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## Fiscal Year 2013 Recommended Budget



Submitted by  
**Jeffrey V. Smith, County Executive**

Prepared by the County Executive's  
Office of Budget and Analysis  
Leslie Crowell, Deputy County Executive

Mary Stephens  
Budget Director

Claudia Chan  
Budget Operations Manager  
Board of Supervisors

**Bruce Medlin**  
Budget System Administrator  
Budget Publication Process Lead  
Budget System Replacement Project Mgr  
State Schedules

**Jena Trinh**  
Social Services Agency  
In-Home Supportive Services  
Children, Seniors and Families Lead

**Landee Lopez**  
Information Services Department  
Office of the Assessor  
Office of the District Attorney  
Center for Leadership & Transformation

**Traci Hess**  
Countywide Contract Administration  
Office of the County Counsel  
Procurement Department  
Finance Agency

**Vacant**  
Valley Medical Center  
Valley Health Plan  
SB 12 & Children's Health Initiative  
Health & Hospital Lead

**Special Thanks to:**  
Donna Caldwell, Caldwell Communication  
Ben Slone, Finite Matters Ltd.  
Gary Roby, Printing Services

**Fran A. Palacio**  
Facilities & Fleet Department  
Five Year Capital Improvement Plan  
Public Safety Realignment (AB 109)  
Department of Correction  
Office of the Sheriff  
Medical Examiner-Coroner  
Public Safety & Justice Lead  
Capital Budget

**Autumn H. Arias**  
Agriculture & Environmental Management  
Department of Planning & Development  
Department of Parks and Recreation  
Fire Districts  
Department of Child Support Services  
Center for Leadership & Transformation  
Housing, Land Use, Environment  
& Transportation Lead

**Tommy Nguyen**  
Agenda Review Administrator  
Board Referral Matrix  
County Communications Department  
County Library  
Roads & Airports  
County Executive's Office Personnel Liaison

**Amy L. Sardella**  
Department of Alcohol & Drug Services  
Mental Health Department  
Custody Health Services  
Countywide Financial Status Report Preparation  
PERS Levy

**Tony Filice**  
Appropriations for Contingencies  
Special Programs and Reserves  
Office of the County Executive  
Employee Services Agency  
Registrar of Voters  
Clerk of the Board  
Finance & Govt Operations Committee  
Lead

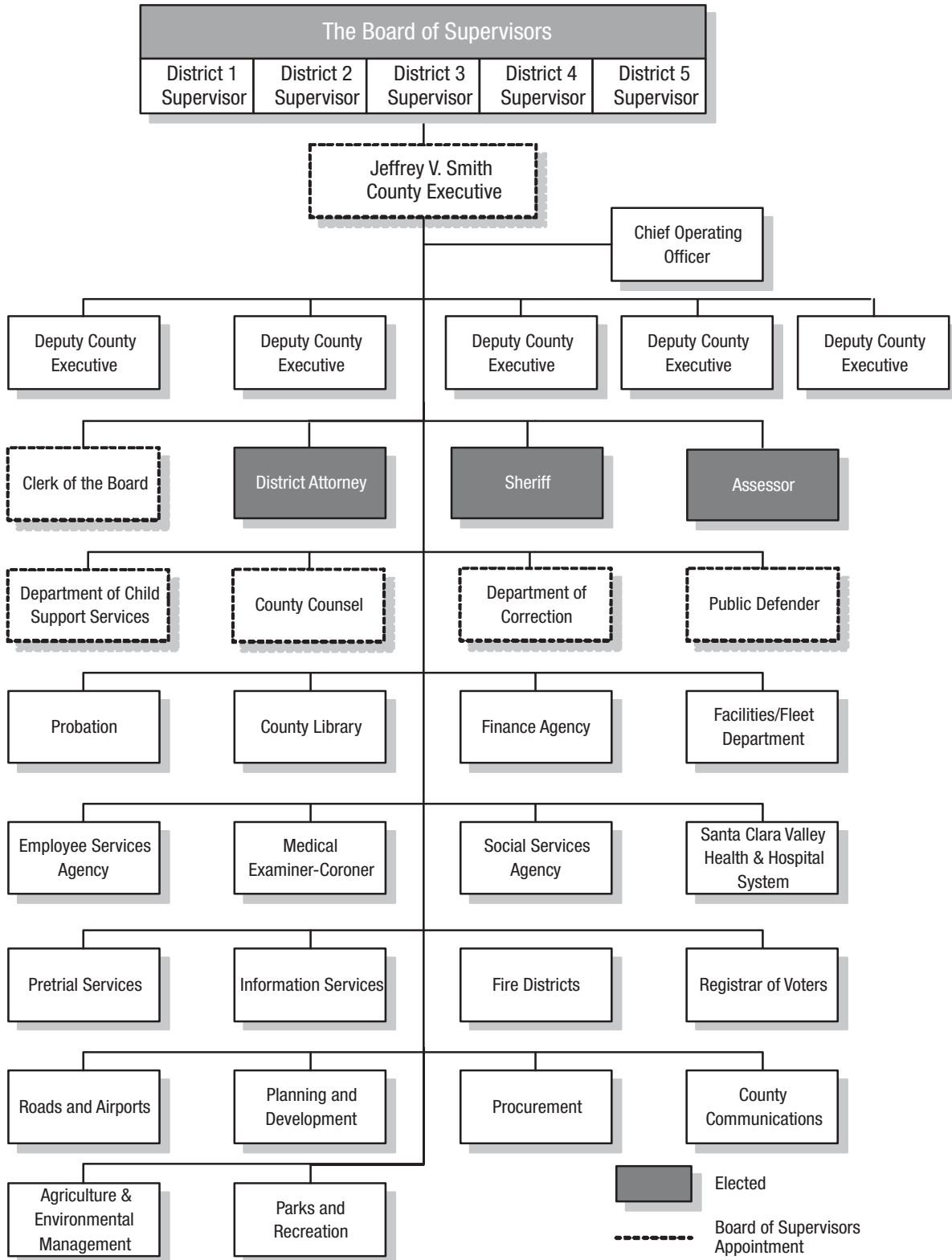
**Javier Aguirre**  
Public Health  
Community Health Services  
Public Defender  
Pretrial Services  
Criminal Justice Systemwide Costs  
Probation Department  
Public Safety Realignment (AB 109)

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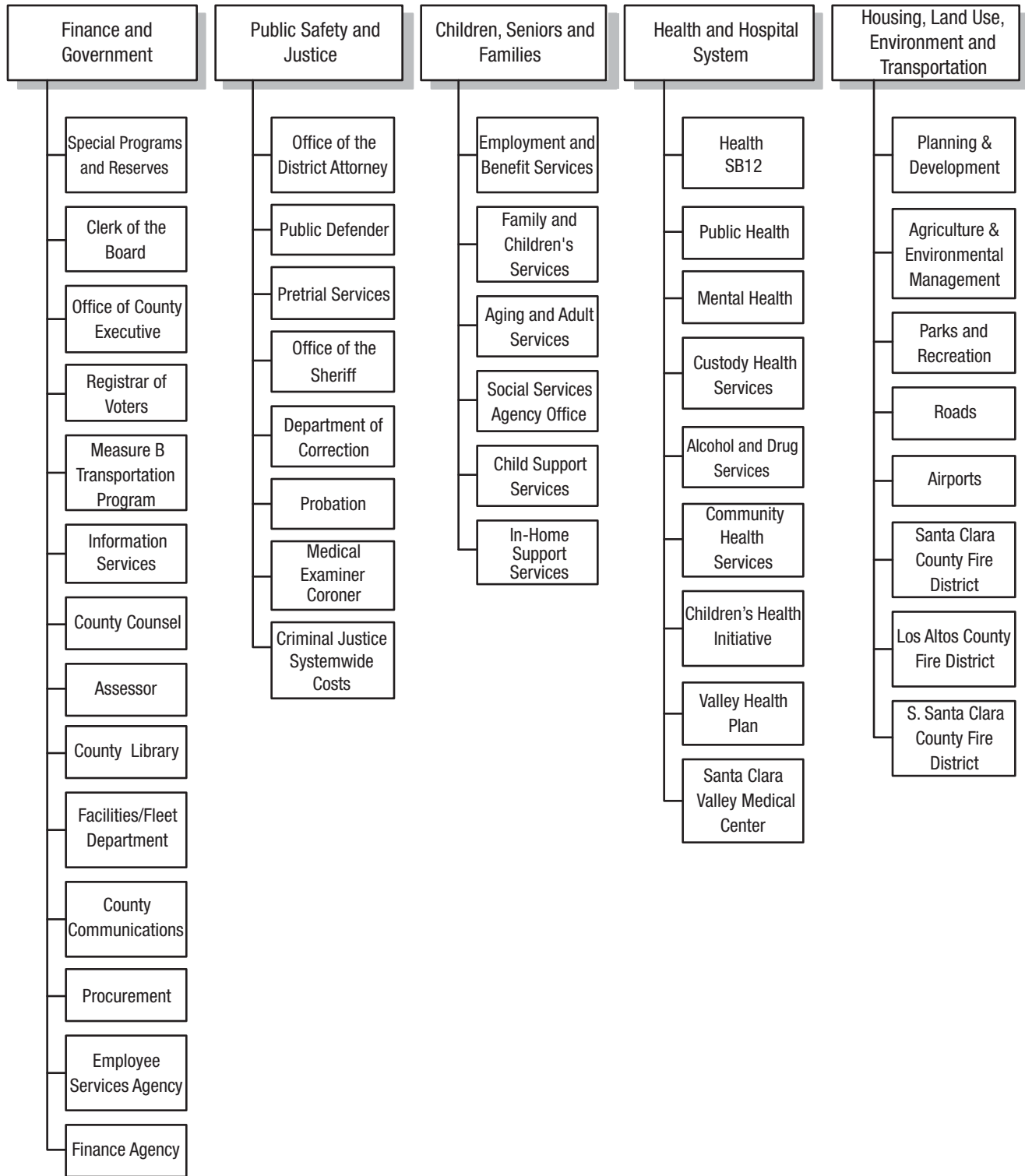
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# COUNTY OF SANTA CLARA ORGANIZATION CHART



# Board of Supervisors



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# Contents

<b>FY 2013 County Executive’s Budget Message</b> .....	page 1	<b>Clerk of the Board</b> .....	page 72
<b>Center for Leadership and Transformation</b> .....	page 9	Public Purpose .....	page 73
<b>Public Safety Realignment Program – AB 109</b> .....	page 19	Description of Major Services .....	page 73
Summary of FY 2013 Recommendations .....	page 22	Programs and Functions .....	page 75
<b>One-Time General Fund Resources and Recommended Allocations</b> .....	page 23	County Executive’s Recommendation .....	page 75
<b>Overview of General Fund Revenue Trends</b> .....	page 25	<b>Office of the County Executive</b> .....	page 79
<b>All Fund and General Fund Summaries</b> .....	page 30	Public Purpose .....	page 80
Historical Analysis of Fund Balance Allocations for the General Fund .....	page 39	Description of Major Services .....	page 80
General Fund Discretionary Revenue .....	page 39	Programs and Functions .....	page 83
Use of Discretionary Revenue .....	page 40	County Executive’s Recommendation .....	page 84
<b>Board Committee Structure</b> .....	page 41	<b>Office of the Assessor</b> .....	page 94
<b>Funding Status of Budget Inventory Items Approved in FY 2012</b> .....	page 43	Public Purpose .....	page 95
		Description of Major Services .....	page 98
		Programs and Functions .....	page 99
		County Executive’s Recommendation .....	page 99
		<b>Measure B Transportation Improvement Program</b> .....	page 106
		Overview .....	page 106
		Description of Major Services .....	page 106
		County Executive’s Recommendation .....	page 106
		<b>Procurement Department</b> .....	page 112
		Public Purpose .....	page 113
		Description of Major Services .....	page 113
		Programs and Functions .....	page 114
		County Executive’s Recommendation .....	page 115
		<b>Office of the County Counsel</b> .....	page 117
		Public Purpose .....	page 118
		Description of Major Services .....	page 118
		Programs and Functions .....	page 121
		County Executive’s Recommendation .....	page 121
		<b>Registrar of Voters</b> .....	page 126
		Public Purpose .....	page 127
		Description of Major Services .....	page 129
		Programs and Functions .....	page 130
		County Executive’s Recommendation .....	page 131
		<b>Information Services Department</b> .....	page 135
		Public Purpose .....	page 136
		Description of Major Services .....	page 136
		Programs and Functions .....	page 141
		County Executive’s Recommendation .....	page 141
		<b>County Communications</b> .....	page 153
		Public Purpose .....	page 154
		Description of Major Services .....	page 157
		Programs and Functions .....	page 159
		County Executive’s Recommendation .....	page 159

## Section 1: Finance and Government

<b>Finance and Government Operations</b> .....	page 46
Mission .....	page 46
<b>Special Programs and Reserves</b> .....	page 51
Overview .....	page 51
Description of Major Services .....	page 51
Programs and Functions .....	page 53
County Executive’s Recommendation .....	page 54
<b>Appropriations for Contingencies</b> .....	page 57
Overview .....	page 57
County Executive’s Recommendation .....	page 57
<b>Board of Supervisors</b> .....	page 59
Mission .....	page 60
Goals .....	page 60
Description of Major Services .....	page 60
County Executive’s Recommendation .....	page 66



<b>Facilities and Fleet Department</b> .....	page 162	<b>Section 2: Public Safety and Justice</b>	
Public Purpose .....	page 163	<b>Public Safety and Justice</b> .....	page 258
Description of Major Services .....	page 163	Mission .....	page 258
Programs and Functions .....	page 166	<b>Office of the District Attorney</b> .....	page 261
County Executive's Recommendation .....	page 167	Public Purpose .....	page 262
Fiscal Year 2013 Capital Budget .....	page 170	Description of Major Services .....	page 262
County Executive's Recommendation .....	page 170	Programs and Functions .....	page 268
<b>County Library</b> .....	page 181	County Executive's Recommendation .....	page 269
Description of Major Services .....	page 182	<b>Office of the Public Defender</b> .....	page 280
Public Purpose .....	page 182	Public Purpose .....	page 281
Programs and Functions .....	page 184	Description of Major Services .....	page 281
County Executive's Recommendation .....	page 185	Programs and Functions .....	page 285
<b>Human Resources, Labor Relations, and Equal</b>		County Executive's Recommendation .....	page 286
<b>Opportunity &amp; Employee Development</b> .....	page 192	<b>Office of Pretrial Services</b> .....	page 292
Public Purpose .....	page 193	Public Purpose .....	page 293
Description of Major Services .....	page 194	Description of Major Services .....	page 293
Programs and Functions .....	page 196	Programs and Functions .....	page 294
County Executive's Recommendation: .....	page 197	County Executive's Recommendation .....	page 294
<b>Department of Risk Management</b> .....	page 207	<b>Criminal Justice System-Wide Costs</b> .....	page 297
Public Purpose .....	page 208	Overview .....	page 297
Description of Major Services .....	page 209	Programs and Functions .....	page 298
Programs and Functions .....	page 210	County Executive's Recommendation .....	page 299
County Executive's Recommendation .....	page 210	<b>Office of the Sheriff</b> .....	page 301
<b>Controller-Treasurer Department</b> .....	page 214	Description of Major Services .....	page 302
Public Purpose .....	page 215	Public Purpose .....	page 302
Description of Major Services .....	page 215	Programs and Functions .....	page 304
Programs and Functions .....	page 218	County Executive's Recommendation .....	page 305
County Executive's Recommendation .....	page 218	<b>Department of Correction</b> .....	page 309
<b>Tax Collector's Office</b> .....	page 233	Public Purpose .....	page 310
Public Purpose .....	page 234	Description of Major Services .....	page 310
Description of Major Services .....	page 234	Programs and Functions .....	page 312
Programs and Functions .....	page 237	County Executive's Recommendation .....	page 313
County Executive's Recommendation .....	page 237	<b>Probation Department</b> .....	page 331
<b>County Clerk-Recorder's Office</b> .....	page 241	Public Purpose .....	page 332
Public Purpose .....	page 242	Description of Major Services .....	page 335
Description of Major Services .....	page 242	Programs and Functions .....	page 340
Programs and Functions .....	page 244	County Executive's Recommendation .....	page 341
County Executive's Recommendation .....	page 244	<b>Medical Examiner-Coroner</b> .....	page 348
<b>Department of Revenue</b> .....	page 250	Public Purpose .....	page 349
Public Purpose .....	page 251	Description of Major Services .....	page 349
Description of Major Services .....	page 251	Programs and Functions .....	page 350
Programs and Functions .....	page 254	County Executive's Recommendation .....	page 350
County Executive's Recommendation .....	page 254		

**Section 3: Children, Seniors and Families**

**Children, Seniors and Families** ..... page 354  
Mission ..... page 354

**Department of Child Support Services** ... page 357  
Public Purpose ..... page 358  
Description of Major Services ..... page 358  
Programs and Functions ..... page 359  
County Executive’s Recommendation ..... page 360

**In-Home Supportive Services Program**  
**Costs** ..... page 364  
Description of Major Services ..... page 364  
County Executive’s Recommendation ..... page 366

**Agency Office — Social Services**  
**Agency** ..... page 368  
Public Purpose ..... page 369  
Description of Major Services ..... page 369  
Programs and Functions ..... page 374  
County Executive’s Recommendation ..... page 374

**Department of Family and Children’s Services — Social Services Agency** ... page 380  
Public Purpose ..... page 381  
Description of Major Services ..... page 381  
Programs and Functions ..... page 386  
County Executive’s Recommendation ..... page 387

**Department of Employment and Benefit Services — Social Services Agency** ... page 392  
Public Purpose ..... page 393  
Description of Major Services ..... page 393  
Programs and Functions ..... page 398  
County Executive’s Recommendation ..... page 399

**Department of Aging and Adult Services — Social Services Agency** ... page 406  
Public Purpose ..... page 407  
Description of Major Services ..... page 407  
Programs and Functions ..... page 410  
County Executive’s Recommendation ..... page 411

**Section 4: Santa Clara Valley Health & Hospital System**

**Santa Clara Valley Health & Hospital System** ..... page 419  
Mission ..... page 419

**Health SB 12** ..... page 422  
Overview ..... page 422

**Public Health Department** ..... page 424  
Public Purpose ..... page 425  
Description of Major Services ..... page 425  
Programs and Functions ..... page 432  
County Executive’s Recommendation ..... page 433

**Mental Health Department** ..... page 443  
Public Purpose ..... page 444  
Description of Major Services ..... page 444  
Programs and Functions ..... page 449  
County Executive’s Recommendation ..... page 451

**Custody Health Services** ..... page 460  
Public Purpose ..... page 461  
Description of Major Services ..... page 461  
Programs and Functions ..... page 463  
County Executive’s Recommendation ..... page 463

**Department of Alcohol and Drug Services** ..... page 468  
Public Purpose ..... page 469  
Description of Major Services ..... page 469  
Programs and Functions ..... page 471  
County Executive’s Recommendation ..... page 472

**Community Health Services** ..... page 492  
Public Purpose ..... page 493  
Description of Major Services ..... page 493  
Programs and Functions ..... page 495  
County Executive’s Recommendation ..... page 495

**Children’s Health Initiative** ..... page 499  
Overview ..... page 499

**Valley Health Plan** ..... page 501  
Public Purpose ..... page 502  
Description of Major Services ..... page 502  
Programs and Functions ..... page 503  
County Executive’s Recommendation ..... page 503

**Santa Clara Valley Medical Center** ..... page 508  
Public Purpose ..... page 509  
Description of Major Services ..... page 509  
Programs and Functions ..... page 511  
County Executive’s Recommendation ..... page 513



## Section 5: Housing, Land Use, Environment & Transportation

<b>Housing, Land Use, Environment &amp; Transportation</b> .....	page 530
<b>Department of Planning and Development</b> .....	page 534
Public Purpose .....	page 535
Description of Major Services .....	page 535
Programs and Functions .....	page 539
County Executive's Recommendation .....	page 540
<b>Department of Parks and Recreation</b> .....	page 551
Public Purpose .....	page 552
Description of Major Services .....	page 552
Programs and Functions .....	page 555
County Executive's Recommendation .....	page 555
<b>Agriculture and Environmental Management</b> .....	page 567
Public Purpose .....	page 568
Description of Major Services .....	page 569
Programs and Functions .....	page 571
County Executive's Recommendation .....	page 573
<b>Roads Department</b> .....	page 586
Public Purpose .....	page 587
Description of Major Services .....	page 587
Programs and Functions .....	page 588
County Executive's Recommendation .....	page 588

<b>Airports Department</b> .....	page 595
Public Purpose .....	page 596
Description of Major Services .....	page 596
Programs and Functions .....	page 597
County Executive's Recommendation .....	page 597
<b>County Fire Districts</b> .....	page 600
Public Purpose .....	page 600
Description of Major Services .....	page 600
County Executive's Recommendation .....	page 601

## Section 6: Restricted Funds

<b>Restricted Funds</b> .....	page 612
Overview .....	page 612
<b>Budget User's Guide</b> .....	page 617
Fiscal Year 2013 Budget Timeline .....	page 617
Santa Clara County Budget Cycle: .....	page 619
Glossary .....	page 621
<b>Budgeted Resources for Extra Help</b> .....	page 626
<b>List of General-Funded Community-Based Organizations</b> .....	page 628
<b>Position Detail by Cost Center</b> .....	page 635
<b>Index</b> .....	page 707



# FY 2013 County Executive's Budget Message

May 1, 2012



To: Board of Supervisors

From: Jeffrey V. Smith  
County Executive

Subject: FY 2013 Recommended Budget

After eleven consecutive years of debilitating reductions, it is a great relief to be able to present a recommended budget that focuses on maintaining services and building capacity within the County. This financial plan is built upon the collaboration of labor and the Board of Supervisors in order to reduce the cost of a unit of service and maintain services across the County.

Entering FY 2013 having achieved \$75 million in concessions from our union partners is critically important. This effort has allowed us to present this "maintenance" budget to the Board of Supervisors. Clearly, this is an important demonstration of the willingness of County employees and labor to work together with management to address the need to create a financially sustainable County in the new economic reality. It is important to recognize that

there are still many threats on the horizon, including rising retirement costs, instability at the State and Federal levels, and a health care landscape that is creating significant challenges for Valley Medical Center. Any of these threats could impact us if they are not resolved in a way that avoids harsh outcomes for local government.

## A Welcome Respite from Deficits

By solving our FY 2012 deficit with ongoing solutions, we prevented an automatic deficit from being created in FY 2013, a break in the pattern of the last 10 years. This approach, coupled with a stabilizing economy, has allowed the Administration to develop this maintenance budget. Reaching this likely short-lived period of stability is a critical achievement when you honestly look at the harm ten consecutive years and \$2 billion in gap-closing actions have inflicted on the County organization. This respite will allow the organization to heal and embrace many of the initiatives that have been introduced by the Center for Leadership and Transformation (CLT) throughout the organization. These initiatives will improve service to clients, work processes and procedures, increase efficiency and effectiveness, and enhance revenue collections. We are committed to these efforts because business as usual will not result in the outcomes that we or the public are expecting. We are enormously proud of the great work that has been done by the County in the past. However, with the changing world around us, we must also change in order to meet the needs and imperatives of a new world. Although change can be threatening to some, it is clearly necessary if we are to survive in today's "new normal" environment.

