.

Revenues include local property taxes, Homeowners Property Tax Replacement, supplemental property taxes, and miscellaneous revenues.

### Summary of South Santa Clara County Fire District Budget - FY 2010

Resources	Amount
FY 2010 Revenues	\$4,543,283
Estimated Fund Balance as of 6/30/09	\$318,147
<b>Total Revenue plus Fund Balance</b>	<b>\$4,861,430</b>
Expenses	Amount
Salaries and Benefits - Contract Out	\$0
Services and Supplies	\$4,611,430
Fixed Assets	\$50,000
Total Operating Expense-Subtotal	\$4,661,430
Reserves	\$200,000
<b>Total Expense</b>	<b>\$4,861,430</b>

**Santa Clara County Fire Dept — Budget Unit 904**  
**Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
9104	CFD Admin Gen Dist Fund 1524	\$ 20,232,467	\$ 78,068,930	\$ 78,068,930	\$ 80,738,600	\$ 2,669,670	3.4%
9144	General Support Svcs Fund 1524	1,654,474	—	—	—	—	—
90403	Operations Div Fund 1524	40,072,089	—	—	—	—	—
90404	Training Div Fund 1524	1,359,594	—	—	—	—	—
90405	Prevention Div Fund 1524	2,991,511	—	—	—	—	—
<b>Total Net Expenditures</b>		<b>\$ 66,310,136</b>	<b>\$ 78,068,930</b>	<b>\$ 78,068,930</b>	<b>\$ 80,738,600</b>	<b>\$ 2,669,670</b>	<b>3.4%</b>

**Santa Clara County Fire Dept — Budget Unit 904**  
**Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
9104	CFD Admin Gen Dist Fund 1524	\$ 20,974,188	\$ 79,533,335	\$ 79,533,335	\$ 82,276,225	\$ 2,742,890	3.4%
9144	General Support Svcs Fund 1524	1,654,474	—	—	—	—	—
90403	Operations Div Fund 1524	40,072,089	—	—	—	—	—
90404	Training Div Fund 1524	1,359,594	—	—	—	—	—
90405	Prevention Div Fund 1524	3,537,084	—	—	—	—	—
<b>Total Gross Expenditures</b>		<b>\$ 67,597,430</b>	<b>\$ 79,533,335</b>	<b>\$ 79,533,335</b>	<b>\$ 82,276,225</b>	<b>\$ 2,742,890</b>	<b>3.4%</b>

**Santa Clara County Fire Dept — Budget Unit 904**  
**Expenditures by Object**

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 51,627,523	\$ 53,353,000	\$ 53,353,000	\$ 63,723,600	\$ 10,370,600	19.4%
Services And Supplies	12,750,750	13,006,751	13,006,751	13,480,164	473,413	3.6%
Other Charges	426,313	425,000	425,000	422,800	(2,200)	-0.5%
Fixed Assets	2,792,844	4,423,000	4,423,000	3,218,850	(1,204,150)	-27.2%
Operating/Equity Transfers	—	1,100,000	1,100,000	1,200,000	100,000	9.1%
Reserves	—	7,225,584	7,225,584	230,811	(6,994,773)	-96.8%
<b>Subtotal Expenditures</b>	<b>67,597,430</b>	<b>79,533,335</b>	<b>79,533,335</b>	<b>82,276,225</b>	<b>2,742,890</b>	<b>3.4%</b>
Expenditure Transfers	(1,287,294)	(1,464,405)	(1,464,405)	(1,537,625)	(73,220)	5.0%
<b>Total Net Expenditures</b>	<b>66,310,136</b>	<b>78,068,930</b>	<b>78,068,930</b>	<b>80,738,600</b>	<b>2,669,670</b>	<b>3.4%</b>



**Santa Clara County Fire Dept — Budget Unit 904**  
**Revenues by Cost Center**

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
9104	CFD Admin Gen Dist Fund 1524	\$ 69,208,847	\$ 71,022,000	\$ 71,022,000	\$ 80,138,600	\$ 9,116,600	12.8%
90405	Prevention Div Fund 1524	565,584	—	—	—	—	—
<b>Total Revenues</b>		<b>\$ 69,774,431</b>	<b>\$ 71,022,000</b>	<b>\$ 71,022,000</b>	<b>\$ 80,138,600</b>	<b>\$ 9,116,600</b>	<b>12.8%</b>

**CFD Admin Gen Dist Fund 1524 — Cost Center 9104**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Central Fire District (Fund Number 1524)</b>			
FY 2009 Approved Budget	—	\$ 78,068,930	\$ 71,022,000
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	10,370,600	—
Internal Service Fund Adjustments	—	(54,583)	—
Other Required Adjustments	—	(10,856,673)	9,116,600
Subtotal (Current Level Budget)	—	\$ 77,528,274	\$ 80,138,600
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Reduce Reimbursement to County Communications Engineering Services	—	(1,649)	—
Reduced Reimbursement to County Communications	—	(6,875)	—
Decision Packages			
1. One-Time Fixed Assets	—	3,218,850	—
Allocate one-time funds for fixed assets as follows:			
◆ \$1,200,000 - Vehicles, engines and related equipment			
◆ \$600,000 - Construction costs			
◆ \$448,000 - Mobile data deployment network			
◆ \$300,000 - Architectural services (Quito/Winchester Station)			
◆ \$284,850 - Computers, servers, networking equipment			
◆ \$110,000 - Station exhaust systems			
◆ \$100,000 - Radios, emtrac, ringdown equipment			
◆ \$54,000 - Eyewash stations, storage cabinets, shop equipment, exercise equipment			
◆ \$47,000 - HVAC improvements and repairs			
◆ \$40,000 - Monta Vista Station major roof repair			
◆ \$35,000 - Station improvements			
Subtotal (Recommended Changes)	—	\$ 3,210,326	\$ —
<b>Total Recommendation</b>	—	<b>\$ 80,738,600</b>	<b>\$ 80,138,600</b>



### Los Altos Hills County Fire District — Budget Unit 979 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
9114	Los Altos Co Fire Protect Dist Fund 1606	\$ 6,357,091	\$ 22,162,468	\$ 22,162,468	\$ 24,036,463	\$ 1,873,995	8.5%
<b>Total Net Expenditures</b>		\$ 6,357,091	\$ 22,162,468	\$ 22,162,468	\$ 24,036,463	\$ 1,873,995	8.5%

### Los Altos Hills County Fire District — Budget Unit 979 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
9114	Los Altos Co Fire Protect Dist Fund 1606	\$ 6,357,091	\$ 22,162,468	\$ 22,162,468	\$ 24,036,463	\$ 1,873,995	8.5%
<b>Total Gross Expenditures</b>		\$ 6,357,091	\$ 22,162,468	\$ 22,162,468	\$ 24,036,463	\$ 1,873,995	8.5%

### Los Altos Hills County Fire District — Budget Unit 979 Expenditures by Object

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Services And Supplies	6,357,091	11,162,468	11,162,468	13,036,463	1,873,995	16.8%
Reserves	—	11,000,000	11,000,000	11,000,000	—	—
<b>Subtotal Expenditures</b>	6,357,091	22,162,468	22,162,468	24,036,463	1,873,995	8.5%
<b>Total Net Expenditures</b>	6,357,091	22,162,468	22,162,468	24,036,463	1,873,995	8.5%

### Los Altos Hills County Fire District — Budget Unit 979 Revenues by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
9114	Los Altos Co Fire Protect Dist Fund 1606	\$ 7,322,215	\$ 7,331,016	\$ 7,331,016	\$ 9,120,488	\$ 1,789,472	24.4%
<b>Total Revenues</b>		\$ 7,322,215	\$ 7,331,016	\$ 7,331,016	\$ 9,120,488	\$ 1,789,472	24.4%

### Los Altos Co Fire Protect Dist Fund 1606 — Cost Center 9114 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Los Altos Fire District (Fund Number 1606)</b>			
FY 2009 Approved Budget	—	\$ 22,162,468	\$ 7,331,016
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—



## Los Altos Co Fire Protect Dist Fund 1606 — Cost Center 9114 Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	348	—
Other Required Adjustments	—	1,873,647	1,789,472
Subtotal (Current Level Budget)	—	\$ 24,036,463	\$ 9,120,488
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 24,036,463	\$ 9,120,488

## South Santa Clara County Fire District — Budget Unit 980 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
9118	South Santa Clara Co Fire Dist Fund 1574	\$ 3,609,409	\$ 4,954,005	\$ 5,450,305	\$ 4,476,430	\$ (477,575)	-9.6%
9120	South Santa Clara Co Fire Dist Fund 1574	76,225	185,000	185,000	185,000	—	—
9121	Gen Reserve-Spec Dist Mitigation Fund 1575	62,215	262,215	668,515	200,000	(62,215)	-23.7%
<b>Total Net Expenditures</b>		\$ 3,747,849	\$ 5,401,220	\$ 6,303,820	\$ 4,861,430	\$ (539,790)	-10.0%

## South Santa Clara County Fire District — Budget Unit 980 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
9118	South Santa Clara Co Fire Dist Fund 1574	\$ 3,609,409	\$ 4,954,005	\$ 5,450,305	\$ 4,476,430	\$ (477,575)	-9.6%
9120	South Santa Clara Co Fire Dist Fund 1574	76,225	185,000	185,000	185,000	—	—
9121	Gen Reserve-Spec Dist Mitigation Fund 1575	62,215	262,215	668,515	200,000	(62,215)	-23.7%
<b>Total Gross Expenditures</b>		\$ 3,747,849	\$ 5,401,220	\$ 6,303,820	\$ 4,861,430	\$ (539,790)	-10.0%

## South Santa Clara County Fire District — Budget Unit 980 Expenditures by Object

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Services And Supplies	3,685,634	5,139,005	5,139,005	4,611,430	(527,575)	-10.3%
Other Charges	62,215	62,215	468,515	—	(62,215)	-100.0%



### South Santa Clara County Fire District — Budget Unit 980 Expenditures by Object

Object	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
		Approved	Adjusted			
Fixed Assets	—	—	90,000	50,000	50,000	—
Operating/Equity Transfers	—	—	406,300	—	—	—
Reserves	—	200,000	200,000	200,000	—	—
<b>Subtotal Expenditures</b>	3,747,849	5,401,220	6,303,820	4,861,430	(539,790)	-10.0%
<b>Total Net Expenditures</b>	3,747,849	5,401,220	6,303,820	4,861,430	(539,790)	-10.0%

### South Santa Clara County Fire District — Budget Unit 980 Revenues by Cost Center

CC	Cost Center Name	FY 2008 Actuals	FY 2009 Appropriations		FY 2010 Recommended	Amount Chg From FY 2009 Approved	% Chg From FY 2009 Approved
			Approved	Adjusted			
9118	South Santa Clara Co Fire Dist Fund 1574	\$ 4,472,985	\$ 4,486,617	\$ 4,486,617	\$ 4,307,283	\$ (179,334)	-4.0%
9120	South Santa Clara Co Fire Dist Fund 1574	185,457	185,000	185,000	185,000	—	—
9121	Gen Reserve-Spec Dist Mitigation Fund 1575	53,386	496,143	902,443	51,000	(445,143)	-89.7%
	<b>Total Revenues</b>	\$ 4,711,828	\$ 5,167,760	\$ 5,574,060	\$ 4,543,283	\$ (624,477)	-12.1%

### South Santa Clara Co Fire Dist Fund 1574 — Cost Center 9118 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>So. Santa Clara County Fire (Fund Number 1574)</b>			
FY 2009 Approved Budget	—	\$ 4,954,005	\$ 4,486,617
Board Approved Adjustments During FY 2009	—	496,300	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	2,825	—
Other Required Adjustments	—	(1,026,700)	(179,334)
Subtotal (Current Level Budget)	—	\$ 4,426,430	\$ 4,307,283
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Fixed Asset Purchase	—	50,000	—
Purchase 4-wheel drive pickup truck with fire services equipment and camper shell for use by Battalion Chief. The current vehicle has reached its front line usage limit, and will be rotated for another use within the unit.			
Subtotal (Recommended Changes)	—	\$ 50,000	\$ —
<b>Total Recommendation</b>	—	\$ 4,476,430	\$ 4,307,283





**South Santa Clara Co Fire Dist Fund 1574 — Cost Center 9120**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>So. Santa Clara County Fire (Fund Number 1574)</b>			
FY 2009 Approved Budget	—	\$ 185,000	\$ 185,000
Board Approved Adjustments During FY 2009	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 185,000	\$ 185,000
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 185,000	\$ 185,000

**Gen Reserve-Spec Dist Mitigation Fund 1575 — Cost Center 9121**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Self County Mitigation Fee Fund (Fund Number 1575)</b>			
FY 2009 Approved Budget	—	\$ 262,215	\$ 496,143
Board Approved Adjustments During FY 2009	—	406,300	406,300
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(468,515)	(851,443)
Subtotal (Current Level Budget)	—	\$ 200,000	\$ 51,000
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 200,000	\$ 51,000





# 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 2010 Final Budget process based on a calculation of actual fund balance as of June 30, 2009.

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 2008 Actual		FY 2009 Approved		FY 2010 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9809	Court Temp Construction Restricted Fund 0213	\$ 0	\$ (440,649)	\$ 4,351,256	\$ 2,588,583	\$ 4,367,050	\$ 2,588,583
9810	Justice Facility Temp Construction Rs Fund 0214	7,460,000	8,557,765	8,088,027	2,675,016	9,550,241	2,675,016
9841	Justice Asst Grant Fund 0202	(59,799)	9,967	251,673	92,730	158,943	0
9861	State Prop 35 Aid (SACPA) Fund 0325	0	0	0	0	3,570,129	3,570,129

### Assessor Restricted Funds

CC	Cost Center Name	FY 2008 Actual		FY 2009 Approved		FY 2010 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9800	Assessor's Modernization Fund 0265	\$ 0	\$ 109,011	\$ 545,523	\$ 0	\$ 545,523	\$ 0
9801	AB 818 SCPTAP Grant Fund 0269	1,237,350	190,307	1,230,381	100,000	6,817,095	100,000
9802	AB 719 SCPTAP Grant Fund 0270	1,701,114	256,542	4,932,954	100,000	0	0
9803	AB 1036 SCPTAP Grant Fund 0290	195,516	25,475	353,583	44,000	0	0
9804	AB 589 SCPTAP Grant Fund 0291	749,758	46,296	779,370	105,000	0	0

### Controller-Treasurer Restricted Funds

CC	Cost Center Name	FY 2008 Actual		FY 2009 Approved		FY 2010 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9813	San Jose RDA Delegated Restricted Fund 1623	\$ 24,900,000	\$ 48,654,895	\$ 22,800,000	\$ 200,000	\$ 20,100,000	\$ 20,180,000



**Tax Collector Restricted Funds**

CC	Cost Center Name	FY 2008 Actual		FY 2009 Approved		FY 2010 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9851	Delinquent Property Tax Fund 1474	\$ 0	\$ 0	\$ 400,000	\$ 400,000	\$ 500,000	\$ 500,000

**Debt Service Restricted Funds**

CC	Cost Center Name	FY 2008 Actual		FY 2009 Approved		FY 2010 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9815	1992 COPS-Interest Restricted Fund 0254	\$ 0	\$ (9,467)	\$ 365,000	\$ 365,000	\$ 300,000	\$ 300,000

**District Attorney Department Restricted Funds**

CC	Cost Center Name	FY 2008 Actual		FY 2009 Approved		FY 2010 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9814	Control Substance Tests Restricted Fund 0227	\$ 0	\$ 0	\$ 368,731	\$ 335,281	\$ 430,000	\$ 430,000
9816	Health & Safety 11489 Forfeiture Rs Fund 0238	0	67,862	870,364	58,824	686,355	43,776
9817	Consumer Fraud Restricted Fund 0264	11,107	0	331,793	0	319,826	0
9818	Anti-Drug Grant Asset Forfeiture RF 0334	15,877	0	0	0	0	0
9819	Asset Forfeiture Proceeds Dist Rs Fund 0336	94,438	39,233	263,980	75,891	232,867	34,517
9820	DA Auto Fraud Investigation Restricted Fund 0337	0	46	0	0	0	0
9821	Dispute Resolution Prog Restricted Fund 0345	413,991	363,628	331,832	322,115	472,945	381,822
9822	Federally Forfeited Proerty Restricted Fund 0417	175,128	20,215	425,346	158,190	973,686	342,622
9842	Consumer Protection & Unfair Comp Fund 0264	363,637	1,393,459	3,900,116	1,189,480	2,727,394	500,000
9844	DA Workplace Safety Fund 0264	(93,580)	0	100,000	0	100,000	0
9856	Escheated Victim Restitution Fund 0339	0	0	152,395	3,015	78,000	900
9857	DNA Identification County Share Fund 0230	0	0	860,551	220,668	1,063,341	579,825

**District Attorney Crime Lab Restricted Funds**

CC	Cost Center Name	FY 2008 Actual		FY 2009 Approved		FY 2010 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9823	Crime Lab Drug Analysis Restricted Fund 0233	\$ 0	\$ 22,094	\$ 699,235	\$ 640,974	\$ 592,900	\$ 550,000



**Sheriff's Department Restricted Funds**

CC	Cost Center Name	FY 2008 Actual		FY 2009 Approved		FY 2010 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9805	Asset Forfeiture Restricted Fund 0335	\$ 0	\$ 15,030	\$ 62,000	\$ 13,500	\$ 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	93,198	259,670	1,480,000	200,000	1,574,860	316,200
9808	Federally Forfeited Prop Restricted Fund 0427	0	54,015	1,084,495	219,495	1,204,495	229,495
9843	SCC Justice Training Ctr Fund 0431	0	0	575,000	0	675,000	0

**Probation Department Restricted Funds**

CC	Cost Center Name	FY 2008 Actual		FY 2009 Approved		FY 2010 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9845	Healthy Returns Initiative Fund 0362	\$ 0	\$ 0	\$ 607,519	\$ 7,116	\$ 308,189	\$ 7,116

**Social Services Agency Restricted Funds**

CC	Cost Center Name	FY 2008 Actual		FY 2009 Approved		FY 2010 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9824	County Children's Restricted Fund 0210	\$ 603,936	\$ 611,165	\$ 1,029,863	\$ 554,666	\$ 1,029,863	\$ 554,666
9825	Domestic Violence Prog Restricted Fund 0231	196,747	307,889	1,200,030	218,000	1,200,030	218,000

**Public Health Restricted Funds**

CC	Cost Center Name	FY 2008 Actual		FY 2009 Approved		FY 2010 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9830	AIDS Education Prog Restricted Fund 0356	\$ 0	\$ 56,284	\$ 405,537	\$ 0	\$ 405,537	\$ 0
9831	Health Dept Donations Restricted Fund 0358	691,556	352,946	2,019,319	500,000	2,019,319	500,000
9832	Tobacco Education Restricted Fund 0369	665,137	583,630	1,251,277	501,248	1,251,277	501,248
9833	Joe Camel Mangini Settlement R Fund 0373	52,264	4,513	0	9,000	0	9,000
9834	Public Health Bioterrorism Resp R Fund 0377	0	76,088	2,307,432	1,162,731	2,328,104	1,183,403
9854	EMS Fines & Penalties	0	0	233,500	0	200,000	200,000



**Mental Health Department Restricted Funds**

CC	Cost Center Name	FY 2008 Actual		FY 2009 Approved		FY 2010 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9835	David W Morrison Donation Restricted Fund 0344	\$ 131,428	\$ 3,834	\$ 0	\$ 0	\$ 0	0
9839	MH Donation Restricted Fund 0357	818	929	304	2,000	304	2,000
9846	MHSA CSS Other Services Fund 0446	0	19,112,179	31,411,201	31,311,201	35,715,975	35,615,363
9847	MHSA Prevention Restricted Fund 0447	0	0	373,468	0	1,095,911	733,459
9848	MH Svcs Act CSS Housing Restricted Fund 0448	0	0	3,022,273	0	3,267,352	245,079
9850	MS Svcs Act Ed & Training Restricted Fund 0445	0	0	578,435	578,435	661,344	661,140

**Dept of Alcohol & Drug Programs Restricted Funds**

CC	Cost Center Name	FY 2008 Actual		FY 2009 Approved		FY 2010 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9827	Drunk Driver Prevention Fees Restricted F0201	\$ 0	\$ 84	\$ 73,396	\$ 60,000	\$ 118,396	\$ 105,000
9828	Alcohol AB541 Restricted Fund 0221	0	306	134,789	133,000	134,789	133,000
9829	Statham AB2086 Restricted Fund 0222	248,000	240,402	255,010	222,000	224,010	217,000
9836	Drug Abuse Restricted Fund 0212	180,000	188,573	210,842	171,000	231,842	203,600
9837	Alcohol Abuse Education & Prev R Fund 0219	241,000	216,329	247,597	202,500	212,597	210,500
9840	DADS Donation Restricted Fund 0359	0	49	1,152	40	1,152	40







# 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 2010 Budget Timeline

Nov.	Dec	Jan.	Feb.	Mar	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.
Preparation of Current Level Budget											
Mid Year Budget Review											
5-Year Projections Provided to Board of Supervisors											
Department FY 2010 Budget Requests Submitted to County Executive											
Staff Analysis of Budget											
FY 2010 Budget Review Meetings with County Executive											
FY 2010 Recommended Budget Prepared											
FY 2010 Recommended Budget Released to Public											
FY 2010 Budget Workshops, May 12-14, 2009											
Santa Clara County Board of Supervisors Budget Hearings and Adoption, June 15-19, 2009											
Implementation of FY 2010 Budget becomes Effective July 1, 2009											
FY 2010 Final Budget Prepared for Release in September, 2009											

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 2010 runs from July 1, 2009 to June 30, 2010. 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 2009.”

### 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 2010":

- **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 2010"

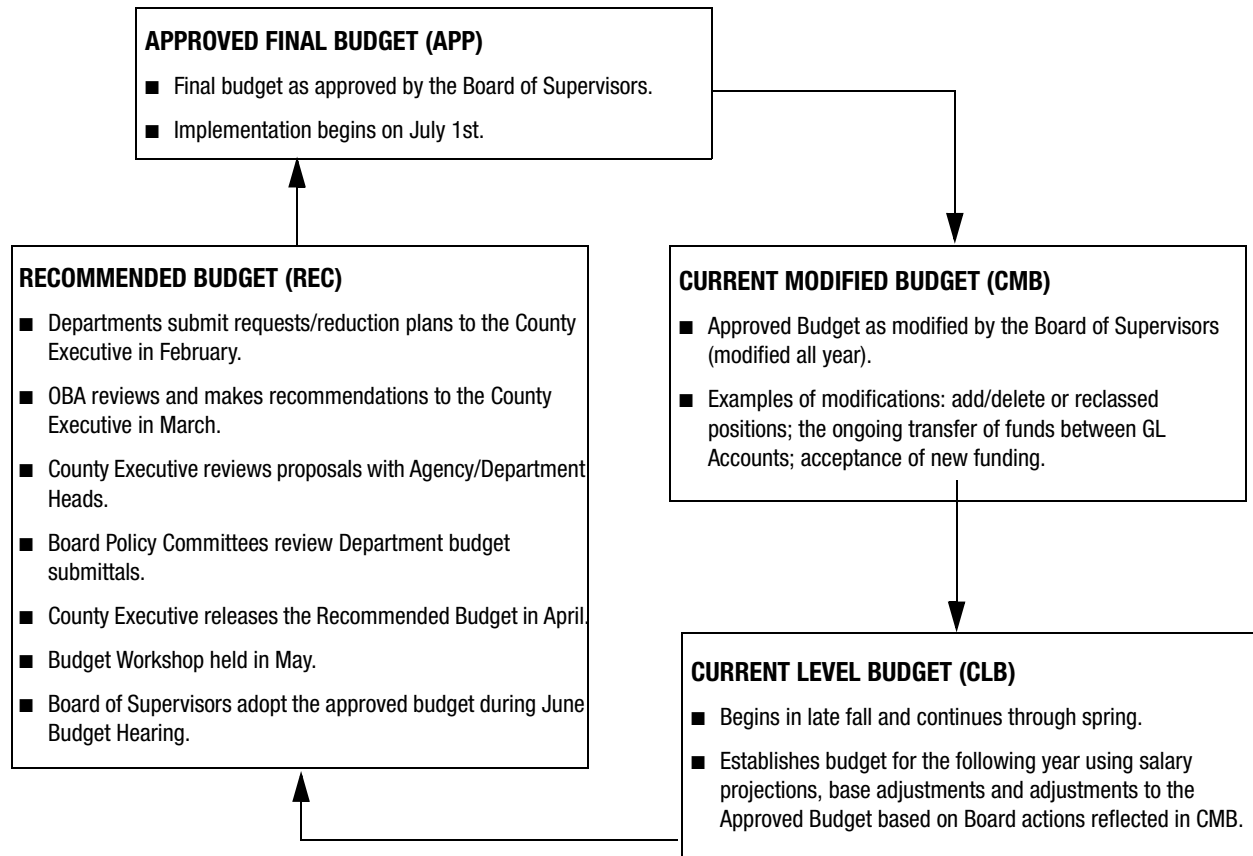
The *total* budget in each cost center recommended for FY 2010 is at the bottom of each of the cost center pages.

### **Final or Approved Budget:**

The Board, through its committees and in public session, will review the County Executive's recommendations, making revisions as they see fit. An inventory of modifications, sponsored by the five Board Committees or by individual Board members, is developed in May and early June for review and consideration during the budget hearings. At the conclusion of the public budget hearings in June, the Board will adopt an Approved Budget which sets the funding levels for County Departments for the following year. These approved budget amounts are published in a separate document, the Final Budget.

The figure on the next page illustrates the relationship and overlapping nature of the budget phases.

## Santa Clara County Budget Cycle:



# Cost Center Example

**Cost Center Name and Number**

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

**Positions, Appropriations, and Revenues - Starting with July 2008, increases or decreases during FY 2009, and recommended increases or decreases for FY 2010.**

Administrative Services Bureau Fund 0001 — Cost Center 24002  
Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2009 Approved Budget	82.0	4,815,221	2,403,394
Board Approved Adjustments During FY 2009	-	-	404,595
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-50.0	129,334	-
Internal Service Funds Adjustment	-	(4,877)	-
Other Required Adjustments	-	(397,684)	(482,585)
Subtotal (Current Level Budget)	32.0	4,541,994	2,325,404
<b>Recommended Changes for FY 2010</b>			
Internal Service Fund Adjustment	-	-	0
FY 2010 Voice Communications Adjustment	-	374	-
FY 2010 Data Processing Adjustment	-	(4,988)	-
FY 2010 Fleet Adjustment	-	1,256	-
1. Realize Ongoing Revenue from the Inmate Welfare Fund	-	-	78,061
<small>This recommendation recognizes an increased reimbursement from the Inmate Welfare FUND (IWF). This increase is based on the results of an independent auditor's time study. The performance of a biennial time study is a requirement of the January 2008 IWF settlement agreement.</small>			
Subtotal	-	(3,358)	78,061
<b>Total Recommendation</b>	<b>32.0</b>	<b>4,538,636</b>	<b>2,403,465</b>

Adjustments to this cost center, approved by the Board of Supervisors during FY 2009.

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

Internal Service Funds (ISF) adjustments required to maintain the current program services. This line reflects the fiscal impact of ISF rate changes and the annualization of any partial year changes approved by the Board in FY 2009.

All other adjustments required to maintain the current program services. Typical changes include: removal of one-time appropriations granted by the Board in FY 2009, annualization of partial year changes approved by the Board in FY 2009, adjustments to revenues to reflect FY 2010 factors.

Reflects the total positions, appropriations, and revenues necessary to maintain the FY 2009 level of service in FY 2010.

County Executive recommended changes to the current level of service for FY 2010.

Subtotal of all changes recommended by the County Executive for FY 2010.

Total positions, appropriations, and revenues necessary to fund the recommended level of service for this cost center in FY 2010. If no further action is taken by the Board of Supervisors at Budget Hearings, this line becomes the Approved Budget level for FY 2010.

Subtotal of FY 2009 Approved Budget levels and all adjustments to annualize for FY 2010.



## 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, 2009 (FY 2010). The recommended for FY 2010 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 2008 but not in FY 2009.

**Ongoing**

Refers to revenues or expenditures which are expected to recur from one fiscal year to the next e.g. in FY 2008, FY 2009, and succeeding years.

**Organizational Flattening**

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



## Other Charges

Accounts generally related to bond interest and redemption, contributions to other agencies, and other miscellaneous charges. Includes certain expense categories related to clients or served populations (i.e., support costs for juvenile court wards, welfare recipients, jail inmates).

## Overmatch

County General Fund monies allocated to a department for services that exceed regulated matching fund requirements and reimbursements by state or federal governments.

## Pension Obligation Bond

A Pension Obligation Bond (POB) is a taxable bond issued by a state or local government where its assigned pension interest rate (currently at 7.75%) is higher than the taxable bond rate (currently estimated at 5.61%). It is a cost-saving measure used to lower the annual rates an employer has to pay to the pension fund. The bond shifts the liability from the local government to bond holders to bridge the gap in its unfunded accrued actuarial liability.

## Performance-Based Budget (PBB)

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

## Performance Measures

A statistically expressed measure of results produced by an organizational unit, designed to measure the effectiveness of programs in reaching their service outcomes.

## Public Employees' Retirement System (PERS)

### Prepayment

Savings of interest expense is available to CalPERS member agencies that prepay their annual employer contribution by avoiding an interest charge built into the CalPERS computation of each member's total annual employer contribution requirement.

### Positions

Total number of filled and unfilled permanent positions allocated to a department.

### Projected County Deficit

The estimated gap between Current Level Budget expenditures and County General Fund revenues projected for the upcoming budget year.

### Proposed Budget

A legal budget approved by the Board of Supervisors as an interim working document for the current fiscal year (beginning July 1) until the adoption of a final approved budget. During the proposed budget period, state law prohibits expenditures for new programs or fixed assets, or the addition of new positions to the salary ordinance.

### Proposition 172 (Public Safety Sales Tax)

Proposition 172 was approved by the voters in November of 1993. This initiative extended the Public Safety Sales Tax, a half cent sales tax which is dedicated to public safety services, including but not limited to, district attorneys, sheriff services, and jails.

### PSJC

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

### Realignment

A state-local restructuring plan implemented as part of the FY 1992 state budget agreement. The state turned over increased fiscal and program responsibility to counties for selected health and welfare programs. In return, counties receive a dedicated portion of vehicle license fees and sales tax revenues to fund these programs.

### Reduction Plans

Budget reduction plans requested of the Departments to reduce or eliminate the projected County deficit. These plan amounts are developed by the County Executive and used by Department heads to develop





expenditure reductions or revenue increases in their budget requests. “Across-the-board” plans are percentage reductions applied equally to all Departments. “Selective” reduction plans are developed taking revenue-raising, cost-avoidance, or other factors into account, resulting in percentage reductions that vary across departments.

### **Salaries And Employee Benefits (Object 1)**

All expenditures for employee-related costs. Includes costs attributable to personal services of full-time, part-time, temporary, and extra-help employees, including overtime and various types of premium pay, and the costs for health and life insurance, retirement, retiree health costs, workers’ compensation and social security programs.

### **Salary Ordinance**

A legal document approved by the Board of Supervisors at the beginning of each fiscal year containing all the authorized permanent positions by budget unit, classification title, number of class codes, and salary range. Any changes requested by departments during the fiscal year require a salary ordinance amendment approved by the Board.

### **Salary Savings**

A negative appropriation which is budgeted in general ledger account 5107000 to account for the value of salaries which can be expected to be unspent due to vacancies, underfilling positions, and turnover of employees. Salary savings are included in the recommended and final budgets.

### **Services And Supplies (Object 2)**

Appropriations in the budget for services and supplies. Includes a wide variety of expense categories required to support the purposes of a given program (i.e., telephone, paper, liability insurance, travel, contract services, rent).

### **Special District**

An independent unit of local government generally organized to perform a single function. An example is the Fire Districts.

### **State Aid**

Approximately 23.6% of the County budget and 32% of the General Fund budget is financed by revenue from the State. These monies largely support social services, public safety, and health care programs.

### **Trial Court Funding**

The Trial Court Funding Act of 1997 effectively separated the budgetary and administrative functions of the trial courts from the County, and made the State responsible for the funding of trial court operations. Counties’ fiscal responsibility is limited to a Maintenance of Effort obligation which is defined in the legislation.

### **Unallocated Revenues**

Revenues which are for general purposes. Also known as discretionary, unrestricted, or local-purpose revenues.

### **Vertically Appropriate Reductions**

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



## Budgeted Resources for Extra Help

### Overview

The following information is provided pursuant to the current Agreement between the County of Santa Clara and SEIU Local 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)

BU	Department Name	FY 2008 Actual	FY 2009 Approved	FY 2009 Adjusted	FY 2010 Recommended	\$ Change from FY 2009 Approved	% Change from FY 2009 Approved
101	Supervisory District #1		4,571	4,571	4,571		
102	Supervisory District #2		4,571	4,571	4,571		
103	Supervisory District #3		4,571	4,571	4,571		
104	Supervisory District #4		4,571	4,571	4,571		
105	Supervisory District #5	67,310	4,571	4,571	4,571		
106	Clerk-Board Of Supervisors	22,825					
115	Assessor	217,159	232,025	186,437	186,437	(45,588)	-20%
118	Procurement	29,379					
120	County Counsel	229,874					
140	Registrar Of Voters	2,273,981	1,755,126	3,155,126	1,314,126	(441,000)	-25%
145	Information Services	206,671	38,143	38,143	38,143		
190	Communications Department	18,743	9,000	9,000	9,000		
263	Facilities Department	73,807					
135	Fleet Services	43,312	11,484	11,484	11,484		
610	County Library Headquarters	1,228,023	755,811	755,811	1,506,980	751,169	99%
130	Human Resources, LR, and EOED	171,237	3,054	3,054	9,054	6,000	196%
132	Risk Management Department	1,401	15,198	15,198	15,198		
110	Controller-Treasurer	94,844	9,360	9,360	9,360		
112	Tax Collector	145,355	132,120	99,010	99,010	(33,110)	-25%
114	County Recorder	5,143	91,797	91,797	45,898	(45,899)	-50%
148	Department Of Revenue	99,675					
202	District Attorney Department	583,818	41,149	41,149	41,149		
204	Public Defender	519,127	500,000	524,882	600,416	100,416	20%
210	Office Of Pretrial Services	120,621	177,301	177,301	177,301		
230	Sheriff's Department	1,454,654	469,815	469,815	492,955	23,140	5%
235	Sheriff's Doc Contract	214,721					
240	Department Of Correction	257,362	3,504	3,504	3,504		
246	Probation Department	3,131,668	1,195,249	1,195,249	1,195,249		
200	Dept Of Child Support Services	139,968					
501	Social Services Agency	2,542,116	625,320	625,320	625,320		
509	Nutrition Services To Aged	20,326		25,000			
410	Public Health	698,804	488,829	488,829	209,323	(279,506)	-57%
412	Mental Health Department	529,621	268,105	268,105	268,105		
414	Custody Health Svcs	3,308,529	2,008,138	2,008,138	2,008,138		
417	Alcohol And Drug Programs	166,055	30,198	30,198	55,198	25,000	83%
418	Community Health Services	80,653	121,874	174,874	174,874	53,000	43%
725	SCVMC-Valley Health Plan	18,932					



**Budgeted Extra Help Resources (General Ledger Account #5101100)**

BU	Department Name	FY 2008 Actual	FY 2009 Approved	FY 2009 Adjusted	FY 2010 Recommended	\$ Change from FY 2009 Approved	% Change from FY 2009 Approved
921	Santa Clara Valley Medical Center	25,593,387	11,142,115	11,216,725	12,401,451	1,259,336	11%
260	Planning And Development	82,496	52,754	52,754	52,754		
710	Parks and Recreation Department	581,704	681,819	763,471	681,819		
261	Department of Environmental Health	74,362	367,924	367,924	367,924		
262	Agriculture and Environmental Mgmt	92,150	148,364	148,364	148,364		
411	Vector Control District	32,565	5,000	5,000	5,000		
603	Roads Department	57,159	123,200	123,200	104,200	(19,000)	-15%
608	Airports Department	7,492	12,500	12,500	12,500		
904	Santa Clara County Fire Dept	252,651	120,000	120,000	250,000	130,000	108%
<b>Countywide Total</b>		<b>45,489,678</b>	<b>21,659,131</b>	<b>23,239,577</b>	<b>23,143,089</b>	<b>1,483,958</b>	<b>7%</b>



## List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 2007 Approved	FY 2008 Approved	FY 2009 Approved	Amount as of April 2009
Advent Group Ministries, Inc.	Alcohol/Drug	632,000	498,150	498,150	437,998
Alcohol Recovery Homes	Alcohol/Drug	4,263,784	4,356,563	4,613,995	4,673,728
Asian Amer Community Involvement	Alcohol/Drug	285,948	293,097	415,404	465,857
Asian American Recovery Services	Alcohol/Drug	362,123	251,016	746,783	728,969
Blue Sky	Alcohol/Drug	0	0	109,385	112,425
Catholic Charities	Alcohol/Drug	197,166	424,869	159,632	154,624
Combined Addicts & Prof. Svcs. (CAPS)	Alcohol/Drug	509,146	521,875	0	0
Community Hlth Awareness Cncl (GHAC)	Alcohol/Drug	73,548	73,255	73,255	73,255
Community Solutions	Alcohol/Drug	77,299	6,442	0	0
Countywide Alcohol and Drug Services, Inc.	Alcohol/Drug	72,070	73,872	390,105	390,105
Crossroads	Alcohol/Drug	394,780	404,649	323,694	323,694
Economic and Social Opportunities (ESO)	Alcohol/Drug	415,151	0	0	0
Family & Children Services (FCS)	Alcohol/Drug	668,806	685,526	671,744	650,672
Gardner Family Care Corporation	Alcohol/Drug	1,082,946	1,110,019	1,185,629	1,222,404
Horizon Services Inc.	Alcohol/Drug	1,078,691	1,105,658	881,395	873,434
Indian Health Center	Alcohol/Drug	0	0	199,365	193,111
InnVision	Alcohol/Drug	90,002	92,252	198,106	198,106
Pathway Society	Alcohol/Drug	1,693,762	1,819,292	2,069,586	2,066,580
Project Ninety	Alcohol/Drug	0	0	674,774	666,030
Rainbow Recovery	Alcohol/Drug	783,985	803,585	0	0
Asian American Community Involvement	Community Health Services	479,500	158,363	162,322	162,322
Chamberlain's Mental Health	Community Health Services	25,750	0	0	0
Family & Childrens Services	Community Health Services	67,465	0	0	0
Gardner Family Health Network	Community Health Services	982,903	1,007,476	1,472,663	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	743,137	761,715	780,758	780,758
Planned Parenthood Mar Monte	Community Health Services	650,725	666,993	683,668	683,668
Women's Health Alliance	Community Health Services	64,892	66,514	68,177	68,177
Catholic Charities of Santa Clara County	District Attorney	29,600	29,600	29,400	29,400
Center for Non-Profit Media	District Attorney	0	0	25,000	25,000
Central YMCA	District Attorney	12,000	12,000	13,477	13,477
Community Crime Prevention Associates	District Attorney	8,000	8,000	8,000	8,000
Fresh Liveliness for Youth	District Attorney	25,000	25,000	25,000	25,000
Project Sentinel (Mediation)	District Attorney	73,143	73,143	73,143	73,143
Silicon Valley FACES (Spousal Abuse)	District Attorney	57,680	57,680	57,143	28,572
Silicon Valley FACES (Victim Witness)	District Attorney	70,400	70,400	70,400	70,400
Correctional Institutions Chaplaincy Ministries	DOC	160,000	160,000	165,000	165,000
Friends Outside	DOC	106,000	106,000	157,876	157,876
Hands On Sign Language Services	DOC	5,000	5,000	5,000	5,000
VTF Services	DOC	5,000	5,000	5,000	5,000
Hands On Services	Employee Service Agency	3,589	3,589	3,679	3,485
Silicon Valley Independent Living Center	Employee Service Agency	286,430	286,430	293,590	293,590
Achieve	Mental Health	837,625	859,636	865,531	865,533
Ali Baba Riviera / Oasis Care	Mental Health	1,315,886	1,167,715	1,278,626	1,479,038

### Appendix

List of General-Funded Community-Based Organizations



County of Santa Clara  
FY 2010 Recommended Budget

## List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 2007 Approved	FY 2008 Approved	FY 2009 Approved	Amount as of April 2009
Asian Amer Community Involvement	Mental Health	1,025,981	1,050,857	1,042,932	1,042,932
Catholic Charities	Mental Health	483,494	490,897	544,736	544,737
Chamberlain's Mental Health Services	Mental Health	354,457	363,051	365,515	365,515
Children's Health Council	Mental Health	206,914	274,430	278,613	281,165
City of San Jose/Grace Baptist	Mental Health	221,093	226,454	222,227	222,227
Community Solutions	Mental Health	1,106,854	1,134,250	1,147,495	1,147,495
Eastern European Services Agency	Mental Health	150,683	154,336	155,417	155,417
Eastfield Ming Quong	Mental Health	4,159,977	4,260,842	4,203,442	4,054,983
Emergency Housing Consortium	Mental Health	134,007	137,256	134,695	67,347
Family and Children's Services	Mental Health	486,046	497,830	493,869	493,870
Gardner Family Care Corp.	Mental Health	2,506,806	2,576,201	2,567,424	2,602,861
HOPE Rehabilitation Services	Mental Health	410,893	420,856	423,708	423,707
Indian Health Center	Mental Health	221,852	227,231	228,744	228,619
InnVision The Way Home	Mental Health	504,068	516,290	506,653	421,776
Mekong Community Center	Mental Health	247,046	253,035	249,020	249,021
MH Advocacy Project - SC Co Bar Assoc	Mental Health	380,234	389,453	382,186	382,186
Momentum (Formerly Alliance for Community Care)	Mental Health	10,784,530	10,831,491	10,886,411	10,886,413
Rebekah Children's Services	Mental Health	531,492	582,901	625,399	625,394
Ujima Adult & Family Services	Mental Health	398,162	407,816	402,672	402,672
Victor Treatment	Mental Health	0	0	0	248,106
Alum Rock Counseling Center	Probation	318,473	262,921	204,540	204,540
Alum Rock Counseling Center - Youth Intervention (APA)	Probation	0	58,000	59,450	59,450
Bill Wilson Center - Youth Intervention	Probation	121,517	0	0	0
Breakout Prison Outreach (CYO) - Gang Intervention	Probation	44,002	45,102	23,702	23,702
Breakout Prison Outreach (CYO) - Youth Intervention	Probation	25,249	0	0	0
California Youth Outreach (Intervention Services)	Probation	176,610	0	0	0
Catholic Charities - Foster Grandparents	Probation	9,517	9,755	9,999	9,999
Center for Healthy Development	Probation	15,300	0	0	0
Challenge Learning Center	Probation	4,562	4,676	4,793	0
City Year San Jose/Silicon Valley	Probation	3,000	0	0	0
Community Health Awareness Council	Probation	133,908	0	0	0
Community Solutions - Wright Center/James Ranch	Probation	20,765	0	0	0
Community Solutions - Youth Intervention	Probation	121,637	0	0	0
Correctional Institution Chaplaincy	Probation	25,000	25,625	26,266	26,266
Fresh Lifelines for Youth - Education (APA)	Probation	21,218	21,748	22,292	22,292
Fresh Lifelines for Youth - ERC	Probation	0	0	54,571	54,571
Fresh Lifelines for Youth - MAAC	Probation	35,000	35,875	0	0
Friends Outside - Anger Management	Probation	32,464	0	0	0
Friends Outside - Gang Intervention & DV for Ranches	Probation	0	0	0	0
Gardner Family Care Corporation	Probation	30,000	40,000	41,800	41,800



## List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 2007 Approved	FY 2008 Approved	FY 2009 Approved	Amount as of April 2009
Law Foundation of Silicon Valley	Probation	99,292	101,774	104,318	104,318
MACSA - MAAC	Probation	35,000	35,875	0	0
Missouri Youth Services Institute	Probation	275,626	198,267	114,000	114,000
Morissey/Compton Educational Center	Probation	53,148	54,477	55,839	55,839
Pathway Society - Substance Abuse	Probation	118,024	182,897	173,190	173,190
Peace-It-Together	Probation	0	19,460	40,460	40,460
Sentencing Alternatives Program, Inc.	Probation	182,352	186,911	191,584	191,584
Support Network for Battered Women	Probation	56,650	58,066	59,518	59,518
Unity Care - Anger Management	Probation	0	0	0	0
Advent Group Ministries - Step Up! Program Consortium	Social Svcs Gen Fund Contracts	36,051	36,952	37,876	37,876
Alum Rock Counseling Center Child Abuse prevention Case Management Services	Social Svcs Gen Fund Contracts	0	0	45,000	45,000
Asian American for Community Involvement (AACI) Senior Wellness Program	Social Svcs Gen Fund Contracts	0	0	38,504	38,504
Asian American for Community Involvement (AACI) Youth After School Program	Social Svcs Gen Fund Contracts	0	0	25,000	25,000
Asian Americans for Community Involvement (AACI) - Domestic Violence Prgm	Social Svcs Gen Fund Contracts	21,250	21,781	22,326	22,326
Avenidas/Rose Kleiner Senior Health Center	Social Svcs Gen Fund Contracts	53,217	54,547	55,911	59,911
Bay Area Legal Aid/Legal Assistance to Low-income Disabled Adults Project	Social Svcs Gen Fund Contracts	46,116	47,269	48,451	48,451
Big Brothers Big Sisters - Community- Based Mentoring Program	Social Svcs Gen Fund Contracts	25,751	26,395	0	0
Bill Wilson Center - 24-7 Youth Crisis Line /24-7 Youth Safety Network	Social Svcs Gen Fund Contracts	25,751	26,395	27,055	27,055
Bill Wilson Center - Centre Cares	Social Svcs Gen Fund Contracts	30,901	31,674	80,017	80,017
Bill Wilson Center - Power through Choices Pregnancy Prevention & Education	Social Svcs Gen Fund Contracts	0	0	50,000	50,000
Bill Wilson Center - Transitional Housing for Youth Collaboration	Social Svcs Gen Fund Contracts	12,360	12,669	25,000	25,000
Bill Wilson Center - Youth Work Consortium	Social Svcs Gen Fund Contracts	73,131	74,959	76,833	76,833
Billy De Frank Lesbian and Gay Community Center, (Adult Services)	Social Svcs Gen Fund Contracts	53,465	54,802	0	0
Billy De Frank Lesbian and Gay Community Center, (Youth Services)	Social Svcs Gen Fund Contracts	15,450	15,836	0	0
Catholic Charities - A Positive Response to Healthcare Challenges Consortium	Social Svcs Gen Fund Contracts	25,751	26,395	27,055	27,055
Catholic Charities - Day Break Caregivers Services Programs	Social Svcs Gen Fund Contracts	29,801	30,546	31,310	31,310
Catholic Charities - Grandparent Caregiver Program/Kinship Resource Center	Social Svcs Gen Fund Contracts	25,751	26,395	27,055	27,055

### Appendix

List of General-Funded Community-Based Organizations



County of Santa Clara  
FY 2010 Recommended Budget

## List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 2007 Approved	FY 2008 Approved	FY 2009 Approved	Amount as of April 2009
Catholic Charities - Immigration Legal Services Program	Social Svcs Gen Fund Contracts	0	0	0	0
Catholic Charities - Leadership, Ethnic and Academic Pride (LEAP Project)	Social Svcs Gen Fund Contracts	60,122	61,625	63,166	63,166
Center for Employment Training	Social Svcs Gen Fund Contracts	0	0	0	0
Child Advocates of Silicon Valley - Court Designated Child Advocates	Social Svcs Gen Fund Contracts	55,489	56,876	55,000	55,000
Children's Health Council - Healthy Development of Young Mothers and Their Children Consortium	Social Svcs Gen Fund Contracts	46,351	47,510	0	0
Community Health Awareness Council-Outlet Program	Social Svcs Gen Fund Contracts	15,450	15,836	25,000	25,000
Community Health Awareness Council-Village Wellness	Social Svcs Gen Fund Contracts	48,989	50,214	51,469	51,469
Community Solutions - Family Advocate Program	Social Svcs Gen Fund Contracts	25,751	26,395	0	0
Community Solutions-Domestic Violence Support Services	Social Svcs Gen Fund Contracts	57,189	58,619	60,084	60,084
Community Svcs Agency of Mountain View & Los Altos - Comprehensive Emergency Assistance	Social Svcs Gen Fund Contracts	25,751	26,395	0	0
Community Svcs Agency of Mountain View & Los Altos - Integrated Senior Case Management	Social Svcs Gen Fund Contracts	25,751	26,395	25,750	25,750
Community Technology Alliance - Project SHARE/TECH SCC	Social Svcs Gen Fund Contracts	25,750	26,394	0	0
Deaf Counseling Advocacy & Referral Agency (DCARA) - Deaf for Self Sufficient	Social Svcs Gen Fund Contracts	0	0	36,167	36,167
Deaf Counseling Advocacy & Referral Agency (DCARA) - Parent Connections	Social Svcs Gen Fund Contracts	25,751	26,395	27,055	27,055
Emergency Housing Consortium (dba EHC Life Builders) - FEED Project	Social Svcs Gen Fund Contracts	55,848	57,244	58,675	58,675
Emergency Housing Consortium (dba EHC Life Builders) - Reception Center	Social Svcs Gen Fund Contracts	36,308	37,216	38,146	38,146
Emergency Housing Consortium (dba EHC Life Builders)/Shelter & Support	Social Svcs Gen Fund Contracts	46,164	47,318	48,501	48,501
Estrella Family Services - Kids to Camp	Social Svcs Gen Fund Contracts	30,901	31,674	0	0
Ethiopian Community Services - Family Self Sufficiency Case Management Program	Social Svcs Gen Fund Contracts	30,458	31,219	0	0
Ethiopian Community Services - Seniors Self Sufficiency Case Management Program	Social Svcs Gen Fund Contracts	30,458	31,219	0	0
Family and Children Services - FAST/Families & School Together Program	Social Svcs Gen Fund Contracts	43,060	44,137	45,240	45,240
Family Supportive Housing, Inc. - San Jose Family Shelter	Social Svcs Gen Fund Contracts	25,751	26,395	27,055	27,055
Fresh Lifelines for Youth (FLY) - Legal Eagle Program	Social Svcs Gen Fund Contracts	60,143	61,647	63,188	63,188



## List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 2007 Approved	FY 2008 Approved	FY 2009 Approved	Amount as of April 2009
Fresh Liveliness for Youth (FLY) - South County Program	Social Svcs Gen Fund Contracts	0	0	33,750	33,750
Friends Outside in Santa Clara County - Family Services	Social Svcs Gen Fund Contracts	0	0	25,000	25,000
Friends Outside in Santa Clara County - Steps Ahead Home Visitation Program	Social Svcs Gen Fund Contracts	25,751	26,395	27,055	27,055
Health Trust - Family Health Insurance	Social Svcs Gen Fund Contracts	46,351	47,510	48,698	48,698
Health Trust, The - Case Management Services for HOPWA Clients	Social Svcs Gen Fund Contracts	0	0	97,500	97,500
Health Trust, The - Meals on Wheels	Social Svcs Gen Fund Contracts	0	0	56,250	56,250
Indian Health Center - Coordinating Care for American Indian Elders	Social Svcs Gen Fund Contracts	41,201	42,231	43,287	43,287
Inn Vision- Family Place/(Georgia Travis Center)	Social Svcs Gen Fund Contracts	30,901	31,674	32,438	32,438
Inn Vision- Montgomery Shelter	Social Svcs Gen Fund Contracts	43,218	44,298	45,405	45,405
Inn Vision-Commercial Street Inn	Social Svcs Gen Fund Contracts	31,431	32,217	33,022	33,022
InnVision - Safe Haven II for Homeless Mentally Ill	Social Svcs Gen Fund Contracts	25,751	26,395	27,055	27,055
Japanese American Community Services (Yu-ai Kai)/Minority Senior	Social Svcs Gen Fund Contracts	146,282	149,939	150,000	150,000
Live Oak Adult Day Care	Social Svcs Gen Fund Contracts	77,252	79,183	81,163	81,163
Loaves and Fishes Family Kitchen/Loaves & Fishes Food & Nutrition Project	Social Svcs Gen Fund Contracts	41,201	42,231	43,287	43,287
Mexican American Community Services (MACSA) - Adult Day Health Care	Social Svcs Gen Fund Contracts	80,042	82,043	64,577	64,577
Mexican American Community Services- Zero Drop-Out Youth Academy	Social Svcs Gen Fund Contracts	126,395	129,555	118,895	118,895
Next Door Solutions to Domestic Violence	Social Svcs Gen Fund Contracts	102,003	104,553	107,167	107,167
Outreach & Escort (Senior Outreach Program)	Social Svcs Gen Fund Contracts	205,638	210,779	64,578	64,578
Parents Helping Parents, Inc. /ITECH Center	Social Svcs Gen Fund Contracts	35,628	36,519	25,000	25,000
Respite & Research for Alzheimer's Disease/Alzheimer's Activity Center	Social Svcs Gen Fund Contracts	47,531	48,719	49,937	49,937
Sacred Heart Community Services - Families First	Social Svcs Gen Fund Contracts	46,351	47,510	48,698	48,698
Sacred Heart Community Services - Turn the Tide Children's Education Program	Social Svcs Gen Fund Contracts	44,291	45,398	0	0
Sacred Heart Community Services (Community Food Program)	Social Svcs Gen Fund Contracts	32,242	33,048	33,874	33,874
Sacred Heart Community Services (Services to Immigrants)	Social Svcs Gen Fund Contracts	0	0	0	0
San Jose Conservation Corp & Charter School/Learn & Earn Self-Sufficiency	Social Svcs Gen Fund Contracts	38,953	39,927	0	0

### Appendix

List of General-Funded Community-Based Organizations



County of Santa Clara  
FY 2010 Recommended Budget



## List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 2007 Approved	FY 2008 Approved	FY 2009 Approved	Amount as of April 2009
Santa Clara County Asian Law Alliance	Social Svcs Gen Fund Contracts	0	0	0	0
Santa Clara Unified School District - Skills Plus Program	Social Svcs Gen Fund Contracts	30,901	31,674	32,466	32,466
School Health Clinics of Santa Clara County	Social Svcs Gen Fund Contracts	41,276	42,308	0	0
Second Start Learning Disabilities Program, Inc. - Newton Program General Fund	Social Svcs Gen Fund Contracts	0	0	25,000	25,000
Senior Adults Legal Assistance (SALA)/Legal Assistance to Elders	Social Svcs Gen Fund Contracts	37,665	38,607	39,765	39,765
Services for Brain-Injury	Social Svcs Gen Fund Contracts	43,631	44,722	0	0
St. Joseph's Family Center (Children/Youth)/Children & Family Services	Social Svcs Gen Fund Contracts	25,751	26,395	74,510	74,510
St. Joseph's Family Center (Housing Services)/Homeless Stabilization & Em	Social Svcs Gen Fund Contracts	43,290	44,372	58,385	58,385
Sunnyvale Community Services - Comprehensive Emergency Assistance	Social Svcs Gen Fund Contracts	41,201	42,231	43,287	43,287
Support Network for Battered Women - Project Right Response/Domestic Violence	Social Svcs Gen Fund Contracts	19,972	20,471	20,983	20,983
Unity Care Group, Inc., The - Foster Care & High Risk Youth Leadership Program Consortium	Social Svcs Gen Fund Contracts	25,750	26,394	27,054	27,054
Unity Care Group, Inc., The - Transitional Housing for Youth Collaboration	Social Svcs Gen Fund Contracts	28,841	29,562	41,000	41,000
Vietnamese Voluntary Foundation, Inc. (VIVO) - Vietnamese Elderly Consortium	Social Svcs Gen Fund Contracts	0	33,000	33,825	33,825
VISTA Center for the Blind & Visually Impaired (formerly Peninsula Center for the Blind and Visually	Social Svcs Gen Fund Contracts	25,750	26,394	27,054	27,054
West Valley Community Services, Inc. - Emergency Assistance Program	Social Svcs Gen Fund Contracts	0	0	50,000	50,000
YWCA of Silicon Valley - Youth Wellness Program	Social Svcs Gen Fund Contracts	0	0	52,500	52,500
Catholic Charities - Citizenship Services - South County	Social Svcs PII	31,929	32,727	33,545	33,545
Catholic Charities - Immigration Legal Services as a Path to Citizenship	Social Svcs PII	130,000	133,250	136,581	136,581
Center for Employment Center (CET) - Immigration Legal Services as Path to Citizenship	Social Svcs PII	98,689	101,156	103,685	103,685
Center for Employment Center (CET) - Legal Supprot for Citizenship	Social Svcs PII	41,198	42,228	43,284	43,284
Center for Employment Training (CET) - Citizenship Services	Social Svcs PII	50,750	52,019	53,319	53,319
Collins, Franci - Immigrantinfo.org Web Site Maintenance	Social Svcs PII	13,210	13,540	13,879	13,879



## List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 2007 Approved	FY 2008 Approved	FY 2009 Approved	Amount as of April 2009
International Rescue committee (IRC) - Immigration Legal Services as Path to Citizenship	Social Svcs PII	50,000	51,250	52,531	52,531
Sacred Heart Community Services - Citizenship Services	Social Svcs PII	25,000	25,625	26,266	26,266
Santa Clara County Asian Law Alliance (ALA) - Citizenship Services	Social Svcs PII	25,000	25,625	26,266	26,266
Santa Clara County Asian Law Alliance (ALA) - Community Education and Civic Engagement	Social Svcs PII	32,041	32,842	33,663	33,663
Santa Clara County Asian Law Alliance (ALA) - Immigration Legal Services as a Path to Citizenship	Social Svcs PII	23,923	24,521	25,134	25,134
Santa Clara County Asian Law Alliance (ALA) - Legal Support for Citizenship	Social Svcs PII	41,199	42,229	43,285	43,285
Santa Clara University - Immigration Legal Services as a Path to Citizenship	Social Svcs PII	30,000	30,750	31,519	31,519
Services, Immigrant Rights and Education Network (SIREN) - Citizenship Services	Social Svcs PII	84,264	86,371	88,530	88,530
Services, Immigrant Rights and Education Network (SIREN) - Community Education and Civic Engagement	Social Svcs PII	20,862	21,384	21,919	21,919
Services, Immigrant Rights and Education Network (SIREN) - Immigrant Assistance Hot Line	Social Svcs PII	43,775	44,869	45,991	45,991
Alum Rock Counseling Center	Social Svcs SOS Network	810,607	830,872	851,644	851,644
Bill Wilson Center	Social Svcs SOS Network	666,988	683,663	700,755	700,755
Community Solutions	Social Svcs SOS Network	255,425	261,811	268,356	268,356
Asian Americans for Community Involvement	Social Svcs Sr Nutrition Prog Contracts	59,492	59,195	56,203	56,203
Bateman (Formerly Compass Group USA, Inc.) Frozen Meals	Social Svcs Sr Nutrition Prog Contracts	1,447,873	1,483,110	1,520,000	1,576,000
Catholic Charities	Social Svcs Sr Nutrition Prog Contracts	449,859	407,091	426,558	428,018
City of Campbell	Social Svcs Sr Nutrition Prog Contracts	51,427	38,858	46,971	46,971
City of Milpitas	Social Svcs Sr Nutrition Prog Contracts	145,702	154,460	164,741	168,218
City of San Jose	Social Svcs Sr Nutrition Prog Contracts	1,070,854	1,133,870	1,214,385	1,214,385
City of Santa Clara	Social Svcs Sr Nutrition Prog Contracts	78,125	95,113	119,687	119,687
Community Services Agency of Mountain View & Los Altos	Social Svcs Sr Nutrition Prog Contracts	119,107	147,864	164,101	165,789
First Methodist Church of Sunnyvale	Social Svcs Sr Nutrition Prog Contracts	278,076	291,177	284,541	284,541
Indo-American Community Service Center in Santa Clara	Social Svcs Sr Nutrition Prog Contracts	85,527	89,382	71,402	71,402
Japanese American Community Senior (Yu-Ai Kai)	Social Svcs Sr Nutrition Prog Contracts	204,164	214,691	200,303	200,303

### Appendix

List of General-Funded Community-Based Organizations



County of Santa Clara  
FY 2010 Recommended Budget

## List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 2007 Approved	FY 2008 Approved	FY 2009 Approved	Amount as of April 2009
Korean American Community Services Inc.	Social Svcs Sr Nutrition Prog Contracts	84,675	77,558	80,076	83,093
La Comida de California	Social Svcs Sr Nutrition Prog Contracts	220,540	232,978	244,453	244,453
Los Gatos United Methodist Church	Social Svcs Sr Nutrition Prog Contracts	103,207	102,506	108,309	108,309
Outreach & Escort (Senior Nutrition Transportation Services)	Social Svcs Sr Nutrition Prog Contracts	102,600	107,450	129,950	129,950
Placeholder for RFP - West Valley Presbyterian Church	Social Svcs Sr Nutrition Prog Contracts	160,600	96,910	0	0
Portuguese Org. for Social Services	Social Svcs Sr Nutrition Prog Contracts	60,327	62,037	80,437	81,414
Salvation Army	Social Svcs Sr Nutrition Prog Contracts	139,297	144,440	127,476	128,183
Santa Clara Valley Blind Center	Social Svcs Sr Nutrition Prog Contracts	0	11,855	9,363	9,363
Self Help for the Elderly of Santa Clara County	Social Svcs Sr Nutrition Prog Contracts	154,545	257,889	275,020	275,020
TBD Approved expenditures for Nutrition Expansion	Social Svcs Sr Nutrition Prog Contracts	55,000	0	0	0
TBD Placeholder for Indo Northside Replacement	Social Svcs Sr Nutrition Prog Contracts	12,651	0	0	0
TBD Placeholder for Northside Replacement	Social Svcs Sr Nutrition Prog Contracts	60,251	0	0	0
YMCA Morgan Hill	Social Svcs Sr. Nutrition Prog	119,357	110,640	116,475	117,463
Mother's Milk Bank	Special Programs	53,385	54,719	56,087	56,087
<b>Total</b>		<b>56,591,770</b>	<b>56,048,731</b>	<b>57,199,921</b>	<b>57,004,366</b>



## Position Detail by Cost Center

### Finance and Government Operations

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Index Number and Name		Job Class Code and Title		FY 2009 Positions		FY 2010	Amount	
										Approved	Adjusted	Recommended	Change	
													from FY	
													2009	
													Approved	
<b>Legislative And Executive</b>														
101	Supervisorial District #1													
	1101	Supervisorial Dist #1 Fund 0001												
		A01	Supervisor				1.0	1.0	1.0	0.0				
		D09	Office Specialist III				0.0	0.0	0.0	0.0				
		W52	Board Aide-U				7.0	7.0	7.0	0.0				
<b>101</b>							<b>Total</b>	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				
<b>102</b>							<b>Total</b>	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				
<b>103</b>							<b>Total</b>	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				
<b>104</b>							<b>Total</b>	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				
<b>105</b>							<b>Total</b>	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				0.5	0.5	0.5	0.0				
		D53	Supv Board Clerk				1.0	1.0	1.0	0.0				
		D54	Board Clerk II				5.0	5.0	5.0	0.0				
		D55	Board Clerk I				8.0	9.0	9.0	1.0				
		D71	Chief Deputy-Clk of Board				1.0	1.0	1.0	0.0				
		G12	Information Systems Manager II				1.0	1.0	1.0	0.0				
		J82	Records Assistant II				1.0	1.0	1.0	0.0				
		J83	Records Assistant I				1.0	1.0	1.0	0.0				
		J84	Records Mgr-Clerk of The Board				1.0	1.0	1.0	0.0				