As we develop our roadmap for the future we must hold fast to the mission of the County. The mission statement the Board of Supervisors adopted in 2009 reaffirms the commitment to ***plan for the needs of a dynamic community, provide quality services, and promote a healthy, safe and***

*prosperous community for all.* As we have developed our financial plan for FY 2013 and beyond we have made decisions that recognize this mission statement and the core values that are critical to the mission:

- Demonstrate ethical conduct reflecting honesty and integrity
- Commit to efficient, effective, quality service
- Value the community
- Uphold our fiscal responsibility
- Exhibit mutual respect
- Encourage innovation and flexibility

These important statements need to be rewoven into the cloth of the County culture. Coupled with the fact that our workforce has changed considerably, ten years of deficits and the stresses and strains of doing more with less have created a set of circumstances that have obscured the County's mission and core value statements. An important aspect of this maintenance year is being able to focus on these important ideals and make sure they are understood by all members of the County organization, from the line level to the executive leadership. By embracing these values together, the ability of the organization to achieve goals and work through what will be difficult years in the future will be greatly improved.

### Rebuilding the Infrastructure

An important benefit of this maintenance budget is our ability to address critical needs in both the physical and financial infrastructure of County government. In order to be prepared for the "new normal," we must start with a strong foundation. However, that foundation has been damaged in the past.

Over the past ten years, faced with constant General Fund deficits, the Administration and Board have worked hard to limit the impact of expenditure reductions upon direct services. This strategy was very appropriate given the clearly documented needs of our clients in the community

and the importance of maintaining the safety net during difficult economic times. With this in mind, our investments in technology and our physical infrastructure have declined significantly. In addition, we have reduced our payments to benefit programs like retiree health in an attempt to limit impacts on direct services.

### Retiree Health Funding

Ten years ago Santa Clara County was unique in that we were one of few jurisdictions that funded our retiree health liabilities on an actuarial basis. During the past ten years we have been unable to maintain this commitment and as a result, our unfunded actuarial accrued liability in this program as of 6/30/2011 had risen to \$1.78 billion.

In the past two years we have reduced our funding of the normal cost of retiree health to 50% of the requirement in order to preserve resources for direct services. For FY 2013, we recommend an increase of the ongoing commitment to 75% of normal cost, committing to fund 100% of the cost by allocating funds from the retiree health trust fund for the other 25%.

Our current best estimate of the funding required for FY 2013 is reflected in Table 1. We continue to work with our actuarial advisors and it may be necessary to revise this funding estimate at the June Budget Hearing.

**Table 1: FY 2013 Retiree Health Funding<sup>a</sup>**

Fund	100% Normal Cost Requirement <sup>b</sup>	75% Normal Cost in Budget	Planned Allocation from Retiree Health Trust Fund
General Fund	\$41.0	\$31.0	\$10.0
SCVMC	\$24.1	\$17.7	\$6.4
Other Funds	\$7.1	\$5.4	\$1.7
<b>Total</b>	<b>\$72.2</b>	<b>\$54.1</b>	<b>\$18.1</b>

a. \$ millions. Does not reflect Superior Court share

b. Includes projected interest and assumes employee contribution of \$2.4 million

In FY 2010, in order to provide us with the needed flexibility to maintain our cash balances, we stopped drawing from the retiree health trust fund



to cover these expenses. Although our cash position remains a concern, circumstances have improved, and we believe it is prudent to begin slowly drawing down these trust fund reserves to meet our commitments in this area. Table 2 is taken from the most recent actuarial review of our retiree health program, and presents the reality we are facing in funding this important benefit program.

**Table 2: Schedule of Employer Contributions for Retiree Health<sup>a</sup>**

Fiscal Year	Annual Required Contributions (ARC)	Actual Contributions	% Contributed
2008	\$125,328,000	\$125,328,000	100.0%
2009	\$123,772,000	\$123,772,000	100.0%
2010	\$127,980,000	\$90,249,000	70.52%
2011	\$140,635,737 <sup>b</sup>	\$59,642,298	42.41%
2012	\$175,948,528 <sup>c</sup>	Not made yet	N/A

- a. Actuarial Valuation and Review of Other Postemployment Benefits (OPEB) as of June 30, 2011 in accordance with GASB Statements No. 43 and No. 45 by The Segal Company
- b. Includes an interest adjustment to the end of the year
- c. Includes an interest adjustment to the end of the year

**Investment in Information Technology**

The second priority that we are addressing in this budget is our physical infrastructure, including technology. In this budget we are recommending that the County issue \$100 million in technology bonds to support the implementation of the EPIC core health information system (HIS) at Santa Clara Valley Medical Center, and other technology needs. It is critical that this investment be made to allow SCVMC to utilize electronic medical records and other commonly used technology to increase efficiency and enhance our ability to deliver high quality medical services. The implementation of the EPIC system will require an investment of \$200 million over ten years but will generate savings and efficiencies that will exceed our investment. The EPIC implementation is one of the key components to keeping SCVMC competitive and financially viable in the ever-changing health care financing environment.

In addition to funding the up-front costs of EPIC, we will also use \$20 million of the technology bond proceeds to address other essential technology

needs throughout the County. I recommend that the \$20 million be allocated to the enterprise operations reflected in Table 3, all of which are functioning on equipment at or near the end of life.

**Table 3: Bond Funded Technology Projects**

Project	Cost <sup>a</sup>
Telecommunications/Mitel PBX Replacement, CLARAnet projects	\$6.1
Server/Workstation/Storage/Backup/Printer Replacement	\$5.0
Enterprise Software/Mobility/Security	\$2.7
County Communications 9-1-1 Equipment and Radio Infrastructure	\$6.2
<b>Total Recommended Bond Funded Projects</b>	<b>\$20.0</b>

a. \$ millions

Our dependence on technology is increasing, and our investments in the Information Services Department (ISD) and equipment utilized throughout the County have not kept pace. During the last ten years of reductions, ISD contributed \$16 million in solutions and lost 57 staff, a reduction of 23% over this ten year timeframe. As we become more dependent on technology, it is clear that ISD is a critical function within our infrastructure that must be built back in a way that enables the provision of adequate support to departments and generates solutions that can improve the efficiency and quality of our services.

In terms of ongoing resources we are beginning the process of rebuilding ISD with an allocation of \$4.1 million for additional staff resources, maintenance and new software tools. This is a large commitment in a maintenance year, but one that we feel is essential to rebuild this crucial support structure for all of County government. In addition to the technology bonds that will support equipment costs, we are also recommending the allocation of \$1.5 million to support the Assessor's PAAMS project, an upgrade of the KRONOS timekeeping system, and resources to assess three systems in County departments (Probation, Department of Correction, and Planning & Development).



## Capital Projects

We are also recommending a significant allocation to the capital budget to make some progress in maintaining our facility infrastructure and meet other important major maintenance needs. As in prior years we are recommending to continue an allocation of \$5 million toward the maintenance and repair backlog, and an additional \$3.5 million to replace the HVAC system in the Elmwood Support buildings, among other projects. We are also recommending \$1 million to support the Board's priority of investing in energy savings projects. Although this allocation is substantially less than the \$42.5 million requested, the total allocation of \$13.75 million is a substantial investment in this very important area.

**Table 4: Recommended Capital Projects**

Project	Amount
Maintenance & Repair Backlog	\$5,000,000
Elmwood Support Services HVAC	\$3,500,000
James Ranch (match for 80% State funds)	\$2,600,000
Energy Projects	\$1,000,000
Warehouse Renovation at Army Site	\$750,000
FY 2013 Capital Planning Budget	\$300,000
Elmwood M1 Plan and Design	\$200,000
Animal Shelter Modular Move	\$200,000
Sig Sanchez Building Repairs	\$200,000
<b>Total</b>	<b>\$13,750,000</b>

## Reserves

Consistent with our core value of upholding our fiscal responsibility, this budget retains the Contingency Reserve at 5% of General Fund revenues, net of pass-throughs, or \$96.65 million. In addition, we have also set aside a Reserve for Economic Uncertainties of \$10 million. This reserve is funded with ongoing funds, and has been established to address any impacts that result from State or Federal budget actions, given the significant uncertainty associated with the November election. An additional \$2.9 million reserve, funded with one-time resources, is recommended as a reserve for cash.

Finally, this budget will fully repay the retiree health trust fund in the amount of \$11.4 million for the loan used to acquire the San Jose Medical Center property.

## Risks and Threats to the County Budget

Our ability to address these infrastructure needs is critical in attaining a financially sustainable county. At the same time, this budget will also allow for a limited number of enhancements and restorations to address reductions made in the past that are straining the organization. These improvements will be highlighted in a later section of this message.

Concurrently, it is also important to recognize the risks and threats that continue to plague our financial outlook. Some of these threats are economic and local, while others are based on decisions that are being made at other levels of government.

## Healthcare Reform and SCVMC

As mentioned previously, Valley Medical Center is facing significant challenges relating to economic conditions and the uncertainty regarding healthcare reform. We are working hard to prepare for the changes that have already started in healthcare, and are due to change again dramatically in 2014. Recognizing that a decision by the U.S. Supreme Court could send Federal health care financing into chaos, the risk to Valley Medical Center and the County in the near future is considerable. This level of uncertainty is unsettling to say the least, considering the amount of preparation that has gone into meeting the Federal requirements associated with healthcare reform.

What we do know is that Valley Medical Center has had a very difficult year. As FY 2012 unfolded, monthly financial reports revealed that VMC would generate a \$60 million deficit. The Administration developed a plan to address this shortfall through changes in the scheduling of clinics and significantly increasing access to our healthcare system. At the same time, the Board approved bridge financing of \$30 million from the

General Fund with the assumption that changes made in the second half of FY2012 would annualize in FY2013 and result in a balanced budget. The operational changes that have been made are beginning to show some results.

At this point in time we are projecting that significant improvements will result in additional inpatient and outpatient revenue. Although these recommendations may appear to be a “business as usual” approach from prior years, significant operational changes are underway, and we have more confidence that related revenues can be realized. The SCVMC budget plan also includes non-revenue components, including the elimination of vacant positions and other operational changes.

I do not believe a wholesale restructuring of the institution is warranted at this time, as changes underway are beginning to show results. It is important to note that if the revenues do not materialize as projected, I have directed the development of a “Plan B” that is already under development and would result in substantial reorganization of the health system. I am quite confident that we will be able to avoid this eventuality. However, we must be prepared for all options. If necessary, “Plan B” will be fully discussed in the Health and Hospital Committee and before the full Board in the fall if the changes discussed above do not result in SCVMC being able to achieve a positive financial balance in FY2013.

### **Local Risks and Concerns**

Other local concerns revolve around the County being successful in negotiating concessions with the remaining bargaining units whose contracts are open in FY2013. The value of these necessary concessions totals approximately \$15 million and requires agreements with units that include the Registered Nurses Professional Association and the Deputy Sheriff's Association. The recommended budget assumes these savings and they must be achieved to retain the integrity of \$75 million in total salary and benefit savings assumed in this budget.

In addition to the retiree health funding concerns discussed earlier in this message, another benefit issue that will result in increased costs in the future is the change in the assumed discount rate utilized by CalPERS. The reduction in the rate from 7.75% to 7.5% will result in increased contributions that will eventually total \$36 million annually. CalPERS has indicated that this additional cost will be spread over three years, but this will still result in a \$12 million impact in FY2014, \$24 million in FY2015 and \$36 million in FY2016. The magnitude of these increases must factor into our labor negotiations, set to reopen again in the spring of 2013. We must find ways to reduce the cost of providing a unit of service if we are going to maintain any stability in our budget in the future.

### **State and Federal Issues**

The last area of risk is the result of our reliance on State and Federal assistance. In FY2013, Santa Clara County will receive over 50% of its revenue from Sacramento and Washington, D.C. This reliance creates significant risk in this period of economic uncertainty. At both the State and Federal levels, lawmakers are contemplating solutions to address their respective budget deficits. While the specific impacts on the County will not be known for some time, possibly not until mid-FY2013, it is reasonable to assume that future State and Federal funding to the County will be reduced.

At the State level, the Governor has proposed various changes to social services, which would affect the County's clients, and cuts to health programs, affecting both clients and the County. In the health area, a large cut to the Medi-Cal and Federal Qualified Health Center (FQHC) programs has been recommended, with unknown impacts to the County. If the Legislature rejects these cuts, they will be forced to identify alternative savings, with a limited range of options to choose from.

At the Federal level, the County is likely to be affected by two issues, passage of the Federal budget and the implementation of budget sequestration. Spending in the Federal FY2013

budget is limited by the Budget Control Act, approved in 2011. In February, the President released his proposed budget, which contains budget reductions in many areas of importance to the County. While Congress is beginning its process to consider the budget bills, it is too early to determine which cuts will be enacted and the resulting impact to the County.

Budget sequestration, which will begin in January 2013 is also a result of the Budget Control Act. Sequestration requires automatic, across-the-board cuts to government programs, with half the reductions coming from defense spending. Cuts of \$1.2 trillion over the next decade must be enacted, which represents lower Federal spending of approximately 9%. A number of County programs are exempt from sequestration, including Medicaid, the Children's Health Insurance Program (CHIP), Temporary Assistance to Needy Families (TANF), and the CalFresh food stamp program. Unless Congress passes, and the President signs, legislation to alter or delay the pending sequestration, it will occur, and Federal funds to the County are likely to be reduced.

### **Restorations and Enhancements**

In addition to our ability to address the financial and physical infrastructure needs highlighted above, this budget also has the flexibility to provide some General Fund restorations and enhancements totaling about \$6.8 million. This represents about 34% of the \$20 million in enhancements that were initially requested by General Fund departments. These additions can be best characterized as an attempt to address a variety of areas where reductions over the years have gone too far or where our stretched resources are not able to address needs that could have greater financial impacts in the future if not addressed today. The majority of what was requested was justified, but our financial situation is still fragile and could only support a portion of what was requested.

### **Facilities and Fleet**

In the Facilities and Fleet Department we are recommending the addition of four staff to reflect the responsibility for maintaining increased building square footage, and resources to address rate increases for utilities. Much of this cost is offset by savings related to the operation of our newly installed solar panels and better pricing due to the bulk purchase of natural gas. Although a net increase of \$845,000 is recommended for Facilities and Fleet, the need is far greater and this department is operating with fewer resources than are needed to provide a comprehensive preventive maintenance program. This is an area that requires additional consideration when our financial picture further stabilizes.

### **Employee Services Agency**

In the Employee Services Agency, eight new positions are recommended to address the workload associated with our increasing population of retired employees, providing additional depth in the Labor Relations Office that will be entering labor negotiations for the majority of our contracts once again in the spring of 2013, and the need to address Equal Opportunity (EO) requirements. Over the years, EO positions have been eliminated and there are no EO officers currently located within the Health and Hospital System. This situation creates substantial risk for the County that we believe must be addressed in this budget.

### **Social Services Agency**

In the Social Services Agency, enhancements totaling a net increase of \$406,558 are included in the Recommended Budget. \$155,000 is allocated to the IHSS program to add four staff that will support timely processing of provider payroll, reduce excessive telephone wait times, and address delays in receiving responses to inquiries. \$379,154 will be restored to the Senior Nutrition Program to address the rising cost of food, the increasing demand for nutrition services, and to make up for use of reserves to fund program costs.



## Public Safety Realignment Program - AB 109

As the Board is aware, the County implemented the realignment of adult criminal justice services in 2011. On October 1 the County became responsible for a category of non-serious, non-violent, non-high risk sex offenders being released from state prison. At the same time, sentencing regulations changed and individuals convicted of certain felonies with sentences greater than one-year are now being housed in County jail instead of State prison. These changes created a new criminal justice system at the local level, and counties had only three months to plan and implement how to manage these populations.

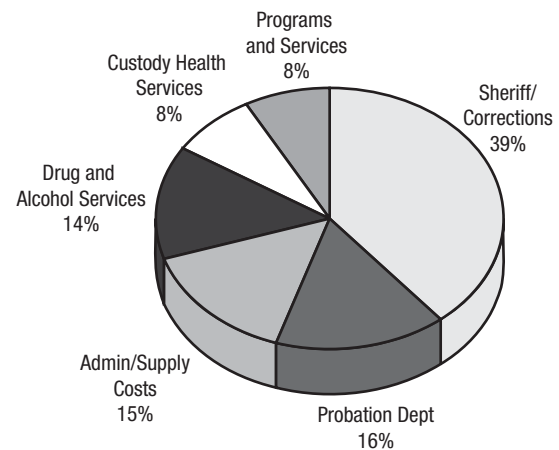
Santa Clara County has been recognized across the State for developing an innovative plan that focuses significant resources on the programs and services these individuals need to exit the cycle of criminal behavior. The County has brought together Mental Health and the Department of Alcohol and Drug Services to work with Probation staff to design the programs and services that will meet the needs of each parolee or inmate. This is a work in progress, but initial results have been extremely promising as the number of individuals violating parole and re-offending is declining.

The original allocation for FY2012 for AB 109 programs was \$12.6 million. For FY2013 the Governor's budget has allocated additional funding, and even though final allocations have not been made, we have been told to expect at least twice the FY 2012 amount in FY 2013. With this in mind, the Administration has developed a spending plan based on a careful review of requests and our experience to date. We are still developing information and plans to fully implement our evaluation process as data becomes available. With input from Departments and after reviewing the data collected up to this point, we are recommending substantial increases in resources for the majority of the components of AB 109. Increased resources are recommended as follows:

**Table 5: Increased AB 109 Resources**

Department	Allocation
Sheriff/Corrections	\$5.5
Probation Department	\$2.3
Admin/Supply Costs	\$2.1
Alcohol and Drug Services	\$2.0
Custody Health Services	\$1.1
Programs and Services	\$1.2
<b>Total New Allocations</b>	<b>\$14.2</b>

This recommended spending plan maintains the balanced approach that the Administration has consistently supported for this program. The pie chart below depicts how the funding is allocated by component.



We are still committed to a flexible approach to the AB 109 program as we gain more experience and fully evaluate the success of each program element and service, caseloads, and the population within the jail system. To the extent that adjustments need to be made in the allocations, they will be brought forward to the Board for discussion and approval.

A more comprehensive discussion of the AB 109 program is provided as part of the introductory material in this document and individual recommendations are described within the County Executive recommendations for each affected department.

## **Innovation and Flexibility**

An important core value that must be emphasized is our commitment to innovation in this organization. The Center for Leadership and Transformation (CLT) program has been developed as a mechanism to drive the change that needs to take place as we look ahead to the future. As we have stated before, we must find new and more efficient ways to deliver excellent services. Without this change we will be unable to sustain the current level of service moving forward. This budget recommends an ongoing commitment to CLT, recognizing the importance of this initiative. We are recommending an increase of \$556,145 to fund this effort at an annual level of \$736,145.

CLT is described more completely within this document in several locations. In summary, our goal is to empower our employees to look at their jobs differently and initiate changes that will improve performance in a material way. To date, the 39 CLT teams that are currently working have created over \$400,000 in ongoing savings and over \$1 million in one-time savings, as well as numerous client and customer service improvements. This is just the beginning, and as this effort spreads to more employees within the organization, horizontally and vertically, we are confident more savings and customer satisfaction results will be achieved and reported. Several efforts, including the implementation of the “software as a service” and common directory technology and the core system in the Health and Hospital system, are poised to deliver tangible results. I strongly support this initiative and believe it is a critical tool to move us forward as an organization to the level required in this very challenging environment.

## **Conclusion**

After 10 years of unrelenting financial difficulties, FY 2013 provides for a much needed pause for the County organization, as well as the opportunity to provide limited new resources to address critical service areas. However, wary of the significant threats on the horizon, it would be imprudent to recommend the allocation of even more resources for ongoing programs.

Our goal is to manage challenges while shoring up our service delivery networks where possible. While there are compelling arguments for increasing safety net and support services, we are committed to strengthening our foundation so we can withstand some of the problems evident on the horizon. We must be deliberate and restrain our desire to move quickly or we will return to the spiral that we have experienced for the past 10 years.

The reality is that our world is filled with uncertainty and ever-changing circumstances and conditions. We are fortunate to have an outstanding group of employees who believe in the mission statement and core values of the County. We must prepare ourselves to embrace the continuous challenges facing government, and provide the leadership necessary to maintain our essential service delivery systems and the safety net during these difficult times.



# Center for Leadership and Transformation

## Summary of CLT to Date

During FY 2012, the Center for Leadership and Transformation (CLT) has added 19 active projects to an existing group of 20 teams, for a total of 39 CLT teams. In addition, the Finance Agency has added another 2 teams as a result of “homegrown” CLT efforts, for a total of 41 teams.

CLT teams have identified over \$400,000 in ongoing savings, and over \$1 million in potential one-time savings, as well as numerous client and customer service improvements. These improvements have been possible via team process improvements or redesigns and the use of new technology to enable improvements.

There is the potential to realize larger savings once critical workflows can be modified and supportive technology put in place. Examples of this include savings related to the implementation of the SaaS and Common Directory technology, and the Core System in the Health and Hospital System. CLT training and experiences are preparing employees and executives to work more effectively across boundaries within and across agencies to make a variety of operational improvements, be proactive, and steadily improve their operations over the short and long term.

Of particular note, the Re-entry Rapid Transformation Team worked with the Re-entry Network to spearhead the effort to create a Re-entry Resource Center, which is now up and running to serve clients resulting from the AB 109 Program. And, since last June, the rate of placement of juveniles out of County has gone from 62% to 26% in less than one year.

Teams from across the Finance Agency, across the area of Human Resources, and from across the Social Services Agency (SSA) have begun new transformation efforts in FY 2012, and a CLT class in May 2012 will kick off a cross-boundary effort between SCVMC and SSA to examine how we can best position ourselves to serve our clients and

address the requirements of the Affordable Care Act (ACA) provisions that begin in 2014, as well as related State mandates.

A matrix of the current status of the CLT teams follows this report.

## Key Benefits of CLT

In order to assess the impact of CLT to date, in January 2012 the Administration conducted a detailed survey of CLT participants, and confirmed that projects which have achieved concrete results have some common characteristics that need to be reinforced going forward. The survey included written responses, as well as interview follow-up where possible. The survey results indicate the following:

- 90% believe that action learning is a necessary component of CLT training
- 79% have utilized lessons in their work outside of CLT
- 71% felt that meeting and working with people from other departments was the greatest benefit
- 62% appreciated the permission to explore improvements across organizations, and
- 54% have transferred CLT and Rapid Transformation lessons to others in their work groups.

This investment in County employees has paid dividends by creating new opportunities for employees to look at and approach work differently, and in a supported and empowered manner. Survey participants indicated that as a result of CLT, they had experienced increased morale, built key relationships, found new means of collaborating with others, learned how to better plan projects, created stepping stones to broader gains, increased their appreciation of challenges

which are common to multiple County departments, and experienced an increased sense of empowerment.

All employees have the potential to make a difference, and the CLT is a valuable means for a team to harness what would otherwise remain as individual knowledge and energy. CLT creates an environment to encourage and perpetuate knowledge sharing among team members with an aim toward process improvements that over time will change the County culture as a whole.

To create new outcomes for a program, existing processes have to be assessed and revised. The CLT process starts with diagnosing the problem, recommending changes, creating the environment for change, and then implementing the recommended changes. This process requires a tight coupling between staff involved in the work and executives with authority in the organization. Bringing in the broader work group is an iterative process that will follow as the project progresses. Communication, change management, and more training are often required to cement the change.