## Finance and Government Operations (Continued)

Agency Name						
Budget Unit Number and Name					Amount Change from FY 2009	
Cost Center Number and Name						
Index Number and Name		FY 2009 Positions		FY 2010		
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	W51	Confidential Secretary-ACE-U	1.0	1.0	1.0	0.0
	W52	Board Aide-U	1.0	1.0	1.0	0.0
	X12	Office Specialist III-ACE	2.0	2.0	2.0	0.0
1173	SB 813 Admin Fund 0001					
	D09	Office Specialist III	2.0	2.0	2.0	0.0
	D55	Board Clerk I	1.0	1.0	1.0	0.0
<b>106</b>			<b>Total</b>	29.5	30.5	30.5
107	County Executive					
10717	County Executive Admin Fund 0001					
	A02	County Executive-U	1.0	1.0	1.0	0.0
	A10	Deputy County Executive	2.0	2.0	2.0	0.0
	A1P	Principal Exec Adv to Co Exec	1.0	1.0	1.0	0.0
	A1X	Assistant County Executive-U	1.0	0.0	0.0	-1.0
	A1Z	Assistant County Executive	0.0	1.0	1.0	1.0
	A2H	Mgr Office Women'S Advocacy	1.0	1.0	0.0	-1.0
	A2L	Public Communication Director	1.0	1.0	1.0	0.0
	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
	B1P	Mgmt Analyst	1.0	1.0	0.0	-1.0
	B2K	Admin Serv Mgr III-2D	1.0	1.0	1.0	0.0
	B2L	Admin Services Mgr I	1.0	0.0	0.0	-1.0
	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
	B76	Sr Accountant	1.0	1.0	0.0	-1.0
	B77	Accountant III	1.0	1.0	1.0	0.0
	B78	Accountant II	1.0	1.0	1.0	0.0
	B96	Dept Fiscal Officer	0.0	1.0	1.0	1.0
	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	2.0	2.0	2.0	0.0
	D09	Office Specialist III	0.0	0.0	0.0	0.0
	D2F	Account Clerk II-ACE	1.0	1.0	1.0	0.0
	D49	Office Specialist II	0.0	0.0	0.0	0.0
	D51	Office Specialist I	0.0	0.0	0.0	0.0
	D9C	Accountant Assistant-ACE	1.0	1.0	1.0	0.0
	E23	Public Risk Communication Ofc	1.0	1.0	1.0	0.0
	J45	Graphic Designer II	1.0	1.0	1.0	0.0
	L49	Climate Chg/Sustain Prog Mgr	1.0	1.0	1.0	0.0
	N07	Manager of Special Proj-Gsa	1.0	1.0	1.0	0.0
	Q19	Legislative Representative-U	1.0	1.0	1.0	0.0
	W1R	Assoc Mgmt Analyst B-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 2009 Positions		FY 2010	2009	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	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	2.0	2.0	2.0	0.0	
1220	Budget And Analysis Fund 0001					
	A2B Budget Director	1.0	1.0	1.0	0.0	
	C63 Principal Budget & Policy Anal	1.0	1.0	1.0	0.0	
	C64 Budget & Public Policy Analyst	8.0	8.0	8.0	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	4.0	4.0	3.0	-1.0	
2530	Office Of Emergency Svcs Fund 0001					
	B06 Sr Emergency Planning Coord	4.0	4.0	3.0	-1.0	
	B10 Emergency Planning Coord	1.0	1.0	1.0	0.0	
	B1R Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0	
	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	
	C60 Admin Assistant	1.0	1.0	1.0	0.0	
	L23 Emergency Svc Prog Mgr	1.0	1.0	1.0	0.0	
5700	Human Relations Fund 0001					
	A2H Mgr Office Women'S Advocacy	0.0	0.0	1.0	1.0	
	B14 Human Relations Coord III	5.0	5.0	2.0	-3.0	
	B16 Human Relations Coord II	4.0	4.0	3.0	-1.0	
	B17 Human Relations Mgr	1.0	1.0	0.0	-1.0	
	B1N Sr Mgmt Analyst	0.0	0.0	0.0	0.0	
	B1P Mgmt Analyst	0.0	0.0	1.0	1.0	
	D09 Office Specialist III	1.0	1.0	0.0	-1.0	
	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	
	NN8 Ombuds Services Coord	0.0	0.0	1.0	1.0	
	X19 Admin Assistant-ACE	1.0	1.0	1.0	0.0	
<b>107</b>	<b>Total</b>	<b>76.0</b>	<b>76.0</b>	<b>68.0</b>	<b>-8.0</b>	
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	
<b>113</b>	<b>Total</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>0.0</b>	
168	Office of Affordable Housing					
1132	Homeless Concerns Fund 0001					
	A2K Homeless Services Coord	0.0	0.0	0.0	0.0	
	B1P Mgmt Analyst	0.0	0.0	0.0	0.0	
1170	OAH Admin Fund 0001					
	A2K Homeless Services Coord	1.0	1.0	0.0	-1.0	



## Finance and Government Operations (Continued)

Agency Name						Amount Change from FY 2009	
Budget Unit Number and Name						Change	
Cost Center Number and Name						from FY 2009	
Index Number and Name		FY 2009 Positions		FY 2010			
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	A44 Dir Office -Affordable Housing	1.0	1.0	1.0	0.0		
	B1N Sr Mgmt Analyst	2.0	2.0	1.0	-1.0		
	B1P Mgmt Analyst	3.0	3.0	2.0	-1.0		
	B77 Accountant III	1.0	1.0	1.0	0.0		
	D09 Office Specialist III	2.0	2.0	2.0	0.0		
	D96 Accountant Assistant	1.0	1.0	1.0	0.0		
	L88 Housing Rehabilitation Spec	1.0	1.0	1.0	0.0		
<b>168</b>	<b>Total</b>	<b>12.0</b>	<b>12.0</b>	<b>9.0</b>	<b>-3.0</b>		
115	Assessor						
1150	Assessor-Admin Fund 0001						
	A28 Assessor-U	1.0	1.0	1.0	0.0		
	A29 Asst Assessor	1.0	1.0	1.0	0.0		
	A42 Assessor'S Office Admin Serv M	1.0	1.0	1.0	0.0		
	A9A Special Asst to the Assessor	0.0	1.0	1.0	1.0		
	B1N Sr Mgmt Analyst	1.0	1.0	1.0	0.0		
	B3N Program Mgr II	1.0	0.0	0.0	-1.0		
	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	1.0	1.0	0.0		
	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		



## 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 2009 Positions		FY 2010	Amount
									Approved	Adjusted	Recommended	Change	
									Approved	Adjusted	Recommended	from FY	
									Approved	Adjusted	Recommended	2009	
									Approved	Adjusted	Recommended	Approved	
				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				24.0	24.0	24.0		0.0
				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	6.0	6.0		0.0
				D51	Office Specialist I				1.0	1.0	1.0		0.0
				D82	Appraisal Data Coord				1.0	1.0	1.0		0.0
				D88	Assessment Clerk				4.0	4.0	4.0		0.0
				Q5D	Sr Appraiser-U				0.0	2.0	2.0		2.0
				T40	Appraiser III				8.0	8.0	8.0		0.0
1155			Personal Property Fund 0001										
				B79	Auditor-Appraiser				15.0	15.0	15.0		0.0
				C54	Supv Auditor-Appraiser				5.0	5.0	5.0		0.0
				C55	Chief Auditor-Appraiser				1.0	1.0	1.0		0.0
				C56	Asst Chief Auditor Appraiser				1.0	1.0	1.0		0.0
				C57	Sr Auditor Appraiser				21.0	21.0	21.0		0.0
				D09	Office Specialist III				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	4.0	4.0		0.0
				D09	Office Specialist III				1.0	1.0	1.0		0.0
				G11	Information Systems Mgr III				1.0	1.0	1.0		0.0
				G12	Information Systems Manager II				1.0	1.0	1.0		0.0
				G14	Information Systems Manager I				9.0	9.0	9.0		0.0
				G50	Information Sys Tech II				1.0	1.0	1.0		0.0
1157			State/Co Prop Tax Admin Prg Fund 0001										
				Q33	Information Systems Mgr I-U				0.0	0.0	1.0		1.0
<b>115</b>								<b>Total</b>	<b>240.0</b>	<b>242.0</b>	<b>243.0</b>		<b>3.0</b>
118			Procurement										
	2300		Procurement Dept Fund 0001										
				A25	Director of Procurement				1.0	1.0	1.0		0.0
				B1N	Sr Mgmt Analyst				8.0	3.0	3.0		-5.0
				B3N	Program Mgr II				4.0	1.0	1.0		-3.0





## Finance and Government Operations (Continued)

Agency Name					Amount Change from FY 2009	
Budget Unit Number and Name					Approved	
Cost Center Number and Name					Approved	
Index Number and Name		FY 2009 Positions		FY 2010		
Job Class Code and Title		Approved	Adjusted	Recommended		
C20	Asst Director of Procurement	1.0	1.0	1.0	0.0	
C31	Buyer III	10.0	10.0	9.0	-1.0	
C32	Buyer II	2.0	2.0	2.0	0.0	
D09	Office Specialist III	1.0	1.0	1.0	0.0	
D49	Office Specialist II	1.0	1.0	1.0	0.0	
G76	Sr Warehouse Materials Handler	1.0	1.0	1.0	0.0	
NN9	E-Procurement Specialist	0.0	0.0	1.0	1.0	
P07	Procurement Manager	0.0	3.0	3.0	3.0	
P09	Procurement Contracts Spec	0.0	5.0	5.0	5.0	
U27	Attorney IV-County Counsel	0.0	0.0	0.0	0.0	
X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
<b>118</b>	<b>Total</b>	<b>30.0</b>	<b>30.0</b>	<b>30.0</b>	<b>0.0</b>	
120	County Counsel					
12001	County Counsel Fund 0001					
A1N	Director Risk Management	0.0	0.0	0.0	0.0	
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	
B1T	Assoc Mgmt Analyst A	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	
B76	Sr Accountant	1.0	1.0	1.0	0.0	
B86	Insurance Program Mgr	0.0	0.0	0.0	0.0	
B9A	Dept Fiscal Officer-ACE	0.0	0.0	0.0	0.0	
D09	Office Specialist III	6.0	6.0	6.0	0.0	
D49	Office Specialist II	2.0	2.0	2.0	0.0	
D51	Office Specialist I	2.0	2.0	1.0	-1.0	
D66	Legal Secretary II	12.5	12.5	12.5	0.0	
D70	Legal Secretary I	2.5	2.5	2.5	0.0	
D7B	Legal Secretary I-ACE-W/O/Sh	1.0	1.0	1.0	0.0	
D7D	Legal Secretary II-ACE-W/O/Sh	5.0	5.0	5.0	0.0	
D96	Accountant Assistant	2.0	3.0	3.0	1.0	
D97	Account Clerk II	1.0	0.0	0.0	-1.0	
D9C	Accountant Assistant-ACE	0.0	0.0	0.0	0.0	
F16	Legal Clerk Trainee	0.0	0.0	1.0	1.0	
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	
G38	Information Systems Tech III	0.0	0.0	0.0	0.0	
G51	Information Sys Tech I	0.5	0.5	0.5	0.0	
Q2E	Information Sys Analyst II-ACE	0.0	0.0	0.0	0.0	
U27	Attorney IV-County Counsel	56.5	57.5	58.5	2.0	
U28	Attorney III-County Counsel	1.0	1.0	1.0	0.0	
U39	Asst County Counsel-U	1.0	1.0	1.0	0.0	
V72	Sr Loss Prevention Spec	0.0	0.0	0.0	0.0	
V73	Sr Paralegal	17.0	17.0	17.0	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 2009 Positions		FY 2010	2009	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	V74	Paralegal	1.0	1.0	1.0	0.0
	V82	Supervising Paralegal	3.0	3.0	3.0	0.0
	W51	Confidential Secretary-ACE-U	1.0	1.0	1.0	0.0
<b>120</b>		<b>Total</b>	126.0	127.0	128.0	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	1.0	0.0
	B2P	Admin Support Officer II	1.0	1.0	1.0	0.0
	B77	Accountant III	1.0	1.0	1.0	0.0
	B78	Accountant II	1.0	1.0	1.0	0.0
	B96	Dept Fiscal Officer	1.0	1.0	1.0	0.0
	C29	Exec Assistant I	1.0	1.0	1.0	0.0
	D09	Office Specialist III	1.0	1.0	1.0	0.0
	D49	Office Specialist II	4.5	4.5	4.5	0.0
	D96	Accountant Assistant	1.0	1.0	1.0	0.0
	G12	Information Systems Manager II	1.0	1.0	1.0	0.0
	G29	Information Systems Analyst I	1.0	1.0	0.0	-1.0
	G56	Precinct Operations Supervisor	1.0	1.0	1.0	0.0
	G63	Election Process Supv II	1.0	1.0	1.0	0.0
	G71	Precinct Planning Specialist	1.0	1.0	1.0	0.0
	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	8.0	0.0
	X09	Sr Office Specialist	4.0	4.0	4.0	0.0
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0
	5615	Electronic Voting Sys Fund 0001				
	G50	Information Sys Tech II	1.0	1.0	1.0	0.0
	G7D	Election Systems Technician II	3.0	3.0	2.0	-1.0
	G97	Election Specialist	2.0	2.0	2.0	0.0
	X09	Sr Office Specialist	3.0	3.0	3.0	0.0
<b>140</b>		<b>Total</b>	52.5	52.5	50.5	-2.0
145	Information Services					
	14501	Information Services Fund 0001				
	A1F	Chief Information Officer	1.0	1.0	1.0	0.0
	F68	Enterprise ITPS Manager	1.0	1.0	1.0	0.0
	G05	Asst Supv Program Analyst	1.0	1.0	1.0	0.0
	G31	Network Designer	1.0	1.0	1.0	0.0
	G3A	Sr Info Technology Proj Mgr	2.0	2.0	2.0	0.0
	G3C	Sr Info Technology Proj Mgr-U	0.0	1.0	1.0	1.0
	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	5.0	0.0



## Finance and Government Operations (Continued)

Agency Name					Amount Change from FY 2009	
Budget Unit Number and Name					Approved	
Cost Center Number and Name					Approved	
Index Number and Name		FY 2009 Positions		FY 2010		
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	G49 IT Planner/Architect	6.0	6.0	6.0	0.0	
	G5C Network Operations Supervisors	1.0	1.0	1.0	0.0	
	G5F Software Engineer III	1.0	1.0	1.0	0.0	
	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	2.0	2.0	2.0	0.0	
	K63 Geographic Info Sys Mgr	1.0	1.0	1.0	0.0	
	K7C GIS Analyst Supervisor	0.0	0.0	0.0	0.0	
	Q70 Sr. Business It Consultant-U	0.0	1.0	1.0	1.0	
	W1R Assoc Mgmt Analyst B-U	0.0	1.0	1.0	1.0	
	X17 Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
14574	Information Services Fund 0074					
	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	0.0	1.0	1.0	1.0	
	B78 Accountant 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	3.0	3.0	3.0	0.0	
	D12 Data Processing Contrl Tech II	4.0	4.0	4.0	0.0	
	D61 Sr Dp Equipment Operator	1.0	1.0	1.0	0.0	
	D96 Accountant Assistant	2.0	1.0	1.0	-1.0	
	E20 Telecom Services Specialist	2.0	2.0	2.0	0.0	
	E27 Telecommunications Ops Mgr	1.0	1.0	1.0	0.0	
	G02 Asst Tech Planning & Ctl Mgr	1.0	1.0	1.0	0.0	
	G03 Customer Support Services Mgr	1.0	1.0	1.0	0.0	
	G04 Systems & Programming Mgr	1.0	1.0	1.0	0.0	
	G05 Asst Supv Program Analyst	2.0	2.0	2.0	0.0	
	G07 Sr Programming Analyst	9.0	9.0	9.0	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	
	G2C Sr Systems Software Engineer-U	2.0	2.0	2.0	0.0	
	G38 Information Systems Tech III	1.0	1.0	1.0	0.0	
	G3A Sr Info Technology Proj Mgr	1.0	1.0	1.0	0.0	
	G3C Sr Info Technology Proj Mgr-U	1.0	1.0	1.0	0.0	
	G3L Quality Assurance Engineer	1.0	1.0	1.0	0.0	
	G49 IT Planner/Architect	3.0	3.0	3.0	0.0	



## Finance and Government Operations (Continued)

Agency Name					Amount	
Budget Unit Number and Name					Change	
Cost Center Number and Name					from FY	
Index Number and Name		FY 2009 Positions		FY 2010	2009	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	G50 Information Sys Tech II	11.0	11.0	8.0	-3.0	
	G54 Project Support Svcs Mgr	1.0	1.0	1.0	0.0	
	G5E Software Engineer IV	9.0	11.0	11.0	2.0	
	G5F Software Engineer III	26.0	24.0	23.0	-3.0	
	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	1.0	1.0	0.0	
	G89 Call Center Coordinator	3.0	3.0	3.0	0.0	
	G99 Quality Assurance Librarian	1.0	1.0	1.0	0.0	
	K16 Telephone Services Engineer	1.0	1.0	1.0	0.0	
	K18 Sr Telephone Technician	1.0	1.0	1.0	0.0	
	K26 Communications Cable Installer	3.0	4.0	4.0	1.0	
	K2A Communications Cable Installer	1.0	0.0	0.0	-1.0	
	K35 Local Area Network Analyst II	10.0	10.0	9.0	-1.0	
	L35 Telecommunications Tech	7.0	7.0	7.0	0.0	
	Q70 Sr. Business It Consultant-U	1.0	1.0	1.0	0.0	
14577	Printing Operations Fund 0077					
	B2N Admin Support Officer III	1.0	1.0	1.0	0.0	
	D09 Office Specialist III	1.0	1.0	1.0	0.0	
	E87 Senior Account Clerk	1.0	1.0	1.0	0.0	
	F26 Print On Demand Operator	1.0	1.0	1.0	0.0	
	F78 Printing Supervisor	1.0	1.0	1.0	0.0	
	F80 Offset Press Operator II	2.0	2.0	2.0	0.0	
	F82 Production Graphics Tech	1.0	1.0	1.0	0.0	
	F85 Offset Press Operator III	1.0	1.0	1.0	0.0	
	F90 Bindery Worker II	2.0	2.0	2.0	0.0	
	F91 Bindery Worker I	1.0	1.0	0.0	-1.0	
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	
1231	GIS SCC Regional Budgetary Fund 0242					
	K79 GEOGRAPHIC INFO SYSTEM TECH II	2.0	1.0	1.0	-1.0	
	K7G Geographic Info Sys Analyst	0.0	1.0	1.0	1.0	
	K80 Geographic Info System Tech I	1.0	1.0	1.0	0.0	
<b>145</b>	<b>Total</b>	<b>209.0</b>	<b>212.0</b>	<b>206.0</b>	<b>-3.0</b>	
190	Communications Department					
2550	Communications Dispatching/Admin Fund 0001					
	A40 Communications Dir	1.0	1.0	1.0	0.0	
	B1N Sr Mgmt Analyst	1.0	1.0	1.0	0.0	
	B36 County Communications Asst Dir	1.0	1.0	1.0	0.0	
	B76 Sr Accountant	1.0	1.0	1.0	0.0	



## Finance and Government Operations (Continued)

Agency Name					Amount Change from FY 2009	
Budget Unit Number and Name					Approved	
Cost Center Number and Name					Approved	
Index Number and Name		FY 2009 Positions		FY 2010		
Job Class Code and Title		Approved	Adjusted	Recommended		
	D09 Office Specialist III	1.0	1.0	1.0	0.0	
	G87 Chief Communications Disp	1.0	1.0	1.0	0.0	
	G91 Supv Communications Dispatcher	5.0	5.0	5.0	0.0	
	G92 Sr Communications Dispatcher	9.0	9.0	9.0	0.0	
	G93 Communications Dispatcher II	34.0	34.0	34.0	0.0	
	G94 Communications Dispatcher I	13.5	13.5	13.5	0.0	
	G9A Communications Dispatcher III	30.5	30.5	30.5	0.0	
	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	
	L37 Communications Systems Tech	5.0	5.0	5.0	0.0	
	X09 Sr Office Specialist	1.0	1.0	0.0	-1.0	
<b>190</b>	<b>Total</b>	<b>113.0</b>	<b>113.0</b>	<b>112.0</b>	<b>-1.0</b>	
263	Facilities Department					
2309	Facilities Utility Fund 0001					
	D97 Account Clerk II	1.0	1.0	1.0	0.0	
26301	Facilities Admin Fund 0001					
	A53 Dir, Facilities and Fleet	1.0	1.0	1.0	0.0	
	B1N Sr Mgmt Analyst	1.0	1.0	1.0	0.0	
	B76 Sr Accountant	3.0	3.0	3.0	0.0	
	B78 Accountant II	1.0	1.0	1.0	0.0	
	B96 Dept Fiscal Officer	1.0	1.0	1.0	0.0	
	D09 Office Specialist III	1.0	1.0	0.0	-1.0	
	D5D Human Resources Asst II	1.0	1.0	1.0	0.0	
	D94 Supv Account Clerk II	1.0	1.0	1.0	0.0	
	D96 Accountant Assistant	6.0	6.0	6.0	0.0	
	D97 Account Clerk II	4.0	4.0	4.0	0.0	
	G11 Information Systems Mgr III	1.0	1.0	1.0	0.0	
	G12 Information Systems Manager II	0.0	0.0	0.0	0.0	
	G28 Information Systems Analyst II	1.0	1.0	1.0	0.0	
	G38 Information Systems Tech III	1.0	1.0	1.0	0.0	
26302	Capital Programs Division					
	B1P Mgmt Analyst	2.0	2.0	2.0	0.0	
	B2J Admin Services Mgr II	1.0	1.0	1.0	0.0	
	C12 Mgr Capital Programs	1.0	1.0	1.0	0.0	
	C29 Exec Assistant I	1.0	1.0	1.0	0.0	
	D09 Office Specialist III	1.0	1.0	1.0	0.0	
	L21 Chf of Construction Svcs	1.0	1.0	1.0	0.0	
	L22 Chief of Design Services	1.0	1.0	1.0	0.0	



## 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 2009 Positions		FY 2010	2009	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	L67	Capital Projects Mgr III	10.0	10.0	10.0	0.0
	L6A	Capital Projects Mgr III-Cema	1.0	1.0	1.0	0.0
	N31	Sr Construction Inspector	4.0	4.0	4.0	0.0
26303	Property Management Fund 0001					
	B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0
	C72	Sr Real Estate Agent	1.0	1.0	1.0	0.0
	C73	Assoc Real Estate Agent	1.0	1.0	1.0	0.0
	D09	Office Specialist III	1.0	1.0	1.0	0.0
	D96	Accountant Assistant	1.0	1.0	1.0	0.0
	G38	Information Systems Tech III	0.0	0.0	0.0	0.0
	M37	Mgr, Intragovernmental Spt Svc	1.0	1.0	1.0	0.0
	NN3	Facility Security Sys Analyst	0.0	0.0	0.0	0.0
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0
	Z78	Manager of Real Estate Assets	1.0	1.0	1.0	0.0
26304	Building Operations-Fund 0001					
	B1P	Mgmt Analyst	1.0	1.0	1.0	0.0
	B2J	Admin Services Mgr II	1.0	1.0	1.0	0.0
	B2P	Admin Support Officer II	1.0	1.0	1.0	0.0
	B3P	Program Mgr I	1.0	1.0	0.0	-1.0
	C90	Supv Tax Collection Clerk	0.0	1.0	1.0	1.0
	D09	Office Specialist III	5.0	2.0	2.0	-3.0
	D97	Account Clerk II	0.0	4.0	4.0	4.0
	G28	Information Systems Analyst II	1.0	1.0	1.0	0.0
	G38	Information Systems Tech III	1.0	1.0	2.0	1.0
	G50	Information Sys Tech II	1.0	1.0	0.0	-1.0
	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	3.0	3.0	2.0	-1.0
	H17	Utility Worker	7.0	7.0	5.0	-2.0
	H18	Janitor	54.0	53.0	51.0	-3.0
	H27	Grounds Supervisor	1.0	1.0	1.0	0.0
	H28	Gardener	7.0	7.0	6.0	-1.0
	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
	L48	Utilities Engr/Prog Mrg	1.0	1.0	1.0	0.0
	M01	Production Controller	2.0	0.0	0.0	-2.0
	M02	Engineering & Scheduling Supv	1.0	1.0	1.0	0.0
	M05	Bldg Ops Supv	8.0	8.0	8.0	0.0
	M10	Work Center Mgr	3.0	3.0	3.0	0.0
	M12	Elevator Technician II	1.0	1.0	1.0	0.0
	M32	Tile Setter	1.0	1.0	1.0	0.0
	M35	Parking Patrol Coord	1.0	1.0	1.0	0.0
	M38	Parking Lot Checker	1.0	1.0	1.0	0.0
	M39	Mgr Building Operations	1.0	1.0	1.0	0.0



## Finance and Government Operations (Continued)

Agency Name							
Budget Unit Number and Name						Amount Change from FY 2009	
Cost Center Number and Name							
Index Number and Name		FY 2009 Positions		FY 2010			
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	M43	Project Control Specialist	1.0	1.0	0.0	-1.0	
	M45	Building Systems Monitor	2.0	2.0	2.0	0.0	
	M47	General Maint Mechanic II	18.0	18.0	18.0	0.0	
	M48	General Maint Mechanic I	1.0	1.0	1.0	0.0	
	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	18.0	18.0	17.0	-1.0	
	M65	Elevator Mechanic	3.0	3.0	3.0	0.0	
	M68	Painter	9.0	9.0	9.0	0.0	
	M71	Roofer	4.0	4.0	4.0	0.0	
	M72	Sign Painter	1.0	1.0	1.0	0.0	
	M75	Plumber	14.0	14.0	14.0	0.0	
	M81	Refrigeration Mechanic	15.0	15.0	15.0	0.0	
	M83	Locksmith	4.0	4.0	4.0	0.0	
	N93	Stationary Engineer	4.0	4.0	4.0	0.0	
	NN2	Maintenance Project Manager	0.0	0.0	3.0	3.0	
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
<b>263</b>		<b>Total</b>	281.0	280.0	273.0	-8.0	
135	Fleet Services						
	2321	Fleet Operating Fund 0070					
	B2R	Admin Support Officer I	1.0	1.0	1.0	0.0	
	D09	Office Specialist III	1.0	1.0	1.0	0.0	
	D49	Office Specialist II	1.0	1.0	1.0	0.0	
	M07	Fleet Mgr - County Garage	1.0	1.0	1.0	0.0	
	M11	Vehicle Maintenance Schdlr	2.0	2.0	2.0	0.0	
	M17	Heavy Equipment Mechanic	16.0	16.0	16.0	0.0	
	M18	Heavy Equipment Mech Helper	5.0	5.0	4.0	-1.0	
	M19	Automotive Mechanic	9.0	9.0	9.0	0.0	
	M21	Fleet Maintenance Supervisor	3.0	3.0	4.0	1.0	
	M24	Automotive Attendant	4.0	6.0	6.0	2.0	
	M26	Automotive Parts Coord	4.0	4.0	4.0	0.0	
	M27	Fleet Services Coord	1.0	1.0	0.0	-1.0	
	M28	Emergency Vehicle Equip Inst	1.0	1.0	2.0	1.0	
	M33	Auto Body Repair Shop Fore	1.0	1.0	1.0	0.0	
	NN4	Operations Manager	0.0	0.0	1.0	1.0	
	NN7	Fleet Logistics Supervisor	0.0	0.0	1.0	1.0	
<b>135</b>		<b>Total</b>	50.0	52.0	54.0	4.0	
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	
	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	



## 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 2009 Positions		FY 2010	2009	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	E28 Messenger Driver	1.5	1.5	1.5	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	3.0	3.0	3.0	0.0	
	G80 Supv Storekeeper	1.0	1.0	1.0	0.0	
	G82 Stock Clerk	1.5	1.5	1.5	0.0	
	H17 Utility Worker	1.0	1.0	1.0	0.0	
	H18 Janitor	0.8	0.8	0.8	0.0	
	J03 Children'S Services Mgr	1.0	1.0	1.0	0.0	
	J42 Adult Services Mgr	1.0	1.0	1.0	0.0	
	J46 Graphic Designer I	1.0	1.0	1.0	0.0	
	J54 Deputy County Librarian	2.0	2.0	2.0	0.0	
	J63 Librarian II	2.0	2.0	2.0	0.0	
	W92 Librarian II-U	0.5	0.5	0.5	0.0	
	W93 Librarian I-U	0.5	0.5	0.5	0.0	
	W94 Library Assistant II-U	1.0	1.0	1.0	0.0	
	X15 Exec Assistant II-ACE	1.0	1.0	1.0	0.0	
5586	Literacy Program Fund 0025					
	J61 Literacy Project Mgr	1.0	1.0	1.0	0.0	
5559	Cupertino Library Fund 0025					
	E16 Library Page	3.5	3.5	3.5	0.0	
	E39 Sr Library Clerk	3.0	3.0	3.0	0.0	
	E40 Library Assistant II	0.5	0.5	0.5	0.0	
	E54 Library Clerk II	7.5	7.5	7.5	0.0	
	E55 Library Clerk I	2.5	2.5	2.5	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	9.0	9.0	9.0	0.0	
	J64 Librarian I	1.5	1.5	1.5	0.0	
5560	Campbell Library Fund 0025					
	E16 Library Page	1.5	1.5	1.5	0.0	
	E39 Sr Library Clerk	2.0	2.0	2.0	0.0	
	E40 Library Assistant II	0.5	0.5	0.5	0.0	
	E54 Library Clerk II	2.5	2.5	2.5	0.0	
	E55 Library Clerk I	1.5	1.5	1.5	0.0	
	H18 Janitor	1.0	1.0	1.0	0.0	
	J55 Community Library Supervisor	1.0	1.0	1.0	0.0	
	J59 Library Circulation Supv	1.0	1.0	1.0	0.0	
	J62 Program Librarian	2.0	2.0	2.0	0.0	
	J63 Librarian II	3.5	3.5	3.5	0.0	
	J64 Librarian I	0.5	0.5	0.5	0.0	
5562	Los Altos Library Fund 0025					
	E16 Library Page	3.0	3.0	3.0	0.0	





## 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 2009 Positions		FY 2010	2009	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	E37 Library Assistant III	1.0	1.0	1.0	0.0	
	E39 Sr Library Clerk	2.5	2.5	2.5	0.0	
	E54 Library Clerk II	8.0	8.0	8.0	0.0	
	H18 Janitor	1.5	1.5	1.5	0.0	
	J55 Community Library Supervisor	1.0	1.0	1.0	0.0	
	J59 Library Circulation Supv	1.0	1.0	1.0	0.0	
	J62 Program Librarian	2.0	2.0	2.0	0.0	
	J63 Librarian II	7.0	7.0	7.0	0.0	
	J64 Librarian I	0.0	0.5	0.5	0.5	
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	3.0	3.0	3.0	0.0	
	E55 Library Clerk I	1.0	1.0	1.0	0.0	
	H18 Janitor	1.5	1.5	1.5	0.0	
	J55 Community Library Supervisor	1.0	1.0	1.0	0.0	
	J59 Library Circulation Supv	1.0	1.0	1.0	0.0	
	J62 Program Librarian	2.0	2.0	2.0	0.0	
	J63 Librarian II	5.5	5.5	5.5	0.0	
5571	Milpitas Comm Library Fund 0025					
	E16 Library Page	3.0	3.0	3.0	0.0	
	E39 Sr Library Clerk	2.5	2.5	2.5	0.0	
	E54 Library Clerk II	10.0	10.0	10.0	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	7.0	7.0	7.0	0.0	
	J64 Librarian I	1.0	1.0	1.0	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	2.0	2.0	2.0	0.0	
	E55 Library Clerk I	0.5	0.5	0.5	0.0	
	H18 Janitor	1.0	1.0	1.0	0.0	
	J55 Community Library Supervisor	1.0	1.0	1.0	0.0	
	J59 Library Circulation Supv	1.0	1.0	1.0	0.0	
	J62 Program Librarian	2.0	2.0	2.0	0.0	
	J63 Librarian II	2.0	2.0	2.0	0.0	
	J64 Librarian I	0.5	0.5	0.5	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	



## Finance and Government Operations (Continued)

Agency Name					Amount Change from FY 2009	
Budget Unit Number and Name					Approved	
Cost Center Number and Name					Approved	
Index Number and Name		FY 2009 Positions		FY 2010		
Job Class Code and Title		Approved	Adjusted	Recommended		
	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	7.0	0.0	
	E39 Sr Library Clerk	2.0	2.0	2.0	0.0	
	E40 Library Assistant II	3.0	3.0	3.0	0.0	
	E54 Library Clerk II	2.0	2.0	2.0	0.0	
	G12 Information Systems Manager II	1.0	1.0	1.0	0.0	
	G28 Information Systems Analyst II	3.0	3.0	3.0	0.0	
	G50 Information Sys Tech II	2.0	2.0	2.0	0.0	
	J59 Library Circulation Supv	1.0	1.0	1.0	0.0	
	J63 Librarian II	0.5	0.5	0.5	0.0	
	J64 Librarian I	1.0	1.0	1.0	0.0	
<b>610</b>		<b>Total</b>	211.8	212.3	212.3	0.5
<b>Legislative And Executive</b>		<b>Total</b>	1,473.8	1,482.3	1,459.3	-14.5
<b>Employee Services Agency</b>						
130	Human Resources, LR, and EOED					
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	
	B1G Mgmt Anal Prog Mgr II-ACE	1.0	1.0	1.0	0.0	
	D5D Human Resources Asst II	6.0	6.0	6.0	0.0	
	D67 Supv Personnel Services Clerk	1.0	1.0	1.0	0.0	
	X12 Office Specialist III-ACE	3.0	3.0	3.0	0.0	
	X14 Office Specialist I-ACE	0.5	0.5	0.5	0.0	
1163	Employee Dev Fund 0001					
	B1B Assoc Mgmt Analyst A-ACE	1.0	1.0	1.0	0.0	
	B23 Sr Training & Staff Developmnt	1.0	1.0	1.0	0.0	
	B2E Training & Staff Dev Spec	2.0	2.0	2.0	0.0	
	B7K Mgr Training And Staff Dev	1.0	1.0	1.0	0.0	
	C76 Office Mgmt Coord	1.0	1.0	1.0	0.0	
	D09 Office Specialist III	1.0	1.0	1.0	0.0	
	D5D Human Resources Asst II	1.0	1.0	1.0	0.0	
	S15 Employee Services Coord	1.0	1.0	1.0	0.0	
	X12 Office Specialist III-ACE	1.0	1.0	1.0	0.0	
1140	Office Of Labor Relations Fund 0001					
	A37 Labor Relations Manager	1.0	1.0	1.0	0.0	
	C17 Principal Labor Relations Rep	1.0	1.0	1.0	0.0	
	C18 Labor Relations Rep	8.0	8.0	8.0	0.0	



## Finance and Government Operations (Continued)

Agency Name					Amount Change from FY 2009	
Budget Unit Number and Name					Approved	
Cost Center Number and Name					Approved	
Index Number and Name		FY 2009 Positions		FY 2010		
Job Class Code and Title		Approved	Adjusted	Recommended		
	X12	Office Specialist III-ACE	1.0	1.0	1.0	0.0
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0
1148	Human Resources Fund 0001					
	A41	Human Resource Director	1.0	1.0	1.0	0.0
	D5D	Human Resources Asst II	7.0	7.0	7.0	0.0
	D67	Supv Personnel Services Clerk	1.0	1.0	1.0	0.0
	H14	Human Resources Mgr	2.0	2.0	2.0	0.0
	H15	Sr Human Resources Analyst	2.0	2.0	2.0	0.0
	H16	Human Resources Analyst	11.5	11.5	11.0	-0.5
	X13	Office Specialist II-ACE	1.0	1.0	1.0	0.0
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0
1141	Agency Admin, Fiscal & Sys Fund 0001					
	A10	Deputy County Executive	1.0	1.0	1.0	0.0
	A1Q	Financial Adm Serv Mgr	1.0	1.0	1.0	0.0
	B1B	Assoc Mgmt Analyst A-ACE	1.0	1.0	1.0	0.0
	B7A	Accountant III-ACE	2.0	2.0	2.0	0.0
	B7B	Accountant II-ACE	1.0	1.0	1.0	0.0
	B7C	Sr Accountant-ACE	1.0	1.0	1.0	0.0
	B8A	Accountant Auditor Appr-ACE	1.0	1.0	1.0	0.0
	B9A	Dept Fiscal Officer-ACE	1.0	1.0	1.0	0.0
	C08	Sr Executive Assistant	1.0	1.0	1.0	0.0
	D2F	Account Clerk II-ACE	1.0	1.0	1.0	0.0
	D9B	Account Clerk I-ACE	1.0	1.0	1.0	0.0
	D9C	Accountant Assistant-ACE	1.0	1.0	1.0	0.0
	H15	Sr Human Resources Analyst	1.0	1.0	1.0	0.0
	Q2D	Information Sys Mgr I-ACE	3.0	3.0	3.0	0.0
	Q2E	Information Sys Analyst II-ACE	1.0	1.0	1.0	0.0
1142	Bay Area Employee Relations Serv Fund 0001					
	A48	Dir Bay Area Empl Rel Svcs	1.0	1.0	1.0	0.0
	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	8.5	8.5	0.0
<b>130</b>	<b>Total</b>		<b>98.5</b>	<b>98.5</b>	<b>98.0</b>	<b>-0.5</b>
132	Risk Management Department					
1149	Risk Mgt Admin Fund 0001					
	A1N	Director Risk Management	1.0	1.0	1.0	0.0
	B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0
1147	Workers Comp Fund 0078					
	B1D	Mgmt Analyst-ACE	1.0	1.0	1.0	0.0



## 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 2009 Positions		FY 2010	2009	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	B1E Sr Mgmt Analyst-ACE	1.0	1.0	1.0	0.0	
	C7A Office Mgmt Coord-ACE	1.0	1.0	1.0	0.0	
	H11 Workers Comp Program Mgr	3.0	3.0	3.0	0.0	
	V01 Manager Workers' Comp Division	1.0	1.0	1.0	0.0	
	V91 Workers Comp Claims Adj 3	12.0	12.0	12.0	0.0	
	V93 Workers Comp Claims Adj 2	3.0	3.0	3.0	0.0	
	V95 Claims Technician-ACE	8.0	8.0	8.0	0.0	
	X12 Office Specialist III-ACE	3.0	3.0	3.0	0.0	
	X13 Office Specialist II-ACE	1.5	1.5	1.5	0.0	
2310	Insur/Claims Fund 0075					
	B1T Assoc Mgmt Analyst A	1.0	1.0	1.0	0.0	
	B33 Claims Mgr	1.0	1.0	1.0	0.0	
	B49 Insurance Technical Manager	1.0	1.0	1.0	0.0	
	B86 Insurance Program Mgr	1.0	1.0	1.0	0.0	
	B93 Liability Claims Adjuster III	3.0	3.0	3.0	0.0	
	B94 Liability Claims Adjuster II	1.0	1.0	1.0	0.0	
	D09 Office Specialist III	2.0	2.0	2.0	0.0	
	V72 Sr Loss Prevention Spec	1.0	1.0	1.0	0.0	
1143	OSEC Fund 0001					
	B09 Sr Occupational Safety Spec	1.0	1.0	1.0	0.0	
	V46 Envir Hlth & Safty Comp Spec	1.0	1.0	1.0	0.0	
	V5G Environmental Hlth Safety Anal	1.0	1.0	1.0	0.0	
	X19 Admin Assistant-ACE	1.0	1.0	1.0	0.0	
	X41 Principal Envir Compl Spec	1.0	1.0	1.0	0.0	
	X42 Principal Occupnl Sfty Spec	1.0	1.0	1.0	0.0	
	X88 Occ Sfty And Env Comp Mgr	1.0	1.0	1.0	0.0	
1144	Employee Wellness Fund 0001					
	J26 Health Education Specialist	1.0	1.0	1.0	0.0	
	S47 Public Health Nurse III	1.0	1.0	1.0	0.0	
<b>132</b>		<b>Total</b>	57.5	57.5	57.5	0.0
<b>Employee Services Agency</b>		<b>Total</b>	156.0	156.0	155.5	-0.5
<b>Finance</b>						
110	Controller-Treasurer					
2113	Controller-Treasurer Fund 0001					
	A07 Dir Finance Agency	1.0	1.0	1.0	0.0	
	A08 Controller Treasurer	1.0	1.0	1.0	0.0	
	B1M Bond And Investment Analyst	1.0	1.0	1.0	0.0	
	B1N Sr Mgmt Analyst	3.0	3.0	3.0	0.0	
	B1P Mgmt Analyst	3.0	3.0	3.0	0.0	
	B2P Admin Support Officer II	1.0	1.0	1.0	0.0	
	B55 Controller-Treasurer Div Mgr	2.0	2.0	2.0	0.0	
	B74 Fiscal Services Mgr	1.0	1.0	1.0	0.0	
	B76 Sr Accountant	4.0	4.0	4.0	0.0	
	B77 Accountant III	15.0	15.0	15.0	0.0	
	B78 Accountant II	4.0	4.0	5.0	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 2009 Positions		FY 2010	2009		
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	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	5.0	5.0	4.0	-1.0	
	B83	Tax Apportionment Mgr	1.0	1.0	0.0	-1.0	
	B84	Investment Officer	1.0	1.0	1.0	0.0	
	C08	Sr Executive Assistant	1.0	1.0	1.0	0.0	
	C86	Payroll Services Clerk	7.0	7.0	6.0	-1.0	
	D09	Office Specialist III	2.0	2.0	2.0	0.0	
	D49	Office Specialist II	1.0	1.0	1.0	0.0	
	D51	Office Specialist I	1.0	1.0	1.0	0.0	
	D81	Cashier	2.0	2.0	2.0	0.0	
	D95	Supv Account Clerk I	1.0	1.0	1.0	0.0	
	D96	Accountant Assistant	4.0	4.0	3.0	-1.0	
	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	
	NN1	Property Tax Unit Manager	0.0	0.0	1.0	1.0	
	NN6	Debt Management Officer	0.0	0.0	1.0	1.0	
	T39	Treasury Coordinator	1.0	1.0	1.0	0.0	
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
1115	Internal Audit Fund 0001						
	B22	Sr Mgmt Info Sys Auditor	1.0	1.0	1.0	0.0	
	B30	Internal Auditor II	1.0	1.0	1.0	0.0	
	B31	Sr Internal Auditor	3.0	3.0	3.0	0.0	
	B4B	Internal Audit Manager	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	1.0	1.0	1.0	0.0	
	B1P	Mgmt Analyst	1.0	1.0	1.0	0.0	
	B3P	Program Mgr I	1.0	1.0	1.0	0.0	
	B76	Sr Accountant	2.0	2.0	2.0	0.0	
	B77	Accountant III	1.0	1.0	1.0	0.0	
	G11	Information Systems Mgr III	1.0	1.0	1.0	0.0	
	G12	Information Systems Manager II	1.0	1.0	1.0	0.0	
	G14	Information Systems Manager I	1.0	1.0	1.0	0.0	
<b>110</b>			<b>Total</b>	86.0	86.0	85.0	-1.0
112	Tax Collector						
	2212	Tax Collector Fund 0001					
	A1G	Dir, Info Sys, Tax Collection	1.0	1.0	1.0	0.0	
	A23	Tax Collector	1.0	1.0	1.0	0.0	
	B2P	Admin Support Officer II	1.0	1.0	1.0	0.0	
	B76	Sr Accountant	1.0	1.0	1.0	0.0	
	B77	Accountant III	1.0	1.0	1.0	0.0	
	B80	Accountant Auditor Appraiser	0.0	0.0	1.0	1.0	
	C77	Tax Roll Mgr	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 2009 Positions		FY 2010	2009	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	C89 Tax Collection Manager	1.0	1.0	1.0	0.0	
	C90 Supv Tax Collection Clerk	1.0	1.0	1.0	0.0	
	D09 Office Specialist III	12.0	12.0	12.0	0.0	
	D94 Supv Account Clerk II	2.0	2.0	2.0	0.0	
	D96 Accountant Assistant	2.0	2.0	2.0	0.0	
	D97 Account Clerk II	9.0	9.0	7.0	-2.0	
	E87 Senior Account Clerk	7.0	7.0	7.0	0.0	
	G12 Information Systems Manager II	1.0	1.0	1.0	0.0	
	G14 Information Systems Manager I	4.0	4.0	3.0	-1.0	
	G50 Information Sys Tech II	1.0	1.0	1.0	0.0	
	Q10 Account Clerk II-U	2.0	2.0	0.0	-2.0	
	V32 Supv Revenue Collections Ofc	1.0	1.0	1.0	0.0	
	V34 Senior Revenue Collections Ofc	7.0	7.0	7.0	0.0	
	X17 Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
2213	Tax Collector-AB 589 Fund 0001					
	D97 Account Clerk II	1.0	1.0	1.0	0.0	
	D98 Account Clerk I	0.0	0.0	0.0	0.0	
	G11 Information Systems Mgr III	0.0	0.0	0.0	0.0	
	V34 Senior Revenue Collections Ofc	1.0	1.0	1.0	0.0	
2214	Tax Collection & Apportionment Sys Fund 0001					
	B31 Sr Internal Auditor	1.0	1.0	1.0	0.0	
	C29 Exec Assistant I	1.0	1.0	1.0	0.0	
	D94 Supv Account Clerk II	1.0	1.0	1.0	0.0	
	G11 Information Systems Mgr III	1.0	1.0	1.0	0.0	
	G12 Information Systems Manager II	0.0	1.0	1.0	1.0	
	G14 Information Systems Manager I	5.0	4.0	4.0	-1.0	
<b>112</b>	<b>Total</b>	<b>68.0</b>	<b>68.0</b>	<b>64.0</b>	<b>-4.0</b>	
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	
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	
	B2R Admin Support Officer I	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	4.0	4.0	3.0	-1.0	
	D51 Office Specialist I	1.0	1.0	0.0	-1.0	
	D58 Recordable Documents Indexer	11.0	11.0	8.0	-3.0	
	D59 Supv Indexer	1.0	1.0	1.0	0.0	
	D96 Accountant Assistant	1.0	1.0	1.0	0.0	
	D97 Account Clerk II	3.0	3.0	1.0	-2.0	



## Finance and Government Operations (Continued)

Agency Name							
Budget Unit Number and Name						Amount Change from FY 2009	
Cost Center Number and Name							
Index Number and Name				FY 2009 Positions		FY 2010	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	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	6.0	6.0	4.0	-2.0	
	F55	Clerk-Recorder Office Spec III	12.0	12.0	12.0	0.0	
	F56	Clerk-Recorder Office Spec II	13.0	13.0	13.0	0.0	
	F57	Clerk-Recorder Office Spec I	1.0	1.0	1.0	0.0	
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
5656	County Clerk Fund 0001						
	D05	Supv Legal Clerk	1.0	0.0	0.0	-1.0	
	F14	Legal Clerk	3.0	3.0	3.0	0.0	
	F1G	Clerk-Recorder Supervisor	0.0	1.0	1.0	1.0	
	F55	Clerk-Recorder Office Spec III	5.0	5.0	5.0	0.0	
	F56	Clerk-Recorder Office Spec II	1.0	1.0	1.0	0.0	
5657	County Recorder Fund 0024						
	G50	Information Sys Tech II	1.0	1.0	1.0	0.0	
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	
	G12	Information Systems Manager II	1.0	1.0	1.0	0.0	
	G3B	County Clk/Rec Info Sys Mgr	1.0	1.0	1.0	0.0	
5659	County Recorder Fund 0027						
	E28	Messenger Driver	1.0	1.0	1.0	0.0	
	F34	Recordable Document Tech	1.0	1.0	1.0	0.0	
	G28	Information Systems Analyst II	1.0	1.0	1.0	0.0	
<b>114</b>			<b>Total</b>	<b>84.0</b>	<b>84.0</b>	<b>75.0</b>	<b>-9.0</b>
148	Department Of Revenue						
2148	Revenue Fund 0001						
	A34	Director Revenue Collections	1.0	1.0	1.0	0.0	
	B2R	Admin Support Officer I	1.0	1.0	1.0	0.0	
	B77	Accountant III	1.0	1.0	1.0	0.0	
	B78	Accountant II	2.0	2.0	2.0	0.0	
	B96	Dept Fiscal Officer	1.0	1.0	1.0	0.0	
	D09	Office Specialist III	6.0	6.0	6.0	0.0	
	D49	Office Specialist II	1.0	1.0	1.0	0.0	
	D62	Revenue Collections Clerk	5.0	5.0	5.0	0.0	
	D81	Cashier	5.0	5.0	5.0	0.0	
	D94	Supv Account Clerk II	1.0	1.0	1.0	0.0	
	D95	Supv Account Clerk I	2.0	2.0	2.0	0.0	
	D97	Account Clerk II	8.0	8.0	8.0	0.0	
	D98	Account Clerk I	6.0	6.0	6.0	0.0	
	E87	Senior Account Clerk	1.0	1.0	1.0	0.0	
	G12	Information Systems Manager II	1.0	1.0	1.0	0.0	
	G14	Information Systems Manager I	1.0	1.0	1.0	0.0	



## 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 2009 Positions		FY 2010	2009	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
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	
V32	Supv Revenue Collections Ofc	2.0	2.0	2.0	0.0	
V34	Senior Revenue Collections Ofc	5.0	5.0	5.0	0.0	
V35	Revenue Collections Officer	25.0	27.0	27.0	2.0	
X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
<b>148</b>	<b>Total</b>	<b>78.0</b>	<b>80.0</b>	<b>80.0</b>	<b>2.0</b>	
<b>Finance</b>	<b>Total</b>	<b>316.0</b>	<b>318.0</b>	<b>304.0</b>	<b>-12.0</b>	
<b>Finance and Government Operations</b>	<b>Total</b>	<b>1,945.8</b>	<b>1,956.3</b>	<b>1,918.8</b>	<b>-27.0</b>	





## Public Safety and Justice

Agency Name							Amount
Budget Unit Number and Name							Change
Cost Center Number and Name							from FY
Index Number and Name					FY 2009 Positions		2009
Job Class Code and Title		Approved	Adjusted	FY 2010	Recommended	Approved	
<b>Law And Justice Agency</b>							
202	District Attorney Department						
3810	HiTech React Grant Fund 0001						
	A60	Asst District Attorney	0.0	0.0	0.0	0.0	0.0
	B1N	Sr Mgmt Analyst	0.0	0.0	0.0	0.0	0.0
	B1P	Mgmt Analyst	0.0	0.0	0.0	0.0	0.0
	B1R	Assoc Mgmt Analyst B	0.0	0.0	0.0	0.0	0.0
	B1T	Assoc Mgmt Analyst A	0.0	0.0	0.0	0.0	0.0
	B2K	Admin Serv Mgr III-2D	0.0	0.0	0.0	0.0	0.0
	B2L	Admin Services Mgr I	0.0	0.0	0.0	0.0	0.0
	B3N	Program Mgr II	0.0	0.0	0.0	0.0	0.0
	B77	Accountant III	0.0	0.0	0.0	0.0	0.0
	B78	Accountant II	0.0	0.0	0.0	0.0	0.0
	B96	Dept Fiscal Officer	0.0	0.0	0.0	0.0	0.0
	D05	Supv Legal Clerk	0.0	0.0	0.0	0.0	0.0
	D64	Supv Legal Secretary I	0.0	0.0	0.0	0.0	0.0
	D97	Account Clerk II	0.0	0.0	0.0	0.0	0.0
	E07	Community Worker	0.0	0.0	0.0	0.0	0.0
	F14	Legal Clerk	0.0	0.0	0.0	0.0	0.0
	G12	Information Systems Manager II	0.0	0.0	0.0	0.0	0.0
	G14	Information Systems Manager I	0.0	0.0	0.0	0.0	0.0
	U20	Attorney IV-District Attorney	0.0	0.0	0.0	0.0	0.0
	V62	Deputy Public Guardian Invest	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
	V74	Paralegal	0.0	0.0	0.0	0.0	0.0
	V76	Criminal Investigator II	0.0	0.0	0.0	0.0	0.0
	V87	Juvenile Dependency Inv	0.0	0.0	0.0	0.0	0.0
	Y23	Social Work Supervisor	0.0	0.0	0.0	0.0	0.0
	Y3C	Social Worker III	0.0	0.0	0.0	0.0	0.0
3820	Laboratory Of Criminalistics Fund 0001						
	B2P	Admin Support Officer II	2.0	2.0	2.0	0.0	0.0
	C29	Exec Assistant I	1.0	1.0	1.0	0.0	0.0
	D09	Office Specialist III	1.0	1.0	1.0	0.0	0.0
	D97	Account Clerk II	1.0	1.0	1.0	0.0	0.0
	F02	Property/Evidence Technician	3.0	3.0	3.0	0.0	0.0
	F38	Justice Systems Clerk - 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
	R76	Toxicologist II	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	34.0	35.0	35.0	1.0	1.0
	V68	Criminalist II	6.0	6.0	6.0	0.0	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 2009 Positions		FY 2010	2009	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
3832	Administrative Svcs Fund 0001					
	A59 District Attorney-U	1.0	1.0	1.0	0.0	
	A60 Asst District Attorney	5.0	5.0	5.0	0.0	
	A61 Chief Asst District Attorney-U	1.0	1.0	1.0	0.0	
	B1P Mgmt Analyst	2.0	2.0	3.0	1.0	
	B1R Assoc Mgmt Analyst B	1.0	1.0	6.0	5.0	
	B1T Assoc Mgmt Analyst A	1.0	1.0	1.0	0.0	
	B2K Admin Serv Mgr III-2D	1.0	1.0	1.0	0.0	
	B2L Admin Services Mgr I	1.0	1.0	1.0	0.0	
	B3N Program Mgr II	1.0	1.0	1.0	0.0	
	B76 Sr Accountant	1.0	0.0	0.0	-1.0	
	B77 Accountant III	2.0	2.0	2.0	0.0	
	B78 Accountant II	1.0	1.0	2.0	1.0	
	B96 Dept Fiscal Officer	0.0	1.0	1.0	1.0	
	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	7.0	7.0	7.0	0.0	
	D11 Transcriptionist	5.0	5.0	5.0	0.0	
	D49 Office Specialist II	8.0	8.0	8.0	0.0	
	D51 Office Specialist I	3.0	3.0	3.0	0.0	
	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	20.0	20.0	19.0	-1.0	
	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	2.0	2.0	6.0	4.0	
	E19 Probation Community Worker	0.0	0.0	0.0	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	30.0	30.0	27.0	-3.0	
	F37 Justice Systems Clerk II	4.0	4.0	4.0	0.0	
	F38 Justice Systems Clerk - I	23.0	23.0	23.0	0.0	
	G12 Information Systems Manager II	0.0	0.0	1.0	1.0	
	G14 Information Systems Manager I	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	0.0	1.0	1.0	1.0	
	J45 Graphic Designer II	1.0	0.0	0.0	-1.0	
	M20 Facilities Maintenance Rep	1.0	1.0	1.0	0.0	
	M3A Records Retention Driver	2.0	2.0	2.0	0.0	
	U84 Sheriff Corr Officer	0.0	0.0	0.0	0.0	
	V22 Consumer Affairs Invest II	1.0	1.0	1.0	0.0	
	V23 Consumer Affairs Coord	1.0	1.0	1.0	0.0	
	V73 Sr Paralegal	0.0	0.0	0.0	0.0	
	V74 Paralegal	0.0	0.0	5.0	5.0	



## Public Safety and Justice (Continued)

Agency Name					Amount Change from FY 2009		
Budget Unit Number and Name					Approved		
Cost Center Number and Name					Approved		
Index Number and Name		FY 2009 Positions		FY 2010			
Job Class Code and Title		Approved	Adjusted	Recommended			
	V87	Juvenile Dependency Inv	6.0	6.0	0.0	-6.0	
	V88	Investigator Assistant	1.0	1.0	1.0	0.0	
	W51	Confidential Secretary-ACE-U	1.0	1.0	1.0	0.0	
	W70	Sr Paralegal-U	1.0	1.0	1.0	0.0	
	X09	Sr Office Specialist	1.0	1.0	1.0	0.0	
	Y23	Social Work Supervisor	1.0	1.0	0.0	-1.0	
	Y3C	Social Worker III	2.0	2.0	0.0	-2.0	
3833	Paralegal Services Fund 0001						
	V73	Sr Paralegal	21.5	25.5	25.5	4.0	
	V82	Supervising Paralegal	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	9.0	0.0	
	V76	Criminal Investigator II	80.0	79.0	77.0	-3.0	
	V7A	Asst Chief Investigator, DA	1.0	1.0	1.0	0.0	
3836	Attorneys Fund 0001						
	U20	Attorney IV-District Attorney	172.0	172.0	161.0	-11.0	
	W35	Attorney I-District Attorney-U	1.0	1.0	1.0	0.0	
<b>202</b>			<b>Total</b>	<b>508.5</b>	<b>512.5</b>	<b>503.5</b>	<b>-5.0</b>
204	Public Defender						
	3500	Public Defender Fund 0001					
	A93	Public Defender-U	1.0	1.0	1.0	0.0	
	A94	Asst Public Defender	3.0	3.0	3.0	0.0	
	B1P	Mgmt Analyst	1.0	1.0	1.0	0.0	
	B2K	Admin Serv Mgr III-2D	1.0	1.0	1.0	0.0	
	C76	Office Mgmt Coord	1.0	1.0	1.0	0.0	
	D09	Office Specialist III	2.0	3.0	4.0	2.0	
	D49	Office Specialist II	3.0	3.0	3.0	0.0	
	D51	Office Specialist I	6.0	5.0	6.0	0.0	
	D66	Legal Secretary II	2.0	2.0	2.0	0.0	
	D96	Accountant Assistant	1.0	1.0	1.0	0.0	
	D97	Account Clerk II	1.0	1.0	1.0	0.0	
	E07	Community Worker	1.0	0.0	0.0	-1.0	
	E28	Messenger Driver	0.0	1.0	1.0	1.0	
	F14	Legal Clerk	15.0	15.0	15.0	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	77.0	77.0	77.0	0.0	
	U16	Attorney III-Public Defender	5.0	5.0	5.0	0.0	
	U17	Attorney II-Public Defender	1.0	1.0	1.0	0.0	
	U18	Attorney I-Public Defender	0.0	0.0	1.0	1.0	
	V73	Sr Paralegal	23.0	23.0	22.0	-1.0	
	V74	Paralegal	0.0	0.0	0.0	0.0	
	V78	Public Defender Invest II	22.5	22.5	22.5	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 2009 Positions		FY 2010	2009	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	V81	Chief Public Defender Invest	1.0	1.0	1.0	0.0
	V82	Supervising Paralegal	1.0	1.0	1.0	0.0
	V96	Supv Public Defender Invest	1.0	1.0	1.0	0.0
	W51	Confidential Secretary-ACE-U	1.0	1.0	1.0	0.0
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0
3501	Alternate Public Defender Fund 0001					
	A94	Asst Public Defender	1.0	1.0	1.0	0.0
	D66	Legal Secretary II	2.0	2.0	2.0	0.0
	F14	Legal Clerk	2.0	2.0	2.0	0.0
	U15	Attorney IV- Public Defender	20.0	20.0	20.0	0.0
	V73	Sr Paralegal	3.0	3.0	3.0	0.0
	V78	Public Defender Invest II	3.0	3.0	3.0	0.0
<b>204</b>		<b>Total</b>	207.5	207.5	209.5	2.0
210	Office Of Pretrial Services					
	3590	Office Of Pretrial Svcs Fund 0001				
	B2P	Admin Support Officer II	1.0	1.0	1.0	0.0
	B69	Dir of Pre-Trial Release	1.0	1.0	1.0	0.0
	C29	Exec Assistant I	1.0	1.0	1.0	0.0
	D09	Office Specialist III	1.0	1.0	1.0	0.0
	E89	Pretrial Services Tech	2.0	2.0	2.0	0.0
	F37	Justice Systems Clerk II	6.0	6.0	6.0	0.0
	G12	Information Systems Manager II	1.0	1.0	1.0	0.0
	V40	Pretrial Program Mgt Spec	2.0	1.0	1.0	-1.0
	V41	Pretrial Services Officer II	18.0	18.0	18.0	0.0
	V51	Supv Pretrial Services	2.0	3.0	3.0	1.0
	V53	Pretrial Services Officer III	5.0	5.0	5.0	0.0
	V55	Pretrial Services Officer I	2.0	2.0	1.6	-0.4
<b>210</b>		<b>Total</b>	42.0	42.0	41.6	-0.4
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
	B1R	Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0
	C31	Buyer III	0.0	0.0	0.0	0.0
	D42	Law Enforcement Records Tech	0.0	0.0	0.0	0.0
	D49	Office Specialist II	1.0	1.0	1.0	0.0
	F02	Property/Evidence Technician	0.0	0.0	0.0	0.0
	G52	Hospital Communications Opr	0.0	0.0	0.0	0.0
	G73	Sheriff Technician	0.0	0.0	0.0	0.0
	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	0.0	0.0	0.0	0.0
	U64	Deputy Sheriff	1.0	1.0	1.0	0.0
	U65	Deputy Sheriff-Spec Duty Ofcr	0.0	0.0	0.0	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 2009 Positions		FY 2010	2009	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	W51	Confidential Secretary-ACE-U	1.0	1.0	1.0	0.0
	X17	Exec Assistant I-ACE	3.0	3.0	3.0	0.0
	Z56	Undersheriff (U)	1.0	1.0	1.0	0.0
23002	Administrative Svcs Fund 0001					
	A63	Dir Info Sys -Sheriff's Office	1.0	1.0	1.0	0.0
	B1R	Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0
	B23	Sr Training & Staff Developmnt	2.0	2.0	2.0	0.0
	B2S	Data Base Admin Mgr	1.0	1.0	1.0	0.0
	B3N	Program Mgr II	1.0	1.0	1.0	0.0
	B62	Law Enforcement Records Admin	0.0	0.0	0.0	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	5.0	0.0
	D42	Law Enforcement Records Tech	28.0	28.0	28.0	0.0
	D43	Law Enforcement Clerk	15.0	15.0	15.0	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	9.0	9.0	9.0	0.0
	D67	Supv Personnel Services Clerk	1.0	1.0	1.0	0.0
	D94	Supv Account Clerk II	1.0	1.0	1.0	0.0
	D96	Accountant Assistant	1.0	1.0	1.0	0.0
	D97	Account Clerk II	8.0	7.0	7.0	-1.0
	D98	Account Clerk I	3.0	3.0	3.0	0.0
	G12	Information Systems Manager II	2.0	2.0	2.0	0.0
	G14	Information Systems Manager I	2.0	2.0	2.0	0.0
	G28	Information Systems Analyst II	4.0	4.0	4.0	0.0
	G29	Information Systems Analyst I	1.0	1.0	1.0	0.0
	G33	Data Entry Operator	1.0	1.0	1.0	0.0
	G73	Sheriff Technician	1.0	2.0	2.0	1.0
	T10	Rangemaster II	2.0	2.0	2.0	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	47.0	47.0	47.0	0.0
	U66	Deputy Sheriff Cadet-U	56.0	56.0	56.0	0.0
	U6D	Sheriff'S Sergeant	1.0	1.0	1.0	0.0
	U92	Sheriff Training Specialist	1.0	1.0	1.0	0.0
	V44	Latent Fingerprint Exam I	1.0	1.0	1.0	0.0
	V90	Fingerprint Identification Dir	1.0	1.0	1.0	0.0
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0
23003	Field Enforcement Bureau Fund 0001					
	B1T	Assoc Mgmt Analyst A	1.0	1.0	1.0	0.0
	C29	Exec Assistant I	3.0	3.0	3.0	0.0