Many of the programmatic recommendations made by the CLT teams are focused on process improvement and customer service intended to improve outcomes and reduce costs. However, baseline financial metrics have not been consistently available. In other cases, the changes implemented to date are dependent on factors outside of the teams' control. Improving traction on existing projects, as well as creating a structure for lasting results, will be the focus of Fiscal Year 2013 CLT. Essential characteristics include:

- Robust executive sponsorship and support. 67% cited that lack of executive involvement hindered progress of their teams;
- Communication between team members, others within their organization and also with the County Executive's Office;
- Maximum overlap between team activities and one's regular job. 62% cited that the reality of everyday work diminished their ability to participate in CLT.

- Methods of communication whereby individuals are aware of the status of their project and how it fits into the larger organization. 55% cited that they were unable to provide the exact status of their project, several months after the formal CLT process ended;
- Structured follow-up to the CLT class to facilitate execution of recommended actions.
- Linking elements of the County Executive's vision to CLT project outcomes, and holding departments accountable for those linkages will aid in driving teams toward results. The County Executive's vision fundamentals are:
  - Customer Focus
  - Performance Measurement and Results
  - Mid-Manager Empowerment and Engagement
  - Use of Latent Talent and Resources
  - Reduce the Cost of Services
  - Consolidation where Needed
  - Build Bench Strength

### **Incorporating Lessons Learned and Validating Best Practices**

The economic climate of the last decade provided an incentive for County departments to collaborate and leverage resources. As the outlook begins to improve, now is a critical time to emphasize the importance of collaboration in innovation, customer service, employee retention and building bench strength in preparation for baby boomer retirements.

In order for teams to maintain momentum after the initial class and coaching period, follow up work plans will be overseen by the Administration, and quarterly follow-up meetings will take place for active CLT teams. These processes will provide additional structure during the time when departments are learning how to invest staff time and energy into County improvement efforts, in parallel with daily operations. As the SharePoint platform is rolled out to the County portal, it will be

possible to establish an interactive portal site for teams to report their findings and share documents.

The January CLT survey results, as well as anecdotal evidence, parallel instruction from management literature related to how organizations change and improve. In *Change the Culture, Change the Game: The Breakthrough Strategy for Energizing Your Organization and Creating Accountability for Results*,<sup>1</sup> the authors' method validates the approach that the County has begun by creating action learning teams through the CLT process. Connors and Smith write that to create a culture of accountability, one starts with the following:

- define the results to be achieved (defined CLT projects)
- take effective action to produce them (prioritize with active teams)
- identify core beliefs that guide and direct behavior (the Discovery phase of Rapid Transformation, along with sharing knowledge across departmental boundaries)
- provide experiences that support efforts (support from leaders, managers, and stakeholders)
- reinforce results to sustain their beneficial impact.

With regard to buy-in of the plan, once formulated, Connors and Smith suggest what they call *Five Principles of Full Enrollment*:

1. Start with accountability.
2. Get people ready for the change.
3. Begin with the top and intact teams.
4. Establish a process control and keep it honest.
5. Design for maximum involvement.

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1. Roger Connors and Tom Smith, *Portfolio/The Penguin Group* (2011)

By creating visible efforts towards process improvement, CLT is reinforcing the importance of the possibility of change, led by employees who are intimately familiar with the work. In the book, *The Manager as Change Agent: A Practical Guide to Developing High-Performance People and Organizations*,<sup>2</sup> the authors' recommendations are as follows:

1. Provide strong, highly visible, and personal leadership.
2. Institute employee involvement early and often, at all levels.
3. Build a clearly articulated, shared vision.
4. Provide frequent, consistent, and open communication.
5. Leverage talented, and trusted employees as co-change agents.
6. Set measurable operational and behavioral goals.
7. Celebrate successes and re-address shortcomings.

CLT efforts to date have launched changes in County culture that form the basis for working differently, and improving our current processes, while achieving tangible results and greater employee satisfaction.

Through CLT, middle managers and line employees can see the fruits of their labor, and are able to communicate more directly with executives about their work, while building relationships across the County. Executives are able to call upon employees to assist in critical improvement projects, and those projects serve as career development opportunities for employees. CLT provides a view of both the Countywide picture and micro processes in departments. Bringing the two perspectives together supports greater

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2. Jerry Gilley, Scott Quatro, Erik Hoekstra, Doug Whittle, Ann Maycunich, Scott A. Quatro, Jerry W. Gilley, and Doug D. Whittle, *Basic Books* (2001)

understanding, and encourages participants and executive sponsors to work together on positive organizational change.

### Center for Leadership and Transformation Team Status Overview

CLT Team Focus	Element of County Executive's Vision	Outcome from CLT Teams	Primary Benefit to Date
SCC2 E-Tiger Team	Customer Focus, Consolidation Where Needed, Reduce Cost of Services, Employee Empowerment	Consolidation and centralization where possible will reduce the amount of hardware to purchase and maintain, and will provide a common platform for the use of e-mail and a variety of software across the County. Departments will be phased in over time, with careful consideration given to unique security and application circumstances.	<ul style="list-style-type: none"> <li>◆ Teams conducted an RFP for Cloud SaaS and Common Directory services</li> <li>◆ Selected the Office 365 Cloud SaaS product</li> <li>◆ Team continues to work on procuring the needed software licensing and services to implement the desired solutions.</li> <li>◆ Will be included in the FY 2013 Recommended Budget.</li> </ul>
iAccess	Customer Focus, Performance Measurement and Results	Recommended that the Internet and intranet portals be made more user-friendly to both clients and employees who help clients with service delivery. The result will be evaluated after the public and County portals are fully migrated to SharePoint.	<ul style="list-style-type: none"> <li>◆ The public portal redesign, effective in April 2012, has taken into consideration the input from the iAccess Team</li> <li>◆ Departments may now edit their own content.</li> </ul>
Rapid Assistance Program (RAP)	Customer Focus, Performance Measurement and Results	Desired goal is for eligible clients to access benefits within 24 hours of application.	<ul style="list-style-type: none"> <li>◆ In process as part of the Central Client Services model.</li> </ul>
B2B	Customer Focus	Goal is to assist clients with benefit applications outside the Social Services Agency.	<ul style="list-style-type: none"> <li>◆ Excess computers have been provided to a limited number of CBOs for use by clients to apply for benefits.</li> </ul>
ELMR	Customer Focus, Performance Measurement and Results	The recommendation to roll out Next Gen to additional clinics and in a manner which fostered clinician adoption, additional revenue and an improved client experience was delayed in conjunction with Systemwide analyses related to revenue cycle and Core information systems.	<ul style="list-style-type: none"> <li>◆ Core HIS system should address this issue in conjunction with operational changes being made at SCVMC.</li> <li>◆ Team could assist in documenting baseline metrics as the system moves forward.</li> </ul>
Clerk Recorder	Customer Focus, Employee Empowerment, Performance Measurement and Results	The Call Center in the Clerk Recorder's Office has been redesigned for increased efficiency and effectiveness. The team had an open house in November 2011 after taking the class in September 2011. Ongoing training is available for Call Center staff, FAQs are updated regularly, and the phone system now includes music to wait by, and information about a caller's place in the queue.	<p>Metrics:</p> <ul style="list-style-type: none"> <li>◆ Service levels +117%</li> <li>◆ Call volume +57%</li> <li>◆ Abandoned calls -57%</li> <li>◆ Answer delays -90%</li> </ul>
Social Services Agency	Customer Focus, Performance Measurement and Results, Employee Engagement, Reduce (net) Cost of Services	<p>A total of 5 teams comprised the January 2012 CLT class.</p> <p>1) Two teams combined together to focus on improving work processes that contribute to the debt load on the part of clients.</p> <p>2) Two teams combined together to focus on how the current amount of debt owed (\$98 million) can be reduced and collected, as well as how systems can be linked to provide more efficient information to employees tracking the debt.</p> <p>The teams are meeting with the SSA Oversight Committee for these CLT projects to discuss how to implement their workplans.</p> <p>3) One team is focused on a full work process redesign for the In-Home Supportive Services Program, leveraging the recommendations of the Intellibridge consulting report.</p>	

## Center for Leadership and Transformation Team Status Overview

CLT Team Focus	Element of County Executive's Vision	Outcome from CLT Teams	Primary Benefit to Date
Customer CARES	Customer Focus	<p>Transform the customer experience at VMC so every patient not only feels cared for, they will also feel cared about with every single interaction. Among the metrics to be evaluated are the following: HCAHPS scores, PRC scores (patient satisfaction), Patient concern data, and Reference to industry best practice: UCLA, Johns Hopkins, Ohio Health Network</p> <p>Teams include:</p> <ul style="list-style-type: none"> <li>◆ "Every Contact Counts"</li> <li>◆ Way finding Team</li> <li>◆ Quiet Team</li> <li>◆ Recognition Team</li> <li>◆ Customer Service Redesign</li> <li>◆ Department Specific Programs</li> </ul> <p>Valley Health Center Moorpark Medical Home Clinics is currently participating in the PExT (Patient Experience Transformation) Action Collaborative. This is a nine-month demonstration project to rapidly transform patient and staff experience using experience mapping and design. Project end date: June 1, 2012.</p>	<ul style="list-style-type: none"> <li>◆ Training reached ~ 3,500 staff.</li> <li>◆ Some slight improvement in patient satisfaction scores for staff courtesy and friendliness in the ambulatory setting</li> <li>◆ 11 departments submitted videos of best practices that were shared and celebrated across VMC</li> <li>◆ Currently collaborating with County IS on the design of a smart phone app related to way finding</li> <li>◆ Updated way finding information on VMC website</li> <li>◆ Created an Outlook e-mail account specific to Staff Recognition. Weekly announcements sent to all staff recognizing staff that consistently demonstrate "Every Contact Counts" behaviors</li> <li>◆ Branded the "Every Contact Counts" campaign collateral, including compliment certificates. Over 100 official commendations generated monthly</li> <li>◆ Generated "Our Stories," a regular publication for patients and staff publicizing the work of teams and departments at VMC.</li> <li>◆ Employee Engagement Survey: Second annual survey completed 3/16/2012. Data to be analyzed and results communicated to all staff.</li> </ul>
Clerk Recorder	Customer Focus, Performance Measurement and Results	<p><b>Marriage Application Kiosk Project.</b> This project improves service time at counter, reduces staff manual entry, increases application accuracy, captures additional data.</p> <p>Next phases are multiple languages, stand-alone kiosks, improved user interface, Internet application.</p>	<ul style="list-style-type: none"> <li>◆ New kiosk went live Feb. 22, 2012</li> <li>◆ 250+ customers have used the application</li> <li>◆ Customer saves 2.25 minutes average</li> <li>◆ Estimated to save 53 staff hours (0.31 FTE) per month, reducing the impact of previous staff reductions.</li> </ul>
Controller-Treasurer	Customer Focus, Performance Measurement and Results, Reduce Cost of Service, Employee Empowerment	<p><b>E-payables team.</b> E-payables program allows vendors to be paid electronically rather than by paper, thereby reducing County costs. It facilitates timely receipt of payments for vendors, streamlines the payment process, and assists with resolving pain points related to E-payable program.</p>	<ul style="list-style-type: none"> <li>◆ Project \$150,000 in revenue in FY 2012, higher in future years as additional vendors are added.</li> <li>◆ Transferred marketing and enrollment responsibilities to Bank of America.</li> </ul>



## Center for Leadership and Transformation Team Status Overview

CLT Team Focus	Element of County Executive's Vision	Outcome from CLT Teams	Primary Benefit to Date
Controller-Treasurer	Customer Focus, Performance Measurement and Results, Employee Empowerment and Engagement, Reduce Cost of Service.	<b>Accurate Collaborative Timekeeping.</b> This project is to reduce workload related to payroll adjustments, the equivalent of 1 FTE. There are 500 adjustments each pay period, on average. Plans in the future include training and FAQs, along with consistent pay practice policies and procedures.	<ul style="list-style-type: none"> <li>◆ Conducted survey and received a 61% response rate.</li> <li>◆ Conducting quarterly user group meetings to provide direction and promote best practices.</li> </ul>
Local Alternative Placement of Juveniles (Probation)	Customer Focus, Reduce Cost of Service, Employee Empowerment, Performance Measurement and Results	Program is a cross-boundary collaboration with CBO partners and the Social Services Agency to reduce the out-of-County placement of juveniles. The success of this program in Probation has assisted the Department to examine how similar changes can take place in other Probation programs.	<ul style="list-style-type: none"> <li>◆ Over the course of 12 months, the team was able to reduce the use of out of County placements from 78% to 26%. 74% of placements are now in homes or in the County</li> <li>◆ General Fund savings were approximately \$153,000, with \$188,000 in total savings</li> <li>◆ Reduced use of health and hospital and social services for juveniles.</li> </ul>
Dept. of Revenue	Customer Focus, Reduce Cost of Services, Performance Measurement and Results	DOR Paperless Project. Efforts are underway to move office files from paper to paperless. System improvements are expected to result in future revenue increases; when improvements are made it will be easier to focus collection efforts on those accounts with the highest probability of collection.	<ul style="list-style-type: none"> <li>◆ Document types sorted into categories</li> <li>◆ Staff has immediate access to electronic documents for efficient service to the public</li> <li>◆ Savings of time not having to call around and request information</li> <li>◆ User guides have been developed.</li> </ul>
Re-entry Network Transformation Team	Customer Focus, Performance Measurement and Results, Employee Empowerment, Use of Latent Talent and Resources	This team has provided the primary staff work in conjunction with the Re-entry Network to create a re-entry program among County departments and the community.	<ul style="list-style-type: none"> <li>◆ The CAIS risk assessment tool will be used by DOC</li> <li>◆ The Re-entry Resource Center is operational</li> <li>◆ ISD is leading the effort to develop a data warehouse</li> <li>◆ The FY 2013 budget will include recommendations for additional resources using AB 109 funds, including for a Re-Entry Unit.</li> </ul>
Controller Treasurer	Customer Focus, Performance Measurement and Results, Reduce Cost of Service	<b>Finance Agency Smart Transition (FAST).</b> Determine how to best provide accounting services to small and mid-sized departments. First, the team identified vendors common to all Finance Agency Departments, and selected Ricoh copiers as the first consolidation. Continue consolidating the processing of other Finance Agency common vendor invoices. Complete Clerk Recorder's Office study on improving accounting services.	<ul style="list-style-type: none"> <li>◆ Identified \$75,000 of copier credit memos that needed to be taken</li> <li>◆ Developed a procedure for processing the invoices centrally and in March, processed all Finance Agency Department copier invoices, and established a general e-mail address for centrally receiving electronic copies of invoices.</li> </ul>
Admissions to TCNU	Customer Focus, Performance Measurement and Results, Reduce the Cost of Service	This project aimed to provide sustainable bed availability/reduce overcrowding in the Transitional Care Neurosurgery Unit.	<ul style="list-style-type: none"> <li>◆ This team developed a process to better track how patients were assigned to this unit.</li> </ul>

## Center for Leadership and Transformation Team Status Overview

CLT Team Focus	Element of County Executive's Vision	Outcome from CLT Teams	Primary Benefit to Date
Tax Collector	Customer Focus, Employee Empowerment	<b>Building and Expanding Service Tools (BEST) Team.</b>	<ul style="list-style-type: none"> <li>◆ Service lobby has been reconfigured and re-signed for easier customer flow and understanding</li> <li>◆ Duty desks have been designated</li> <li>◆ Customer queue in phone system will be streamlined to reduce wait times</li> <li>◆ Online inquiry process is being streamlined.</li> </ul>
Tax Collector	Customer Focus, Employee Empowerment, Performance Measurement and Results	<b>Crossing Boundaries.</b> Improve on manual processing of negative supplemental refunds and data sharing between the Office of the Assessor and the Tax Collector's Office.	<ul style="list-style-type: none"> <li>◆ 63% improvement in the backlog of 28,083 supplemental negative roll corrections; down to 10,417.</li> <li>◆ Working on translation of 400 ownership codes and future interface between Tax and Assessor to automate the process.</li> </ul>
Billing Initiative Team	Increase Revenue, Reduce (net) Cost of Services	Team focus was to create charge entry improvements that would increase revenue for VMC. The majority of evaluations at the Center for Child Protection in Pediatrics (CCPP) Department are authorized by and paid by law enforcement or child protective services. Evaluations on patients not referred by law enforcement or child protective services were provided for free. The team working on Advanced Practice Nursing-related services has encountered obstacles regarding accurate record keeping originating from charge entry through accounts receivable. This process has been further hampered by turnover in personnel, but they continue to work on problem solving in this area.	<ul style="list-style-type: none"> <li>◆ In the last three or four months, the CCPP is able to bill insurance for cases not authorized by law enforcement or child protective services</li> <li>◆ Advanced Practice Nurses and one Neonatologist are continuing to pursue improvements in the billing cycle for the Neonatal Intensive Care Unit</li> <li>◆ Radiology is now billing for services provided by Advanced Practice Nurses.</li> </ul>
Human Resources	Internal customer focus, Employee Empowerment, Process improvement and Results	Four teams with members from the Employee Services Agency as well as a numerous operating departments have <i>recently kicked off</i> the following projects: <ul style="list-style-type: none"> <li>◆ Demystifying the Merit System Rules</li> <li>◆ Reviewing and Updating Job Specifications</li> <li>◆ Realizing a successful probationary period for employees and managers</li> <li>◆ Transforming the Hiring Process, with SSA as a pilot effort</li> </ul>	<ul style="list-style-type: none"> <li>◆ FAQ sheet for managers being field tested now</li> <li>◆ sccLearn collaborating on a course for hiring managers - in development</li> <li>◆ An estimated 350 job specs will be reviewed in a period of 18 months</li> <li>◆ Training for new supervisors will include specific material on coaching and mentoring new employees.</li> </ul>
Project Portfolio Management / Governance	Internal Customer Focus, Reduce Cost of Service, Create Efficiencies	Focus is to create Countywide IT project oversight, as well as a process, structure and funding mechanism going forward for ongoing IT project review and management.	<ul style="list-style-type: none"> <li>◆ Business Information Technology Steering (BITS) Committee has been established</li> <li>◆ Governance structure is in development</li> <li>◆ Resources were added as part of the FY 2012 Mid-year budget to staff the oversight efforts</li> <li>◆ A new procedure was developed for the FY 2013 IT budget request process which is currently being put to the test.</li> </ul>



## Center for Leadership and Transformation Team Status Overview

CLT Team Focus	Element of County Executive's Vision	Outcome from CLT Teams	Primary Benefit to Date
Countywide IT Integration (Fix IT)	Internal Customer Focus, Reduce Cost of Services, Consolidate Where Needed	This team focused on how information technology Countywide might be redesigned. Team recommendations included a) inventory of current infrastructure, b) service design for the County and c) a transition plan and implementation.	<ul style="list-style-type: none"> <li>◆ An inventory of the current infrastructure contributed to the ability to identify critical infrastructure needs for the FY 2013 budget</li> <li>◆ Cross-boundary Integrated Workplace Management Software project is in process</li> <li>◆ Team members participating in numerous cross-boundary IT projects.</li> </ul>
Service Agreements and Contracts	Internal Customer Focus, Reduce Cost of Service, Performance Measurement and Results	This team focused on procurement processes and recommendations to create clear governance and streamlined procedures.	<ul style="list-style-type: none"> <li>◆ Leveraging efforts of the SCVHHS pilot procurement team (POST) are continuing</li> <li>◆ Responsibility for the governance and policy document recommendations has been transferred to a cross-boundary team</li> <li>◆ Board Policy 5 has been revised and Administrative Guidelines are the next step.</li> </ul>
I am VINCE: Valued, Inspired, Needed, Creative, Encouraged.	Mid-Manager Empowerment and Engagement, Employee Empowerment	Inconsistent executive support reduced momentum. Other recommendations which remain to be implemented are a mentorship program, add value to the performance appraisal process, promote and encourage simple, informal recognition practices in departments.	<ul style="list-style-type: none"> <li>◆ New Employee Excellence Award</li> <li>◆ New Service Award Offerings</li> <li>◆ New course offerings and "certificates" offered by Employee Development</li> <li>◆ Employee Development is working on Management Academy courses at this time.</li> </ul>
Rapid Action Force (RAF)	Employee Empowerment and Engagement, Use of Latent Talent and Resources.	The idea that employees would propose team efforts to work on solving specific County problems was very useful, but the press of daily work prevented efforts from germinating.	<ul style="list-style-type: none"> <li>◆ The ideas from the RAF have been used as part of beginning the Re-Entry CLT team</li> <li>◆ Has served as the starting point for a feedback mechanism for future CLT teams.</li> </ul>
Wellness Warriors	"Total Workplace Wellness."	This team effort was cross-boundary "before it was cool," and departments were unable to support it in a coordinated manner. Valley Health Plan desires to take the lead on future wellness efforts and has requested additional resources in the FY 2013 budget to support the effort.	<ul style="list-style-type: none"> <li>◆ Team incorporated wellness activities into the June 2011 Festival in the Park "Where Wellness Meets Fun"</li> <li>◆ Posted flyers and posters around the County</li> <li>◆ Future plans require extensive data analysis to evaluate current benchmarks of health status and develop ongoing measurable milestones in the implementation and promotion of a culture of wellness among employees in the County.</li> </ul>
Patient Population	Performance Measurement, Customer Service	Initiative to create a data warehouse for collecting patient data.	<ul style="list-style-type: none"> <li>◆ ISD and SCVMC staff are currently working on this initiative in conjunction with the Core System replacement and EPIC.</li> </ul>



## Center for Leadership and Transformation Team Status Overview

CLT Team Focus	Element of County Executive's Vision	Outcome from CLT Teams	Primary Benefit to Date
Controller Treasurer	Reduce Cost of Service	<b>SCVMC Sales Tax Revenue.</b> Team recommendation that the County recoup sales tax related to purchases at SCVMC which have been attributed to the City or the State, rather than the County. Procedures need to be put in place to recoup the tax, and this is a cross-boundary effort between SCVMC Facilities, Finance, and the Controller's Office.	<ul style="list-style-type: none"> <li>◆ Ongoing revenue estimated at \$185,000</li> <li>◆ \$1,000,000 in one-time revenue.</li> </ul>
Streamline Small Dollar Purchases	Performance Measures and Results	Enhance off-contract County purchasing methods and streamline direct-pay coding. Specifically, a new purchase type (field purchase order) was created for small dollar purchases and the P-Card Policy was revised to provide additional clarity on the policy and permitting the use of P-Cards for services provided by California contractors. Some departments have started approaching Procurement with contracting opportunities because of the increased visibility of their field purchase order transactions. These changes facilitate analysis for contracting opportunities, increasing department purchasing flexibility and ensuring that internal controls are in place to manage the inherent risk of purchasing activities. It will take some more time to accumulate enough purchase history to see useful purchasing patterns.	<ul style="list-style-type: none"> <li>◆ FY 2012 budgeted revenue of \$5,000 is projected at \$7,454, as the number of rebates has increased</li> <li>◆ Created an itemized purchase history for visibility of individual department spending off-contract, in order to drive spending toward the contract.</li> </ul>
21 <sup>st</sup> Century Learning Team; LEDR (Leaders of the Employee Development Revolution); EPEA	Customer Focus, Reduce the Cost of Services, Create Efficiencies, Employee Engagement, Consolidation where needed.	Each of these teams envisioned e-learning of various kinds to allow for more efficient training, reduced costs and productivity savings. sccLearn reduces manual processes for training administration, reduces cost, and engages employees in more strategic work. sccLearn is empowering employees to take charge of their careers by easily researching classes available for career enhancement, and allowing them to use online learning in a self-paced manner. More ambitious projects such as Agency wide e-learning modules (performance appraisal process, hiring at the County) and tailored training for departments based on knowledge, skills and abilities (KSAs) will be provided as resources allow.	<ul style="list-style-type: none"> <li>◆ sccLearn's e-learning project is active, and has kicked off in March 2011</li> <li>◆ Pilot phase will be expanded as resources allow</li> <li>◆ Initial foci are driver's safety training and sexual harassment prevention</li> <li>◆ Resulting savings will be measured in: <ul style="list-style-type: none"> <li>◆ Person hours spent attending long training sessions</li> <li>◆ Administrative hours spent on a variety of manual tracking systems</li> <li>◆ Riverside County was able to document \$288,000 annual savings in travel expenses related to e-learning</li> <li>◆ Future will expand e-learning to webinar (live online) training as well.</li> </ul> </li> </ul>
EPEA	Reduce the Cost of Services	<p>Recommendations include:</p> <ul style="list-style-type: none"> <li>◆ Fill out and process forms online</li> <li>◆ Centralize information for employees in one place on the employee portal</li> <li>◆ Create an e-learning module.</li> </ul> <p>Recommendations are partially dependent on the SaaS project and the Common Directory, which is in progress.</p>	<ul style="list-style-type: none"> <li>◆ Recommendations for E-pay have been implemented by ISD, saving 10,080 pounds of paper/year, or approximately \$40,000. Indirect savings include reduced water, greenhouse gas emissions, and forest preservation.<sup>a</sup></li> <li>◆ sccLearn e-learning module has been launched.</li> </ul>