## Public Safety and Justice (Continued)

Agency Name						Amount
Budget Unit Number and Name						Change
Cost Center Number and Name						from FY
Index Number and Name		FY 2009 Positions		FY 2010	2009	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	C60 Admin Assistant	1.0	1.0	1.0	0.0	
	D42 Law Enforcement Records Tech	6.0	6.0	6.0	0.0	
	D43 Law Enforcement Clerk	4.0	4.0	4.0	0.0	
	D51 Office Specialist I	1.0	1.0	1.0	0.0	
	D98 Account Clerk I	0.0	0.0	0.0	0.0	
	F02 Property/Evidence Technician	3.0	3.0	3.0	0.0	
	G73 Sheriff Technician	2.0	2.0	2.0	0.0	
	U55 Captain	4.0	4.0	4.0	0.0	
	U58 Sheriff's Lieutenant	4.0	4.0	4.0	0.0	
	U61 Sheriff's Sergeant	25.0	25.0	25.0	0.0	
	U64 Deputy Sheriff	197.0	197.0	197.0	0.0	
	U6D Sheriff'S Sergeant	13.0	13.0	13.0	0.0	
	V6A Deputy Sheriff-U	0.0	0.0	0.0	0.0	
23004	Services Bureau Fund 0001					
	B62 Law Enforcement Records Admin	0.0	0.0	0.0	0.0	
	B63 Law Enforcement Records Mgr	0.0	0.0	0.0	0.0	
	C60 Admin Assistant	1.0	1.0	1.0	0.0	
	D05 Supv Legal Clerk	1.0	1.0	1.0	0.0	
	D41 Law Enforcement Records Supv	0.0	0.0	0.0	0.0	
	D42 Law Enforcement Records Tech	1.0	1.0	1.0	0.0	
	D43 Law Enforcement Clerk	0.0	0.0	0.0	0.0	
	D49 Office Specialist II	3.0	3.0	3.0	0.0	
	D63 Law Enforcement Records Spec	0.0	0.0	0.0	0.0	
	D98 Account Clerk I	1.0	1.0	1.0	0.0	
	F07 Legal Process Officer	2.0	2.0	2.0	0.0	
	F14 Legal Clerk	3.0	3.0	3.0	0.0	
	G33 Data Entry Operator	0.0	0.0	0.0	0.0	
	G73 Sheriff Technician	31.0	31.0	27.0	-4.0	
	U55 Captain	3.0	4.0	4.0	1.0	
	U58 Sheriff's Lieutenant	6.0	5.0	5.0	-1.0	
	U61 Sheriff's Sergeant	38.0	38.0	38.0	0.0	
	U64 Deputy Sheriff	194.0	196.0	194.0	0.0	
	U84 Sheriff Corr Officer	41.0	41.0	41.0	0.0	
	V44 Latent Fingerprint Exam I	0.0	0.0	0.0	0.0	
	V6A Deputy Sheriff-U	1.0	0.0	0.0	-1.0	
	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	
	B62 Law Enforcement Records Admin	0.0	0.0	0.0	0.0	
	D41 Law Enforcement Records Supv	0.0	0.0	0.0	0.0	
	U58 Sheriff's Lieutenant	1.0	1.0	1.0	0.0	
	U61 Sheriff's Sergeant	3.0	3.0	3.0	0.0	
	U64 Deputy Sheriff	1.0	1.0	1.0	0.0	
<b>230</b>	<b>Total</b>	<b>829.0</b>	<b>830.0</b>	<b>824.0</b>	<b>-5.0</b>	
235	Sheriff's Doc Contract					



## Public Safety and Justice (Continued)

Agency Name						Amount	
Budget Unit Number and Name						Change	
Cost Center Number and Name						from FY	
Index Number and Name		FY 2009 Positions		FY 2010		2009	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
3105	Personnel Fund 0001						
	U84 Sheriff Corr Officer	1.0	0.0	0.0			-1.0
3107	Professional Compliance Audit Unit Fund 0001						
	U74 Sheriff Corr Sergeant	1.0	1.0	1.0			0.0
	U84 Sheriff Corr Officer	1.0	1.0	1.0			0.0
3124	Training And Staff Dev Fund 0001						
	U84 Sheriff Corr Officer	2.0	2.0	2.0			0.0
3133	Inmate Screening Unit Fund 0001						
	U74 Sheriff Corr Sergeant	1.0	1.0	1.0			0.0
23503	Main Jail Complex Fund 0001						
	U74 Sheriff Corr Sergeant	10.0	10.0	10.0			0.0
	U84 Sheriff Corr Officer	326.0	326.0	326.0			0.0
3136	Elmwood Men's Facility Fund 0001						
	U74 Sheriff Corr Sergeant	15.0	15.0	15.0			0.0
	U84 Sheriff Corr Officer	324.0	324.0	324.0			0.0
3135	Classification Fund 0001						
	U74 Sheriff Corr Sergeant	4.0	4.0	4.0			0.0
	U84 Sheriff Corr Officer	24.0	26.0	26.0			2.0
3146	Inmate Progs-Psp Fund 0001						
	U74 Sheriff Corr Sergeant	2.0	2.0	2.0			0.0
	U84 Sheriff Corr Officer	6.0	6.0	13.0			7.0
23509	Central Services Fund 0001						
	U84 Sheriff Corr Officer	4.0	4.0	4.0			0.0
3112	Internal Affairs Fund 0001						
	U74 Sheriff Corr Sergeant	2.0	2.0	2.0			0.0
	U84 Sheriff Corr Officer	1.0	1.0	1.0			0.0
<b>235</b>	<b>Total</b>	<b>724.0</b>	<b>725.0</b>	<b>732.0</b>			<b>8.0</b>
240	Department Of Correction						
3400	Administration Fund 0001						
	A2X Chief of Correction-U	1.0	1.0	1.0			0.0
	B1N Sr Mgmt Analyst	1.0	1.0	1.0			0.0
	B1P Mgmt Analyst	1.0	1.0	1.0			0.0
	B1R Assoc Mgmt Analyst B	1.0	1.0	1.0			0.0
	B3P Program Mgr I	1.0	1.0	1.0			0.0
	C29 Exec Assistant I	2.0	2.0	2.0			0.0
	D09 Office Specialist III	1.0	1.0	1.0			0.0
	U30 Admin Services Mgr-Corr	1.0	1.0	1.0			0.0
	U54 Corr Captain	1.0	1.0	1.0			0.0
	U73 Assistant Chief of Correction	1.0	1.0	1.0			0.0
	U84 Sheriff Corr Officer	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	1.0	1.0	1.0			0.0
3406	Academy Fund 0001						
	U63 Corr Officer Cadet	50.0	50.0	50.0			0.0
3433	Inmate Screening Unit Fund 0001						



**Public Safety and Justice (Continued)**

Agency Name						Amount	
Budget Unit Number and Name						Change	
Cost Center Number and Name						from FY	
Index Number and Name				FY 2009 Positions		FY 2010	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	2009	
	D43	Law Enforcement Clerk	1.0	1.0	1.0	0.0	
	X91	Rehabilitation Officer II	2.0	2.0	2.0	0.0	
24002	Administrative Services Bureau Fund 0001						
	B2N	Admin Support Officer III	1.0	1.0	1.0	0.0	
	B76	Sr Accountant	1.0	1.0	1.0	0.0	
	B77	Accountant III	1.0	1.0	1.0	0.0	
	B80	Accountant Auditor Appraiser	0.0	1.0	1.0	1.0	
	B96	Dept Fiscal Officer	1.0	1.0	1.0	0.0	
	C40	Mgmt Info Sys Data Asst	1.0	0.0	0.0	-1.0	
	C60	Admin Assistant	2.0	2.0	2.0	0.0	
	D5D	Human Resources Asst II	3.0	3.0	3.0	0.0	
	D94	Supv Account Clerk II	2.0	2.0	2.0	0.0	
	D96	Accountant Assistant	4.0	4.0	4.0	0.0	
	D97	Account Clerk II	8.0	8.0	8.0	0.0	
	G14	Information Systems Manager I	2.0	2.0	2.0	0.0	
	G28	Information Systems Analyst II	3.0	3.0	3.0	0.0	
	U53	Corr Lieutenant	1.0	1.0	1.0	0.0	
	U75	Sr Corr Training Specialist	1.0	1.0	1.0	0.0	
	X12	Office Specialist III-ACE	1.0	1.0	1.0	0.0	
24003	Main Jail Complex Fund 0001						
	B2P	Admin Support Officer II	1.0	1.0	1.0	0.0	
	C29	Exec Assistant I	1.0	1.0	1.0	0.0	
	D09	Office Specialist III	1.0	1.0	1.0	0.0	
	G70	Supv Custody Support Assistant	1.0	1.0	1.0	0.0	
	G72	Inmate Law Library Coord	1.0	1.0	1.0	0.0	
	G74	Custody Support Assistant	31.0	31.0	31.0	0.0	
	U53	Corr Lieutenant	5.0	5.0	5.0	0.0	
	U54	Corr Captain	1.0	1.0	1.0	0.0	
3436	Elmwood Men's Facility Fund 0001						
	B2R	Admin Support Officer I	1.0	1.0	1.0	0.0	
	C29	Exec Assistant I	1.0	1.0	1.0	0.0	
	D09	Office Specialist III	1.0	1.0	1.0	0.0	
	D43	Law Enforcement Clerk	3.0	3.0	3.0	0.0	
	G70	Supv Custody Support Assistant	1.0	1.0	1.0	0.0	
	G74	Custody Support Assistant	18.0	18.0	18.0	0.0	
	U53	Corr Lieutenant	6.0	6.0	6.0	0.0	
	U54	Corr Captain	1.0	1.0	1.0	0.0	
3432	Admin Booking Fund 0001						
	D41	Law Enforcement Records Supv	3.0	3.0	3.0	0.0	
	D42	Law Enforcement Records Tech	22.0	22.0	22.0	0.0	
	D43	Law Enforcement Clerk	7.0	7.0	7.0	0.0	
	D51	Office Specialist I	2.0	2.0	2.0	0.0	
	D63	Law Enforcement Records Spec	4.0	4.0	4.0	0.0	
3435	Classification Fund 0001						
	D43	Law Enforcement Clerk	9.0	9.0	9.0	0.0	





## Public Safety and Justice (Continued)

Agency Name							
Budget Unit Number and Name						Amount Change from FY 2009	
Cost Center Number and Name							
Index Number and Name				FY 2009 Positions		FY 2010	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	U53	Corr Lieutenant	1.0	1.0	1.0	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	2.0	2.0	2.0	0.0	
	G74	Custody Support Assistant	7.0	7.0	0.0	-7.0	
	X91	Rehabilitation Officer II	6.0	7.0	7.0	1.0	
24009	Central Services Fund 0001						
	B2P	Admin Support Officer II	1.0	1.0	1.0	0.0	
	C29	Exec Assistant I	1.0	1.0	1.0	0.0	
	C60	Admin Assistant	1.0	1.0	1.0	0.0	
	D09	Office Specialist III	2.0	2.0	2.0	0.0	
	D49	Office Specialist II	2.0	2.0	2.0	0.0	
	D97	Account Clerk II	1.0	1.0	1.0	0.0	
	G70	Supv Custody Support Assistant	2.0	2.0	2.0	0.0	
	G74	Custody Support Assistant	13.0	13.0	13.0	0.0	
	G76	Sr Warehouse Materials Handler	1.0	1.0	1.0	0.0	
	G77	Warehouse Materials Handler	3.0	3.0	3.0	0.0	
	G81	Storekeeper	1.0	1.0	1.0	0.0	
	H39	Asst Dir Food Services	2.0	2.0	2.0	0.0	
	H56	Head Cook	2.0	2.0	2.0	0.0	
	H59	Cook II	10.0	10.0	10.0	0.0	
	H60	Cook I	9.0	9.0	9.0	0.0	
	H63	Baker	4.0	4.0	4.0	0.0	
	H64	Dietetic Assistant	5.0	5.0	5.0	0.0	
	H68	Food Service Worker-Corr	35.0	35.0	35.0	0.0	
	M03	Corectional Spt Svcs Mgr	1.0	1.0	1.0	0.0	
	N94	Institutional Maintenance Engr	1.0	1.0	1.0	0.0	
	R20	Dietitian II-Cema	2.0	2.0	2.0	0.0	
	S32	Correctional Food Services Dir	1.0	1.0	1.0	0.0	
	U54	Corr Captain	1.0	1.0	1.0	0.0	
24011	Internal Affairs						
	U53	Corr Lieutenant	1.0	1.0	1.0	0.0	
	X19	Admin Assistant-ACE	1.0	1.0	1.0	0.0	
<b>240</b>			<b>Total</b>	<b>341.0</b>	<b>342.0</b>	<b>335.0</b>	<b>-6.0</b>
246	Probation Department						
24615	Administrative Division Fund 0001						
	A80	Chief Prob & Corr Officer-U	1.0	1.0	1.0	0.0	
	A97	Dir, Info Systems - Probation	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	4.0	4.0	1.0	
	B1P	Mgmt Analyst	4.0	3.0	3.0	-1.0	
	B1R	Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0	
	B1W	Mgmt Aide	2.0	2.0	2.0	0.0	



## Public Safety and Justice (Continued)

Agency Name					Amount Change from FY 2009	
Budget Unit Number and Name					Approved	
Cost Center Number and Name					Approved	
Index Number and Name		FY 2009 Positions		FY 2010		
Job Class Code and Title		Approved	Adjusted	Recommended		
B23	Sr Training & Staff Developmnt	1.0	1.0	1.0	0.0	
B2J	Admin Services Mgr II	1.0	1.0	1.0	0.0	
B2N	Admin Support Officer III	4.0	4.0	4.0	0.0	
B2P	Admin Support Officer II	1.0	1.0	1.0	0.0	
B6P	Admin Services Mgr Probation	1.0	1.0	1.0	0.0	
B76	Sr Accountant	1.0	1.0	1.0	0.0	
B78	Accountant II	2.0	2.0	2.0	0.0	
B96	Dept Fiscal Officer	1.0	1.0	1.0	0.0	
D09	Office Specialist III	10.0	9.0	9.0	-1.0	
D11	Transcriptionist	2.0	1.0	1.0	-1.0	
D34	Supv Clerk	9.0	9.0	9.0	0.0	
D42	Law Enforcement Records Tech	2.0	2.0	2.0	0.0	
D43	Law Enforcement Clerk	6.0	6.0	6.0	0.0	
D49	Office Specialist II	1.0	1.0	1.0	0.0	
D5D	Human Resources Asst II	1.0	2.0	2.0	1.0	
D67	Supv Personnel Services Clerk	1.0	1.0	1.0	0.0	
D6D	Human Resources Asst I	2.0	2.0	2.0	0.0	
D94	Supv Account Clerk II	0.0	0.0	0.0	0.0	
D95	Supv Account Clerk I	0.0	1.0	1.0	1.0	
D96	Accountant Assistant	2.0	2.0	2.0	0.0	
D97	Account Clerk II	8.0	8.0	8.0	0.0	
F37	Justice Systems Clerk II	30.0	30.0	30.0	0.0	
F38	Justice Systems Clerk - I	45.0	45.0	45.0	0.0	
G12	Information Systems Manager II	1.0	1.0	1.0	0.0	
G14	Information Systems Manager I	6.0	6.0	6.0	0.0	
G28	Information Systems Analyst II	2.0	2.0	2.0	0.0	
G29	Information Systems Analyst I	2.0	2.0	2.0	0.0	
G38	Information Systems Tech III	2.0	2.0	2.0	0.0	
G76	Sr Warehouse Materials Handler	2.0	4.0	4.0	2.0	
G81	Storekeeper	3.0	1.0	1.0	-2.0	
H3A	Probation Food Services Mgr	1.0	1.0	1.0	0.0	
H66	Food Service Worker II	1.0	1.0	1.0	0.0	
H80	Laundry Services Supervisor	1.0	1.0	1.0	0.0	
H84	Laundry Worker II	5.0	5.0	5.0	0.0	
M20	Facilities Maintenance Rep	1.0	1.0	1.0	0.0	
Q38	Justice Systems Clerk I-U	1.0	1.0	0.0	-1.0	
W23	Information Sys Analyst II-U	1.0	1.0	1.0	0.0	
X15	Exec Assistant II-ACE	1.0	1.0	1.0	0.0	
X17	Exec Assistant I-ACE	3.0	3.0	3.0	0.0	
X19	Admin Assistant-ACE	1.0	1.0	1.0	0.0	
X25	Supv Group Counselor I	3.0	3.0	3.0	0.0	
X27	Sr Group Counselor	1.0	1.0	1.0	0.0	
X44	Probation Mgr	3.0	3.0	3.0	0.0	
X48	Supv Probation Officer	1.0	1.0	1.0	0.0	
X50	Deputy Probation Officer III	1.0	1.0	1.0	0.0	



## Public Safety and Justice (Continued)

Agency Name					Amount Change from FY 2009	
Budget Unit Number and Name					Approved	
Cost Center Number and Name					Approved	
Index Number and Name		FY 2009 Positions		FY 2010		
Job Class Code and Title		Approved	Adjusted	Recommended		
	X53 Deputy Probation Officer I	0.0	0.0	0.0	0.0	
24616	Probation Svcs Div Fund 0001					
	A82 Deputy Chief Probation Officer	1.0	1.0	1.0	0.0	
	C60 Admin Assistant	1.0	1.0	1.0	0.0	
	D43 Law Enforcement Clerk	0.0	2.0	2.0	2.0	
	E07 Community Worker	1.0	1.0	1.0	0.0	
	E19 Probation Community Worker	23.0	21.0	20.0	-3.0	
	F38 Justice Systems Clerk - I	4.0	4.0	4.0	0.0	
	X27 Sr Group Counselor	3.0	3.0	3.0	0.0	
	X44 Probation Mgr	5.0	5.0	5.0	0.0	
	X48 Supv Probation Officer	30.0	30.0	30.0	0.0	
	X50 Deputy Probation Officer III	187.0	187.0	187.0	0.0	
	X52 Deputy Probation Officer II	41.5	41.5	41.5	0.0	
	X53 Deputy Probation Officer I	34.0	34.0	34.0	0.0	
24617	Institution Services Division					
	A82 Deputy Chief Probation Officer	1.0	1.0	1.0	0.0	
	D43 Law Enforcement Clerk	1.0	1.0	1.0	0.0	
	F38 Justice Systems Clerk - I	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	13.0	13.0	13.0	0.0	
	H67 Food Service Worker I	6.0	6.0	6.0	0.0	
	M05 Bldg Ops Supv	1.0	1.0	1.0	0.0	
	X20 Supv Probation Counselor	9.0	9.0	9.0	0.0	
	X22 Probation Counselor II	48.0	48.0	48.0	0.0	
	X23 Probation Counselor I	23.0	23.0	23.0	0.0	
	X25 Supv Group Counselor I	17.0	17.0	17.0	0.0	
	X27 Sr Group Counselor	159.5	159.5	157.0	-2.5	
	X28 Group Counselor II	37.0	37.0	37.0	0.0	
	X29 Group Counselor I	21.0	21.0	21.0	0.0	
	X32 Night Attendant	2.0	2.0	2.0	0.0	
	X44 Probation Mgr	2.0	2.0	2.0	0.0	
	X54 Probation Assistant II	12.0	12.0	12.0	0.0	
	X55 Probation Assistant I	7.0	7.0	7.0	0.0	
<b>246</b>		<b>Total</b>	<b>890.0</b>	<b>890.0</b>	<b>885.5</b>	<b>-4.5</b>
293	Med Exam-Coroner Fund 0001					
3750	Med-Exam/Coroner Fund 0001					
	D09 Office Specialist III	2.0	2.0	2.0	0.0	
	D87 Medical Transcriptionist	1.0	1.0	1.0	0.0	
	E87 Senior Account Clerk	1.0	1.0	1.0	0.0	
	P44 Asst Med Examiner-Coroner-NBC	1.0	1.0	1.0	0.0	
	P46 Asst Medical Examiner-Coroner	2.0	2.0	2.0	0.0	



**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 2009 Positions		FY 2010	2009	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
S25	Forensic Pathology Technician	4.0	4.0	4.0	0.0	
V85	Medical Examiner Coroner Inves	8.0	8.0	8.0	0.0	
<b>293</b>	<b>Total</b>	19.0	19.0	19.0	0.0	
<b>Law And Justice Agency</b>		<b>Total</b>	3,561.0	3,568.0	3,550.1	-10.9
<b>Public Safety and Justice</b>		<b>Total</b>	3,561.0	3,568.0	3,550.1	-10.9



## 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 2009 Positions		FY 2010	2009
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
<b>Social Services Agency</b>							
200	Dept Of Child Support Services						
3800	Child Support Svcs Fund 0001						
	A43	Chief Attorney, DCSS	1.0	1.0	1.0	0.0	
	B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0	
	B1P	Mgmt Analyst	3.0	3.0	3.0	0.0	
	B2G	Operations Mgr, Child Spt Svcs	1.0	1.0	1.0	0.0	
	B2K	Admin Serv Mgr III-2D	1.0	1.0	1.0	0.0	
	B2R	Admin Support Officer I	1.0	1.0	1.0	0.0	
	B3N	Program Mgr II	1.0	1.0	1.0	0.0	
	B3P	Program Mgr I	1.0	1.0	1.0	0.0	
	B77	Accountant III	3.0	3.0	3.0	0.0	
	B78	Accountant II	2.0	2.0	2.0	0.0	
	B96	Dept Fiscal Officer	1.0	1.0	1.0	0.0	
	C76	Office Mgmt Coord	1.0	1.0	1.0	0.0	
	D05	Supv Legal Clerk	2.0	2.0	2.0	0.0	
	D09	Office Specialist III	16.0	16.0	16.0	0.0	
	D49	Office Specialist II	3.0	3.0	3.0	0.0	
	D51	Office Specialist I	13.0	11.0	11.0	-2.0	
	D5D	Human Resources Asst II	1.5	1.5	1.5	0.0	
	D60	Clerical Office Supv	1.0	1.0	1.0	0.0	
	D64	Supv Legal Secretary I	1.0	1.0	1.0	0.0	
	D66	Legal Secretary II	11.0	11.0	11.0	0.0	
	D94	Supv Account Clerk II	1.0	1.0	1.0	0.0	
	D97	Account Clerk II	3.0	3.0	3.0	0.0	
	E28	Messenger Driver	2.0	2.0	2.0	0.0	
	E84	Supv Family Support Officer	10.0	10.0	10.0	0.0	
	E85	Child Support Officer II	110.0	110.0	110.0	0.0	
	E86	Child Support Officer I	4.0	9.0	9.0	5.0	
	E88	Senior Child Support Officer	15.0	15.0	15.0	0.0	
	E90	Child Support Specialist	18.0	19.0	19.0	1.0	
	F07	Legal Process Officer	5.0	5.0	5.0	0.0	
	F14	Legal Clerk	31.5	28.5	28.5	-3.0	
	F19	Child Support Doc Examiner	5.0	5.0	5.0	0.0	
	G89	Call Center Coordinator	1.0	1.0	1.0	0.0	
	H17	Utility Worker	1.0	1.0	1.0	0.0	
	Q24	Dir Dept of Child Supp Svcs	1.0	1.0	1.0	0.0	
	U71	Attorney IV-Child Spt Svc	11.0	11.0	11.0	0.0	
	U72	Attorney III-Child Spt Svc	1.0	1.0	1.0	0.0	
	V30	Family Support Collections Ofc	1.0	0.0	0.0	-1.0	
	X15	Exec Assistant II-ACE	1.0	1.0	1.0	0.0	
3801	CCSAS Project Fund 0001						
	E85	Child Support Officer II	0.0	0.0	0.0	0.0	
	U72	Attorney III-Child Spt Svc	1.0	1.0	1.0	0.0	
3802	DCSS Elect Data Proc Fund 0001						



## 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 2009 Positions		FY 2010	2009	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	G11	Information Systems Mgr III	1.0	1.0	1.0	0.0
	G12	Information Systems Manager II	2.0	2.0	2.0	0.0
	G28	Information Systems Analyst II	1.0	1.0	2.0	1.0
	G38	Information Systems Tech III	2.0	2.0	1.0	-1.0
<b>200</b>		<b>Total</b>	294.0	294.0	294.0	0.0
502	Social Services Agency					
50201	Agency Office Admin Fund 0001					
	A3A	Dir, Dev & Ops Planning-SSA	1.0	1.0	1.0	0.0
	A3B	Dir, Fiscal & Admin Svc-SSA	1.0	1.0	1.0	0.0
	A73	Public Administrator/Guardian	0.0	0.0	0.0	0.0
	A86	Dir Social Services Agency	1.0	1.0	1.0	0.0
	B1C	Assoc Mgmt Analyst B-ACE	1.0	1.0	1.0	0.0
	B1H	Mgmt Anal Prog Mgr III	1.0	1.0	1.0	0.0
	B1J	Mgmt Anal Prog Mgr II	3.0	4.0	4.0	1.0
	B1L	Mgmt Analysis Prog Mgr I	2.0	1.0	1.0	-1.0
	B1N	Sr Mgmt Analyst	5.0	5.0	5.0	0.0
	B1P	Mgmt Analyst	16.0	16.0	15.0	-1.0
	B1R	Assoc Mgmt Analyst B	4.0	4.0	4.0	0.0
	B1W	Mgmt Aide	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
	B2J	Admin Services Mgr II	1.0	1.0	1.0	0.0
	B2L	Admin Services Mgr I	2.0	2.0	2.0	0.0
	B2N	Admin Support Officer III	2.0	2.0	2.0	0.0
	B2P	Admin Support Officer II	3.0	3.0	3.0	0.0
	B30	Internal Auditor II	1.0	1.0	1.0	0.0
	B3N	Program Mgr II	2.0	3.0	3.0	1.0
	B3P	Program Mgr I	3.0	3.0	2.0	-1.0
	B57	Central Svcs Mgr-Social Serv	1.0	1.0	1.0	0.0
	B76	Sr Accountant	3.0	3.0	3.0	0.0
	B77	Accountant III	2.0	2.0	2.0	0.0
	B78	Accountant II	5.0	5.0	5.0	0.0
	B80	Accountant Auditor Appraiser	2.0	3.0	3.0	1.0
	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
	B96	Dept Fiscal Officer	0.0	0.0	0.0	0.0
	B9B	Social Services Fiscal Officer	1.0	1.0	1.0	0.0
	C11	Equal Opportunity Officer	1.0	1.0	1.0	0.0
	C32	Buyer II	1.0	1.0	1.0	0.0
	C60	Admin Assistant	1.0	3.0	3.0	2.0
	C76	Office Mgmt Coord	0.0	0.0	0.0	0.0
	C98	Public Communications Spec	1.0	1.0	0.0	-1.0
	D09	Office Specialist III	12.0	12.0	12.0	0.0
	D49	Office Specialist II	2.0	2.0	2.0	0.0
	D51	Office Specialist I	1.0	1.0	1.0	0.0



## 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 2009 Positions		FY 2010	2009	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
D57	Records Retention Specialist	12.0	12.0	12.0	0.0	
D5D	Human Resources Asst II	10.0	9.0	9.0	-1.0	
D60	Clerical Office Supv	1.0	1.0	0.0	-1.0	
D62	Revenue Collections Clerk	1.0	1.0	0.0	-1.0	
D67	Supv Personnel Services Clerk	0.0	1.0	1.0	1.0	
D6D	Human Resources Asst I	2.0	2.0	2.0	0.0	
D72	Client Services Technician	0.0	0.0	0.0	0.0	
D94	Supv Account Clerk II	3.0	3.0	3.0	0.0	
D96	Accountant Assistant	4.0	5.0	5.0	1.0	
D97	Account Clerk II	15.0	13.0	13.0	-2.0	
E28	Messenger Driver	5.0	5.0	5.0	0.0	
E44	Eligibility Work Supv	0.0	0.0	0.0	0.0	
E45	Eligibility Worker III	0.0	0.0	0.0	0.0	
E46	Eligibility Worker II	0.0	0.0	0.0	0.0	
F14	Legal Clerk	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	1.0	1.0	1.0	0.0	
H17	Utility Worker	4.0	4.0	4.0	0.0	
H56	Head Cook	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	
P72	SSA App & Dev Spec Emp Serv II	0.0	0.0	0.0	0.0	
P73	SSA App & Dev Spec Emp Serv I	0.0	0.0	0.0	0.0	
U98	Protective Services Officer	9.0	9.0	9.0	0.0	
V32	Supv Revenue Collections Ofc	1.0	1.0	1.0	0.0	
V34	Senior Revenue Collections Ofc	1.0	1.0	1.0	0.0	
V35	Revenue Collections Officer	9.0	9.0	9.0	0.0	
V65	SSA App & Decision Spt Mgr	1.0	1.0	1.0	0.0	
V70	Calwin Plan & Implement Mgr	0.0	0.0	0.0	0.0	
X12	Office Specialist III-ACE	3.0	3.0	3.0	0.0	
X15	Exec Assistant II-ACE	1.0	1.0	1.0	0.0	
X17	Exec Assistant I-ACE	3.0	3.0	3.0	0.0	
Y34	SSA Security and Safety Mgr	1.0	1.0	1.0	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	5.0	4.0	4.0	-1.0	
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	0.0	1.0	1.0	1.0	
B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0	
B1P	Mgmt Analyst	3.0	4.0	4.0	1.0	
B1R	Assoc Mgmt Analyst B	3.0	3.0	3.0	0.0	



## Children, Seniors and Families (Continued)

Agency Name					Amount Change from FY 2009		
Budget Unit Number and Name					Approved		
Cost Center Number and Name					Approved		
Index Number and Name		FY 2009 Positions		FY 2010			
Job Class Code and Title		Approved	Adjusted	Recommended			
	B1T	Assoc Mgmt Analyst A	1.0	1.0	1.0	0.0	
	B1W	Mgmt Aide	2.0	1.0	1.0	-1.0	
	C60	Admin Assistant	1.0	1.0	1.0	0.0	
	D09	Office Specialist III	1.0	1.0	1.0	0.0	
	E44	Eligibility Work Supv	1.0	1.0	1.0	0.0	
	G12	Information Systems Manager II	5.0	5.0	5.0	0.0	
	G14	Information Systems Manager I	6.0	6.0	6.0	0.0	
	G28	Information Systems Analyst II	7.0	7.0	7.0	0.0	
	G29	Information Systems Analyst I	3.0	3.0	3.0	0.0	
	G2Y	Info Sys Analyst II-Cema	1.0	1.0	1.0	0.0	
	G31	Network Designer	0.0	0.0	0.0	0.0	
	G38	Information Systems Tech III	1.0	1.0	1.0	0.0	
	G50	Information Sys Tech II	20.0	20.0	20.0	0.0	
	K16	Telephone Services Engineer	1.0	1.0	1.0	0.0	
	L35	Telecommunications Tech	2.0	2.0	2.0	0.0	
	P65	SSA App & Dec Spt Spec Elig II	19.0	21.0	21.0	2.0	
	P72	SSA App & Dev Spec Emp Serv II	5.0	5.0	5.0	0.0	
	V65	SSA App & Decision Spt Mgr	15.0	15.0	15.0	0.0	
	V70	Calwin Plan & Implement Mgr	2.0	2.0	2.0	0.0	
	W20	SSA Info Technology Spec	21.0	21.0	21.0	0.0	
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
	Y25	Employment Program Supv	1.0	0.0	0.0	-1.0	
	Y48	Social Work Coord II	2.0	0.0	0.0	-2.0	
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	8.0	8.0	8.0	0.0	
	V65	SSA App & Decision Spt Mgr	1.0	1.0	1.0	0.0	
	Y22	Social Work Training Specialis	2.0	2.0	2.0	0.0	
	Y23	Social Work Supervisor	1.0	1.0	1.0	0.0	
50205	Community Programs and Grants						
	D09	Office Specialist III	1.0	1.0	1.0	0.0	
	F14	Legal Clerk	1.0	1.0	1.0	0.0	
	Y48	Social Work Coord II	1.0	1.0	1.0	0.0	
<b>502</b>			<b>Total</b>	351.0	353.0	348.0	-3.0
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	