## Center for Leadership and Transformation Team Status Overview

CLT Team Focus	Element of County Executive's Vision	Outcome from CLT Teams	Primary Benefit to Date
Financial Clearance & Compliance Team	Performance Measurement and Results, Reduced Cost of Service	Recommendations are related to improved access to health care, patient education, standard workflows, and increased revenues due to staff working with patients in advance of elective appointments to capture available MediCal reimbursements and required patient payments. There is potential here to recoup over \$10 million annually in unreimbursed cost. Leadership transitions in both SCVMC IT and Finance have caused some delays for this team, but since leadership has stabilized, efforts are progressing.	<ul style="list-style-type: none"> <li>◆ Processes and workflows are being assessed and revised</li> <li>◆ IT Infrastructure development will roll out over time, beginning this year, &amp; through the next several years. The Core Health Information System will be an integral part of the improvements in this area.</li> </ul>
Maximizing our Resources Effectively (MORE)	Use of Latent Resources, specifically facilities	The original idea to maximize the best use of available County properties was not sponsored by any particular department.	<ul style="list-style-type: none"> <li>◆ Options are being developed for community gardens in the County. This effort is ongoing, and is cross-boundary between AEM, Public Health, the County Executive's Office, and others outside the County.</li> </ul>
Extra Help	Use of Latent Talent, Reduce Cost of Services	The original idea was to examine whether the work experience of extra help personnel could be used to assist those employees in becoming permanent, reducing the churn of hiring extra help employees when permanent employees are unavailable. Team efforts provided a basis for ESA to modify the personnel process allowing for a pilot program to be implemented. However, the nature and extent to which processes could be changed were limited, causing the number of those who benefited from the changes in the hiring process, to date, to be relatively small and not far reaching. The logic behind the changes that were made as a result of the teams' analysis is sound and if given time for a cumulative effect to develop, it is likely that a material benefit to the County will be realized.	<ul style="list-style-type: none"> <li>◆ A pilot program related to extra help hiring for 10 specific classes was included in the FY 2012 – 2013 bargaining unit contracts</li> <li>◆ Upon completion of the pilot (and no later than December 2011) ten additional classifications will be added to the pilot. The Union and the County shall mutually agree upon classifications to be added.</li> </ul>

- a. 31,363 square feet of forest preserved; 2,052 trees planted and grown for 10 years, 96,139 gallons of wastewater discharge prevented, 176,208 lbs. of greenhouse gas avoided.

### Elements of County Executive Jeffrey V. Smith's Vision

Customer Focus

Performance Measurement and Results

Mid-Manager Empowerment and Engagement

Use of Latent Talent and Resources

Reduce the Cost of Services

Consolidation where Needed

Build Bench Strength

# Public Safety Realignment Program – AB 109

## Executive Summary

In an effort to reduce the number of offenders incarcerated in the California prison system and assist in alleviating the State's financial crisis, the Public Safety Realignment Act (AB 109) was signed into law on April 4, 2011. Subsequently, on June 30, 2011, AB 117 was signed by Governor Brown, further outlining the provisions of Realignment. This Act shifts the responsibility for inmates convicted of non-serious, non-violent, non-sex offenses to local jurisdictions by requiring them to serve their sentence in local jails rather than in State prisons, pursuant to the newly added Penal Code §1170(h). All inmates serving local sentences will now come under the post-release supervision of local agencies, Post Release Community Supervision (PRCS) offenders. Additionally, this legislation changes the sentencing laws to keep these offenders from being committed to State prison.

## Community Corrections Partnership (CCP) Outcome Measures

On September 27, 2011 the Board of Supervisors approved the 2011 Public Safety Realignment Implementation Plan as recommended by the CCP, to include the following key outcome measures:

- Increase the use of community sanctions and programs (both for lower level felons, parole violators, and community supervision clients).
- Increase the connections and coordination between offenders and potentially helpful people and services in the community. This includes family, educators, potential employers, and faith-based agencies.
- Develop an efficient system that strengthens cross agency coordination and use of services.
- Increased outcomes as it pertains to housing, sobriety, and employment.
- Reduce offender recidivism rates.
- Reduce prison commitments from the County, thus reducing the overall prison population.
- Reduce racial and ethnic disparities in key decisions across the criminal justice system.

## Profile of PRCS and Mandatory Supervision

Since Realignment began in October 2011, Santa Clara County has received approximately 655 PRCS offenders and 47 §1170(h) Mandatory Supervision offenders. There is an estimated 51.4% Hispanic, 26.4% White, and 11.7% Black. Almost 40% are between 25 - 34 in age and 20.5% are older than 45, and the majority are males at 93.3%. This population includes only 12.8% that are considered transient.

Initial projections by the California Department of Corrections and Rehabilitation (CDCR) indicated that the County would expect 1,067 offenders, however, revised projections indicate that by the end of the first year of implementation Probation will realize approximately 1,260 PRCS and 1170(h) offenders. Table 1 provides information as to the number of offenders projected to be released to Santa Clara County compared to the actual numbers released as of March 31, 2012. Although, the number of PRCS Releases is decreasing, the number of 1170(h) Mandatory Supervision offenders will increase over time. Of the 655 total PRCS offenders processed at Probation, approximately 246 were assessed by the new risk/needs assessment tool that was started on December 12, 2011 after all staff were trained using the tool.

**Table 1: CDCR Projected PRCS Releases vs. Actuals**

Month	Projected	Actual
October 2011	106	119
November 2011	125	136
December 2011	122	143
January 2012	118	100
February 2012	93	83
March 2012	77	74
<b>Total</b>	<b>641</b>	<b>655</b>

## Impact on Jail Population

On September 30, 2011, (one day prior to the commencement of Realignment), the Daily Jail Population total was approximately 3,429. And, on March 31, 2012, the Daily Jail Population total was approximately 3,594. Of the 3,594 total, approximately 227 were sentenced as a result of 1170(h). Table 2 provides the monthly average of individuals who were sentenced as a result of 1170(h), since the commencement of Realignment.

**Table 2: Monthly Average of 1170(h) Inmates**

Month	Average # of 1170(h) Inmates
October 2011	47
November 2011	87
December 2011	122
January 2012	155
February 2012	190
March 2012	220
Partial April 2012	225

The Daily Jail Population statistics show a steady increase in the number of 1170(h) inmates and this number is anticipated to significantly increase.

### Impact on Treatment Referrals of PRCS Offenders

The Mental Health Department, in collaboration with Probation, Custody Health, the Department of Alcohol and Drug Services, and Social Services Agency, established the Re-Entry Multi-Agency Project (Re-Entry MAP) to develop and test a service assessment and delivery model that will coordinate re-entry services. According to the Re-Entry MAP, income/benefits, substance use, and mental health areas were reported to carry the highest levels of need/risk based on an individual's interview risk assessments for 191 PRCS offenders. Table 3 provides information on the referrals made and actual attendance/reporting for the current 655 PRCS offenders.

**Table 3: Treatment Referrals PRCS Offenders**

Type of Service Referral and Actual Enrollment	# Oct. 2011 to March 2012	
		%
Referrals to Mental Health Treatment	40	6%
Enrolled to Mental Health Treatment	36	5%
Referrals to Substance Abuse Treatment	123	19%
Enrolled to Substance Abuse Treatment	89	14%
Referrals to Employment, Vocational, and Educational Services	76	12%
Enrolled to Employment, Vocational and Education Services	47	7%
Valley Health Care II Enrollment (Health Insurance)	47	7%

This data is currently being compiled and will be analyzed more thoroughly by the CCP's Data and Evaluation Working Group. Other data sources will include information from the community based organizations providing specific services.

## Evidence-Based Supervision and Services and County Strategy

**Probation Supervision:** Probation is responsible for using evidence-based correctional sanctions and programming, encompassing a range of custodial and non-custodial responses to criminal or non-compliant behavior. **County Strategy:** Create High Risk Offender Units that provide intensive supervision to offenders at a ratio of 30:1, serve the PRCS population and the non-serious, non-violent and non-high risk sex offenders sentenced to County Jail with a term of mandatory supervision, and to work collaboratively with Re-Entry MAP to conduct packet reviews, prison pre-release visits, and 4-6 month and 12 month screenings.

**Custodial Supervision and Direct Inmate Services:** California State Penal Code 1170(h) compels the Department of Correction (DOC) to incarcerate certain types of felons in our County jail facilities. These inmates now serve their sentences in jail and are no longer sent to State prisons. This increase in inmate population will continue to expand the number of medium and maximum security inmate beds needed at the Main Jail. Since October 2011, the Main Jail is gaining an average of ten (10) high-medium to maximum security AB 109 inmates each month. **County Strategy:** Provide access to effective programs and services and adequate out-of-cell time. Increase participation in the Food Service Inmate Vocational Program, the Operations/Industries Inmate Vocational Training Program, and the Minimum Camp Inmate Grounds Crew (vocational landscaping).

**Custodial Alternatives and Programs:** The DOC must utilize population management tools, designed to address jail overcrowding issues, such as the release of pre-sentenced inmates on electronic monitoring, the Supervised Own Recognizance Program, home confinement and day reporting programs. **County Strategy:** Work in collaboration with the Court to support the participation in the Public Service Program and Weekend Work Program. Utilize the DOC's Custodial Alternative Supervision Unit (CASU) for early release programs, various work and education programs, the Re-Entry Correctional Program Phase II and the Day Reporting Center. Continue to utilize Rehabilitation Officers to develop and implement effective transition plans for suitable participants.

**Re-Entry Programming:** Establishing effective Re-entry initiatives targeting inmate rehabilitation and preparation for re-entry to the community and assisting those who have returned from custody, by providing programs and services, to become productive law-abiding citizens is critical. **County Strategy:** Establish a Re-Entry Resource Center as a centralized service and assessment center emphasizing multi-disciplinary service coordination such as the MAP Project, service referral to community-based support, and collaborative case management, utilizing Peer Support Workers. Provide alternatives to incarceration through various programs offered by the DOC. Include Community Based Organizations (CBOs) to provide more direct services and programs at the Center.

**Health Services:** To date, AB 109 client assessments for populations released from State prison and those housed in County jail facilities, reveal that approximately 60% suffer from acute and/or chronic medical health issues, approximately two-thirds suffer from substance abuse, and one-third suffer from mental health illnesses. **County Strategy:** Expand medical personnel to meet increasing medical and dental care needs and provide direct primary care services at the Center. Expand and change service level of mental health and substance abuse services to treat mental both. Treatment provided in an integrated setting is expected to lower preventable hospitalizations, reduce recidivism, and may help clients develop better coping skills. Integrate this population in the evolving new health care system and enroll in the County's health care program.

**Community-Based Treatment:** Investments made in more balanced, community-based treatment programs that employ evidence based principles are crucial to success. To date, the County has executed various contracts with multiple community-based service providers to target high risk clients; however, current experience indicates that expansion of services is required to meet housing, vocational/educational, employment and substance abuse treatment needs. **County Strategy:** Expand existing contracts for vocational/educational, employment, and cognitive behavior treatment support services and significantly increase the number of outpatient, residential treatment, and transitional housing units. Redirect under utilized contract services to fund Mental Health full service partnerships, faith based re-entry efforts, and day socialization services.

**Program Administration, Evaluation and Training:** Ongoing measurement of outcomes and coordinated program administration is fundamental to effective community corrections management. Outcome reporting and ongoing evaluation are necessary for stakeholders to understand whether or not intended impacts are being achieved, and if not, what needs to change. **County Strategy:** Increase administrative capacity to oversee the Re-Entry Resource Center planning process, coordinate responses to various internal and external stakeholders; provide outcome reports, analyze data. Promote the implementation and long term sustainability of data collection and analysis, track outcomes, and determine the effectiveness of policies, programs and practices in effecting offender behavior change, reducing recidivism and enhancing public safety.

**Data Collection and Sharing:** Identifying business and operational processes and performing workflow analyses will highlight critical data/information needs which is critical. **County Strategy:** Implement a Data Collection and Sharing Project (Charter Project), developed and led by ISD, to enable collection and data sharing between and among County and other agencies, with the end goal of establishing a multi-jurisdictional and comprehensive data warehouse whereby all needed data/information will be accessible to assist and improve direct services to AB 109 clients.

## Current and Emerging Issues

**Office of the Public Defender and Office of the District Attorney:** Both Offices will receive FY 2013 State Realignment funding allocations once the State determines the exact formula. These will be specific to assist the offices with handling and processing of PRCS revocation hearings. It should be noted that PRCS revocations have also increased, most significantly in the last three months. Staff resources may need to be analyzed to determine whether adequate revocation hearing caseloads are being maintained.

**Constitutional Protection Initiative:** According to the State's revenue estimates, counties should anticipate \$842.9 million to implement Realignment in FY 2013. It is estimated that the County will receive between \$24 million and \$26 million based on preliminary formulas. The Governor's initiative to protect the revenues that fund the Realignment Program is currently gathering signatures to get on the November 2012 ballot.

## Summary of Departmental Ongoing Allocations for FY 2012 (Initial) and FY 2012-2013 (Total)

Department	FY 2012 Amount	Department	FY 2012-2013 Amount
Administration BU107	\$0	Administration BU107	\$934,448
County Counsel BU120	\$0	County Counsel BU120	\$128,000
Information Services BU145	\$0	Information Services BU145	\$345,592
Facilities & Fleet BU263	\$0	Facilities & Fleet BU263	\$658,214
Procurement BU118	\$0	Procurement BU118	\$50,000
Criminal Justice System (Reserve) BU217	\$0	Criminal Justice System (Reserve) BU217	\$1,000,000
District Attorney BU202	\$296,808	District Attorney BU202	\$296,808
Public Defender BU204	\$296,808	Public Defender BU204	\$296,808
Sheriff BU230	\$105,516	Sheriff BU230	\$105,516
Sheriff's DOC Contract BU235	\$1,857,996	Sheriff's DOC Contract BU235	\$6,460,091
Department of Correction BU240	\$834,263	Department of Correction BU240	\$1,698,748
Probation BU246	\$4,572,635	Probation BU246	\$6,843,017
Mental Health BU412	\$2,000,000	Mental Health BU412	\$2,000,000
Custody Health BU414	\$968,029	Custody Health BU414	\$2,042,893
Alcohol & Drug Services BU417	\$1,333,333	Alcohol & Drug Services BU417	\$349,995
Social Services Agency BU501	\$0	Social Services Agency BU501	\$200,528
<b>TOTAL</b>	<b>\$12,265,388</b>	<b>TOTAL</b>	<b>\$26,421,658</b>

## Summary of FY 2013 Recommendations

Program Areas	Highlights and Impacts	Funding Allocation
Probation Supervision	Increase Probation staff in the High Risk Offender Unit and allocate funds for equipment to support the new and existing Deputy Probation Officers.	\$1,790,354
Custodial Supervision & Direct Inmate Services	Increase Main Jail staff in Classification and Inmate Escort; Increase Elmwood staff for Perimeter Security, Kitchen, Visiting, Minimum Camp, and Industries.	\$3,967,936
Custodial Alternatives & Programs	Increase Elmwood staff for M8 Programming Housing, for Men's and Women's Re-Entry Corrections Programs, and Rehabilitation Officer positions for general programs.	\$1,239,080
Re-Entry Center & Related Programs	Add Center Coordinator and support staff; Allocate funds for Center utilities and building maintenance; for drug testing and bus passes; and to support Center programs. Add Eligibility Worker and staff to perform basic eligibility determination. Add Peer Support Workers.	\$1,807,782
Health Services	Add medical personnel to expand medical and dental care services and redirect existing allocation to add staff for mental health and substance abuse counseling services and integrate services between health agencies and Santa Clara Valley Medical Center.	\$1,044,864
Community-Based Treatment	Increase funding for vocational/educational, employment, and cognitive behavioral treatment support services; and expand outpatient slots, residential treatment, detoxification needs, and transitional housing units. Additionally, redirect under utilized contract services funding for mental health full service partnerships, faith based re-entry resource centers, and day socialization services.	\$2,316,662
Program Administration & Evaluation	Allocate funds in support of Program Administration and for establishment of comprehensive Evaluation and Assessment Process.	\$455,000
Program Data Collection & Sharing	Increase Information Services Department IS/IT staff and allocate funds to support the Countywide Charter Project.	\$356,592
Legal Services & other Support	Allocate funds for anticipated legal counsel/advice and for service agreement procurement support.	\$178,000
Reserve	Allocate funds for unanticipated program needs.	\$1,000,000
	<b>TOTAL</b>	<b>\$14,156,270</b>



# One-Time General Fund Resources and Recommended Allocations

## Overview

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

The County has a history of relying on one-time funds to support ongoing programs during periods of economic downturn, in order to reduce the level of service reductions which would otherwise be required to balance the budget. For the second year in a row, the FY 2013 Recommended Budget uses no one-time funds to support ongoing programs.

## Sources of One-time Funds

**General Fund Balance:** The estimated fund balance available at the end of FY 2012, for use in FY 2013, is \$123,000,000, much of which comes from unspent Contingency Reserve funds. The projected unspent reserve assumes as much as \$1 million will be drawn from the reserve at year-end for costs associated with the June 2012 election. This is a conservative assumption and an updated projection will be available at the June Budget Hearing.

Fund balance from departmental operations is projected at \$33.2 million, which is an improvement from the \$24 million projection provided to the Board at the Mid-Year Budget Review. The improvement is a result of more positive revenue projections and projected savings from unspent reserves that were increased by the Board at Mid-Year.

**One-time Revenues:** The Recommended Budget includes \$31.3 million in one-time revenues, \$20 million of which comes from projected bond revenues to support General Fund technology needs. An additional \$70 million in bond proceeds are expected to be available to support the new Core Health Information System replacement project, commonly referred to as Epic, in the Health & Hospital System. Those revenues are recognized in the SCVMC Enterprise Fund.

A second major source of one-time funds is \$10.5 million in revenue anticipated as a result of the sale of the Children’s Shelter property.

## FY 2013 One-time Resources

Source	Amount
<b>FY 2012 General Fund Balance</b>	
Unspent Contingency Reserve	\$89,826,400
Fund Balance from Departmental Operations	\$33,173,600
<b>Estimated FY 2012 General Fund Balance</b>	<b>\$123,000,000</b>
<b>One-time Revenue</b>	
Bond Proceeds for General Fund Projects	\$20,000,000
Sale of Children’s Shelter Property	\$10,480,000
Federal Reimbursement of General Fund Contribution to DCSS for Moving Costs	\$354,949
AB 109 Funding for One-time Needs	\$443,250
<b>Total One-time Revenue</b>	<b>\$31,278,199</b>
<b>Total One-time Resources</b>	<b>\$154,278,199</b>

## Uses of One-time Funds

The following table reflects the FY 2013 recommended allocation of one-time resources. Each allocation is discussed in more detail in the County Executive’s Recommendation section of each departmental budget.

## FY 2013 Allocation of One-time Resources

Use of One-time Resources	Amount
Contingency Reserve	\$96,650,000
FY 2013 Capital Program	\$13,750,000
Repayment of Loan from Retiree Health Trust Fund for Downtown Medical Center	\$11,353,965
Technology Projects - Bond Qualified General Fund projects	\$20,000,000
Technology Projects - Additional General Fund projects	\$3,624,808
Reserve for Cash	\$2,900,000
AB 109 One-time Needs	\$443,250
Receiving Assessment Intake Center (RAIC) Replacement	\$3,500,000
DCSS Relocation Costs	\$537,802
Executive Training	\$75,000
Registrar of Voters Election Costs	\$154,000
Registrar of Voters Outreach	\$400,000
DA Crime Lab Evidence Services	\$163,000
Public Defender File Management	\$150,000
Other Miscellaneous	\$576,374
<b>Total Allocation of One-time Resources</b>	<b>\$154,278,199</b>







## Overview of General Fund Revenue Trends

### Overview

General Fund revenues are projected to total \$2,105,938,725 in FY 2013, compared to \$2,008,273,090 in the FY 2012 Approved Budget; an **increase** of \$97,665,635 or 4.9%.

Major year-over-year increases are attributable to an increase in tax revenue, AB 109 revenue, and one-time revenue associated with the anticipation of a bond issuance for funds to support technology improvements, as well as expected proceeds from the sale of the Children's Shelter.

**Table 1: Comparison Revenues from FY 2012 Approved to FY 2013 Recommended**

Revenue Category	FY 2012 Approved	FY 2013 Recommended	\$ Change	% Change
Taxes - Current Property	\$612,100,000	\$640,300,000	\$28,200,000	4.6%
Taxes - Other Than Current Property	\$46,835,914	\$52,754,550	\$5,918,636	12.6%
Licenses, Permits, Franchises	\$8,767,712	\$8,797,342	\$29,630	0.3%
Fines, Forfeitures, Penalties	\$16,835,140	\$16,296,635	(\$538,505)	-3.2%
Revenue From Use of Money/Property	\$3,514,679	\$3,307,679	(\$207,000)	-5.9%
Aid From Govt Agencies-State	\$614,335,332	\$583,592,413	(\$30,742,919)	-5.0%
Aid From Govt Agencies-Federal	\$398,637,906	\$400,049,748	\$1,411,842	0.4%
Revenue From Other Government Agencies	\$7,013,997	\$20,094,860	\$13,080,863	186.5%
Charges For Services	\$142,153,487	\$100,527,964	(\$41,625,523)	-29.3%
Other Financing Sources	\$158,078,922	\$280,217,533	\$122,138,611	77.3%
<b>Total Revenues</b>	<b>\$2,008,273,090</b>	<b>\$2,105,938,725</b>	<b>\$97,665,635</b>	<b>4.9%</b>

### Major Sources of General Fund Revenue

General Fund revenues continue to be derived from the three major sources: Property Tax, State revenue and Federal revenue.

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

Revenue Source	FY 2013 Amount <sup>a</sup>	% of Total
Taxes - Current Property	\$640.3	30.4%
Aid From Govt Agencies-State	\$583.6	27.7%
Aid From Govt Agencies-Federal	\$400.0	19.0%
Other Financing Sources	\$280.2	13.3%
Charges For Services	\$100.5	4.8%
Taxes - Other Than Current Property	\$52.7	2.5%
Revenue From Other Government Agencies	\$20.1	1.0%
Fines, Forfeitures, Penalties	\$16.3	0.8%
Licenses, Permits, Franchises	\$8.8	0.4%
Revenue From Use Of Money/Property	\$3.3	0.2%
<b>Total Revenues</b>	<b>\$2,105.9</b>	<b>100.0%</b>

a. \$ millions

The category "Other Financing Sources" has grown significantly; growth that is primarily explained by two factors:

- Monies formerly categorized as State revenue or revenue from Charges for Services have been shifted to Other Financing Sources as a result of the accounting changes required by Public Safety Realignment (AB 118)
- New revenue associated with AB 109 is accounted for in Other Financing Sources

In both instances monies from the State are now received by the County and deposited into restricted funds. The transfer of these monies to the General Fund is recognized as revenue in Other Financing Sources.

This peculiarity of County financial reporting distorts the reported level of State revenue, as the original source of revenue for both AB 109 and AB 118 is, in fact, the State.

The Office of Budget & Analysis will work with the Controller-Treasurer in FY 2013 to develop options for management reporting of revenues that remove this artifact of the accounting process.

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

### **Current Property Tax**

Property Tax is expected to contribute over \$640 million of the total General Fund revenue, up 4.6% from the amount budgeted in FY 2012. The total year over year increase in budgeted revenue is \$28.2 million, of which \$3.4 million is the expected result of a concerted effort by the Assessor and the Tax Collector to eliminate the backlog in appraisals. New staff resources are recommended for both offices for this effort.

For FY 2013, the Administration is projecting an increase in the secured roll of 2.5%. The property tax projection reflects improved performance of the real estate market, after two years of negative growth in FY 2010 and FY 2011 and modest growth of 1.5% in FY 2012. The FY 2007 assessed value (AV) growth rate was 8.25%, and it has declined precipitously since. Residential real estate growth is positive, and commercial real estate growth is projected to see a slight upturn for the second year in a row. Specific figures for commercial values are not available until later in the spring, and the Administration will monitor this account accordingly.

### **State Revenue**

State revenue contributes \$583.6 million of the total General Fund revenue, or \$30.7 million less than was budgeted for FY 2012. However, as noted above, a significant portion of this reduction is simply a shift in revenue that is received directly from the State to "Other Financing Sources" where the State revenue is recognized in the General Fund as a transfer from a restricted fund.

This revenue shift accounts for a \$63.4 million reduction in the State revenue category, offset by increases in Public Safety Sales Tax (\$10.8 million), State revenue for In-Home Supportive Services (\$10.9 million), and a number of smaller increases in various departments.

State revenues are a large source of non-discretionary revenue which funds health and social service programs. Medi-Cal, child welfare, CalWORKs, Foster

Care, Short-Doyle revenues, and SB 90 mandate reimbursement revenues are among the key reimbursement sources which are budgeted in this category.

### **Federal Aid**

Federal Aid accounts for \$400 million of the General Fund revenue, and remains relatively flat at just \$1.4 million more than in FY 2012. The large majority of Federal revenues are budgeted in the Social Services Agency, In-Home Supportive Services, Probation and the Health & Hospital System. Changes in Federal legislation in any of these policy areas carries the risk of an impact on County revenues. The most evident risk in FY 2013 is the implementation of Federal sequestration.

### **Federal Sequestration**

The Deficit Reduction "Super Committee" failed to reach agreement on a plan to cut \$1.5 trillion from the Federal budget. Based on an agreement made earlier this year in the Budget Control Act, the funds will instead be cut automatically through a process called sequestration, starting in January 2013.

As previously determined in the Budget Control Act, 50% of the cuts will come from defense spending. The remainder of the cuts will come from non-defense spending, both mandatory (entitlement) and discretionary. However, many programs of interest to the County are exempt, or limited in the amount that can be cut. For example, Medicaid spending (which was at high risk under the Super Committee) and the Children's Health Insurance Program (CHIP) are exempt from any spending reductions. Medicare spending is limited to a 2% cut to providers and insurance plans (beneficiaries are exempt from cuts). The CalFresh food stamp program and child nutrition are exempt, but the Supplemental Nutrition Program for Women, Infants and Children (WIC) is not. Social Security and SSI benefits, as well as veterans' benefits, are also exempt.

Because the cuts will not start until calendar year 2013, there is speculation that Congress could revisit this issue. However, absent agreement on an alternative to the cuts, any plan to modify their imposition would require consideration, negotiation, and compromise at the Federal level.

The FY 2013 Recommended Budget does not include revenue adjustments in anticipation of Federal sequestration.

### Other Financing Sources

Other Financing Sources contributes \$280.2 million of the total General Fund revenue, or \$122.1 million more than in FY 2012.

Major revenues reflected in this category are transfers from restricted funds to the General Fund (e.g., Mental Health Services Act funds, AB 109 funds, Property Tax Administration Program funds) and revenue related to the sale or lease of County property.

As discussed earlier, this revenue account has grown considerably as a result of the complicated accounting for receipt of monies under the new Public Safety Realignment (AB 118) as well as monies for the County's new responsibilities under AB 109. The following table summarizes the major changes in this revenue category from FY 2012 to FY 2013.

**Table 3: Major Changes in Other Financing Sources**

Reason for Change	Adjustment		
	CLB	REC	Total
Shift from State revenue (AB118)	\$63.4		\$63.4
Shift from Charges for Services (AB 118)	\$32.4		\$32.4
Annualization of AB 109 Year 1 and New Revenue for AB 109 Year 2	\$13.0	\$14.2	\$27.2
Prior Year One-time Revenue	(\$18.2)		(\$18.2)
Sale of Property (Children's Shelter)		\$10.4	\$10.4
Other Miscellaneous Adjustments	\$6.4	\$0.6	\$7.0
<b>Total Changes in Other Financing Sources</b>	<b>\$96.9</b>	<b>\$25.2</b>	<b>\$122.1</b>

### Charges for Service

Charges for Services contributes \$100.5 million, or \$41.6 million less than in FY 2012. The majority of this reduction (\$32.4 million) is a result of the shift in revenue to Other Financing Sources as noted above. This shift is primarily related to funding for Court Security and for Booking Fees, both of which were previously recorded as Charges for Services. The remaining \$9 million reduction is spread throughout a variety of departments and is a result of various adjustments including the removal of prior year one-time revenue of about \$1 million and the loss of State Prisoner Housing fees previously paid by the State of \$1.5 million.

### Taxes - Other than Current Property Taxes

Taxes other than current property taxes contribute \$52.8 million of the total General Fund revenue, or \$5.9 million more than was budgeted in FY 2012.

Revenue from Penalties and Costs (delinquent tax payments) and Real Property Transfer Tax are responsible for the growth in this area, increasing year over year by \$4.5 million and \$2 million respectively. Delinquent tax payments most often result from foreclosure activity, which, though reduced from previous years, is still a factor in our overall County revenue picture. Real Property Transfer Tax, which results from deed changes, has been flat for a few years. The small increase we project for FY 2013 is an indicator of improvement in the housing market.

### Revenue from the Use of Money

Revenue from the use of money contributes \$3.3 million of the General Fund revenue, or \$207,000 less than budgeted in the FY 2012 approved budget. Earned interest projections are based on both the average daily cash balance in the General Fund, and interest rates. Interest rates and daily cash balances are continuing at low levels as they have in FY 2012. The State pattern of delaying the payment of both health and social services claims for reimbursement also affects interest earnings. Representatives from the Office of the Controller-Treasurer, the County Executive's Office, the Office of Budget & Analysis, the Social Services Agency, Santa Clara Valley Medical Center and members of the Harvey Rose firm meet monthly to discuss the status of the County's cash accounts. This account will continue to require close monitoring in FY 2013.

### Fines, Forfeitures and Penalties

Fines, forfeitures and penalties contribute \$16.3 million of the General Fund revenue, or \$500,000 less than budgeted in FY 2012. The majority of this revenue is attributable to bail and fine revenue in the law enforcement departments. This revenue group has been affected by the struggling economy insofar as the low employment rate affects the inability of individuals to pay fees and fines.

### Licenses, Permits and Franchises

Licenses, permits and franchises contribute \$8.8 million of the General Fund revenue, relatively the same as the budgeted amount for FY 2012. The majority of this revenue is derived from a variety of application and

permit fees, primarily in the Planning and Development Department, the Agriculture and Environmental Management (AEM) Department and the Department of Revenue.

### **Revenue from Other Government Agencies**

Revenue from other government agencies contributes \$20 million, or \$13 million more than budgeted in FY 2012. This category is used to account for payments to the General Fund from outside agencies or to recognize revenues in departments that come from dedicated trust funds. In FY 2012 the majority of the revenue budgeted here was attributable to a one-time transfer of funds from Measure B. In FY 2013 the \$20 million budgeted here represents the expected bond proceeds related to General Fund technology projects. Additional anticipated bond proceeds are budget in the SCVMC Enterprise Fund. Actual bond proceeds will be determined after the bond issuance occurs in July 2012. The Board will be asked to approve specific budget modifications aligning bond revenues and expenses at that time. The revenue budgeted here will likely be re-categorized as revenue in Other Financing Sources as part of those actions.





## 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 \$4.1 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 \$123,000,000 million difference between revenues and expenditures in the General Fund reflects the projected end-of-year balance, which is then reappropriated to fund specific items in the FY 2013 Recommended Budget.

### Countywide Budget Summary (All Funds)

	FY 2011	FY 2012	FY 2013			
	Actual	Approved as of 7/1/2011	Current Level Budget (Base)	Recommended	Inc./ (Dec.)	% Change
<b>Expenditures by Policy Area</b>						
Finance and Government	723,448,302	713,046,393	559,302,668	763,698,542	50,652,149	7.1%
Public Safety and Justice	613,891,231	586,350,349	608,543,896	619,811,636	33,461,287	5.7%
Children, Seniors and Families	709,520,788	677,096,132	688,329,516	690,704,916	13,608,784	2.0%
Santa Clara Valley Health & Hospital System	1,687,884,696	1,764,290,790	1,747,075,319	1,793,465,972	29,175,182	1.7%
Housing, Land Use, Environment & Transportation	242,903,940	263,760,616	241,404,578	279,807,807	16,047,191	6.1%
<b>Total Net Expenditures</b>	<b>3,977,648,957</b>	<b>4,004,544,280</b>	<b>3,844,655,977</b>	<b>4,147,488,873</b>	<b>142,944,593</b>	<b>3.6%</b>
<b>Expenditures by Object</b>						
Salaries And Employee Benefits	2,042,728,228	1,975,964,984	2,018,241,345	2,039,258,925	63,293,941	3.2%
Services And Supplies	1,615,965,758	1,692,620,597	1,716,932,564	1,741,496,555	48,875,958	2.9%
Other Charges	112,946,899	162,796,519	99,600,158	104,428,930	(58,367,589)	-35.9%
Fixed Assets	164,202,686	66,685,622	16,280,720	133,172,937	66,487,315	99.7%
Operating/Equity Transfers	286,238,755	200,857,376	197,820,372	229,462,139	28,604,763	14.2%
Reserves	0	146,515,207	20,311,286	130,861,286	(15,653,921)	-10.7%
Expenditure Transfers	(244,433,370)	(240,896,024)	(224,530,468)	(231,191,899)	9,704,125	-4.0%
<b>Total Net Expenditures</b>	<b>3,977,648,957</b>	<b>4,004,544,280</b>	<b>3,844,655,977</b>	<b>4,147,488,873</b>	<b>142,944,593</b>	<b>3.6%</b>
<b>Resources by Type</b>						
Taxes - Current Property	752,562,030	767,492,529	776,855,011	780,255,011	12,762,482	1.7%
Taxes - Other Than Current Property	73,743,216	54,793,848	60,487,835	60,487,835	5,693,987	10.4%
Licenses, Permits, Franchises	31,288,541	30,912,763	32,324,006	32,480,905	1,568,142	5.1%
Fines, Forfeitures, Penalties	26,100,910	26,674,640	25,597,385	25,597,385	(1,077,255)	-4.0%



## Countywide Budget Summary (All Funds)

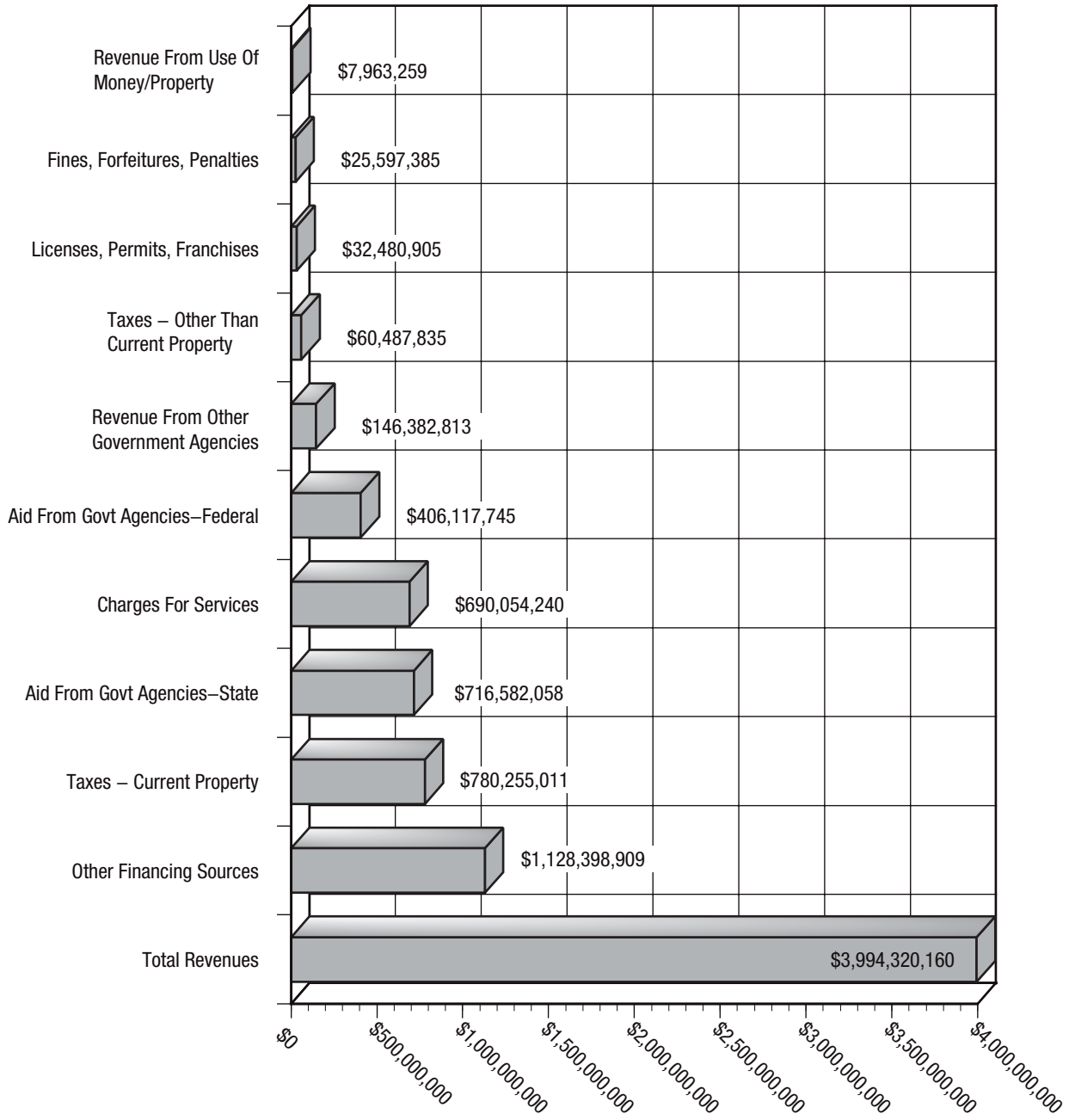
	FY 2011	FY 2012	FY 2013		Inc./ (Dec.)	% Change
	Actual	Approved as of 7/1/2011	Current Level Budget (Base)	Recommended		
Revenue From Use Of Money/Property	10,621,913	9,355,605	7,963,259	7,963,259	(1,392,346)	-14.9%
Aid From Govt Agencies-State	757,823,985	727,990,582	695,229,482	716,582,058	(11,408,524)	-1.6%
Aid From Govt Agencies-Federal	454,624,312	404,317,626	401,862,572	406,117,745	1,800,119	0.4%
Revenue From Other Government Agencies	395,400,442	68,704,497	61,795,360	146,382,813	77,678,316	113.1%
Charges For Services	668,657,631	718,576,533	710,316,830	690,054,240	(28,522,293)	-4.0%
Other Financing Sources	800,450,403	1,027,408,489	1,081,629,206	1,128,398,909	100,990,420	9.8%
<b>Total Revenues</b>	<b>3,971,273,384</b>	<b>3,836,227,112</b>	<b>3,854,060,946</b>	<b>3,994,320,160</b>	<b>158,093,048</b>	<b>4.1%</b>
<b>Resources by Policy Area</b>						
Finance and Government	1,202,744,042	1,092,801,931	1,097,860,313	1,160,592,613	67,790,682	6.2%
Public Safety and Justice	280,637,357	295,424,845	304,526,934	313,413,896	17,989,051	6.1%
Children, Seniors and Families	631,219,047	581,722,450	605,558,539	607,429,286	25,706,836	4.4%
Santa Clara Valley Health & Hospital System	1,617,257,837	1,633,657,131	1,615,951,558	1,661,096,569	27,439,438	1.7%
Housing, Land Use, Environment & Transportation	239,415,102	232,620,755	230,163,602	251,787,796	19,167,041	8.2%
<b>Total Revenues</b>	<b>3,971,273,384</b>	<b>3,836,227,112</b>	<b>3,854,060,946</b>	<b>3,994,320,160</b>	<b>158,093,048</b>	<b>4.1%</b>

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

Policy Area	FY 2012	FY 2013		Column 1 to 3	
	As of 7/1/11	Current Level Budget (Base)	Recommended	Inc./ (Dec.)	% Change
Finance and Government	1,803.4	1,804.4	1,861.9	58.5	3.2%
Public Safety and Justice	3,365.0	3,470.0	3,529.0	164.0	4.9%
Children, Seniors and Families	2,631.0	2,678.5	2,691.5	60.5	2.3%
Santa Clara Valley Health & Hospital System	6,367.7	6,419.2	6,427.0	59.3	0.9%
Housing, Land Use, Environment & Transportation	790.3	790.3	787.8	(2.5)	-0.3%
<b>Total Positions</b>	<b>14,957.4</b>	<b>15,162.4</b>	<b>15,297.2</b>	<b>339.8</b>	<b>2.3%</b>