## 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 2009 Positions		FY 2010	2009	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	B1P Mgmt Analyst	3.0	3.0	3.0	0.0	
	B1R Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0	
	B2R Admin Support Officer I	1.0	1.0	1.0	0.0	
	B3N Program Mgr II	1.0	1.0	1.0	0.0	
	C29 Exec Assistant I	2.0	2.0	2.0	0.0	
	C60 Admin Assistant	10.0	10.0	10.0	0.0	
	C76 Office Mgmt Coord	6.0	6.0	6.0	0.0	
	D09 Office Specialist III	2.0	2.0	2.0	0.0	
	D72 Client Services Technician	1.0	1.0	1.0	0.0	
	E49 Day Care Center Aide	1.0	1.0	1.0	0.0	
	H60 Cook I	0.0	0.0	0.0	0.0	
	H66 Food Service Worker II	0.0	0.0	0.0	0.0	
	X17 Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
	X36 Transportation Officer	2.0	2.0	2.0	0.0	
	Y23 Social Work Supervisor	6.0	6.0	6.0	0.0	
	Y30 Social Services Prog Mgr III	6.0	6.0	6.0	0.0	
	Y31 Social Services Program Mgr II	2.0	2.0	2.0	0.0	
	Y32 Social Services Program Mgr I	6.0	6.0	6.0	0.0	
	Y3A Social Worker I	11.5	11.5	11.5	0.0	
	Y3B Social Worker II	1.0	1.0	1.0	0.0	
	Y3C Social Worker III	1.0	1.0	1.0	0.0	
	Y48 Social Work Coord II	12.0	12.0	12.0	0.0	
	Y49 Social Work Coord I	1.0	1.0	1.0	0.0	
50302	DFCS Program Svcs Fund 0001					
	B1N Sr Mgmt Analyst	0.0	0.0	0.0	0.0	
	D49 Office Specialist II	0.0	0.0	0.0	0.0	
	E45 Eligibility Worker III	1.0	1.0	1.0	0.0	
	S48 Public Health Nurse II	1.0	1.0	1.0	0.0	
	X31 Childrens Counselor	0.0	0.0	0.0	0.0	
	Y23 Social Work Supervisor	50.0	50.0	50.0	0.0	
	Y25 Employment Program Supv	1.0	1.0	1.0	0.0	
	Y27 Employment Counselor	2.0	2.0	2.0	0.0	
	Y28 Employment Technician II	1.0	1.0	1.0	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	
	Y32 Social Services Program Mgr I	0.0	0.0	0.0	0.0	
	Y3A Social Worker I	47.0	47.0	47.0	0.0	
	Y3B Social Worker II	100.0	100.0	100.0	0.0	
	Y3C Social Worker III	227.0	227.0	222.0	-5.0	
	Y48 Social Work Coord II	6.0	6.0	6.0	0.0	
	Y49 Social Work Coord I	6.0	6.0	6.0	0.0	
50303	DFCS Program Spt Fund 0001					
	D03 Data Office Specialist	6.0	6.0	6.0	0.0	
	D09 Office Specialist III	37.0	37.0	37.0	0.0	
	D11 Transcriptionist	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 2009 Positions		FY 2010	2009		
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	D43	Law Enforcement Clerk	1.0	1.0	1.0	0.0	
	D49	Office Specialist II	11.0	11.0	10.0	-1.0	
	D51	Office Specialist I	1.0	1.0	1.0	0.0	
	D72	Client Services Technician	21.5	21.5	21.5	0.0	
	E28	Messenger Driver	2.0	2.0	2.0	0.0	
	E65	Program Services Aide	10.0	10.0	10.0	0.0	
	F14	Legal Clerk	9.0	9.0	9.0	0.0	
	X09	Sr Office Specialist	2.0	2.0	1.0	-1.0	
	X24	Senior Children'S Counselor	0.0	0.0	0.0	0.0	
	X36	Transportation Officer	2.0	2.0	2.0	0.0	
50304	Children's Shelter Fund 0001						
	A1V	Children'S Shelter Dir	1.0	1.0	1.0	0.0	
	B1R	Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0	
	B2P	Admin Support Officer II	1.0	1.0	1.0	0.0	
	B3P	Program Mgr I	1.0	1.0	1.0	0.0	
	C60	Admin Assistant	1.0	1.0	1.0	0.0	
	D09	Office Specialist III	4.0	4.0	4.0	0.0	
	D49	Office Specialist II	1.0	1.0	1.0	0.0	
	G76	Sr Warehouse Materials Handler	1.0	1.0	1.0	0.0	
	H21	Facilities Services Worker	4.0	4.0	4.0	0.0	
	H56	Head Cook	1.0	1.0	1.0	0.0	
	H60	Cook I	3.0	3.0	1.0	-2.0	
	H66	Food Service Worker II	3.0	3.0	1.0	-2.0	
	J36	Resident Artist	1.0	1.0	1.0	0.0	
	M47	General Maint Mechanic II	1.0	1.0	1.0	0.0	
	R3C	Recreation Coordinator	1.0	1.0	1.0	0.0	
	X09	Sr Office Specialist	0.0	0.0	0.0	0.0	
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
	X21	Cottage Manager	3.0	3.0	3.0	0.0	
	X24	Senior Children'S Counselor	10.0	10.0	10.0	0.0	
	X31	Childrens Counselor	51.0	51.0	48.0	-3.0	
	Y23	Social Work Supervisor	1.0	1.0	1.0	0.0	
50305	DFCS Staff Dev and Tng Fund 0001						
	Y22	Social Work Training Specialis	3.0	3.0	3.0	0.0	
	Y23	Social Work Supervisor	2.0	2.0	2.0	0.0	
	Y3A	Social Worker I	2.0	2.0	2.0	0.0	
	Y3B	Social Worker II	1.0	1.0	1.0	0.0	
<b>503</b>			<b>Total</b>	<b>724.0</b>	<b>724.0</b>	<b>710.0</b>	<b>-14.0</b>
504	Department of Employment and Benefit Services						
	50401	DEBS Admin Fund 0001					
	A78	Dir Empl & Benefits Services	1.0	1.0	1.0	0.0	
	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	



## Children, Seniors and Families (Continued)

Agency Name					Amount Change from FY 2009	
Budget Unit Number and Name					Approved	
Cost Center Number and Name					Approved	
Index Number and Name		FY 2009 Positions		FY 2010		
Job Class Code and Title		Approved	Adjusted	Recommended		
	B1W Mgmt Aide	2.0	2.0	2.0	0.0	
	B28 Internal Auditor III	1.0	1.0	1.0	0.0	
	B2P Admin Support Officer II	1.0	1.0	1.0	0.0	
	B2R Admin Support Officer I	1.0	1.0	1.0	0.0	
	B30 Internal Auditor II	1.0	1.0	1.0	0.0	
	B3P Program Mgr I	1.0	1.0	1.0	0.0	
	B6U Admin of Benefits Svcs	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	15.0	0.0	
	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	1.0	0.0	
	P65 SSA App & Dec Spt Spec Elig II	1.0	1.0	1.0	0.0	
	X17 Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
	Y20 Employment Program Mgr	2.0	2.0	2.0	0.0	
	Y28 Employment Technician II	1.0	1.0	1.0	0.0	
	Y30 Social Services Prog Mgr III	5.0	5.0	5.0	0.0	
	Y31 Social Services Program Mgr II	7.0	7.0	7.0	0.0	
	Y32 Social Services Program Mgr I	8.0	8.0	8.0	0.0	
	Y48 Social Work Coord II	1.0	1.0	1.0	0.0	
	Y50 Project Mgr	1.0	1.0	1.0	0.0	
50402	DEBS Program Svcs Fund 0001					
	B2N Admin Support Officer III	1.0	1.0	1.0	0.0	
	E44 Eligibility Work Supv	82.0	82.0	82.0	0.0	
	E45 Eligibility Worker III	262.0	262.0	262.0	0.0	
	E46 Eligibility Worker II	331.0	331.0	331.0	0.0	
	E47 Eligibility Worker I	0.0	0.0	0.0	0.0	
	E50 Eligibility Examiner	34.0	34.0	34.0	0.0	
	E53 Social Services Prg Cntrl Supv	2.0	2.0	2.0	0.0	
	E65 Program Services Aide	0.0	0.0	0.0	0.0	
	Y23 Social Work Supervisor	2.0	2.0	2.0	0.0	
	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	105.0	105.0	105.0	0.0	
	Y3B Social Worker II	11.0	11.0	6.0	-5.0	
	Y3C Social Worker III	4.0	4.0	4.0	0.0	
50403	DEBS Program Spt Fund 0001					
	D09 Office Specialist III	29.0	29.0	29.0	0.0	
	D49 Office Specialist II	75.0	75.0	75.0	0.0	
	D51 Office Specialist I	0.0	0.0	0.0	0.0	
	D57 Records Retention Specialist	0.0	0.0	0.0	0.0	
	D72 Client Services Technician	98.0	98.0	98.0	0.0	
	G82 Stock Clerk	6.0	6.0	6.0	0.0	
	V33 Office Specialist II-U	0.0	0.0	0.0	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 2009 Positions		FY 2010	2009	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	V37	Estate Administrator	0.0	0.0	0.0	0.0
	V38	Estate Administrator Asst	0.0	0.0	0.0	0.0
	X09	Sr Office Specialist	3.5	3.5	3.5	0.0
	X36	Transportation Officer	0.0	0.0	0.0	0.0
50404	DEBS Trainees Fund 0001					
	E45	Eligibility Worker III	3.0	3.0	3.0	0.0
	E46	Eligibility Worker II	51.0	51.0	51.0	0.0
	E47	Eligibility Worker I	16.0	16.0	16.0	0.0
<b>504</b>			<b>Total</b>	1,259.5	1,259.5	1,254.5
505	Department of Aging and Adult Services					
50501	DAAS Admin Fund 0001					
	A2S	Dir Adult And Aging Services	1.0	1.0	1.0	0.0
	A73	Public Administrator/Guardian	1.0	1.0	1.0	0.0
	B1L	Mgmt Analysis Prog Mgr I	1.0	1.0	1.0	0.0
	B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0
	B1P	Mgmt Analyst	2.0	2.0	1.0	-1.0
	B2L	Admin Services Mgr I	0.0	0.0	0.0	0.0
	B31	Sr Internal Auditor	1.0	1.0	0.0	-1.0
	B3N	Program Mgr II	1.0	1.0	1.0	0.0
	B77	Accountant III	2.0	2.0	2.0	0.0
	B80	Accountant Auditor Appraiser	1.0	2.0	2.0	1.0
	B87	Trust & Fiduciary Acct Mgr	1.0	1.0	1.0	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	3.0	3.0	3.0	0.0
	C76	Office Mgmt Coord	1.0	1.0	1.0	0.0
	D03	Data Office Specialist	4.0	4.0	4.0	0.0
	D09	Office Specialist III	3.0	3.0	3.0	0.0
	D66	Legal Secretary II	2.0	2.0	2.0	0.0
	D77	Income Tax Specialist	1.0	1.0	1.0	0.0
	D95	Supv Account Clerk I	1.0	1.0	1.0	0.0
	D96	Accountant Assistant	5.0	5.0	5.0	0.0
	D97	Account Clerk II	13.0	12.0	12.0	-1.0
	D98	Account Clerk I	1.0	1.0	1.0	0.0
	E51	Program Coord	1.0	1.0	1.0	0.0
	V24	Supv Estate Administrator	2.0	2.0	2.0	0.0
	V37	Estate Administrator	14.0	14.0	14.0	0.0
	V38	Estate Administrator Asst	5.0	5.0	4.0	-1.0
	V42	Estate Property Tech	4.0	4.0	4.0	0.0
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0
	Y30	Social Services Prog Mgr III	1.0	1.0	1.0	0.0
	Y31	Social Services Program Mgr II	2.0	2.0	2.0	0.0
50502	DAAS Program Svcs Fund 0001					
	B44	Deputy Public Guardian Asst	1.0	1.0	1.0	0.0
	E46	Eligibility Worker II	1.0	1.0	1.0	0.0



## 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 2009 Positions		FY 2010	2009	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	S48 Public Health Nurse II	2.0	2.0	2.0	0.0	
	V45 Supv Deputy Public Guardian	4.0	4.0	4.0	0.0	
	V49 Deputy Public Guardian	21.0	21.0	20.0	-1.0	
	V62 Deputy Public Guardian Invest	10.0	10.0	10.0	0.0	
	V70 Calvin Plan & Implement Mgr	0.0	0.0	0.0	0.0	
	Y23 Social Work Supervisor	8.0	8.0	8.0	0.0	
	Y3A Social Worker I	2.0	2.0	2.0	0.0	
	Y3B Social Worker II	42.5	42.5	42.5	0.0	
	Y3C Social Worker III	25.0	24.0	24.0	-1.0	
	Y48 Social Work Coord II	1.0	1.0	1.0	0.0	
	Y49 Social Work Coord I	3.0	3.0	3.0	0.0	
50503	DAAS Program Spt Fund 0001					
	D03 Data Office Specialist	0.0	1.0	1.0	1.0	
	D09 Office Specialist III	22.0	24.0	23.0	1.0	
	D49 Office Specialist II	4.5	4.5	4.5	0.0	
	D72 Client Services Technician	2.0	2.0	2.0	0.0	
	E65 Program Services Aide	7.0	7.0	7.0	0.0	
	X09 Sr Office Specialist	1.0	1.0	1.0	0.0	
50504	Senior Nutrition Fund 0001					
	B1P Mgmt Analyst	1.0	1.0	1.0	0.0	
	C60 Admin Assistant	1.0	1.0	1.0	0.0	
	D96 Accountant Assistant	1.0	1.0	1.0	0.0	
	H54 Nutrition Services Mgr	1.0	1.0	1.0	0.0	
	R20 Dietitian II-Cema	2.0	2.0	2.0	0.0	
	Y32 Social Services Program Mgr I	1.0	1.0	1.0	0.0	
<b>505</b>	<b>Total</b>	<b>241.0</b>	<b>243.0</b>	<b>238.0</b>	<b>-3.0</b>	
<b>Social Services Agency</b>		<b>Total</b>	<b>2,869.5</b>	<b>2,873.5</b>	<b>2,844.5</b>	<b>-25.0</b>
<b>Children, Seniors and Families</b>		<b>Total</b>	<b>2,869.5</b>	<b>2,873.5</b>	<b>2,844.5</b>	<b>-25.0</b>



## Santa Clara Valley Health & Hospital System

Agency Name						Amount	
Budget Unit Number and Name						Change	
Cost Center Number and Name						from FY	
Index Number and Name				FY 2009 Positions		FY 2010	
Job Class Code and Title				Approved	Adjusted	Recommended	Approved
<b>Health Department</b>							
410	Public Health						
41011	Administration Fund 0001						
	A52	Dir of Public Health		1.0	1.0	1.0	0.0
	B01	Health Planning Spec III		0.0	0.5	0.5	0.5
	B19	Health Program Spec		0.0	1.0	1.0	1.0
	B1P	Mgmt Analyst		1.0	1.0	1.0	0.0
	B1T	Assoc Mgmt Analyst A		1.0	1.0	1.0	0.0
	B2K	Admin Serv Mgr III-2D		1.0	2.0	2.0	1.0
	B2P	Admin Support Officer II		1.0	1.0	1.0	0.0
	B5X	Health Care Program Analyst II		2.0	1.0	1.0	-1.0
	B7G	Mat Child & Adol Hlth. Div Dir		1.0	0.0	0.0	-1.0
	C60	Admin Assistant		0.0	1.0	1.0	1.0
	C82	Sr Health Care Program Mgr		2.0	2.0	2.0	0.0
	C83	Health Care Program Mgr II		2.0	2.0	2.0	0.0
	C84	Health Care Program Mgr I		1.0	1.0	0.0	-1.0
	D09	Office Specialist III		9.0	9.0	9.0	0.0
	D51	Office Specialist I		1.0	1.0	1.0	0.0
	D76	Medical Administrative Asst II		1.0	1.0	1.0	0.0
	E06	Chief Registrar of Vital Stats		1.0	1.0	1.0	0.0
	J23	Senior Epidemiologist		0.0	0.0	0.5	0.5
	J25	Epidemiologist II		3.0	3.0	2.0	-1.0
	J26	Health Education Specialist		4.5	1.5	1.5	-3.0
	J27	Health Education Associate		1.0	1.0	1.0	0.0
	P06	Chief Health Protection Servic		1.0	1.0	1.0	0.0
	R24	Public Health Nutritionist		1.0	1.0	1.0	0.0
	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		4.0	4.0	3.0	-1.0
	X17	Exec Assistant I-ACE		1.0	1.0	1.0	0.0
41012	Central Services Fund 0001						
	B19	Health Program Spec		1.0	3.0	3.0	2.0
	B1W	Mgmt Aide		1.5	2.5	1.5	0.0
	B5X	Health Care Program Analyst II		5.0	4.0	4.0	-1.0
	B5Y	Health Care Program Analyst I		0.0	1.0	1.0	1.0
	B6H	Health Planning Spec II		0.0	2.0	2.0	2.0
	C60	Admin Assistant		2.0	2.0	2.0	0.0
	C69	Public Health Nurse Manager II		1.0	1.0	0.0	-1.0
	C70	Public Health Nurse Manger I		2.0	2.0	3.0	1.0
	C76	Office Mgmt Coord		2.0	2.0	2.0	0.0
	C82	Sr Health Care Program Mgr		3.0	3.0	3.0	0.0
	C83	Health Care Program Mgr II		3.0	3.0	3.0	0.0
	C84	Health Care Program Mgr I		1.0	0.0	0.0	-1.0
	D09	Office Specialist III		15.5	13.5	13.5	-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 2009 Positions		FY 2010	2009	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	D1E Sr Health Services Rep	8.0	8.0	8.0	0.0	
	D2E Health Services Rep	19.5	17.5	17.5	-2.0	
	D34 Supv Clerk	1.0	0.0	0.0	-1.0	
	D48 Patient Business Svcs Clerk	1.0	1.0	1.0	0.0	
	D49 Office Specialist II	4.0	4.0	3.0	-1.0	
	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	4.0	3.0	3.5	-0.5	
	E07 Community Worker	2.0	2.0	2.0	0.0	
	E32 Public Health Assistant	10.0	7.0	7.0	-3.0	
	J26 Health Education Specialist	15.0	13.0	12.0	-3.0	
	J27 Health Education Associate	4.5	4.5	4.5	0.0	
	J67 Health Information Clerk III	1.0	1.0	1.0	0.0	
	J68 Health Information Clerk II	1.0	1.0	1.0	0.0	
	J69 Health Information Clerk I	0.5	0.5	0.5	0.0	
	P04 Asst Public Health Officer	3.0	3.0	3.0	0.0	
	R01 Chief Cerebral Palsy Therapist	1.0	1.0	1.0	0.0	
	R02 Supv Cerebral Palsy Therapist	4.0	4.0	4.0	0.0	
	R04 Sr Therapist Ccs	4.0	3.0	3.0	-1.0	
	R05 Therapist CCS I	17.5	15.5	16.0	-1.5	
	R07 Therapist CCS II	10.0	10.0	10.0	0.0	
	R24 Public Health Nutritionist	10.5	11.5	11.0	0.5	
	R41 Therapy Aide	5.0	5.0	5.0	0.0	
	S08 Public Health Nutrition Assoc	15.0	15.5	16.0	1.0	
	S10 Utilization Review Supv	1.0	1.0	1.0	0.0	
	S12 Utilization Review Coord	18.0	14.0	14.0	-4.0	
	S45 Public Health Nurse Specilst	1.0	1.0	1.0	0.0	
	S47 Public Health Nurse III	7.0	7.0	6.0	-1.0	
	S48 Public Health Nurse II	16.5	16.5	16.5	0.0	
	S51 Communicable Disease Invest	10.0	10.0	10.0	0.0	
	S7A Clinical Nurse III Step A	2.0	2.0	2.0	0.0	
	S85 Licensed Vocational Nurse	2.0	2.0	2.0	0.0	
	W71 Sr Health Care Prog Analyst	2.0	1.0	1.0	-1.0	
	Y03 Medical Social Worker II	3.0	2.0	2.0	-1.0	
	Y3B Social Worker II	0.0	1.0	1.0	1.0	
41013	Support Services Fund 0001					
	C60 Admin Assistant	1.0	1.0	1.0	0.0	
	C84 Health Care Program Mgr I	1.0	1.0	1.0	0.0	
	D09 Office Specialist III	2.5	2.5	1.5	-1.0	
	E28 Messenger Driver	1.0	1.0	1.0	0.0	
	R26 Asst Dir of Pharmacy Services	1.0	1.0	1.0	0.0	
	R27 Pharmacist	2.0	2.0	2.0	0.0	
	R29 Pharmacy Technician	4.0	4.0	4.0	0.0	
	R42 Chief Public Health Laboratory	1.0	1.0	1.0	0.0	
	R43 Sr Public Hlth Microbiologist	2.0	2.0	2.0	0.0	



**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 2009 Positions		FY 2010	2009	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	R46	Public Health Microbiologist	3.0	3.0	3.0	0.0
	R56	Supv Pharmacist	1.0	1.0	1.0	0.0
	R74	Sr Laboratory Assistant	1.0	1.0	1.0	0.0
	R75	Laboratory Assistant	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
	B1R	Assoc Mgmt Analyst B	1.0	1.0	0.0	-1.0
	B20	Emergency Med Svcs Admin	1.0	1.0	1.0	0.0
	B70	Dir of Research-Public Health	1.0	1.0	1.0	0.0
	C29	Exec Assistant I	1.0	1.0	1.0	0.0
	C60	Admin Assistant	1.0	1.0	1.0	0.0
	C98	Public Communications Spec	1.0	1.0	1.0	0.0
	D09	Office Specialist III	1.0	1.0	1.0	0.0
	J23	Senior Epidemiologist	1.0	1.0	0.0	-1.0
	J25	Epidemiologist II	1.0	1.0	1.0	0.0
	J26	Health Education Specialist	0.0	2.0	2.0	2.0
	P62	Specialty Programs Nurse Coord	1.0	1.0	1.0	0.0
	R46	Public Health Microbiologist	1.0	0.0	0.0	-1.0
	S09	Emergency Medical Serv Spec	3.0	3.0	3.0	0.0
	S12	Utilization Review Coord	1.0	1.0	1.0	0.0
	S2E	Sr Emergency Med Svcs Spclst	0.0	1.0	1.0	1.0
	S47	Public Health Nurse III	1.0	0.0	0.0	-1.0
41016	Region #1 Fund 0001					
	C70	Public Health Nurse Manger I	1.0	1.0	1.0	0.0
	D09	Office Specialist III	1.0	1.0	0.0	-1.0
	E07	Community Worker	1.0	1.0	0.0	-1.0
	E32	Public Health Assistant	3.0	3.0	1.0	-2.0
	S48	Public Health Nurse II	13.0	13.0	7.0	-6.0
41017	Region #2 Fund 0001					
	C69	Public Health Nurse Manager II	2.0	2.0	0.0	-2.0
	D09	Office Specialist III	2.0	2.0	1.0	-1.0
	D49	Office Specialist II	1.0	1.0	0.0	-1.0
	E07	Community Worker	0.5	0.5	0.0	-0.5
	E32	Public Health Assistant	7.5	7.0	1.0	-6.5
	S48	Public Health Nurse II	23.0	21.0	13.0	-10.0
	S50	Public Health Nurse I	4.0	4.0	0.0	-4.0
41019	Region #4 Fund 0001					
	C70	Public Health Nurse Manger I	1.0	1.0	1.0	0.0
	D09	Office Specialist III	0.5	0.0	0.0	-0.5
	D60	Clerical Office Supv	1.0	0.0	0.0	-1.0
	S48	Public Health Nurse II	1.0	1.0	0.0	-1.0
41020	Region #5 Fund 0001					
	C70	Public Health Nurse Manger I	2.0	2.0	1.0	-1.0
	D09	Office Specialist III	3.0	3.0	1.0	-2.0





## Santa Clara Valley Health & Hospital System (Continued)

Agency Name						
Budget Unit Number and Name					Amount Change from FY 2009	
Cost Center Number and Name						
Index Number and Name		FY 2009 Positions		FY 2010		
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	D49	Office Specialist II	1.0	1.0	0.0	-1.0
	E07	Community Worker	1.0	1.0	0.0	-1.0
	E32	Public Health Assistant	6.0	6.0	5.0	-1.0
	S47	Public Health Nurse III	1.0	1.0	0.0	-1.0
	S48	Public Health Nurse II	19.0	17.0	11.0	-8.0
	S50	Public Health Nurse I	2.0	2.0	0.0	-2.0
41021	Region #6 Fund 0001					
	D09	Office Specialist III	1.5	1.5	1.0	-0.5
	E32	Public Health Assistant	2.0	2.0	1.0	-1.0
	S48	Public Health Nurse II	6.0	6.0	3.0	-3.0
<b>410</b>		<b>Total</b>	<b>431.5</b>	<b>412.5</b>	<b>351.0</b>	<b>-80.5</b>
412	Mental Health Department					
41201	MH Department Admin Fund 0001					
	A49	Mental Health Medical Dir-U	1.0	1.0	1.0	0.0
	A51	Dir of Mental Health Services	1.0	1.0	1.0	0.0
	B19	Health Program Spec	3.0	3.0	3.0	0.0
	B1N	Sr Mgmt Analyst	0.0	0.0	0.0	0.0
	B1R	Assoc Mgmt Analyst B	3.0	3.0	3.0	0.0
	B2J	Admin Services Mgr II	1.0	1.0	1.0	0.0
	B3R	Deputy Dir Mntl Hlth Prg Ops	1.0	1.0	1.0	0.0
	B5X	Health Care Program Analyst II	2.0	2.0	2.0	0.0
	B5Z	Health Care Prog Analyst Assoc	1.0	1.0	1.0	0.0
	B72	Mental Health Program Supv	2.0	2.0	2.0	0.0
	C29	Exec Assistant I	2.0	2.0	2.0	0.0
	C60	Admin Assistant	1.5	1.0	1.0	-0.5
	C76	Office Mgmt Coord	1.0	1.0	1.0	0.0
	C97	Quality Improvement Coord	5.0	5.0	5.0	0.0
	D09	Office Specialist III	4.0	4.0	4.0	0.0
	D48	Patient Business Svcs Clerk	1.0	1.0	1.0	0.0
	P13	Sr Mental Health Prog Spec	2.0	2.0	2.0	0.0
	P14	Mental Health Prog Spec II	1.5	1.5	1.5	0.0
	P49	Psychiatrist III-Mental Health	0.0	0.0	0.0	0.0
	S12	Utilization Review Coord	1.0	1.0	1.0	0.0
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0
	Z41	Psychiatric Social Worker II-U	1.0	0.0	0.0	-1.0
41202	Crisis, Outreach, Referral & Educ Div Fund 0001					
	B3P	Program Mgr I	1.0	1.0	1.0	0.0
	D2E	Health Services Rep	2.0	2.0	2.0	0.0
	E07	Community Worker	2.0	2.0	2.0	0.0
	P13	Sr Mental Health Prog Spec	1.0	1.0	1.0	0.0
	P67	Rehabilitation Counselor	4.0	4.0	4.0	0.0
	P96	Marriage & Family Therapist II	6.5	6.5	6.5	0.0
	P97	Marriage & Family Therapist I	2.0	2.0	2.0	0.0
	Y41	Psychiatric Social Worker II	3.0	3.0	3.0	0.0
	Y42	Psychiatric Social Worker I	1.0	1.0	1.0	0.0



**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 2009 Positions		FY 2010		2009	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
41203	Adult/Older Adult Div Fund 0001						
	B5X Health Care Program Analyst II	1.0	1.0	1.0	0.0		
	B72 Mental Health Program Supv	1.0	1.0	1.0	0.0		
	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		
	D1E Sr Health Services Rep	0.0	3.0	3.0	3.0		
	D1F Mental Hlth Office Supervisor	3.0	3.0	3.0	0.0		
	D2E Health Services Rep	16.0	18.0	18.0	2.0		
	E07 Community Worker	7.0	7.0	7.0	0.0		
	E33 Mental Health Community Worker	1.0	1.0	1.0	0.0		
	P14 Mental Health Prog Spec II	3.0	3.0	3.0	0.0		
	P49 Psychiatrist III-Mental Health	18.0	22.0	14.0	-4.0		
	P67 Rehabilitation Counselor	24.0	26.0	19.0	-5.0		
	P96 Marriage & Family Therapist II	8.5	8.5	4.0	-4.5		
	P97 Marriage & Family Therapist I	3.0	3.0	0.0	-3.0		
	R13 Occupational Thrp-Psysl Disb	1.0	1.0	1.0	0.0		
	S87 Psychiatric Technician II	8.0	8.0	8.0	0.0		
	Y41 Psychiatric Social Worker II	17.5	19.5	12.0	-5.5		
	Y42 Psychiatric Social Worker I	9.0	9.0	1.0	-8.0		
41204	Family & Children's Svcs Div Fund 0001						
	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		
	C60 Admin Assistant	2.0	2.0	2.0	0.0		
	C83 Health Care Program Mgr II	3.0	3.0	2.0	-1.0		
	D1E Sr Health Services Rep	2.0	2.0	2.0	0.0		
	D1F Mental Hlth Office Supervisor	2.0	2.0	2.0	0.0		
	D1G Sr Health Svcs Rep-U	1.0	0.0	0.0	-1.0		
	D2E Health Services Rep	21.0	21.5	21.5	0.5		
	E33 Mental Health Community Worker	2.0	2.0	0.0	-2.0		
	P14 Mental Health Prog Spec II	3.0	3.0	3.0	0.0		
	P49 Psychiatrist III-Mental Health	8.0	8.0	7.0	-1.0		
	P93 Clinical Psychologist	0.5	0.5	0.5	0.0		
	P96 Marriage & Family Therapist II	13.0	13.0	11.0	-2.0		
	P97 Marriage & Family Therapist I	6.0	6.0	3.0	-3.0		
	S85 Licensed Vocational Nurse	1.0	1.0	1.0	0.0		
	U1B Mental Health Prgm Spec II-U	1.0	0.0	0.0	-1.0		
	Y41 Psychiatric Social Worker II	39.5	42.5	37.5	-2.0		
	Y42 Psychiatric Social Worker I	9.5	9.5	4.0	-5.5		
	Z3P Health Care Prog Analyst II-U	1.0	0.0	0.0	-1.0		
	Z41 Psychiatric Social Worker II-U	2.0	0.0	0.0	-2.0		
41213	MHSA						
	A2K Homeless Services Coord	0.0	0.0	1.0	1.0		
	B1P Mgmt Analyst	0.0	0.0	1.0	1.0		
	B1R Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0		
	B3N Program Mgr II	1.0	1.0	1.0	0.0		



## Santa Clara Valley Health & Hospital System (Continued)

Agency Name						Amount
Budget Unit Number and Name						Change
Cost Center Number and Name						from FY
Index Number and Name		FY 2009 Positions		FY 2010	2009	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	B3P Program Mgr I	1.5	1.5	1.5	0.0	
	B5X Health Care Program Analyst II	0.0	1.0	1.0	1.0	
	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	1.0	1.0	1.0	0.0	
	D09 Office Specialist III	2.0	4.0	4.0	2.0	
	D2E Health Services Rep	1.0	1.0	1.0	0.0	
	E07 Community Worker	9.0	10.5	10.5	1.5	
	E28 Messenger Driver	1.5	0.0	0.0	-1.5	
	H59 Cook II	1.5	1.5	1.5	0.0	
	H60 Cook I	3.0	3.0	3.0	0.0	
	P13 Sr Mental Health Prog Spec	5.0	5.0	5.0	0.0	
	P14 Mental Health Prog Spec II	0.0	1.0	1.0	1.0	
	P67 Rehabilitation Counselor	2.0	3.0	3.0	1.0	
	P93 Clinical Psychologist	0.5	0.5	0.5	0.0	
	W71 Sr Health Care Prog Analyst	2.0	2.0	2.0	0.0	
	Y41 Psychiatric Social Worker II	6.0	6.0	6.0	0.0	
<b>412</b>	<b>Total</b>	<b>343.0</b>	<b>358.0</b>	<b>302.5</b>	<b>-40.5</b>	
414	Children's Shelter & Custody Health Svcs					
41401	Adult Custody Med Svcs Fund 0001					
	C29 Exec Assistant I	1.0	1.0	1.0	0.0	
	D02 Medical Unit Clerk	16.0	16.0	16.0	0.0	
	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	
	S59 Nurse Practitioner	0.5	0.5	0.5	0.0	
	S72 Quality Improvmt Mgr - A P Sv	1.0	1.0	1.0	0.0	
	S75 Clinical Nurse III	37.8	37.8	37.8	0.0	
	S76 Clinical Nurse II	4.1	4.1	4.1	0.0	
	S7A Clinical Nurse III Step A	24.5	24.5	24.5	0.0	
	S7B Clinical Nurse III Step B	1.8	1.8	1.8	0.0	
	S7C Clinical Nurse III Step C	0.5	0.5	0.5	0.0	
	S80 Admin Nurse II	3.0	3.0	3.0	0.0	
	S85 Licensed Vocational Nurse	18.0	18.0	18.0	0.0	
	S86 Dir Chlds Shlt Cusdy Hlth Srv	1.0	1.0	1.0	0.0	
	S89 Clinical Nurse I	0.5	0.5	0.5	0.0	
	S93 Hospital Services Asst II	4.5	4.5	4.5	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	