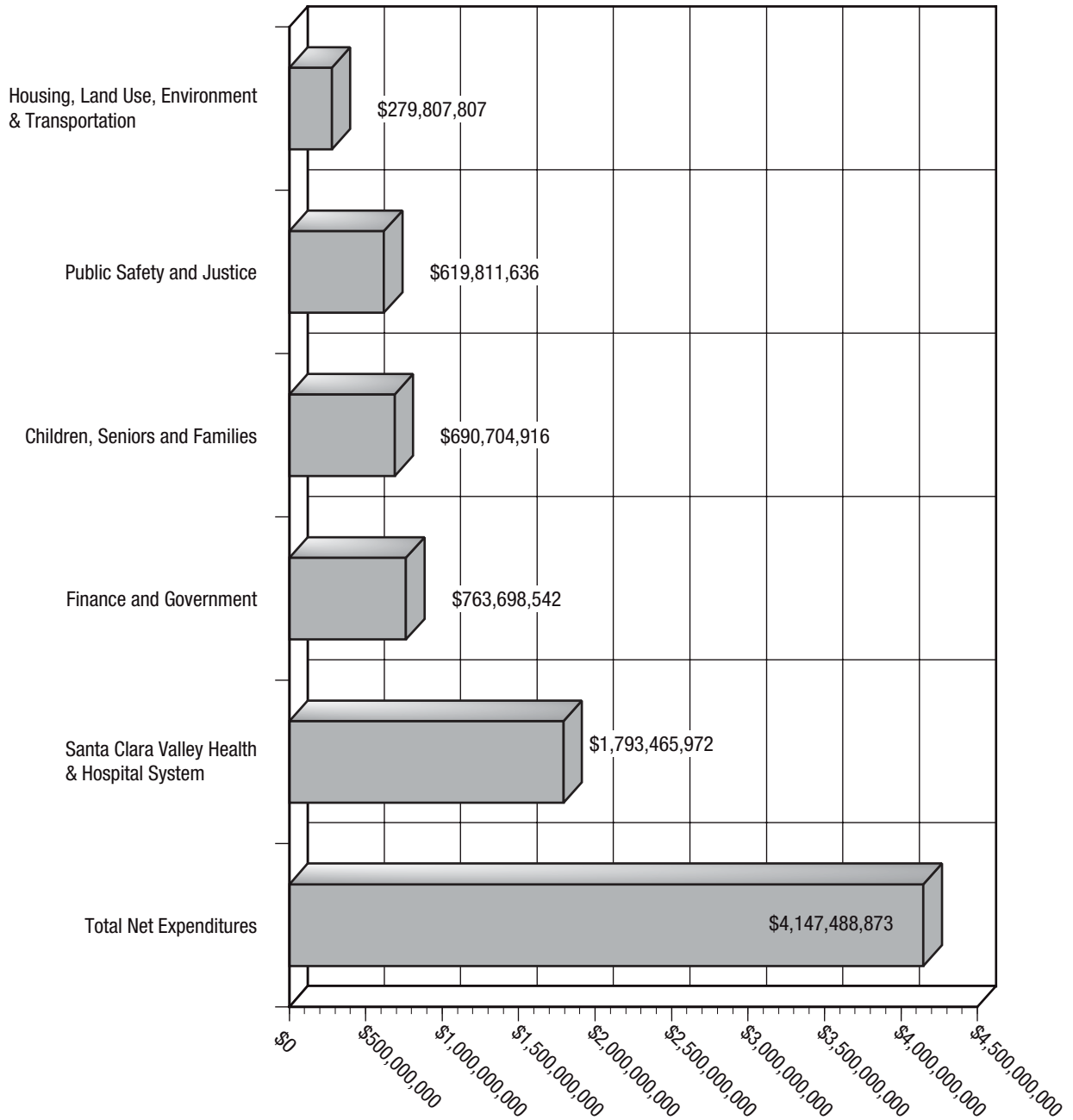


### All Fund Resources





### All Fund Expenditures



## Countywide Budget Summary (General Fund)

	FY 2011	FY 2012	FY 2013		Inc./(Dec.)	% Change
	Actual	Approved as of 7/1/2011	Current Level Budget (Base)	Recommended		
<b>Expenditures by Policy Area</b>						
Finance and Government	334,998,910	428,926,992	310,948,477	488,830,182	59,903,190	14.0%
Public Safety and Justice	613,871,063	586,315,349	608,508,896	619,776,636	33,461,287	5.7%
Children, Seniors and Families	709,520,788	640,166,257	651,448,573	653,286,171	13,119,914	2.0%
Santa Clara Valley Health & Hospital System	395,508,290	433,446,369	443,524,400	447,288,445	13,842,076	3.2%
Housing, Land Use, Environment & Transportation	19,500,095	18,542,123	19,774,010	19,837,291	1,295,168	7.0%
<b>Total Net Expenditures</b>	<b>2,073,399,146</b>	<b>2,107,397,090</b>	<b>2,034,204,356</b>	<b>2,229,018,725</b>	<b>121,621,635</b>	<b>5.8%</b>
<b>Expenditures by Object</b>						
Salaries And Employee Benefits	1,113,235,256	1,017,261,639	1,058,209,717	1,077,641,286	60,379,646	5.9%
Services And Supplies	1,019,468,240	1,029,617,600	1,044,845,176	1,082,085,340	52,467,741	5.1%
Other Charges	23,257,076	24,181,564	20,819,515	20,819,515	(3,362,049)	-13.9%
Fixed Assets	2,222,925	125,000	0	712,300	587,300	469.8%
Operating/Equity Transfers	119,845,828	105,682,798	94,734,615	121,676,382	15,993,584	15.1%
Reserves		130,847,475	4,593,554	115,143,554	(15,703,921)	-12.0%
Expenditure Transfers	(204,630,179)	(200,318,986)	(188,998,221)	(189,059,652)	11,259,334	-5.6%
<b>Total Net Expenditures</b>	<b>2,073,399,146</b>	<b>2,107,397,090</b>	<b>2,034,204,356</b>	<b>2,229,018,725</b>	<b>121,621,635</b>	<b>5.8%</b>
<b>Revenues by Type</b>						
Taxes - Current Property	602,320,720	612,100,000	636,900,000	640,300,000	28,200,000	4.6%
Taxes - Other Than Current Property	66,140,406	46,835,914	52,734,550	52,734,550	5,898,636	12.6%
Licenses, Permits, Franchises	9,234,205	8,767,712	8,793,503	8,797,342	29,630	0.3%
Fines, Forfeitures, Penalties	16,753,109	16,835,140	16,316,635	16,316,635	(518,505)	-3.1%
Revenue From Use Of Money/Property	3,393,372	3,514,679	3,307,679	3,307,679	(207,000)	-5.9%
Aid From Govt Agencies-State	604,479,510	614,335,332	587,490,850	583,592,413	(30,742,919)	-5.0%
Aid From Govt Agencies-Federal	445,458,212	398,637,907	395,794,576	400,049,749	1,411,842	0.4%
Revenue From Other Government Agencies	104,040,732	7,013,997	94,860	20,094,860	13,080,863	186.5%
Charges For Services	143,085,086	142,153,487	99,536,179	100,527,964	(41,625,523)	-29.3%
Other Financing Sources	101,852,958	158,078,922	254,994,854	280,297,533	122,218,611	77.3%
<b>Total Revenues</b>	<b>2,096,758,309</b>	<b>2,008,273,090</b>	<b>2,055,963,686</b>	<b>2,106,018,725</b>	<b>97,745,635</b>	<b>4.9%</b>
<b>Resources by Policy Area</b>						
Finance and Government	890,917,872	842,980,097	850,559,810	888,111,258	45,131,161	5.4%
Public Safety and Justice	280,603,406	295,389,845	304,491,934	313,378,896	17,989,051	6.1%
Children, Seniors and Families	631,219,047	544,792,575	568,677,596	570,010,541	25,217,966	4.6%
Santa Clara Valley Health & Hospital System	281,710,760	313,651,385	320,287,376	322,805,779	9,154,394	2.9%
Housing, Land Use, Environment & Transportation	12,307,224	11,459,188	11,946,970	11,712,251	253,063	2.2%
<b>Total Revenues</b>	<b>2,096,758,309</b>	<b>2,008,273,090</b>	<b>2,055,963,686</b>	<b>2,106,018,725</b>	<b>97,745,635</b>	<b>4.9%</b>

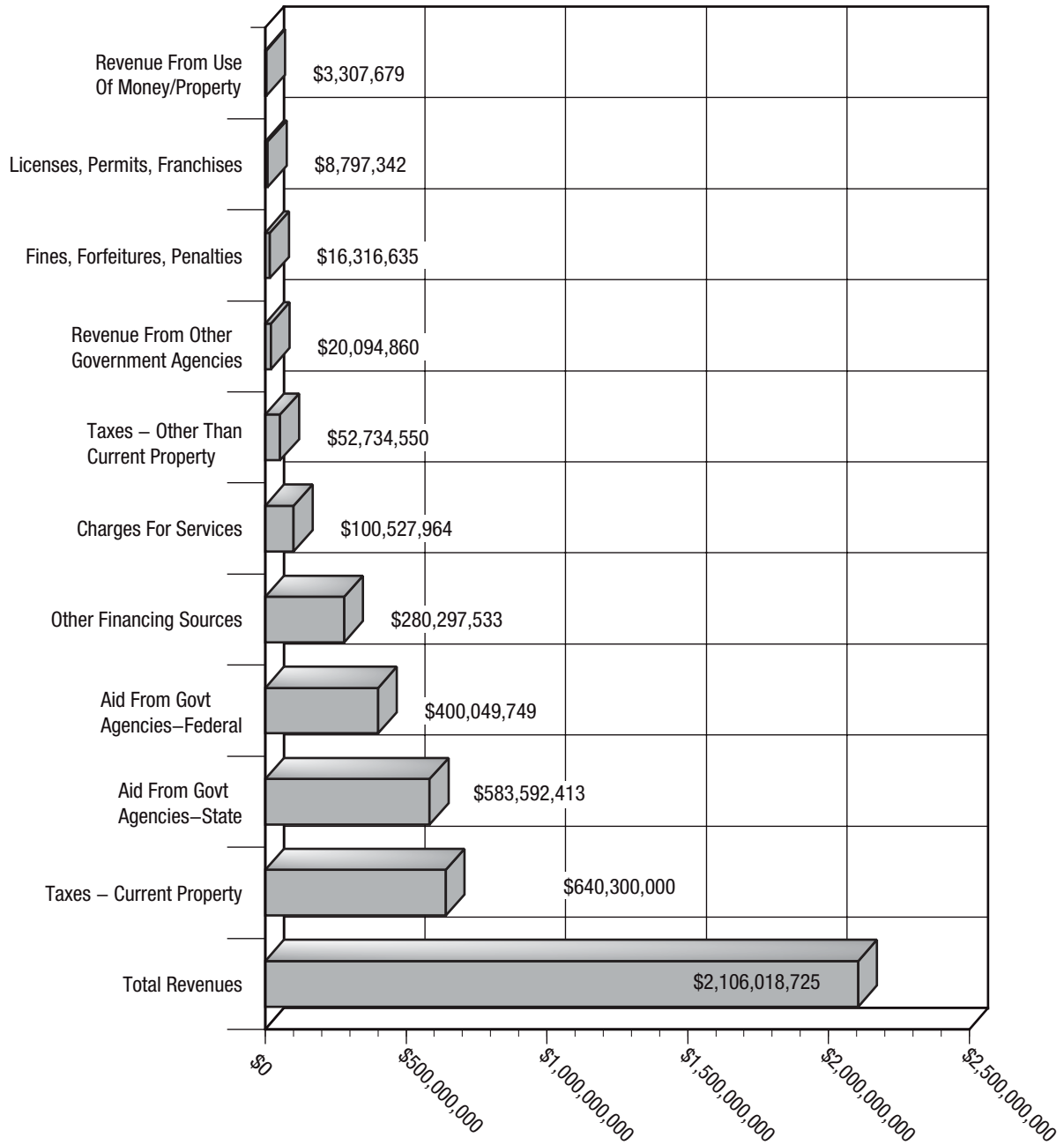


### Permanent Authorized Positions (FTEs) (General Fund)

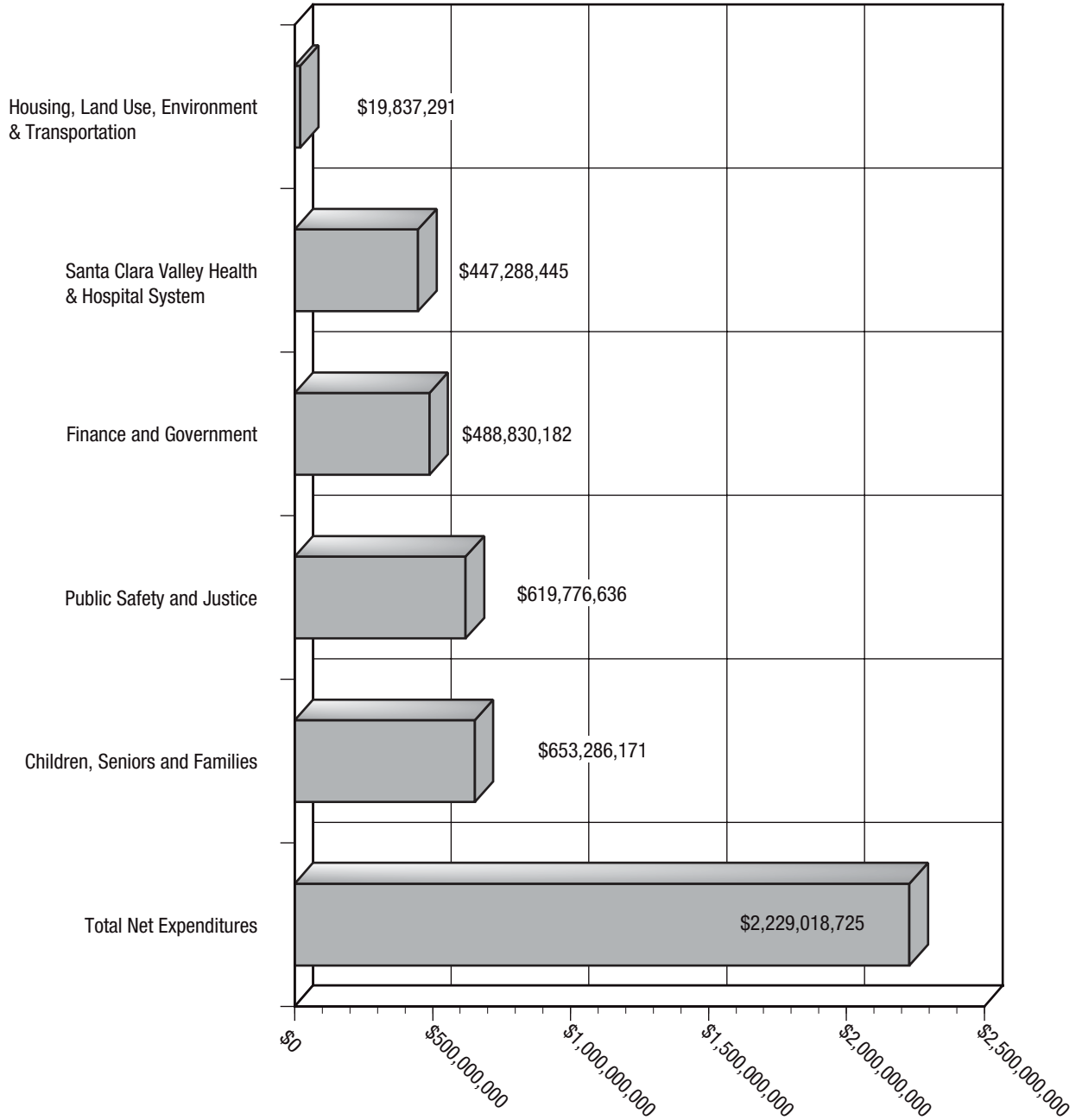
Policy Area	FY 2012	FY 2013		Column 1 to 3	
	As of 7/1/11	Current Level Budget (Base)	Recommended	Inc./Dec.	% Change
Finance and Government	1,339.6	1,342.6	1,400.1	60.5	4.5%
Public Safety and Justice	3,365.0	3,470.0	3,529.0	164.0	4.9%
Children, Seniors and Families	2,349.5	2,389.0	2,403.0	53.5	2.3%
Santa Clara Valley Health & Hospital System	1,190.5	1,239.5	1,258.0	67.5	5.7%
Housing, Land Use, Environment & Transportation	142.0	142.0	138.5	(3.5)	-2.5%
<b>Total Positions</b>	<b>8,386.6</b>	<b>8,583.1</b>	<b>8,728.6</b>	<b>342.0</b>	<b>4.1%</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
2012 Estimated	\$123,000,000	\$96,650,000	\$13,750,000	\$3,624,808	\$8,975,192	
2011 Approved	\$99,124,000	\$91,376,397	\$7,747,603			
2010 Approved	\$121,660,000	\$91,144,521	\$8,775,000	\$6,345,456	\$1,861,867	\$13,533,156
2009 Approved	\$126,261,000	\$93,760,139				\$32,500,861
2008 Approved	\$93,200,000	\$93,200,000				
2007 Approved	\$167,028,000	\$87,744,712	\$13,557,133	\$5,585,977	\$30,302,810	\$29,837,368
2006 Approved	\$178,960,000	\$87,730,182	\$9,525,000	\$3,524,530	\$27,359,542	\$50,820,746
2005 Approved	\$164,600,000	\$76,640,120	\$10,000,000	\$4,035,000	\$34,024,880	\$39,900,000
2004 Approved	\$98,100,000	\$43,805,944	\$13,950,000	\$1,252,663	\$2,777,393	\$36,314,000
2003 Approved	\$120,300,000	\$37,000,000	\$8,620,000	\$5,900,000	\$58,780,000	\$10,000,000
2002 Approved	\$111,400,000	\$58,648,120	\$11,884,000	\$24,770,630	\$5,097,250	\$11,000,000
2001 Approved	\$133,646,748	\$68,146,748	\$36,057,140	\$17,754,696	\$11,688,164	
2000 Approved	\$96,572,592	\$28,100,000	\$41,319,874	\$19,382,745	\$7,769,973	
1999 Approved	\$95,570,000	\$24,100,000	\$33,705,000	\$20,153,000	\$17,612,000	
1998 Approved	\$68,000,000	\$23,742,000	\$18,354,970	\$17,715,030	\$8,188,000	

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

## General Fund Discretionary Revenue

BU	Department	Revenue Account	Account Name	FY 2011 Actual	FY 2012 Approved	FY 2013 Recommended
107	County Executive	4106100	Franchises	\$232,068	\$0	\$0
110	Controller-Treasurer	4002200	Aircraft Taxes	\$2,668,568	\$2,650,000	\$2,400,000
110	Controller-Treasurer	4006200	Prop Tax In-Lieu of VLF	\$173,956,464	\$175,800,000	\$180,300,000
110	Controller-Treasurer	4010100	Sales Tax	\$3,609,229	\$2,633,217	\$2,659,550
110	Controller-Treasurer	4010110	In-Lieu Sales and Use Tax Revenue	\$792,769	\$1,657,697	\$1,270,000
110	Controller-Treasurer	4301100	Interest-Deposits	\$2,791,520	\$3,028,000	\$2,841,000
110	Controller-Treasurer	4403100	State-Motor Vehicle	\$49,360,678	\$50,436,682	\$36,089,792
110	Controller-Treasurer	4920115	Transfer In - AB 118 Motor Vehicle <sup>a</sup>	\$0	\$0	\$16,003,487
110	Controller-Treasurer	4404100	State-Highway Prop	\$2,986	\$3,000	\$3,000
110	Controller-Treasurer	4419100	Homeowner Prop Tax	\$3,542,003	\$3,540,000	\$3,485,000
112	Tax Collector	4001100	Current Secured	\$373,619,707	\$393,600,000	\$298,400,000
112	Tax Collector	4002100	Current Unsecured	\$38,001,985	\$34,700,000	\$28,600,000
112	Tax Collector	4003100	Property Taxes-Retiree Benefit Levy <sup>b</sup>		\$125,000,000	
112	Tax Collector	4006100	Prop Taxes-SB813	\$3,989,301	\$8,000,000	\$8,000,000
112	Tax Collector	4205100	Penalties and Costs	\$43,676,445	\$25,500,000	\$30,000,000
114	County Recorder	4020300	Real Prop Transfe Tx	\$14,815,780	\$14,000,000	\$16,000,000
148	Department Of Revenue	4020400	Transient Occup Tx	\$321,716	\$315,000	\$325,000
148	Department Of Revenue	4106100	Franchises	\$1,374,246	\$1,430,000	\$1,480,000
501	Social Services Agency	4301100	Interest-Deposits	(\$186,248)	\$161,679	\$161,679
<b>Total Discretionary Revenue</b>				<b>\$712,569,217</b>	<b>\$717,455,275</b>	<b>\$753,018,508</b>

- a. Beginning in FY 2013 a portion of State-Motor Vehicle is received through trust funds associated with AB 118 Public Safety Realignment accounting changes.
- b. Beginning in FY 2013 the Retirement Levy portion of Current Secured and Current Unsecured Property Taxes is reported as a discrete revenue account.



## Use of Discretionary Revenue

	FY 2013 Base		FY 2013 Recommended		Change in Use of Discretionary Revenue	
	Net General Fund Cost	Use of Discretionary Revenue	Net General Fund Cost	Use of Fund Balance		
Net General Fund Cost	\$21,759,330	(\$727,859,178)	(\$123,000,000)	\$123,000,000	(\$753,018,508)	(\$25,159,330)
Available Discretionary Revenue		\$749,618,508			\$753,018,508	\$3,400,000
<b>General Fund (Deficit)/Surplus</b>		<b>\$21,759,330</b>			<b>\$0</b>	<b>(\$21,759,330)</b>
Special Programs	(\$81,491,744)	(\$81,491,744)	(\$95,130,742)	\$2,900,000	(\$92,230,742)	(\$10,738,998)
Reserves	\$0	\$0	(\$96,650,000)	\$96,650,000	\$0	\$0
Board of Supervisors	(\$5,741,225)	(\$5,741,225)	(\$5,741,225)		(\$5,741,225)	\$0
Clerk-Board of Supervisors	(\$6,572,590)	(\$6,572,590)	(\$6,590,980)		(\$6,590,980)	(\$18,390)
County Executive	(\$6,739,305)	(\$6,739,305)	\$3,483,297		\$3,483,297	\$10,222,602
Assessor	(\$28,186,083)	(\$28,186,083)	(\$29,748,603)		(\$29,748,603)	(\$1,562,520)
Procurement	(\$3,460,255)	(\$3,460,255)	(\$3,527,911)		(\$3,527,911)	(\$67,656)
County Counsel	(\$11,935,226)	(\$11,935,226)	(\$12,428,811)		(\$12,428,811)	(\$493,585)
Registrar Of Voters	(\$11,633,389)	(\$11,633,389)	(\$12,187,389)		(\$12,187,389)	(\$554,000)
Information Services	(\$16,120,390)	(\$16,120,390)	(\$25,172,824)	\$3,624,808	(\$21,548,016)	(\$5,427,626)
Communications Department	(\$10,217,157)	(\$10,217,157)	(\$10,217,157)		(\$10,217,157)	\$0
Facilities Department	(\$35,784,377)	(\$35,784,377)	(\$65,232,827)	\$19,825,192	(\$45,407,635)	(\$9,623,258)
Human Resources, LR, and EOED	(\$13,250,828)	(\$13,250,828)	(\$14,059,384)		(\$14,059,384)	(\$808,556)
Risk Management Department	(\$15,941)	(\$15,941)	(\$15,941)		(\$15,941)	\$0
Controller-Treasurer	\$289,379,974	\$44,328,145	\$290,027,239		\$44,975,410	\$647,265
County Debt Service	(\$18,404,264)	(\$18,404,264)	(\$19,904,264)		(\$19,904,264)	(\$1,500,000)
Tax Collector	\$474,526,295	(\$12,073,705)	\$477,167,595		(\$12,832,405)	(\$758,700)
County Recorder	\$20,701,151	\$4,701,151	\$20,701,151		\$4,701,151	\$0
Department of Revenue	\$4,556,687	\$2,751,687	\$4,509,852		\$2,704,852	(\$46,835)
District Attorney Department	(\$74,133,567)	(\$74,133,567)	(\$74,375,867)		(\$74,375,867)	(\$242,300)
Public Defender	(\$45,044,944)	(\$45,044,944)	(\$45,396,735)		(\$45,396,735)	(\$351,791)
Office Of Pretrial Services	(\$4,521,476)	(\$4,521,476)	(\$4,521,476)		(\$4,521,476)	\$0
Criminal Justice Support	\$134,093,135	\$134,093,135	\$134,093,135		\$134,093,135	\$0
Sheriff's Department	(\$61,021,213)	(\$61,021,213)	(\$61,021,213)		(\$61,021,213)	\$0
Sheriff's Doc Contract	(\$103,130,678)	(\$103,130,678)	(\$103,903,084)		(\$103,903,084)	(\$772,406)
Department Of Correction	(\$56,881,495)	(\$56,881,495)	(\$57,756,612)		(\$57,756,612)	(\$875,117)
Probation Department	(\$90,245,873)	(\$90,245,873)	(\$90,245,873)		(\$90,245,873)	\$0
Medical Examiner-Coroner	(\$3,130,850)	(\$3,130,850)	(\$3,270,014)		(\$3,270,014)	(\$139,164)
In-Home Supportive Services	(\$55,582,397)	(\$55,582,397)	(\$55,582,397)		(\$55,582,397)	\$0
Social Services Agency Office	(\$90,077,921)	(\$90,239,600)	(\$90,364,272)		(\$90,525,951)	(\$286,351)
SSA-Family & Children Services	\$14,420,369	\$14,420,369	\$14,420,369		\$14,420,369	\$0
SSA-Employment & Benefit Services	\$50,743,996	\$50,743,996	\$50,783,451		\$50,783,451	\$39,455
SSA-Aging & Adult Services	(\$2,275,025)	(\$2,275,025)	(\$2,532,782)		(\$2,532,782)	(\$257,757)
Public Health	(\$28,013,138)	(\$28,013,138)	(\$28,013,138)		(\$28,013,138)	\$0
Mental Health Department	(\$68,311,685)	(\$68,311,685)	(\$68,625,522)		(\$68,625,522)	(\$313,837)
Custody Health Services	\$0	\$0	\$0		\$0	\$0
Alcohol and Drug Services	(\$20,083,802)	(\$20,083,802)	(\$21,015,607)		(\$21,015,607)	(\$931,805)
Community Health Services	(\$6,828,399)	(\$6,828,399)	(\$6,828,399)		(\$6,828,399)	\$0
Planning & Development	(\$5,055,489)	(\$5,055,489)	(\$5,055,489)		(\$5,055,489)	\$0
Office of Affordable Housing	(\$1,096)	(\$1,096)	(\$1,096)		(\$1,096)	\$0
Agriculture & Environmental Mgmt	(\$2,770,455)	(\$2,770,455)	(\$3,068,455)		(\$3,068,455)	(\$298,000)





## Board Committee Structure

### The Relationship to the Budget Process

The Board of Supervisors adopted a committee structure that has a strong linkage to the budget process. At this current time there are five Board Committees. Each Board member is the Chair of one committee and the Vice-Chair of a second committee. Each committee has been designed to focus on a major functional area of County Government. The Board's stated goal is to have the committee system provide a venue for a comprehensive review of major policy and budgetary issues.

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

The following committees review the budget recommended by the County Executive.

### Finance and Government Operations

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

The FGOC maintains the strongest linkage to the budget process, and is tasked with reviewing the budget process and working toward the most efficient and effective process possible.