**Santa Clara Valley Health & Hospital System (Continued)**

Agency Name					Amount Change from FY 2009	
Budget Unit Number and Name					Approved	
Cost Center Number and Name						
Index Number and Name		FY 2009 Positions		FY 2010		
Job Class Code and Title		Approved	Adjusted	Recommended		
	C83 Health Care Program Mgr II	2.0	2.0	2.0	0.0	
	D02 Medical Unit Clerk	3.5	3.5	3.5	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	13.0	13.0	13.0	0.0	
	P97 Marriage & Family Therapist I	3.5	3.5	3.5	0.0	
	Q96 Community Worker-U	1.0	0.0	0.0	-1.0	
	Q98 Dentist-U	1.0	1.0	1.0	0.0	
	S12 Utilization Review Coord	0.5	0.5	0.5	0.0	
	S35 Clinical Nurse Specialist	1.0	1.0	0.0	-1.0	
	S59 Nurse Practitioner	2.0	2.0	2.0	0.0	
	S75 Clinical Nurse III	17.1	17.1	18.1	1.0	
	S76 Clinical Nurse II	2.0	2.0	2.0	0.0	
	S7A Clinical Nurse III Step A	4.0	4.0	4.0	0.0	
	S80 Admin Nurse II	2.0	2.0	2.0	0.0	
	S85 Licensed Vocational Nurse	2.5	2.5	2.5	0.0	
	S93 Hospital Services Asst II	1.0	1.0	1.0	0.0	
	W71 Sr Health Care Prog Analyst	1.0	1.0	1.0	0.0	
	Y41 Psychiatric Social Worker II	4.0	4.0	4.0	0.0	
	Y42 Psychiatric Social Worker I	2.0	2.0	2.0	0.0	
	Z41 Psychiatric Social Worker II-U	1.0	0.0	0.0	-1.0	
4150	Juvenile Probation Med Svcs Fund 0001					
	D02 Medical Unit Clerk	3.0	3.0	3.0	0.0	
	S31 Nrs Mgr Cld Shlt Cstdy Hlth	1.0	1.0	1.0	0.0	
	S75 Clinical Nurse III	5.1	5.1	5.1	0.0	
	S76 Clinical Nurse II	1.5	1.5	1.5	0.0	
	S7A Clinical Nurse III Step A	2.3	2.3	2.3	0.0	
	S7C Clinical Nurse III Step C	0.8	0.8	0.8	0.0	
	S85 Licensed Vocational Nurse	3.0	3.0	3.0	0.0	
4160	Children's Shelter Med Svcs Fund 0001					
	D02 Medical Unit Clerk	1.0	1.0	1.0	0.0	
	S75 Clinical Nurse III	2.6	2.6	2.6	0.0	
	S7A Clinical Nurse III Step A	1.0	1.0	1.0	0.0	
	S85 Licensed Vocational Nurse	0.5	0.5	0.5	0.0	
<b>414</b>		<b>Total</b>	219.6	217.6	217.6	-2.0
417	Department Of Alcohol And Drug Programs					
4600	Admistration Fund 0001					
	B2J Admin Services Mgr II	1.0	1.0	1.0	0.0	
	C49 Dir Drug Abuse Services	1.0	1.0	1.0	0.0	
	C60 Admin Assistant	1.0	1.0	1.0	0.0	
	D09 Office Specialist III	1.0	1.0	1.0	0.0	
	W71 Sr Health Care Prog Analyst	2.0	2.0	2.0	0.0	



## 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 2009 Positions		FY 2010	Amount Change from FY 2009	
		Approved	Adjusted	Recommended	Approved	
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0
4606	Health Realization Fund 0001					
	D09	Office Specialist III	1.0	1.0	1.0	0.0
	H22	Health Realization Analyst II	1.0	1.0	1.0	0.0
	H23	Health Realization Analyst II	2.0	2.0	2.0	0.0
4607	Data Analysis & Evaluation Fund 0001					
	B5Y	Health Care Program Analyst I	0.0	0.0	1.0	1.0
	C60	Admin Assistant	1.0	1.0	1.0	0.0
	F86	Mgt Info Sys Analyst II	1.0	1.0	1.0	0.0
	P74	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
	P96	Marriage & Family Therapist II	10.5	10.5	10.5	0.0
	Y41	Psychiatric Social Worker II	1.0	1.0	1.0	0.0
	Y42	Psychiatric Social Worker I	3.0	3.0	2.0	-1.0
4612	HIV Svcs Fund 0001					
	S85	Licensed Vocational Nurse	2.0	2.0	2.0	0.0
4620	Perinatal Substance Abuse Fund 0001					
	D2E	Health Services Rep	1.0	1.0	1.0	0.0
	E07	Community Worker	1.0	1.0	1.0	0.0
	E49	Day Care Center Aide	1.5	1.5	1.5	0.0
	J26	Health Education Specialist	2.0	2.0	1.0	-1.0
	P96	Marriage & Family Therapist 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	1.0	1.0	1.0	0.0
	C24	Prevention Program Analyst I	2.0	2.0	2.0	0.0
	C60	Admin Assistant	1.0	1.0	1.0	0.0
	D09	Office Specialist III	2.0	2.0	2.0	0.0
	W71	Sr Health Care Prog Analyst	1.0	1.0	1.0	0.0
4640	Quality Improvement Fund 0001					
	C06	Quality Improv Coor II A&D Svc	2.0	2.0	2.0	0.0
	C07	Quality Improv Coor 1 A&D Svc	2.0	2.0	2.0	0.0
	C60	Admin Assistant	1.0	1.0	1.0	0.0
	C82	Sr Health Care Program Mgr	1.0	1.0	1.0	0.0
	D2E	Health Services Rep	1.0	1.0	1.0	0.0
	W71	Sr Health Care Prog Analyst	1.0	1.0	1.0	0.0
4642	Homeless Project Fund 0001					
	P67	Rehabilitation Counselor	2.0	2.0	2.0	0.0
4645	Adult Services Fund 0001					
	C60	Admin Assistant	1.0	1.0	1.0	0.0
	C82	Sr Health Care Program Mgr	1.0	1.0	1.0	0.0
	C83	Health Care Program Mgr II	1.0	1.0	1.0	0.0



**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 2009 Positions		FY 2010		2009	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	P30 Clinical Standards Coord	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		
	P96 Marriage & Family Therapist II	3.0	3.0	3.0	0.0		
4650	Medical Services Fund 0001						
	C60 Admin Assistant	1.0	1.0	1.0	0.0		
	C82 Sr Health Care Program Mgr	1.0	1.0	1.0	0.0		
	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	3.0	-0.5		
	P55 Psychiatrist III	1.0	1.0	1.0	0.0		
	S85 Licensed Vocational Nurse	9.5	9.5	7.5	-2.0		
	S87 Psychiatric Technician II	2.0	2.0	2.0	0.0		
4652	Central Ctr Fund 0001						
	D09 Office Specialist III	1.0	1.0	1.0	0.0		
	D1E Sr Health Services Rep	1.0	1.0	1.0	0.0		
	D2E Health Services Rep	1.0	1.0	1.0	0.0		
	D51 Office Specialist I	0.5	0.5	0.5	0.0		
	P67 Rehabilitation Counselor	3.0	3.0	3.0	0.0		
	P96 Marriage & Family Therapist II	2.5	2.5	1.5	-1.0		
	Y41 Psychiatric Social Worker II	1.0	1.0	1.0	0.0		
	Y42 Psychiatric Social Worker I	1.0	1.0	1.0	0.0		
4654	East Valley Clinic Fund 0001						
	D2E Health Services Rep	2.0	2.0	0.0	-2.0		
	P67 Rehabilitation Counselor	3.0	3.0	0.0	-3.0		
	P96 Marriage & Family Therapist II	2.0	2.0	0.0	-2.0		
	Y41 Psychiatric Social Worker II	1.0	1.0	0.0	-1.0		
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	5.0	2.0		
	D60 Clerical Office Supv	1.0	1.0	1.0	0.0		
	P67 Rehabilitation Counselor	3.0	3.0	5.0	2.0		
	P96 Marriage & Family Therapist II	4.0	4.0	6.0	2.0		
	S7C Clinical Nurse III Step C	1.0	1.0	0.0	-1.0		
	Y41 Psychiatric Social Worker II	1.0	1.0	1.0	0.0		
4656	North County Ctr Fund 0001						
	P97 Marriage & Family Therapist I	1.0	1.0	0.0	-1.0		
	Y41 Psychiatric Social Worker II	1.0	1.0	0.0	-1.0		
4657	South County Clinic Fund 0001						
	D2E Health Services Rep	1.0	1.0	1.0	0.0		
	P67 Rehabilitation Counselor	2.0	2.0	2.0	0.0		
	S75 Clinical Nurse III	1.0	1.0	1.0	0.0		
	Y41 Psychiatric Social Worker II	1.0	1.0	1.0	0.0		
4658	East Valley Ctr Fund 0001						



## 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 2009 Positions		FY 2010	2009	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	D2E Health Services Rep	1.0	1.0	0.0	-1.0	
	P67 Rehabilitation Counselor	2.0	2.0	0.0	-2.0	
	Y41 Psychiatric Social Worker II	1.0	1.0	0.0	-1.0	
	Y42 Psychiatric Social Worker I	1.0	1.0	0.0	-1.0	
4670	Justice Svcs Fund 0001					
	C82 Sr Health Care Program Mgr	1.0	1.0	0.0	-1.0	
	Y41 Psychiatric Social Worker II	1.0	1.0	0.0	-1.0	
4672	SACPA Svcs Fund 0001					
	B1P Mgmt Analyst	1.0	1.0	1.0	0.0	
	C06 Quality Improv Coor II A&D Svc	1.0	1.0	1.0	0.0	
	W71 Sr Health Care Prog Analyst	1.0	1.0	1.0	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	4.0	3.0	3.0	-1.0	
	P96 Marriage & Family Therapist II	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	0.0	1.0	1.0	1.0	
4677	Gateway Assessment Ctr Fund 0001					
	B5Y Health Care Program Analyst I	1.0	1.0	0.0	-1.0	
	C83 Health Care Program Mgr II	1.0	1.0	0.0	-1.0	
	D09 Office Specialist III	2.0	2.0	1.0	-1.0	
	D1E Sr Health Services Rep	0.0	0.0	1.0	1.0	
	D2E Health Services Rep	1.0	1.0	4.0	3.0	
	P67 Rehabilitation Counselor	7.5	7.5	0.0	-7.5	
	Y41 Psychiatric Social Worker II	1.0	1.0	1.0	0.0	
4680	Offender Treatment Program III - Fund 0001					
	E07 Community Worker	3.0	3.0	3.0	0.0	
	P96 Marriage & Family Therapist II	1.0	1.0	1.0	0.0	
<b>417</b>	<b>Total</b>	<b>166.5</b>	<b>166.5</b>	<b>143.5</b>	<b>-23.0</b>	
418	Community Health Services					
4181	School Linked Svcs Fund 0001					
	C23 Prevention Program Analyst II	0.0	0.0	0.0	0.0	
4182	Children's Hlth Initiative & Outreach Fund 0001					
	A57 Dir Community Outreach Service	1.0	1.0	0.0	-1.0	
	B1R Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0	
	B3P Program Mgr I	1.0	1.0	1.0	0.0	
	B7F Program Mgr/School-Linked Srv	1.0	1.0	0.0	-1.0	
	C23 Prevention Program Analyst II	3.0	3.0	2.0	-1.0	
	C24 Prevention Program Analyst I	2.0	2.0	1.0	-1.0	
	C59 Ambulatory Service Mgr	1.0	1.0	1.0	0.0	
	C60 Admin Assistant	2.0	2.0	2.0	0.0	
	C84 Health Care Program Mgr 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 2009 Positions		FY 2010	2009		
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	D08	Supv Medical Admitting Clk II	1.0	1.0	1.0	0.0	
	D09	Office Specialist III	2.0	2.0	2.0	0.0	
	D1E	Sr Health Services Rep	31.0	31.0	29.0	-2.0	
	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	
	C24	Prevention Program Analyst I	0.0	0.0	0.0	0.0	
	C87	Quality Improvement Coord	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	2.0	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	1.0	1.0	1.0	0.0	
	S7A	Clinical Nurse III Step A	0.5	0.5	0.5	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	2.5	2.5	2.5	0.0	
4184	TB Refugee Clinic Fund 0001						
	D1E	Sr Health Services Rep	2.0	2.0	2.0	0.0	
	D2E	Health Services Rep	3.0	3.0	3.0	0.0	
	D75	Medical Office Specialist	1.0	1.0	1.0	0.0	
	E07	Community Worker	1.0	1.0	1.0	0.0	
	E32	Public Health Assistant	5.0	5.0	5.0	0.0	
	J26	Health Education Specialist	1.0	1.0	1.0	0.0	
	J68	Health Information Clerk II	1.0	1.0	1.0	0.0	
	R85	Chest X-Ray Technician	1.0	1.0	1.0	0.0	
	S2A	Assistant Nurse Manager Step A	1.0	1.0	1.0	0.0	
	S51	Communicable Disease Invest	1.0	1.0	1.0	0.0	
	S59	Nurse Practitioner	1.5	1.5	1.5	0.0	
	S75	Clinical Nurse III	3.0	3.0	3.0	0.0	
	S7A	Clinical Nurse III Step A	1.0	1.0	1.0	0.0	
4185	Community Clinics Fund 0001						
	D1E	Sr Health Services Rep	1.0	1.0	1.0	0.0	
<b>418</b>			<b>Total</b>	<b>91.5</b>	<b>91.5</b>	<b>85.5</b>	<b>-6.0</b>
725	SCVMC-Valley Health Plan						
	72501	Valley Health Plan Group Fund 0380					
	B12	Utilization Mgmt Q-A Mgr	1.0	1.0	1.0	0.0	
	B1R	Assoc Mgmt Analyst B	2.0	2.0	2.0	0.0	





## 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 2009 Positions		FY 2010	2009	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
B2R	Admin Support Officer I	1.0	1.0	1.0	0.0	
B3P	Program Mgr I	2.0	2.0	2.0	0.0	
B5Y	Health Care Program Analyst I	1.0	1.0	1.0	0.0	
B77	Accountant III	1.0	1.0	1.0	0.0	
B7M	Dir of Health Education	1.0	1.0	1.0	0.0	
B89	Asst Dir Managed Care Programs	1.0	1.0	1.0	0.0	
C29	Exec Assistant I	1.0	1.0	1.0	0.0	
C60	Admin Assistant	1.0	1.0	1.0	0.0	
D09	Office Specialist III	4.0	4.0	4.0	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	7.0	7.0	7.0	0.0	
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	
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	
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	0.0	-1.0	
Y04	Medical Social Worker I	1.0	1.0	1.0	0.0	
<b>725</b>		<b>Total</b>	<b>59.0</b>	<b>59.0</b>	<b>58.0</b>	<b>-1.0</b>
921	Santa Clara Valley Medical Center					
92106	SCVMC Operations Fund 0060					
A11	Exec Dir Scv Hlth & Hosp Sys	1.0	1.0	1.0	0.0	
A13	Dir Scv Medical Center	1.0	1.0	1.0	0.0	
A14	Dir of Nursing Services	1.0	1.0	1.0	0.0	
A15	Chief Financial Ofc Scvh & Hs	1.0	1.0	1.0	0.0	
A2W	Human Resources Mgr-Scvhhs	1.0	1.0	1.0	0.0	
A36	Asst Dir Ambulatory Comm HI Sv	1.0	1.0	1.0	0.0	
A45	Administrator Satellite Clinic	1.0	1.0	0.0	-1.0	
A5C	Dir, Clinical & Support Svcs	1.0	1.0	1.0	0.0	
A92	Dir, FQHC Services	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	0.5	0.5	0.0	
B05	Dir of Cardiovascular Services	1.0	1.0	1.0	0.0	
B19	Health Program Spec	2.0	2.0	2.0	0.0	
B1C	Assoc Mgmt Analyst B-ACE	2.0	2.0	2.0	0.0	
B1D	Mgmt Analyst-ACE	6.5	6.5	6.5	0.0	



**Santa Clara Valley Health & Hospital System (Continued)**

Agency Name					Amount Change from FY 2009	
Budget Unit Number and Name					Approved	
Cost Center Number and Name					Approved	
Index Number and Name		FY 2009 Positions		FY 2010		
Job Class Code and Title		Approved	Adjusted	Recommended		
B1E	Sr Mgmt Analyst-ACE	1.0	1.0	1.0	0.0	
B1N	Sr Mgmt Analyst	4.0	4.0	4.0	0.0	
B1P	Mgmt Analyst	2.0	1.0	1.0	-1.0	
B1R	Assoc Mgmt Analyst B	0.8	0.8	0.8	0.0	
B2E	Training & Staff Dev Spec	1.0	1.0	1.0	0.0	
B2H	Admin Director Lab	1.0	1.0	1.0	0.0	
B2J	Admin Services Mgr II	2.0	2.0	2.0	0.0	
B2N	Admin Support Officer III	2.0	2.0	2.0	0.0	
B2Q	Asst Admin Director Lab	1.0	1.0	1.0	0.0	
B2R	Admin Support Officer I	1.0	1.0	1.0	0.0	
B2Z	Sr Mgmt Info Systems Analyst-U	1.0	1.0	1.0	0.0	
B3B	Clinical Admin Spt Officer II	4.0	4.0	4.0	0.0	
B3C	Clinical Admin Spt Officer III	4.0	4.0	4.0	0.0	
B3E	Media Specialist/Coord-Cema	1.0	1.0	1.0	0.0	
B3N	Program Mgr II	2.0	2.0	2.0	0.0	
B3V	Sr Mgt Info Systems Analyst	33.0	34.0	36.0	3.0	
B4A	Clinical Admin Svc Mgr	1.0	1.0	1.0	0.0	
B54	Mgr-Patient Acct-SCVH&HS	5.0	5.0	5.0	0.0	
B56	Clinical Risk Prv Prog Mgr	1.0	1.0	1.0	0.0	
B5X	Health Care Program Analyst II	8.0	8.0	5.0	-3.0	
B5Y	Health Care Program Analyst I	2.0	2.0	2.0	0.0	
B66	Deputy Dir of Mgmt Info Svcs	1.0	1.0	1.0	0.0	
B68	Dir of Resource Management	1.0	1.0	1.0	0.0	
B6C	Mgr of Admitting and Reg	1.0	1.0	1.0	0.0	
B76	Sr Accountant	4.0	4.0	4.0	0.0	
B77	Accountant III	5.0	5.0	5.0	0.0	
B78	Accountant II	3.0	3.0	3.0	0.0	
B7P	Public Communications Mgr	1.0	1.0	1.0	0.0	
B7R	Cancer Care Program Coord	1.0	1.0	1.0	0.0	
B85	Dir Plan & Market Scvhhs	1.0	1.0	1.0	0.0	
B9D	Hlth Care Financial Analyst I	1.0	1.0	0.0	-1.0	
B9E	Hlth Care Financial Analyst II	7.0	7.0	8.0	1.0	
B9F	Sr Hlth Care Financial Analyst	12.0	13.0	14.0	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	4.0	4.0	7.0	3.0	
C14	Health Hosp Sys Info Sv Div	1.0	1.0	1.0	0.0	
C19	Exec Assistant II	1.0	1.0	1.0	0.0	
C29	Exec Assistant I	6.7	6.7	6.7	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	1.3	1.3	1.3	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 2009 Positions		FY 2010	2009	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
C2E	Clinical Research Assistant II	4.5	4.5	4.5	0.0	
C2F	Clinical Research Assistant I	0.6	0.6	0.6	0.0	
C2G	Enterprise Fund Budget Mgr	1.0	1.0	1.0	0.0	
C41	Compliance Officer	1.0	1.0	1.0	0.0	
C48	Revenue Control Analyst	2.0	4.0	5.0	3.0	
C59	Ambulatory Service Mgr	3.3	3.3	1.3	-2.0	
C60	Admin Assistant	21.7	21.7	20.7	-1.0	
C67	Asst Dir of Patient Bus Svc	1.0	1.0	1.0	0.0	
C68	Hospital Admin Support Ofcer	0.0	0.0	0.0	0.0	
C87	Quality Improvement Coord	5.0	5.0	5.0	0.0	
C91	Accounts Payble Mgr Hlth Hosp	1.0	1.0	1.0	0.0	
C94	Mgr of Volunteer Services	1.0	1.0	1.0	0.0	
D02	Medical Unit Clerk	103.1	103.1	97.9	-5.1	
D04	Tumor Registrar	0.5	0.5	0.5	0.0	
D08	Supv Medical Admitting Clk II	5.0	6.0	6.0	1.0	
D09	Office Specialist III	35.8	35.3	37.3	1.5	
D10	Supv Medical Admitting Clk I	3.0	3.0	3.0	0.0	
D11	Transcriptionist	0.0	0.5	0.5	0.5	
D1E	Sr Health Services Rep	96.7	107.7	107.7	11.0	
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	3.0	3.0	0.0	
D2E	Health Services Rep	228.7	243.1	248.6	19.9	
D3A	Resources Scheduling Rep	5.0	5.0	5.0	0.0	
D44	Supv Patient Business Svcs Clk	10.5	10.5	10.5	0.0	
D45	Sr Patient Business Svcs Clk	18.7	18.7	18.7	0.0	
D48	Patient Business Svcs Clerk	103.3	101.3	101.3	-2.0	
D49	Office Specialist II	6.3	6.3	6.3	0.0	
D50	Medical Translator	19.9	19.9	19.9	0.0	
D51	Office Specialist I	13.9	12.9	12.9	-1.0	
D56	Medical Record Tech Supv	2.0	2.0	2.0	0.0	
D5D	Human Resources Asst II	15.0	15.0	15.0	0.0	
D67	Supv Personnel Services Clerk	1.0	1.0	1.0	0.0	
D75	Medical Office Specialist	9.3	3.3	3.3	-6.0	
D76	Medical Administrative Asst II	11.9	11.9	5.9	-6.0	
D79	Medical Administrative Asst I	47.2	43.2	39.2	-8.0	
D87	Medical Transcriptionist	9.0	9.0	11.5	2.5	
D94	Supv Account Clerk II	5.0	5.0	5.0	0.0	
D96	Accountant Assistant	13.0	13.0	12.0	-1.0	
D97	Account Clerk II	30.4	30.4	29.4	-1.0	
E04	Public Health Community Spec	2.0	2.0	2.0	0.0	
E07	Community Worker	1.0	1.0	1.0	0.0	
E20	Telecom Services Specialist	1.0	1.0	1.0	0.0	
E27	Telecommunications Ops Mgr	1.0	1.0	1.0	0.0	
E28	Messenger Driver	6.5	6.5	6.5	0.0	



**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 2009 Positions		FY 2010	2009	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
E2A	Psychiatric Nurse II-Step A	8.5	8.5	8.5	0.0	
E2B	Psychiatric Nurse II-Step B	9.5	9.5	9.5	0.0	
E32	Public Health Assistant	6.5	6.5	6.5	0.0	
E40	Library Assistant II	0.5	0.5	0.5	0.0	
E60	Mobile Outreach Driver	2.8	2.8	2.8	0.0	
F14	Legal Clerk	1.0	1.0	1.0	0.0	
F86	Mgt Info Sys Analyst II	5.0	5.0	6.0	1.0	
G12	Information Systems Manager II	11.0	11.0	11.0	0.0	
G14	Information Systems Manager I	15.0	16.0	18.0	3.0	
G1B	Call Ctr Mgr, Valley Conn	1.0	1.0	1.0	0.0	
G28	Information Systems Analyst II	44.0	44.0	44.0	0.0	
G29	Information Systems Analyst I	3.0	3.0	6.0	3.0	
G38	Information Systems Tech III	3.0	3.0	3.0	0.0	
G50	Information Sys Tech II	25.7	25.7	26.7	1.0	
G52	Hospital Communications Opr	12.2	12.2	12.2	0.0	
G65	Management Info Svcs Proj Mgr	2.0	2.0	2.0	0.0	
G66	Operating Room Storekeeper	4.9	4.9	3.9	-1.0	
G68	Management Info Svcs Mgr II	5.0	5.0	2.0	-3.0	
G77	Warehouse Materials Handler	1.3	1.3	1.3	0.0	
G81	Storekeeper	1.9	2.9	1.9	0.0	
G82	Stock Clerk	24.6	23.6	26.6	2.0	
G84	Central Supply Distribtn Supv	3.0	3.0	3.0	0.0	
H10	Housekeeping Serv Section Mgr	6.0	0.0	0.0	-6.0	
H12	Janitor Supervisor	2.0	7.0	7.0	5.0	
H15	Sr Human Resources Analyst	0.0	1.0	1.0	1.0	
H17	Utility Worker	4.3	2.3	2.3	-2.0	
H18	Janitor	128.5	212.9	212.9	84.3	
H30	Health Center Manager	9.0	9.0	10.0	1.0	
H41	Food Production Cafeteria Mgr	1.0	1.0	1.0	0.0	
H45	Dir of Environmental Svcs Hhs	1.0	0.0	0.0	-1.0	
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	2.6	2.6	2.6	0.0	
H66	Food Service Worker II	7.0	7.0	7.0	0.0	
H67	Food Service Worker I	24.5	25.5	25.5	1.0	
H84	Laundry Worker II	1.1	1.1	2.1	1.0	
H86	Laundry Worker I	8.7	8.7	9.7	1.0	
H93	Medical Assistant	161.2	170.7	177.0	15.8	
H94	Unit Support Assistant	76.5	0.0	0.0	-76.5	
J26	Health Education Specialist	2.0	2.0	1.0	-1.0	
J27	Health Education Associate	5.0	5.0	3.0	-2.0	
J67	Health Information Clerk III	32.4	32.4	32.4	0.0	
J68	Health Information Clerk II	33.6	32.1	32.1	-1.5	



## 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 2009 Positions		FY 2010	2009	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
J69	Health Information Clerk I	38.5	38.5	38.5	0.0	
J70	Medical Librarian	1.0	1.0	1.0	0.0	
J74	Medical Records Dir	1.0	1.0	1.0	0.0	
J75	Medical Records Asst Dir	3.0	3.0	3.0	0.0	
J77	Health Information Tech II	15.7	15.7	15.7	0.0	
J78	Health Information Tech I	8.0	8.0	9.0	1.0	
K01	Sr Biomedical Equipment Tech	1.0	1.0	1.0	0.0	
K03	Biomedical Equipment Tech II	5.3	5.3	5.3	0.0	
K13	Assoc Telecommunications Tech	3.0	3.0	3.0	0.0	
K16	Telephone Services Engineer	1.0	1.0	1.0	0.0	
K18	Sr Telephone Technician	2.0	2.0	2.0	0.0	
K19	Medical Equipment Repairer	2.0	2.0	2.0	0.0	
K94	Electronic Repair Technician	3.0	3.0	3.0	0.0	
L35	Telecommunications Tech	2.0	2.0	2.0	0.0	
L67	Capital Projects Mgr III	6.0	6.0	6.0	0.0	
M02	Engineering & Scheduling Supv	1.0	1.0	1.0	0.0	
M43	Project Control Specialist	1.0	1.0	1.0	0.0	
M47	General Maint Mechanic II	9.6	9.6	8.6	-1.0	
M49	Occupational Therapy Tech	1.0	0.0	0.0	-1.0	
M51	Carpenter	4.3	4.3	4.3	0.0	
M55	Sr Carpenter	1.0	1.0	1.0	0.0	
M59	Electrician	3.3	3.3	3.3	0.0	
M63	Sr Electrician	1.0	1.0	1.0	0.0	
M65	Elevator Mechanic	1.0	1.0	1.0	0.0	
M68	Painter	4.3	4.3	4.3	0.0	
M75	Plumber	2.3	2.3	2.3	0.0	
M81	Refrigeration Mechanic	3.0	3.0	3.0	0.0	
M83	Locksmith	1.0	1.0	1.0	0.0	
M90	Sr Plumber	1.0	1.0	1.0	0.0	
N23	Dir Facilities Maint SSCHHS	1.0	1.0	1.0	0.0	
N29	Maintenance Coord-Vmc	1.0	1.0	1.0	0.0	
N56	Director, Valley Speciality Ct	1.0	1.0	1.0	0.0	
N93	Stationary Engineer	0.6	0.6	0.6	0.0	
N95	Sr Hospital Stationary Engr	2.3	2.3	1.3	-1.0	
N96	Hospital Stationary Engineer	8.0	8.0	8.0	0.0	
NN12	Health Coding Specialist	0.0	0.0	8.0	8.0	
NN13	Dir, Care Cont Perf A & S	0.0	0.0	1.0	1.0	
NN14	Director, Patient Access	0.0	0.0	1.0	1.0	
NN15	Dir, AMC Fin Svcs&Ops Support	0.0	0.0	1.0	1.0	
NN16	Dir, Primary & Comm Hlth Svc	0.0	0.0	1.0	1.0	
NN17	Mgmt Info Systems Mgr III	0.0	0.0	4.0	4.0	
NN19	Infection Control Manager	0.0	0.0	1.0	1.0	
P33	Post Graduate Year Vi	110.8	110.8	113.8	3.0	
P39	Post Graduate Year I	0.1	0.1	0.1	0.0	
P40	Pharmacist Specialist	36.8	33.3	34.4	-2.4	