The FGOC also focuses on identifying cost-saving recommendations through the use of the Board's independent management auditor, the Harvey Rose Corporation. The Harvey Rose Corporation conducts an annual review of the Recommended Budget Document to assure its accuracy and to identify areas where savings or additional revenues can be found.

Finally, the FGOC reviews the budgets of some direct reports to the Board including the Board Offices, the County Executive, the Clerk of the Board and the County Counsel.

### Public Safety and Justice

This committee is responsible for oversight of the criminal justice system. A key area of focus is preserving the non-custodial treatment options brought about by the implementation of the voter-approved referendum mandating drug treatment instead of incarceration for non-violent drug crimes. Another key area is the statutory relationship between the Department of Correction and the Office of the Sheriff. This committee also provides a venue for discussion of matters related to the court system. This committee reviews budget recommendations relating to the criminal justice departments, including the:

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

### Children, Seniors and Families

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

This committee reviews the budgets for the Social Services Agency, In-Home Supportive Services, and the Department of Child Support Services.

## Health and Hospital

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

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

## Housing, Land Use, Environment and Transportation

This committee is focused on long-range, strategic planning in the area of housing, land use, environment and transportation planning. In addition, this committee will review general transportation issues, including those related to the Roads and Airports Department, and review transportation programs and fiscal policies. This committee also oversees issues related to the Housing Trust Fund and reviews the impact of budget recommendations for the departments of:

- Planning and Development
- Office of Affordable Housing
- Agriculture and Environmental Management
- Vector Control District
- Environmental Health
- Parks and Recreation
- Roads
- Airports



## Funding Status of Budget Inventory Items Approved in FY 2012

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

The list presented here reflects Budget Inventory items approved by the Board of Supervisors for FY 2012.

All ongoing items remain funded in the FY 2013 base budget. Funding for all one-time items has been removed from the FY 2013 base budget with the following exceptions:

- The 4.0 FTE Estate Administrator positions restored in Inventory Item No. 3 remain funded in the FY 2013 base budget. However, the County Executive recommends deletion of these positions in FY 2013.
- The 8.0 FTE restored to the Probation Department in Inventory Item No. 10 remain fully funded in the FY 2013 base budget with AB 109 funds.
- The 2.0 FTE restored to the Registrar of Voters in Inventory Item No. 17 remain fully funded in the FY 2013 base budget.
- The unclassified positions added to the Tax Collector's Office in Inventory Item No. 23 remain funded in the FY 2013 base budget.

### FY 2012 Board Approved Budget Inventory

Item	Department	Proposal	Ongoing General Fund Expense	One-time General Fund Expense	Other Fund(s) One-time Expense
1 & 2	Social Services Agency	Restore ongoing funding to the following contract categories to the level of a 25% reduction from FY 2011 funding: Children and Families restored to \$818,690, Aging and Dependent Adult restored to \$832,967, Children and Families "Safety Net" restored to \$183,718, Housing and Homeless Services restored to \$274,970, and Domestic Violence restored to \$451,160.	\$1,503,066	\$0	\$0
		Reduce FY 2012 funding for School Linked Services contracts to \$0 and acknowledge that, for FY 2013, the expectation is that \$850,000 will support the School Linked Services contracts.	(\$559,440)	\$0	\$0
		Restore funding to the Programs for Immigrant Integration contracts to \$779,396 (100% of the level of funding received in FY 2011).	\$311,758	\$0	\$0
3	Social Services Agency	Allocate one-time funding in the amount of \$497,904 and recognize \$52,281 one-time revenue to restore 4.0 FTE Estate Administrator positions in the Public Administrator/ Guardian/ Conservator's Office.	\$0	\$445,623	\$0
5	District Attorney	Restore \$139,320 for 1.0 FTE Criminal Investigator II, \$122,028 for 1.0 FTE Criminalist III and \$30,005 for equipment and supplies for a total of \$291,353 for the Cold Case Unit.	\$291,353	\$0	\$0
6	District Attorney	Restore \$139,320 for 1.0 FTE Criminal Investigator II, and \$36,266 for equipment and supplies for a total of \$175,586 for the Conviction Integrity Unit.	\$175,586	\$0	\$0
7	Probation	Restore 9.0 FTE Probation Community Worker positions in the Probation Department and request Probation Department to report to PSJC on how restored positions can best be utilized to support the focus on community-based supervision of clients.	\$843,264	\$0	\$0
8	Sheriff	Restore ongoing funding for 2.0 FTE Deputy Sheriffs in the Office of the Sheriff to retain the Rural Crimes Unit.	\$293,040	\$0	\$0
9	Sheriff	Restore funding for 2.0 FTE Deputy Sheriff patrol positions in the West Valley Division to serve unincorporated County areas.	\$293,040	\$0	\$0



## FY 2012 Board Approved Budget Inventory

Item	Department	Proposal	Ongoing General Fund Expense	One-time General Fund Expense	Other Fund(s) One-time Expense
10	Probation	Restore 1.0 FTE Supervising Probation Officer, 5.0 FTE Deputy Probation Officers, and 2.0 FTE Justice System Clerks one-time in the amount of \$1,093,524 in the Recovery Services Unit for the purpose of preparing for implementation of State criminal justice realignment, Assembly Bill 109.	\$0	\$1,093,524	\$0
11	Department of Correction	Restore 2.0 FTE Sheriff Correctional Deputy/Officer positions in Inmate Program in the amount of \$253,512.	\$253,512	\$0	\$0
12	Sheriff	Restore 1.0 FTE Sheriff's Deputy position in Special Operations - Mutual Aid.	\$147,324	\$0	\$0
13	Registrar of Voters	Reduce the recommended fee for Superior Court Judges' Candidate Statements of Qualifications from full costs recovery to an amount equal to 1% of the salary of the position of Superior Court Judge.	\$48,000	\$0	\$0
16	Facilities and Fleet	Restore 6 Gardener positions in FAF budget in order to implement proposal submitted by staff.	\$142,138	\$0	\$0
17	Registrar of Voters	Reallocate the \$800,000 in one-time funds recommended for the purchase of a second ballot sorting machine and the reconfiguration of office cubicles at the Registrar of Voters as follows:	(\$800,000)	\$0	\$0
		Allocate \$400,000 to be made available to community-based organizations through a competitive bid process to fund voter outreach and education efforts in traditionally underrepresented communities.	\$0	\$400,000	\$0
		Allocate \$758,792 to a reserve within the Registrar of Voters budget to contribute to the funding of future equipment purchases, possibly including a ballot sorting machine, on an as-needed basis.	\$0	\$758,792	\$0
		Restore 1.0 FTE Associate Management Analyst A and 1.0 FTE Accountant II on a one-time basis for FY 2012.	\$0	\$206,208	\$0
		Recognize one-time revenue of \$565,000.	\$0	(\$565,000)	\$0
19	Santa Clara Valley Medical Center	Restore full-time coverage in the pharmacies at the Valley Health Center Milpitas and the Valley Health Center Sunnyvale and provide services in the evening hours in the Sunnyvale Pharmacy, adding 1.5 FTE Pharmacist and 3.0 FTE Pharmacy Technicians in the Valley Medical Center budget.	\$543,374	\$0	\$0
20	Office of Affordable Housing	Consider modification to the County Executive's Fiscal Year 2012 Recommended Budget to approve a one-time appropriation from the Affordable Housing Fund in the amount of \$200,000 for the Housing Trust of Santa Clara County to continue the County's support of affordable housing programs.	\$0	\$0	\$200,000
21	District Attorney	Add 1.5 FTE Attorney and 2.0 FTE Justice Systems Clerk I to Office of District Attorney budget for program of infracting misdemeanor traffic offenses. (b) Report back to the Board in six months on the status of this program.	\$524,760	\$0	\$0
22	Public Health	Restore contract expenses by \$225,000 on a one-time basis relating to State one year suspension of CalLearn funding.	\$0	\$225,000	\$0
23	Tax Collector	Extend 3.0 FTE Unclassified Account Clerk positions for an additional 12 months (to end of December 31, 2012)	\$0	\$0	\$0
		Add 3.0 FTE Unclassified Account Clerk II positions for 18 months (to end December 31, 2012).	\$0	\$228,960	\$0
<b>FY 2012 Inventory Total</b>			<b>\$4,810,775</b>	<b>\$1,993,107</b>	<b>\$200,000</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

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

## ➔ **Facilities and Fleet**

- Capital Programs
- Intragovernmental Services
- Building Operations
- Fleet

## ➔ **Employee Services Agency**

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

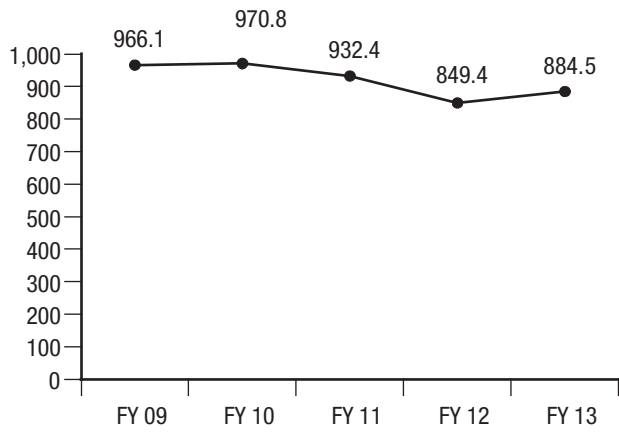
## ➔ **Finance Agency**

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

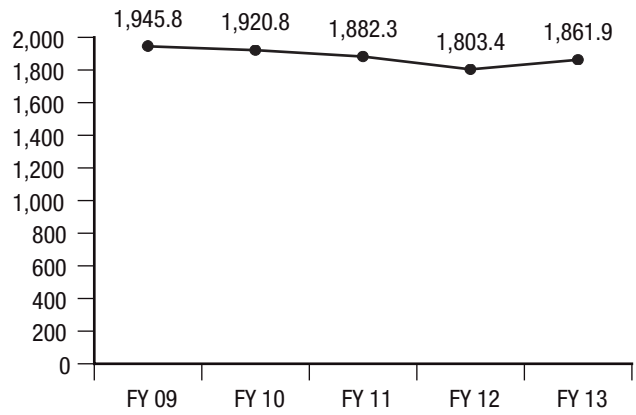
# Finance and Government Operations

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

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



**Gross Appropriation Trend**



**Staffing Trend**

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



## Net Expenditures By Department

BU	Department Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
119	Special Programs	\$ 102,652,748	\$ 130,139,626	\$ 96,912,765	\$ 110,906,712	\$ (19,232,914)	-14.8%
910	Reserves	—	91,376,397	—	96,650,000	5,273,603	5.8%
101	Supervisory District #1	999,182	1,121,004	1,148,245	1,148,245	27,241	2.4%
102	Supervisory District #2	999,407	1,121,004	1,148,245	1,148,245	27,241	2.4%
103	Supervisory District #3	1,057,302	1,121,004	1,148,245	1,148,245	27,241	2.4%
104	Supervisory District #4	1,006,031	1,121,004	1,148,245	1,148,245	27,241	2.4%
105	Supervisory District #5	1,092,616	1,121,004	1,148,245	1,148,245	27,241	2.4%
106	Clerk-Board Of Supervisors	7,157,103	6,680,052	6,896,675	6,915,065	235,013	3.5%
107	County Executive	29,413,742	15,305,075	13,227,173	14,630,479	(674,596)	-4.4%
113	Local Agency Formation Comm- LAFCO	311,732	520,310	584,827	584,827	64,517	12.4%
115	Assessor	30,626,936	29,019,552	29,839,844	31,402,364	2,382,812	8.2%
117	Measure B	2,428,740	12,930,800	6,551,800	6,551,800	(6,379,000)	-49.3%
118	Procurement	4,205,182	3,742,071	3,815,255	3,932,911	190,840	5.1%
120	County Counsel	12,322,776	11,430,264	12,992,166	13,613,751	2,183,487	19.1%
140	Registrar Of Voters	12,246,166	16,226,777	15,201,055	15,755,055	(471,722)	-2.9%
145	Information Services	47,463,020	46,521,864	46,849,164	76,258,190	29,736,326	63.9%
190	Communications Department	13,252,384	12,052,234	12,025,076	12,025,076	(27,158)	-0.2%
263	Facilities Department	114,141,854	67,521,017	39,702,313	94,912,942	27,391,925	40.6%
135	Fleet Services	22,194,604	19,788,515	20,317,343	20,470,511	681,996	3.4%
610	County Library Headquarters	37,869,808	39,322,001	36,691,085	36,785,021	(2,536,980)	-6.5%
130	Human Resources, LR, and EOED	36,412,561	39,474,066	41,593,476	42,402,032	2,927,966	7.4%
132	Risk Management Department	62,318,702	67,656,043	71,745,914	71,745,914	4,089,871	6.0%
110	Controller-Treasurer	(10,890,096)	(26,894,125)	(17,872,045)	(17,619,310)	9,274,815	-34.5%
810	County Debt Service	166,174,842	98,681,972	79,020,294	80,520,294	(18,161,678)	-18.4%
112	Tax Collector	10,259,941	7,816,327	19,663,705	20,422,405	12,606,078	161.3%
114	County Recorder	9,077,626	8,377,775	7,858,329	9,021,429	643,654	7.7%
148	Department Of Revenue	8,653,392	9,752,760	9,945,229	10,069,849	317,089	3.3%
<b>Total Net Expenditures</b>		<b>\$ 723,448,302</b>	<b>\$ 713,046,393</b>	<b>\$ 559,302,668</b>	<b>\$ 763,698,542</b>	<b>\$ 50,652,149</b>	<b>7.1%</b>

## Gross Expenditures By Department

BU	Department Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
119	Special Programs	\$ 102,652,748	\$ 130,139,626	\$ 96,912,765	\$ 110,906,712	\$ (19,232,914)	-14.8%
910	Reserves	—	91,376,397	—	96,650,000	5,273,603	5.8%
101	Supervisory District #1	999,182	1,121,004	1,148,245	1,148,245	27,241	2.4%
102	Supervisory District #2	999,407	1,121,004	1,148,245	1,148,245	27,241	2.4%
103	Supervisory District #3	1,053,449	1,121,004	1,148,245	1,148,245	27,241	2.4%
104	Supervisory District #4	1,005,769	1,121,004	1,148,245	1,148,245	27,241	2.4%
105	Supervisory District #5	1,092,616	1,121,004	1,148,245	1,148,245	27,241	2.4%
106	Clerk-Board Of Supervisors	7,308,353	6,753,476	6,960,179	6,978,569	225,093	3.3%
107	County Executive	29,738,622	15,839,707	13,650,517	15,147,823	(691,884)	-4.4%





## Gross Expenditures By Department

BU	Department Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
113	Local Agency Formation Comm- LAFCO	604,333	818,907	866,607	866,607	47,700	5.8%
115	Assessor	30,626,936	29,019,552	29,839,844	31,402,364	2,382,812	8.2%
117	Measure B	2,428,740	12,930,800	6,551,800	6,551,800	(6,379,000)	-49.3%
118	Procurement	4,738,404	4,296,486	4,336,006	4,453,662	157,176	3.7%
120	County Counsel	29,724,857	28,811,130	29,585,873	30,227,458	1,416,328	4.9%
140	Registrar Of Voters	12,246,166	16,226,777	15,201,055	15,755,055	(471,722)	-2.9%
145	Information Services	48,819,723	47,958,093	48,302,413	77,711,439	29,753,346	62.0%
190	Communications Department	17,920,696	17,263,332	17,204,911	17,204,911	(58,421)	-0.3%
263	Facilities Department	164,897,634	119,581,869	92,198,606	147,409,235	27,827,366	23.3%
135	Fleet Services	22,194,604	19,788,515	20,317,343	20,470,511	681,996	3.4%
610	County Library Headquarters	37,869,808	39,322,001	36,691,085	36,785,021	(2,536,980)	-6.5%
130	Human Resources, LR, and EOED	41,206,174	44,186,523	45,840,223	46,648,779	2,462,256	5.6%
132	Risk Management Department	64,677,124	69,436,537	73,626,651	73,626,651	4,190,114	6.0%
110	Controller-Treasurer	28,641,307	19,014,662	19,697,425	19,950,160	935,498	4.9%
810	County Debt Service	166,174,842	98,681,972	79,020,294	80,520,294	(18,161,678)	-18.4%
112	Tax Collector	10,259,941	7,816,327	19,663,705	20,422,405	12,606,078	161.3%
114	County Recorder	9,077,626	8,377,775	7,858,329	9,021,429	643,654	7.7%
148	Department Of Revenue	8,653,392	9,752,760	9,945,229	10,069,849	317,089	3.3%
<b>Total Gross Expenditures</b>		<b>\$ 845,612,453</b>	<b>\$ 842,998,244</b>	<b>\$ 680,012,085</b>	<b>\$ 884,521,959</b>	<b>\$ 41,523,715</b>	<b>4.9%</b>

## Revenues By Department

BU	Department Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
119	Special Programs	\$ 42,745,025	\$ 21,621,021	\$ 15,421,021	\$ 15,775,970	\$ (5,845,051)	-27.0%
910	Reserves	—	—	—	—	—	—
101	Supervisory District #1	—	—	—	—	—	—
102	Supervisory District #2	—	—	—	—	—	—
103	Supervisory District #3	10,025	—	—	—	—	—
104	Supervisory District #4	1	—	—	—	—	—
105	Supervisory District #5	—	—	—	—	—	—
106	Clerk-Board Of Supervisors	438,123	369,808	322,585	322,585	(47,223)	-12.8%
107	County Executive	18,071,616	24,707,763	6,487,868	18,113,776	(6,593,987)	-26.7%
113	Local Agency Formation Comm- LAFCO	346,018	328,597	331,649	331,649	3,052	0.9%
115	Assessor	1,992,619	1,551,811	1,653,761	1,653,761	101,950	6.6%
117	Measure B	526,047	828,000	501,890	501,890	(326,110)	-39.4%
118	Procurement	497,308	355,000	355,000	405,000	50,000	14.1%
120	County Counsel	2,237,098	1,341,525	1,056,940	1,184,940	(156,585)	-11.7%
140	Registrar Of Voters	12,540,840	4,092,592	3,567,666	3,567,666	(524,926)	-12.8%
145	Information Services	30,713,845	29,698,135	32,925,996	53,304,588	23,606,453	79.5%
190	Communications Department	3,516,657	1,701,712	1,807,919	1,807,919	106,207	6.2%
263	Facilities Department	71,665,449	16,289,716	3,917,936	29,680,115	13,390,399	82.2%
135	Fleet Services	23,692,849	21,502,166	21,751,187	21,806,074	303,908	1.4%



## Revenues By Department

BU	Department Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
610	County Library Headquarters	33,816,460	38,243,393	38,024,828	38,024,828	(218,565)	-0.6%
130	Human Resources, LR, and EOED	27,068,464	26,298,044	27,558,709	27,558,709	1,260,665	4.8%
132	Risk Management Department	55,456,823	54,849,830	61,581,039	61,581,039	6,731,209	12.3%
110	Controller-Treasurer	278,379,185	267,265,826	271,507,929	272,407,929	5,142,103	1.9%
810	County Debt Service	74,228,010	67,514,686	70,435,574	70,435,574	2,920,888	4.3%
112	Tax Collector	479,707,025	470,975,000	494,190,000	497,590,000	26,615,000	5.7%
114	County Recorder	30,340,374	28,774,890	29,958,900	29,958,900	1,184,010	4.1%
148	Department Of Revenue	14,754,183	14,492,416	14,501,916	14,579,701	87,285	0.6%
<b>Total Revenues</b>		<b>\$ 1,202,744,042</b>	<b>\$ 1,092,801,931</b>	<b>\$ 1,097,860,313</b>	<b>\$ 1,160,592,613</b>	<b>\$ 67,790,682</b>	<b>6.2%</b>

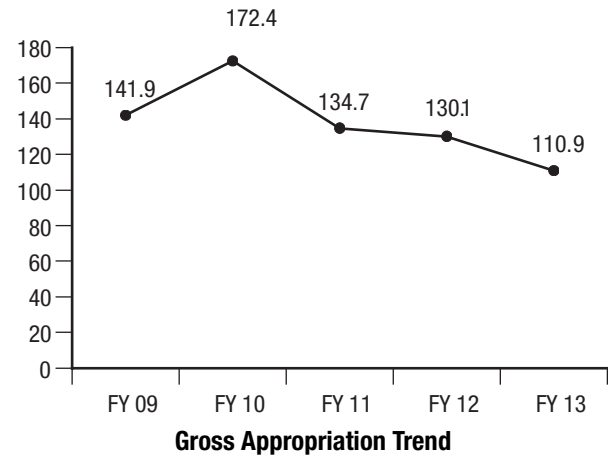


## Special Programs and Reserves

### 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. For FY 2013, the Center for Leadership and Transformation (CLT) program funds are budgeted in Special Programs to emphasize the Countywide nature of the program.

The only budgeted revenue in the Special Programs budget is Tobacco Settlement revenue. Historically, this was a significant revenue source, providing support for a variety of programs in the Santa Clara Valley Health and Hospital System (SCVHHS). However, as tobacco use declines this revenue source has declined as well. FY 2013 revenue is budgeted at \$15.4 million. These monies are allocated to Santa Clara Valley Medical Center through the General Fund subsidy (\$12 million) and to the Children's Health Indicative (\$3 million). The relatively small amount of remaining revenue is a source of funding for health programs in general but these monies are not tied to a specific program or expenditure.



### Description of Major Services

#### Santa Clara Valley Medical Center Subsidy

Revenues collected by the Santa Clara Valley Medical Center (SCVMC) from State and Federal programs, insurance companies, and cash-paying patients are not sufficient to fully cover expenditures. A General Fund subsidy is provided as a transfer from Special Programs. The subsidy is comprised of three basic elements: pass-through revenues, unreimbursed County services (e.g.,

medical care for inmates), and the General Fund grant, which represent the discretionary support provided by the General Fund to SCVMC.

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

Subsidy Component	2010	2011	2012	2013 CLB	2013 Rec
VLF Revenue	\$49.9	\$51.6	\$49.4	\$52.1	\$52.1
Tobacco Revenue	\$12.0	\$12.0	\$12.0	\$12.0	\$12.0
Inmate Care	\$11.4	\$11.4	\$11.4	\$11.4	\$11.4



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

Subsidy Component	2010	2011	2012	2013 CLB	2013 Rec
GF Grant	\$0.0	\$48.0	\$14.7	\$13.0	\$13.0
<b>Total Subsidy</b>	<b>\$73.3</b>	<b>\$123.0</b>	<b>\$87.5</b>	<b>\$88.5</b>	<b>\$88.5</b>
Use of VMC Reserves	\$117.5	\$0.0	\$0.0	\$0.0	\$0.0

a. \$ reflected in millions

The General Fund subsidy has been adjusted in the FY 2013 base or current level budget (CLB) to reflect changes in costs for current resources.

No additional changes to the subsidy are recommended for FY 2013.

## Summary of Base Adjustments to the GF Subsidy<sup>a</sup>

Basis for Adjustment	Amount
<b>FY 2012 Approved Budget</b>	<b>\$87.5</b>
Net increase in salaries and benefit costs <sup>b</sup>	\$15.0
Base budget placeholders representing targeted savings from RNPA and Engineers & Architects	(\$10.4)
Remove FY 2012 one-time salary savings	\$1.8
Net ongoing savings from position changes in FY 2012	(\$6.3)
Other miscellaneous base adjustments	\$0.9
<b>Total FY 2013 Current Level Budget</b>	<b>\$88.5</b>

a. \$ reflected in millions

b. Approximately \$6.5 million of the increased cost is associated with the increase in Retiree Health funding level from 50% of Normal Cost to 75% of Normal Cost.