**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 2009 Positions		FY 2010	2009	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
P41	Physician-Vmc	307.9	312.1	312.1	4.2	
P47	Optometrist	4.2	4.2	3.0	-1.2	
P48	Ophthalmic Tech	2.0	2.0	2.0	0.0	
P49	Psychiatrist III-Mental Health	0.2	0.2	0.2	0.0	
P55	Psychiatrist III	17.5	25.5	25.5	8.0	
P61	Rehabilitation Svcs Prog Mgr	1.0	1.0	1.0	0.0	
P67	Rehabilitation Counselor	0.3	0.3	0.3	0.0	
P71	Operating Room Clerk	6.2	6.2	6.2	0.0	
P78	Dental Assistant	11.2	11.2	11.2	0.0	
P81	Pharmacist Tech Sys Spec	2.0	2.0	2.0	0.0	
P82	Operating Room Aide	11.3	11.3	11.3	0.0	
P84	Obstetric Technician	5.4	5.4	5.4	0.0	
P85	Clinical Audiologist	2.0	2.0	1.5	-0.5	
P93	Clinical Psychologist	0.6	1.2	1.2	0.6	
P9A	Hospital Clinical Psychologist	6.6	5.6	5.6	-1.0	
Q98	Dentist-U	10.1	10.1	10.1	0.0	
R06	Dir Nutrition & Food Services	1.0	1.0	1.0	0.0	
R10	Physical Therapist II	12.2	12.2	12.2	0.0	
R11	Physical Therapist I	36.0	34.5	27.5	-8.5	
R12	Occupational Thrp II-Phys Disb	10.7	8.2	8.2	-2.5	
R13	Occupational Thrp-Psysl Disb	3.2	3.2	3.2	0.0	
R15	Respiratory Care Practitioner	46.1	46.1	43.4	-2.7	
R16	Therapy Services Admin Mgr	0.5	0.0	0.0	-0.5	
R17	Supv Respiratory Care Practnr	4.0	4.0	4.0	0.0	
R18	Chief Respiratory Care Practnr	1.0	1.0	1.0	0.0	
R1A	Occupational Thrp I-Phy Disb	19.6	19.6	16.1	-3.5	
R1C	Recreation Therapist II	1.0	1.0	1.0	0.0	
R1D	Recreation Therapist I	4.5	4.5	4.0	-0.5	
R1E	Sr Clinical Lab Tech II	10.0	10.0	10.0	0.0	
R1F	Sr Clinical Lab Tech I	80.1	80.1	68.0	-12.1	
R1G	Asst Supv Clinical Lab Tech	7.0	7.0	7.0	0.0	
R20	Dietitian II-Cema	1.0	1.0	1.0	0.0	
R21	Clinical Dietitian I	3.0	3.0	3.0	0.0	
R24	Public Health Nutritionist	1.0	1.0	0.0	-1.0	
R25	Dir of Pharmacy Svcs Scvhhs	1.0	1.0	1.0	0.0	
R26	Asst Dir of Pharmacy Services	2.0	2.0	2.5	0.5	
R27	Pharmacist	53.2	53.2	58.2	5.0	
R28	Rehabilitation Therapy Spec	1.5	1.5	1.5	0.0	
R29	Pharmacy Technician	108.8	108.3	119.7	10.9	
R2C	Certified Occ Thrp Asst II-Pd	4.0	4.0	3.5	-0.5	
R2G	Per Diem Respiratory Care Prct	2.0	2.0	2.0	0.0	
R2I	Pharmacy Assistant	8.5	5.5	5.5	-3.0	
R2L	Clinical Dietitian II	12.0	12.0	11.0	-1.0	
R2M	Graduate Intern Pharmacist	0.0	0.0	0.0	0.0	
R30	Diagnostic Imaging Info Sys Mg	1.0	1.0	1.0	0.0	



## Santa Clara Valley Health & Hospital System (Continued)

Agency Name					Amount	
Budget Unit Number and Name					Change	
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Index Number and Name		FY 2009 Positions		FY 2010	2009	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
R31	Therapy Services Program Mgr	3.0	4.0	4.0	1.0	
R32	Radiation Therapist	2.5	2.5	2.5	0.0	
R33	Dir of Therapy Services	1.0	1.0	1.0	0.0	
R37	Speech Pathologist II	2.5	2.0	2.0	-0.5	
R38	Speech Pathologist I	10.8	10.3	7.8	-3.0	
R39	Sr Diagnostic Ing Info Sys Spc	2.0	2.0	2.0	0.0	
R48	Therapy Technician	8.0	10.0	10.0	2.0	
R49	Rehabilitation Therapy Asst	0.0	0.0	0.0	0.0	
R50	Pharmacy Technician Trainee	0.0	0.0	0.0	0.0	
R51	Clinical Microbiologist	1.0	1.0	1.0	0.0	
R52	Clinical Biochemist	1.0	1.0	1.0	0.0	
R54	Respiratory Therapy Insv Crd	3.0	3.0	3.0	0.0	
R56	Supv Pharmacist	7.0	8.0	8.0	1.0	
R57	Cytotechnologist	2.5	2.5	2.5	0.0	
R59	Supv Clinical Laboratory Tech	11.0	11.0	11.0	0.0	
R62	Clinical Lab Tech	0.1	0.1	0.1	0.0	
R63	Urology Clinical Coord	1.0	1.0	1.0	0.0	
R64	Physical Therapist Asst II	13.0	12.0	12.0	-1.0	
R65	Sr Histologic Technician	3.0	3.0	3.0	0.0	
R69	Physical Therapist Asst I	0.0	0.0	0.0	0.0	
R6C	MRI Tech-Comp Tomography	6.0	6.0	6.0	0.0	
R70	Hospital Clinical Psych II	1.5	2.5	1.5	0.0	
R71	Dialysis Technician	13.0	14.0	14.0	1.0	
R74	Sr Laboratory Assistant	71.8	71.8	72.6	0.8	
R75	Laboratory Assistant	1.0	1.0	1.0	0.0	
R77	Forensic Chemist I	2.5	2.5	2.5	0.0	
R78	Anesthesia Technician	4.6	4.6	4.6	0.0	
R7B	Diagnostic Imaging Info Ss II	1.0	1.0	1.0	0.0	
R7G	Medical Lab Technician	0.0	0.0	5.0	5.0	
R81	Dir of Diagnostic Imaging	1.0	1.0	1.0	0.0	
R83	Supv Diagnostic Imag Tech	4.0	4.0	3.0	-1.0	
R84	Diagnostic Imaging Asst Dir	1.0	1.0	1.0	0.0	
R88	Diagnostic Imaging Tech II	2.3	2.3	4.4	2.1	
R8A	Diagnostic Image Tech II Mamm	2.0	2.0	2.0	0.0	
R8B	Diagnostic Image Tech II CT	3.0	3.0	3.0	0.0	
R8C	Diagnostic Image Tech I Fluoro	19.0	19.0	19.0	0.0	
R8D	Diagnostic Image Tech I Mamm	11.6	11.6	11.6	0.0	
R8E	Diagnostic Image Tech I CT	13.9	13.9	13.9	0.0	
R8F	Dianostic Image Tech I CT & M	3.0	3.0	3.0	0.0	
R8G	Diagnostic Image Tech I CI	2.0	2.0	2.0	0.0	
R90	Orthopedic Technician	4.5	4.5	4.5	0.0	
R94	Sr Nuclear Medical Tech	2.1	2.1	1.6	-0.5	
R95	Nuclear Medical Technologist	3.7	3.7	3.7	0.0	
R96	Pharmacist Locum Tenens	0.1	0.1	0.1	0.0	
R99	Clinical Neurophysiolg Tech II	2.8	2.8	2.8	0.0	



**Santa Clara Valley Health & Hospital System (Continued)**

Agency Name					Amount	
Budget Unit Number and Name					Change	
Cost Center Number and Name					from FY	
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Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
S01	Quality Improvement Mgr-Hosp	2.0	2.0	2.0	0.0	
S03	Infection Control Nurse Supv	1.0	1.0	0.0	-1.0	
S04	Infection Control Nurse	2.0	2.0	2.0	0.0	
S07	Quality Imprv Mgr-Amb Care Srv	1.0	1.0	1.0	0.0	
S10	Utilization Review Supv	2.0	2.0	2.0	0.0	
S11	Asst Nurse Mgr	21.9	25.9	29.9	8.0	
S12	Utilization Review Coord	17.3	17.9	17.9	0.6	
S17	Dir Ambulatory Care Nurs Ops	1.0	1.0	1.0	0.0	
S18	Patient Services Case Coord	9.3	9.3	9.3	0.0	
S1D	Patient SV CS CRD-Longevity	6.5	6.5	6.5	0.0	
S1V	Nurse Anesthetist Crna	5.0	5.0	5.0	0.0	
S23	Operating Room Technician	16.2	16.2	16.2	0.0	
S24	Operating Room Business Mgr	1.0	1.0	1.0	0.0	
S27	Mgr of Supply Proc(Dist)	2.0	3.0	3.0	1.0	
S2A	Assistant Nurse Manager Step A	16.0	16.0	16.0	0.0	
S2B	Assistant Nurse Manager Step B	16.0	16.0	16.0	0.0	
S2C	Assistant Nurse Manager Step C	16.0	16.0	16.0	0.0	
S33	Dir Inpatient Acute Nursing	1.0	1.0	1.0	0.0	
S34	Ekg Technician	4.9	4.9	4.9	0.0	
S35	Clinical Nurse Specialist	3.1	2.1	2.1	-1.0	
S37	Dir Critical Care Nrs Op Rm Sv	1.0	1.0	1.0	0.0	
S39	Nurse Coord	19.5	20.5	14.2	-5.3	
S3A	Nurse Coordinator Step A	12.5	12.5	12.5	0.0	
S3B	Nurse Coordinator Step B	4.0	4.0	4.0	0.0	
S3C	Nurse Coordinator Step C	5.0	5.0	5.0	0.0	
S41	Per Diem Nurse Practitioner	0.1	0.1	0.1	0.0	
S42	Nrs Mgr Critical Care	4.0	4.0	4.0	0.0	
S43	Nrs Mgr Burn Center	1.0	1.0	1.0	0.0	
S46	Physician Asst Primary Care	13.6	13.6	13.6	0.0	
S4B	Clinical Nurse Spec Step B	1.0	1.0	1.0	0.0	
S4C	Clinical Nurse Spec Step C	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 Operationg Room Servs	1.0	1.0	1.0	0.0	
S57	Psychiatric Nurse II	40.1	42.6	42.6	2.5	
S59	Nurse Practitioner	26.1	26.1	29.1	3.0	
S5A	Staff Developer Step A	0.2	0.2	0.2	0.0	
S5B	Staff Developer Step B	9.0	9.0	9.0	0.0	
S5C	Staff Developer Step C	3.0	3.0	3.0	0.0	
S62	Nrs Mgr Rehabilitation	0.0	1.0	1.0	1.0	
S63	Nrs Mgr Medical Surgical Nrsin	4.0	4.0	4.0	0.0	
S64	Nrs Mgr Mother Infant Cr Cent	1.0	1.0	1.0	0.0	
S65	Nrs Mgr Labr Del Pernl Evl Prd	1.0	1.0	1.0	0.0	
S66	Nrs Mgr Artificial Kidney Unit	1.0	1.0	1.0	0.0	
S67	Nrs Mgr Pediatrics-Icu	1.0	1.0	1.0	0.0	





## 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 2009 Positions		FY 2010	2009	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
S68	Central Supply Tech	27.8	27.8	22.8	-5.0	
S69	Quality Impvmnt Mgr Inpt Nrs	1.0	1.0	1.0	0.0	
S6A	Untrasonographer I-A	0.0	0.0	0.0	0.0	
S6B	Ultrasoundographer I-B	0.0	0.0	0.0	0.0	
S6C	Ultrasoundographer I-C	6.0	6.0	6.0	0.0	
S71	Trauma Program Coord	1.0	1.0	1.0	0.0	
S72	Quality Improvmnt Mgr - A P Sv	1.0	1.0	1.0	0.0	
S75	Clinical Nurse III	714.3	728.6	750.9	36.6	
S77	Administrative Nurse V	1.0	1.0	1.0	0.0	
S7A	Clinical Nurse III Step A	116.0	116.0	116.0	0.0	
S7B	Clinical Nurse III Step B	81.0	81.0	81.0	0.0	
S7C	Clinical Nurse III Step C	37.5	37.5	37.5	0.0	
S80	Admin Nurse II	10.6	9.6	9.6	-1.0	
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	72.5	87.0	119.8	47.4	
S87	Psychiatric Technician II	13.6	16.4	16.4	2.8	
S89	Clinical Nurse I	1.0	1.0	0.0	-1.0	
S90	Dir Mental Health Nursing	1.0	1.0	1.5	0.5	
S91	Emergency Room Tech	24.1	24.1	22.0	-2.1	
S92	Per Diem Psychiatric Nurse	2.0	2.0	2.0	0.0	
S93	Hospital Services Asst II	173.2	147.4	156.4	-16.9	
S94	Nursing Attendant	60.7	60.3	60.3	-0.3	
S95	Hospital Services Asst I	1.7	0.2	3.0	1.3	
S99	Per Diem Clinical Nurse	20.9	20.9	20.3	-0.6	
S9A	Ultrasoundographer II-A	0.0	0.0	0.0	0.0	
S9B	Ultrasoundographer II-B	0.0	0.0	0.0	0.0	
S9C	Ultrasoundographer II-C	0.0	1.0	1.0	1.0	
S9D	Ultrasoundographer II-D	13.1	13.1	13.1	0.0	
S9E	SCVHHS Envir Svcs Director	0.0	1.0	1.0	1.0	
S9M	SCVHHC Envir Svcs Mgr	0.0	2.0	2.0	2.0	
S9P	Patient Transport Coordinator	0.0	4.2	4.2	4.2	
S9T	Patient Transporter	0.0	38.9	38.9	38.9	
U94	Asst Chief of Protective Serv	1.0	1.0	1.0	0.0	
U95	Chief of Protective Serv	1.0	1.0	1.0	0.0	
U98	Protective Services Officer	35.0	35.0	37.5	2.5	
U9D	Supv Protective Svcs Officer	7.0	7.0	7.0	0.0	
V46	Envir Hlth & Safty Comp Spec	1.0	1.0	1.0	0.0	
V5G	Environmental Hlth Safety Anal	1.0	1.0	1.0	0.0	
W67	Graduate Intern Pharmacist-U	4.0	4.0	2.0	-2.0	
W71	Sr Health Care Prog Analyst	12.5	12.5	11.0	-1.5	
X09	Sr Office Specialist	5.0	5.0	5.0	0.0	
X15	Exec Assistant II-ACE	2.0	2.0	2.0	0.0	
X17	Exec Assistant I-ACE	5.0	5.0	5.0	0.0	
X19	Admin Assistant-ACE	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 2009 Positions		FY 2010	2009	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
Y01	Dir of Medical Social Services	1.0	1.0	1.0	0.0	
Y03	Medical Social Worker II	22.6	21.6	21.6	-1.0	
Y04	Medical Social Worker I	2.2	2.2	2.2	0.0	
Y0A	Nurse Practitioner Step A	4.0	4.0	4.0	0.0	
Y0B	Nurse Practitioner Step B	7.0	7.0	7.0	0.0	
Y3C	Social Worker III	0.0	0.5	0.5	0.5	
Y41	Psychiatric Social Worker II	4.0	23.5	23.5	19.5	
Z1B	Accounting Manager-SCVHHS	1.0	1.0	1.0	0.0	
Z1C	Decision Support Mgr-SCVHHS	1.0	1.0	2.0	1.0	
Z1D	SCVHHS Reimbmnt Mgr/Asst CTRL	1.0	1.0	1.0	0.0	
Z68	Health Information Clerk II-U	0.0	0.0	1.5	1.5	
<b>921</b>		<b>Total</b>	4,886.1	4,998.7	5,071.6	185.5
<b>Health Department</b>		<b>Total</b>	6,197.2	6,303.8	6,229.7	32.5
<b>Santa Clara Valley Health &amp; Hospital System</b>		<b>Total</b>	6,197.2	6,303.8	6,229.7	32.5



## Housing, Land Use, Environment & Transportation

Agency Name							Amount
Budget Unit Number and Name							Change
Cost Center Number and Name							from FY
Index Number and Name		FY 2009 Positions		FY 2010		2009	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	Approved	
<b>Environmental Resource Departments</b>							
260	Department Of Planning And Development						
1180	Planning and Dev Admin Fund 0001						
	A1B	Dir, Dept of Planning & Dev	1.0	1.0	1.0	0.0	
	B1P	Mgmt Analyst	1.0	1.0	1.0	0.0	
	B2J	Admin Services Mgr II	1.0	1.0	1.0	0.0	
	B3P	Program Mgr I	1.0	1.0	1.0	0.0	
	B78	Accountant II	1.0	2.0	2.0	1.0	
	B80	Accountant Auditor Appraiser	1.0	0.0	0.0	-1.0	
	C19	Exec Assistant 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	
	G50	Information Sys Tech II	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	
	B3P	Program Mgr I	1.0	1.0	1.0	0.0	
	B78	Accountant II	0.0	0.0	0.0	0.0	
	B80	Accountant Auditor Appraiser	0.0	0.0	0.0	0.0	
	C19	Exec Assistant II	0.0	0.0	0.0	0.0	
	C29	Exec Assistant I	1.0	1.0	1.0	0.0	
	C76	Office Mgmt Coord	1.0	1.0	1.0	0.0	
	D09	Office Specialist III	6.0	6.0	6.0	0.0	
	D49	Office Specialist II	3.0	3.0	3.0	0.0	
	D55	Board Clerk I	1.0	1.0	1.0	0.0	
	D60	Clerical Office Supv	1.0	1.0	1.0	0.0	
	G12	Information Systems Manager II	0.0	0.0	0.0	0.0	
	G28	Information Systems Analyst II	0.0	0.0	0.0	0.0	
	G50	Information Sys Tech II	0.0	0.0	0.0	0.0	
	K68	Field Survey Technician I	1.0	1.0	1.0	0.0	
	K79	GEOGRAPHIC INFO SYSTEM TECH II	2.0	2.0	2.0	0.0	
	K81	Engineering Technician III	3.0	3.0	3.0	0.0	
	L08	Sr Plan Check Engineer	1.0	1.0	1.0	0.0	
	L09	Assoc Plan Check Engineer	5.0	5.0	5.0	0.0	
	L11	County Surveyor Supv Surv Map	1.0	1.0	1.0	0.0	
	L14	Sr Civil Engineer	2.0	2.0	2.0	0.0	
	L16	Assoc Civil Engineer	1.0	1.0	0.0	-1.0	
	L18	Asst Civil Engineer	3.0	3.0	3.0	0.0	
	L20	Junior Civil Engineer	1.0	1.0	1.0	0.0	
	L50	Engineering Geologist	0.5	0.5	0.5	0.0	
	L76	Principal Planner	2.0	2.0	2.0	0.0	
	L80	Sr Planner	2.0	2.0	2.0	0.0	



## 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 2009 Positions		FY 2010	2009	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	L83	Planner III	16.0	16.0	16.0	0.0
	L84	Planner II	1.0	1.0	1.0	0.0
	N04	Sr Building Inspector	3.0	3.0	3.0	0.0
	N06	Building Inspector	10.0	10.0	10.0	0.0
	N27	Supv Construction Inspector	1.0	1.0	1.0	0.0
	N31	Sr Construction Inspector	2.0	2.0	2.0	0.0
	N33	Permit Technician	4.0	4.0	4.0	0.0
	V80	Zoning Investigator	3.0	3.0	3.0	0.0
<b>260</b>		<b>Total</b>	<b>90.5</b>	<b>90.5</b>	<b>89.5</b>	<b>-1.0</b>
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
	K7G	Geographic Info Sys Analyst	0.0	1.0	1.0	1.0
	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	1.0	1.0	1.0	0.0
	A68	Deputy Dir of Parks And Rec	2.0	2.0	2.0	0.0
	B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0
	B1P	Mgmt Analyst	4.0	4.0	4.0	0.0
	B3N	Program Mgr II	1.0	1.0	1.0	0.0
	T46	Env Hlth & Safety Comp Spec	1.0	1.0	1.0	0.0
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0
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
	C60	Admin Assistant	1.0	1.0	1.0	0.0
	C76	Office Mgmt Coord	1.0	1.0	1.0	0.0
	D09	Office Specialist III	9.0	9.0	9.0	0.0
	D5D	Human Resources Asst II	1.0	1.0	1.0	0.0
	D97	Account Clerk II	4.0	4.0	4.0	0.0
	E28	Messenger Driver	1.0	1.0	1.0	0.0
	G14	Information Systems Manager I	1.0	1.0	1.0	0.0



## Housing, Land Use, Environment & Transportation (Continued)

Agency Name					Amount		
Budget Unit Number and Name					Change		
Cost Center Number and Name					from FY		
Index Number and Name		FY 2009 Positions		FY 2010	2009		
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	K7G	Geographic Info Sys Analyst	0.0	0.0	0.0	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	
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	0.0	0.0	1.0	1.0	
	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	
	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	
	Q88	Park Maintenance Worker Trn-U	0.0	0.0	0.0	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	33.0	33.0	33.0	0.0	
	T17	Park Maintenance Worker I	9.0	9.0	9.0	0.0	
	T27	Sr Park Maintenance Worker	11.0	11.0	11.0	0.0	
	T30	Park Maintenance Supervisor	4.0	4.0	4.0	0.0	
	T93	Park Maintenance Crew Chief	1.0	1.0	1.0	0.0	
	T95	Park Maint Crafts Wkr	3.0	3.0	3.0	0.0	
<b>710</b>		<b>Total</b>	<b>204.3</b>	<b>205.3</b>	<b>206.3</b>	<b>2.0</b>	
<b>Environmental Resource Departments</b>		<b>Total</b>	<b>294.8</b>	<b>295.8</b>	<b>295.8</b>	<b>1.0</b>	
<b>Agriculture and Environmental Management</b>							
262	Agriculture and Environmental Mgmt						
	1187	Integrated Waste Mgt Fund 0037					
		B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0
		B1P	Mgmt Analyst	4.5	4.5	4.5	0.0
		B1R	Assoc Mgmt Analyst B	0.0	0.0	0.0	0.0
		B3N	Program Mgr 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 2009 Positions		FY 2010		2009	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	D09 Office Specialist III	1.0	1.0	1.0	0.0		
1188	Weed Abatement Fund 0031						
	X70 Weed Abatement Coord	1.0	1.0	1.0	0.0		
	X81 Weed Abatement Inspector	1.0	1.0	1.0	0.0		
5660	Agriculture Fund 0001						
	V03 Deputy Agricultural Commissnr	2.0	2.0	2.0	0.0		
	V05 Agricultural Biologist III	8.5	8.5	8.5	0.0		
	V06 Agricultural Biologist II	2.0	2.0	2.0	0.0		
	V07 Agricultural Biologist I	3.0	3.0	3.0	0.0		
5663	Weights & Measures Fund 0001						
	V26 Deputy Sealer Weights Measures	1.0	1.0	1.0	0.0		
	V27 Weights & Measures Insp III	5.0	5.0	5.0	0.0		
	V28 Weights & Measures Insp II	0.0	0.0	0.0	0.0		
	V29 Weights & Measures Insp I	4.0	4.0	4.0	0.0		
5664	Pierces Disease Control Prog Fund 0001						
	V04 Supv Agricultural Biologist	1.0	1.0	1.0	0.0		
	V07 Agricultural Biologist I	2.0	2.0	2.0	0.0		
	V1A Agricultural Assistant	1.0	1.0	1.0	0.0		
5665	Administration Fund 0001						
	A50 Agr Comm/Sealer/Anml Cont Dir	1.0	1.0	1.0	0.0		
	B1N Sr Mgmt Analyst	0.0	0.0	0.0	0.0		
	B1T Assoc Mgmt Analyst A	1.0	1.0	1.0	0.0		
	B2L Admin Services Mgr I	1.0	1.0	1.0	0.0		
	B3F Admin Services Mgr II-Ace	0.0	0.0	0.0	0.0		
	B77 Accountant III	1.0	1.0	1.0	0.0		
	C29 Exec Assistant I	1.0	1.0	1.0	0.0		
	C76 Office Mgmt Coord	1.0	1.0	1.0	0.0		
	D09 Office Specialist III	4.0	4.0	4.0	0.0		
	D49 Office Specialist II	4.5	4.5	4.5	0.0		
	G14 Information Systems Manager I	1.0	1.0	1.0	0.0		
5670	Animal Control Fund 0001						
	B6V Animal Control Program Manager	1.0	1.0	1.0	0.0		
	V57 Animal Control Officer	4.0	4.0	4.0	0.0		
	V58 Kennel Attendant	5.0	5.0	5.0	0.0		
	V99 Animal Shelter Supervisor	1.0	1.0	1.0	0.0		
5710	U.C. Cooperative Ext Fund 0001						
	D49 Office Specialist II	0.5	0.5	0.5	0.0		
<b>262</b>	<b>Total</b>	<b>66.0</b>	<b>66.0</b>	<b>66.0</b>	<b>0.0</b>		
261	Department of Environmental Health						
1194	DEH - Admin Fund 0030						
	A70 Dir Environmental Hlth Scvs	1.0	1.0	1.0	0.0		
	B2J Admin Services Mgr II	1.0	1.0	1.0	0.0		
	B2P Admin Support Officer II	1.0	1.0	1.0	0.0		
	B76 Sr Accountant	1.0	1.0	1.0	0.0		
	B78 Accountant II	1.0	1.0	1.0	0.0		



## 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 2009 Positions		FY 2010		2009	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	B80	Accountant Auditor Appraiser	1.0	1.0	1.0	0.0	
	D96	Accountant Assistant	1.0	1.0	1.0	0.0	
	D97	Account Clerk II	1.0	1.0	1.0	0.0	
	G12	Information Systems Manager II	1.0	1.0	1.0	0.0	
	G14	Information Systems Manager I	1.0	1.0	1.0	0.0	
	G50	Information Sys Tech II	1.0	1.0	1.0	0.0	
	X09	Sr Office Specialist	1.0	1.0	1.0	0.0	
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
26102	EHS - Planning Fund 0030						
	D09	Office Specialist III	6.0	6.0	6.0	0.0	
	V08	Dir Div Consmr Protection	1.0	1.0	1.0	0.0	
	V11	Environmental Health Prog Mgr	1.0	1.0	1.0	0.0	
	V14	Supv Environmental Health Spec	3.0	3.0	3.0	0.0	
	V16	Environmental Hlth Spc	36.0	36.0	36.0	0.0	
	V17	Environmental Hlth Spec Trainee	2.0	2.0	2.0	0.0	
	V18	Sr Environmental Hlth Spec	17.0	17.0	17.0	0.0	
	X09	Sr Office Specialist	1.0	1.0	1.0	0.0	
26103	Toxics, Solid & Haz Materials Fund 0030						
	B1P	Mgmt Analyst	1.0	1.0	1.0	0.0	
	B78	Accountant II	1.0	1.0	1.0	0.0	
	D09	Office Specialist III	3.0	3.0	3.0	0.0	
	D49	Office Specialist II	1.0	1.0	1.0	0.0	
	V16	Environmental Hlth Spc	3.0	3.0	3.0	0.0	
	V18	Sr Environmental Hlth Spec	3.0	3.0	3.0	0.0	
	V19	Hazardous Materials Spec II	12.0	12.0	12.0	0.0	
	V21	Hazardous Materials Tech	7.0	7.0	7.0	0.0	
	V2B	Sr Hazardous Materials Spec	4.0	4.0	4.0	0.0	
	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	
	W1T	Assoc Mgmt Analyst A-U	1.0	1.0	1.0	0.0	
	X09	Sr Office Specialist	1.0	1.0	1.0	0.0	
<b>261</b>			<b>Total</b>	121.0	121.0	121.0	0.0
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	16.0	16.0	16.0	0.0	
	X79	Vector Control Trainee	3.5	3.5	3.5	0.0	
	X83	Vector Control Comm Res Spec	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 2009 Positions		FY 2010		2009	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	X84	Vector Control Opers Supv	2.0	2.0	2.0	0.0	
	X85	Vector Cntrl Sci-Tech Svc Mgr	1.0	1.0	1.0	0.0	
<b>411</b>		<b>Total</b>	<b>37.5</b>	<b>37.5</b>	<b>37.5</b>	<b>0.0</b>	
<b>Agriculture and Environmental Management</b>		<b>Total</b>	<b>224.5</b>	<b>224.5</b>	<b>224.5</b>	<b>0.0</b>	
<b>Roads &amp; Airports</b>							
603	Roads & Airports Department - Roads						
	60023	Roads Fund 0023					
	A1R	Dir Roads & Airports Dept	1.0	1.0	1.0	0.0	
	B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0	
	B2K	Admin Serv Mgr III-2D	1.0	1.0	1.0	0.0	
	B2P	Admin Support Officer II	1.0	1.0	1.0	0.0	
	B2R	Admin Support Officer I	2.0	2.0	2.0	0.0	
	B34	Sr Environmntl Compliance Spec	1.0	1.0	1.0	0.0	
	B4R	Deputy Dir, Road Maintenance	1.0	1.0	1.0	0.0	
	B5R	Deputy Dir Infra Development	1.0	1.0	1.0	0.0	
	B76	Sr Accountant	1.0	1.0	1.0	0.0	
	B77	Accountant III	2.0	2.0	2.0	0.0	
	B78	Accountant II	1.0	1.0	1.0	0.0	
	B96	Dept Fiscal Officer	1.0	1.0	1.0	0.0	
	C35	Buyer Assistant	1.0	1.0	1.0	0.0	
	C60	Admin Assistant	2.0	2.0	2.0	0.0	
	C72	Sr Real Estate Agent	1.0	1.0	1.0	0.0	
	C73	Assoc Real Estate Agent	0.0	0.0	1.0	1.0	
	D09	Office Specialist III	4.0	4.0	4.0	0.0	
	D34	Supv Clerk	1.0	1.0	1.0	0.0	
	D49	Office Specialist II	1.0	1.0	1.0	0.0	
	D5D	Human Resources Asst II	1.0	1.0	1.0	0.0	
	D60	Clerical Office Supv	1.0	1.0	0.0	-1.0	
	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	
	G51	Information Sys Tech I	1.0	1.0	1.0	0.0	
	G81	Storekeeper	1.0	1.0	1.0	0.0	
	G88	Electrical Storekeeper	1.0	1.0	1.0	0.0	
	K64	Chief of Party	2.0	2.0	2.0	0.0	
	K66	Field Survey Technician II	1.0	1.0	1.0	0.0	
	K80	Geographic Info System Tech I	1.0	1.0	1.0	0.0	
	K81	Engineering Technician III	2.0	2.0	1.0	-1.0	
	K82	Engineering Technician II	2.0	2.0	2.0	0.0	
	K83	Engineering Technician I	1.0	1.0	1.0	0.0	
	K85	Engineering Aide I	1.0	1.0	1.0	0.0	
	K89	Electrical Systems Supervisor	1.0	1.0	1.0	0.0	





## 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 2009 Positions		FY 2010		2009		
Job Class Code and Title		Approved	Adjusted	Recommended	Approved			
K91	Sr Electrical Electronic Tech	10.0	10.0	10.0	0.0			
K92	Electrical Electronic Tech	5.0	5.0	5.0	0.0			
L14	Sr Civil Engineer	6.0	6.0	6.0	0.0			
L16	Assoc Civil Engineer	14.0	13.0	13.0	-1.0			
L17	Land Surveyor	1.0	1.0	1.0	0.0			
L18	Asst Civil Engineer	10.0	11.0	12.0	2.0			
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	28.0	28.0	28.0	0.0			
N67	Road Maintenance Worker I	8.0	8.0	8.0	0.0			
N69	Road Dispatcher	3.0	3.0	3.0	0.0			
N77	Traffic Painter Supv	1.0	1.0	1.0	0.0			
N78	Traffic Painter III	2.0	2.0	2.0	0.0			
N79	Traffic Painter II	4.0	4.0	4.0	0.0			
N80	Traffic Painter I	3.0	3.0	3.0	0.0			
V56	Environ Hlth & Safe Spec-HAZMA	1.0	1.0	1.0	0.0			
V5G	Environmental Hlth Safety Anal	1.0	1.0	1.0	0.0			
X09	Sr Office Specialist	1.0	1.0	1.0	0.0			
X15	Exec Assistant II-ACE	1.0	1.0	1.0	0.0			
<b>603</b>	<b>Total</b>	<b>258.0</b>	<b>258.0</b>	<b>258.0</b>	<b>0.0</b>			
608	Roads & Airports Dept - Airports							
60805	Airports Operations							
A2P	Assist Dir of County Airports	1.0	1.0	1.0	0.0			
B7N	Dir of County Airports	1.0	1.0	1.0	0.0			
C60	Admin Assistant	1.0	1.0	1.0	0.0			
C95	Airport Noise Abate Prog Coord	1.0	1.0	1.0	0.0			
T86	Airport Business Mgr	1.0	1.0	1.0	0.0			
T89	Airport Operations Supv	2.0	2.0	2.0	0.0			
T90	Airport Operations Worker	8.0	8.0	8.0	0.0			



**Housing, Land Use, Environment & Transportation (Continued)**

Agency Name					Amount Change from FY 2009
Budget Unit Number and Name					
Cost Center Number and Name					
Index Number and Name		FY 2009 Positions		FY 2010	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved
<b>608</b>	<b>Total</b>	15.0	15.0	15.0	0.0
<b>Roads &amp; Airports</b>	<b>Total</b>	273.0	273.0	273.0	0.0
<b>Special Districts</b>					
<b>Special Districts</b>	<b>Total</b>	0.0	0.0	0.0	0.0
<b>Housing, Land Use, Environment &amp; Transportation</b>	<b>Total</b>	792.3	793.3	793.3	1.0



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