## Reserves

The Special Programs budget may include one-time and/or ongoing reserves established by the Board of Supervisors for various purposes.

The FY 2013 base budget has no budgeted reserves in Special Programs, however the County Executive's recommendations include proposals to establish both a Reserve for Economic Uncertainties and a Reserve for Cash (see following section).

## Criminal Justice Information Control (CJIC)

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

cases or who are currently serving sentences. This function is mandated due to various legal requirements imposed on the County departments that work within the national criminal justice system.

## Children's Health Initiative

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

## Center for Leadership and Transformation (CLT)

The CLT is a world-class leadership, innovation, and transformation program designed to give employees the opportunity and the tools to envision and implement change. The Center is helping the County achieve significant results through four primary initiatives:

1. A Mid-Level Manager and Employee Engagement Program
2. An Executive Leader Program at Stanford University
3. Countywide Rapid Transformation efforts, and
4. A Collaborative Web Platform.

## Additional Ongoing Programs

Additional programs currently funded in the Special Programs budget include:

- **EcoPass Program:** The EcoPass provides employees with an alternative mode of transportation to and from work and reduces on-site parking needs. In addition to free, unlimited access to VTA buses and light rail trains, the EcoPass Program also provides guaranteed transportation home in the event of illness, family emergency or unexpected overtime.
- **Insurance and Training Costs for Volunteer Fire Departments:** A contract with the California Department of Forestry and Fire Protection provides training of volunteer firefighters for the South Santa Clara County Fire District. Additionally the County provides reimbursement of expenses for Workers Compensation and liability insurance for volunteer fire departments in the unincorporated area of the County.

- **Tobacco Securitization:** An ongoing appropriation is allocated to cover debt service costs associated with the securitization of tobacco settlement revenue.
- **Unincorporated Library Services:** An annual transfer to the County Library budget subsidizes the cost of library services in County-governed areas. The transfer is not mandated, but is made pursuant to a Joint Powers Authority contract between the County and various cities for operation of the County library system.
- **School Crossing Guard Program:** The County provides funding for eight (8) crossing guards at seven intersections within the City of San Jose.
- **Silicon Valley Arts Council:** The County provides an annual contribution to the Silicon Valley Arts Council. This annual contribution was historically equal to the amount of Transient Occupancy Tax realized by the County, but was capped at \$325,000 by Board action at the June 2009 Budget Hearing.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Center for Leadership and Transformation (CLT)	Yes	Non-Mandated	Increased ongoing funds will continue to support the Countywide effort to equip employees with the knowledge and tools to lead change and transform work processes throughout the organization	▲
SCVMC General Fund Subsidy	Yes	Mandated/ Non-Mandated		■
Reserves	Yes	Non-Mandated	An ongoing Reserve for Economic Uncertainties and a one-time Reserve for cash are recommended.	▲
Criminal Justice Information Control System	Yes	Mandated		■
Children's Health Initiative	Yes	Non-Mandated		■
ECO Pass Program	Yes	Non-Mandated		■
Workers Compensation and Liability Insurance for Volunteer Fire Departments	Yes	Non-Mandated		■
Training for Volunteer Fire Fighters	Yes	Non-Mandated		■
Tobacco Securitization	Yes	Non-Mandated		■
Unincorporated Library Services	Yes	Non-Mandated		■
School Crossing Guard Program	Yes	Non-Mandated		■
Silicon Valley Arts Council	Yes	Non-Mandated		■

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



## County Executive's Recommendation

### ▲ Center for Leadership and Transformation

**Allocate ongoing funds for the Center of Leadership and Transformation (CLT):** Funding will continue to support the Countywide effort to equip employees with the knowledge and tools to lead change and transform work processes throughout the organization.

**Service Impact:** In FY 2012 the Board allocated \$560,00 in one-time funds and \$180,000 in ongoing funds to support CLT efforts. This recommendation would increase ongoing funding by \$556,145, from \$180,000 to \$736,145 to support the following key elements of the program:

1. Contract with Rapid Transformation LLC, \$551,250, which includes responsibility for the following, in conjunction with the Administration:
  - a. Quarterly meetings of active CLT teams for purposes of structured feedback and coaching on project challenges
  - b. An estimated 15 hours a month for a combination of focused meetings with Departmental executives and staff on specific projects, and the dissemination of CLT materials or course work aimed at exposing more employees to CLT principles. This program element in particular is designed to create the opportunity for the County to train employees in CLT principles who may then teach those principles to fellow employees in the future, including future use of sccLearn for CLT courses.
  - c. CLT classes, comprised of a combination of CLT classes with 30 employees each to work on specific action learning projects in the County, as well as the potential for a shorter course provided to a larger number of employees. Action learning projects will include pre- and post-course meetings and planning sessions, as well as coaching of teams during the incubation period of their action learning projects.
  - d. Continued oversight of Information Technology (IT) governance and rapid transformation efforts
  - e. Alumni events for CLT participants
2. An executive program at Stanford University for executive leaders who have not yet been to the

Stanford CLT program (\$130,000). In addition to the Stanford CLT program, ESA Employee Development will be working with the Office of the County Executive on an Executive Leadership plan in FY 2012 and FY 2013 to foster linkages between the County Executive's vision, Departmental strategic planning efforts, and Executive development efforts. These efforts are also outlined in the Employee Services Agency budget BU 130.

3. Website Improvement: Funds to migrate from the WordPress format to a platform that is supported by ISD, in order to provide both a work space in SharePoint for CLT teams, as well as an informational resource for CLT. This feature will be available when SharePoint 2010 is utilized as the vehicle for the County portal. (\$34,895).
4. Operating funds for CLT activities (\$20,000).

A more complete discussion of the Center for Leadership and Transformation is provided in the Introduction section of this document, following the County Executive's Budget Message.

**Total Cost: \$556,145**

### ▲ Reserve for Economic Uncertainties

**Establish a Reserve for Economic Uncertainties for FY 2013.** The proposed reserve would be supported by \$10,000,000 in ongoing funds.

**Background:** FY 2012 budget included a \$15.4 million Reserve for Economic Uncertainties, supported by \$10 million in ongoing funds and \$5.4 million in one-time funds. Board-approved actions at the FY 2012 Mid-Year Budget Review increased the reserve to \$16.2 million in FY 2012 and \$22.8 million in the FY 2013 base budget, supported completely by ongoing funds.

*The \$22.8 million reserve was eliminated in the base budget process in order to meet the goal of a maintenance budget year.*

**Service Impact:** The recommended reserve will provide the Board with some flexibility in future decisions related to the impact of State and Federal budget impacts which may reduce the current level of revenues from these sources.

**Total Cost: \$10,000,000**

**Reserve for Cash**

**Allocate \$2.9 million in one-time funds for a reserve for cash.** The Board of Supervisors has not formally adopted a Cash Reserve policy. However, the Board allocated \$2.5 million for a reserve for cash in FY 2012, with the intent of transferring the funds to a non-budgetary fund at the end of the fiscal year to begin building a source of funds to mitigate cash flow issues.

This \$2.5 million reserve remains unspent and the Office of Budget & Analysis (OBA) will work with the Controller-Treasurer to effect the required transfer of FY 2012 funds in June 2012.

A new one-time appropriation of \$2.9 million for FY 2013 will bring total funds specifically reserved for cash to \$5.4 million.

**Total One-time Cost: \$2,900,000**

**One-time Support for DCSS Moving Costs**

**Allocate one-time funds to offset moving costs for the Department of Child Support Services (DCSS).** DCSS currently occupies a leased property and the lease will expire in FY 2013. Relocation to a different facility will enable the department to occupy a smaller, less expensive space.

Assistance from the General Fund is needed to ensure that child support services are not negatively impacted due to costs associated with moving to a new facility. Budget reductions in recent years have left the Department with severely reduced staffing resources.

Total one-time moving costs are estimated at \$1,837,556. DCSS is able to handle the majority of these expenses. However, the department requires General Fund support in the amount of \$537,802 to avoid deleting additional positions and reducing services.

DCSS can leverage revenue to offset the General Fund contribution through the Federal Financial Participation (FFP) program, which matches 66% of any County contributions to the program. Therefore, it is intended that the County will initially contribute \$537,802 toward moving costs, and will recoup 66% at the end of the year, for a net one-time contribution of \$182,853.

**Net One-time Cost: \$182,853**

Total one-time cost: \$537,802  
Total one-time revenue: \$354,949

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

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1001	Special Program Fund 0001	\$ 102,652,748	\$ 130,139,626	\$ 96,912,765	\$ 110,906,712	\$ (19,232,914)	-14.8%
<b>Total Net Expenditures</b>		\$ 102,652,748	\$ 130,139,626	\$ 96,912,765	\$ 110,906,712	\$ (19,232,914)	-14.8%

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

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1001	Special Program Fund 0001	\$ 102,652,748	\$ 130,139,626	\$ 96,912,765	\$ 110,906,712	\$ (19,232,914)	-14.8%
<b>Total Gross Expenditures</b>		\$ 102,652,748	\$ 130,139,626	\$ 96,912,765	\$ 110,906,712	\$ (19,232,914)	-14.8%



## Special Programs — Budget Unit 119

### Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 18	\$ —	\$ —	\$ —	\$ —	—
Services And Supplies	4,862,890	4,431,121	5,114,610	5,670,755	1,239,634	28.0%
Operating/Equity Transfers	97,789,839	90,749,309	91,798,155	92,335,957	1,586,648	1.7%
Reserves	—	34,959,196	—	12,900,000	(22,059,196)	-63.1%
<b>Subtotal Expenditures</b>	<b>102,652,748</b>	<b>130,139,626</b>	<b>96,912,765</b>	<b>110,906,712</b>	<b>(19,232,914)</b>	<b>-14.8%</b>
<b>Total Net Expenditures</b>	<b>102,652,748</b>	<b>130,139,626</b>	<b>96,912,765</b>	<b>110,906,712</b>	<b>(19,232,914)</b>	<b>-14.8%</b>

## Special Programs — Budget Unit 119

### Revenues by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1001	Special Program Fund 0001	\$ 42,745,025	\$ 21,621,021	\$ 15,421,021	\$ 15,775,970	\$ (5,845,051)	-27.0%
	<b>Total Revenues</b>	<b>\$ 42,745,025</b>	<b>\$ 21,621,021</b>	<b>\$ 15,421,021</b>	<b>\$ 15,775,970</b>	<b>\$ (5,845,051)</b>	<b>-27.0%</b>

## Special Program Fund 0001 — Cost Center 1001

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	—	\$ 130,139,626	\$ 21,621,021
Board Approved Adjustments During FY 2012	—	(34,775,819)	(6,200,000)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	1,548,958	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 96,912,765	\$ 15,421,021
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
General Fund Transfer to DCSS for FY 2013 Moving Costs	—	537,802	—
Decision Packages			
1. Augment Funding for Center for Leadership & Transformation	—	556,145	—
2. Cash Reserve	—	2,900,000	—
3. Reserve for Economic Uncertainties	—	10,000,000	—
4. Federal Reimbursement for GF Transfer to DCSS	—	—	354,949
The General Fund will transfer \$537,802 to the Department of Child Support Services (DCSS) to assist with FY 2013 anticipated moving costs (see Intra-County line above). DCSS will reimburse the General Fund expense, with Federal monies that can be leveraged for this expense.			
Subtotal (Recommended Changes)	—	\$ 13,993,947	\$ 354,949
<b>Total Recommendation</b>	—	<b>\$ 110,906,712</b>	<b>\$ 15,775,970</b>





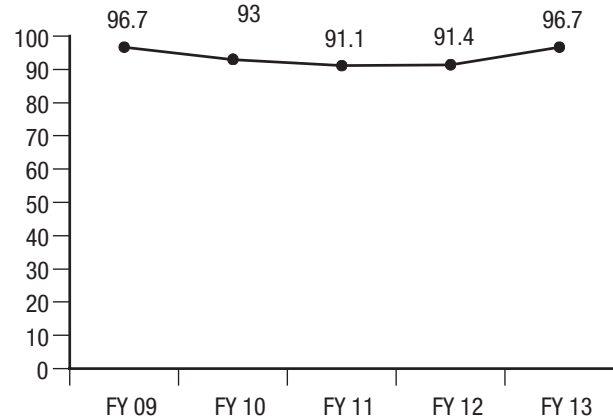
# Appropriations for Contingencies

## Overview

### Contingency Reserve

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

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



**Contingency Reserve**

Data reflects the July 1 Approved Budget level of the Contingency Reserve each fiscal year.

## County Executive's Recommendation

### FY 2013 Contingency Reserve

**Set the General Fund Contingency Reserve at a level equal to 5% of ongoing General Fund revenue, net of pass-through revenue.** Total ongoing General Fund revenue, net of pass-through revenue, in the FY 2013 Recommended Budget is \$1,932,434,000.

**Background:** Pass-through revenues are State and Federal revenues in the Social Services Agency that support direct cash aid payments to clients. These revenues are not included in the calculation of the annual General Fund Contingency Reserve, because they do not support General Fund County expenditures.

### General Fund Pass-through Revenues

Account	Description	FY 2013 Amount
4405110	State-Special Circumstances	\$15,924
4406110	State-AFDC-Foster Care	\$10,794,026
4406120	State-CalWorks	\$50,321,662
4406140	State-Adoptions Assistance	\$11,271,000
4406150	State - Kin-Gap	\$3,025,508
4406180	Transition Housing Placement	\$1,728,000
4406400	State-CAPI Cash Assistance	\$8,342,156
4520110	Emergency Assistance	\$1,698,650
4520120	Federal-CalWorks	\$30,161,672
4520130	Federal-AFDC-Foster Care	\$14,090,151
4520140	Refugee Assistance	\$421,030
4520150	CalWorks Diversion	\$6,370
4520160	Federal-Child Care IV-E	\$400,000
4520170	Federal-Adoptions Assistance	\$10,970,622
4520190	CalWorks-Legal Immigrants	\$584,655
	<b>Total</b>	<b>\$143,831,426</b>

**Total One-time Cost: \$96,650,000**



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

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1010	County Reserve Fund 0001	\$ —	\$ 91,376,397	\$ —	\$ 96,650,000	\$ 5,273,603	5.8%
<b>Total Net Expenditures</b>		\$ —	\$ 91,376,397	\$ —	\$ 96,650,000	\$ 5,273,603	5.8%

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

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1010	County Reserve Fund 0001	\$ —	\$ 91,376,397	\$ —	\$ 96,650,000	\$ 5,273,603	5.8%
<b>Total Gross Expenditures</b>		\$ —	\$ 91,376,397	\$ —	\$ 96,650,000	\$ 5,273,603	5.8%

### Reserves — Budget Unit 910 Expenditures by Object

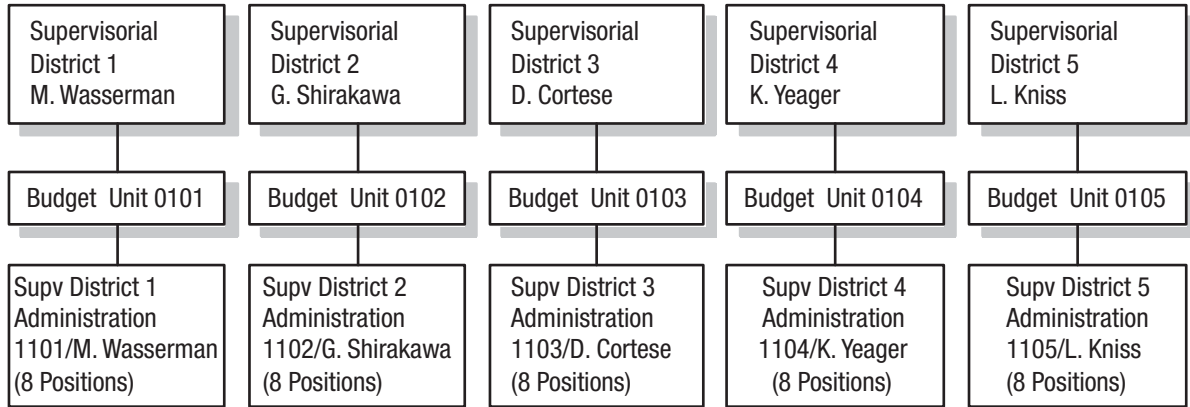
Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Reserves	—	91,376,397	—	96,650,000	5,273,603	5.8%
<b>Subtotal Expenditures</b>	—	91,376,397	—	96,650,000	5,273,603	5.8%
<b>Total Net Expenditures</b>	—	91,376,397	—	96,650,000	5,273,603	5.8%

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

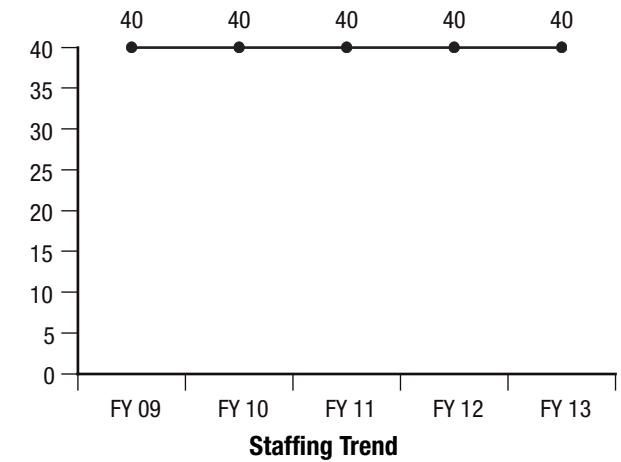
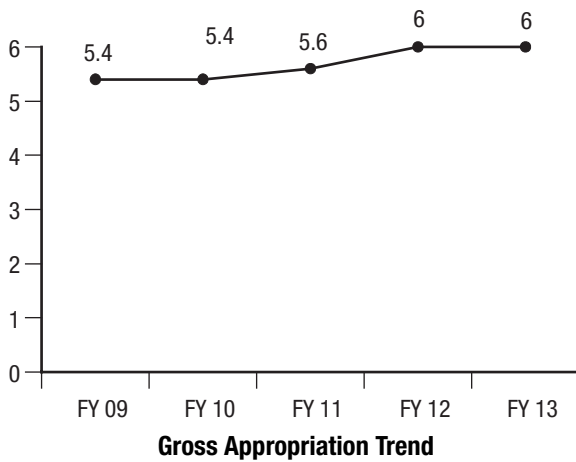
	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	—	\$ 91,376,397	\$ —
Board Approved Adjustments During FY 2012	—	(91,376,397)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. FY 2013 Contingency Reserve	—	96,650,000	—
The FY 2013 General Fund Contingency Reserve is budgeted at 5% of ongoing General Fund revenue net of pass-through revenue.			
Subtotal (Recommended Changes)	—	\$ 96,650,000	\$ —
<b>Total Recommendation</b>	—	\$ 96,650,000	\$ —



# Board of Supervisors



Section 1: Finance and Government



Staffing in the Board Offices may vary.



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## 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.**




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## 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.**

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## 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 2012 Supervisor George Shirakawa is the designated Board President. Each of the five board offices has budget for 8 full-time positions that support them directly. The Offices of the Clerk of the Board and the County Executive provide support and assistance as well.

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

## Board Policy Committees

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

## Fiscal Year 2012 Accomplishments

### Health and Hospital Committee

- Adopted comprehensive nutrition standards for food and beverages offered at County meetings and events and County-leased properties; in our vending machines and cafeterias; and to our custodial populations.
  - Supported recommendations relating to the 2012 Ryan White HIV/AIDS Program
  - Priorities and Allocations related to healthcare policy.
  - Implemented a web-based solution to information and referral sources related to Healthy Communities and Seniors and People with Disabilities.
  - Convened a Health Care Reform Stakeholder Group to build community capacity and understanding related to current and anticipated changes to the provision and payment of health care for public hospital and clinic systems.
  - Welcomed a new Emergency Medical Services Agency Director, accepted an Agency strategic plan, and monitored service delivery related to the exclusive operating area contract for ambulance and first responder services.
  - Monitored ongoing construction of hospital and other facilities funded under the Measure "A" Construction Bond Measure.
  - Instituted reports from the Santa Clara Valley Medical Center to the Committee related to customer service and patient satisfaction, and a report from the Director of Nursing Services. In addition, the HHC continued to focus on quality and patient safety.
- Monitored the process for vendor selection and initial implementation of a Santa Clara Valley Health and Hospital System Enterprise Core Healthcare Information System, and supported additional information technology upgrades including those for Valley Health Plan.
  - Examined Low Income Health Care Programs offered by Santa Clara County, including the goals and timelines, and enrollment and revenue opportunities.

### Children, Seniors and Families Committee

- Relaunched School Linked Services as a program to meet the needs of youth and their families through location of County, CBO and other services on site at schools, and began work on the implementation process.
- Implemented service improvements to seniors the via the Older Adult Summit.
- Continued to meet CalWORKs Work Participation Rates and Medi-Cal performance standards.
- Expanded collaboration and community partnerships with key stakeholders in advancing strategies addressing disparity of African American and Latino children in the child welfare system, including but not limited to: Harvard Study, Latino Equity Project, Disproportionate Minority Contact (DMC) Work Group, Children of Color Task Force, etc.
- Improved business model approaches to handling child welfare reports by combining practice goals of Emergency Response and Dependency Intake units.
- Closely aligned adult services relating to the protection of elders and dependent adults to maximize staffing resources and effective practices in the field from the Adult Protective Services and Public Guardian/Conservator's Office.
- Continued Early Intervention and Performance Improvement Plans of the Department of Child Support Services to increase parental participation in the process of establishing and enforcing support obligations with the goal of leading to reasonable support obligations, increased numbers of stipulations, and fewer default judgments.

- Participated in the Phase II Realignment Planning Efforts of the Department of Child Support Services to shift areas of responsibility and funding from the state to the local child support program.
- Expanded outreach and partnerships with hospitals and other agencies to improve paternity establishment performance.
- Promoted the adoption of A-G requirements in all school districts within Santa Clara County.
- Enhanced service delivery for adults and juvenile probation services.
- Looked at alternative intervention and placement models to incarceration of minors (ages 11-15) in Santa Clara County including the formation of an Emergency Assessment Team.
- Continued promoting peer court to educate youth offenders and their families in becoming responsible residents through restorative justice.
- Worked with the Probation Department and its juvenile justice partners and Community Based Organizations to seek alternatives to detention for minors under the age of 13 that are awaiting adjudication.
- Developed performance indicators for the Cross-Agency Service Team (CAST) to determine the impact of contributions made to the child welfare system.
- Continued work with Harvard Study consensus building team.
- Completed a Formal Solicitation and Contracting Plan for Community-Based Organization (CBO) "General Fund" contracts for consideration by the Board of Supervisors.
- Assumed reporting jurisdiction over the Youth Task Force (YTF) and coordinated with the YTF to delegate actions for the fiscal year and provide comments on agendas.
- Worked with partners and CBOs including the Bill Wilson Center and InnVision on the goal to end child homelessness in the county.
- Implemented an agreement with VTA to utilize unused employee Eco-passes to provide low income transit passes at no cost to GA clients.
- Implemented AB 12/Extended Foster Care to provide enhanced foster care services for those former DFCS youth ages 18 and 19.
- Sponsored the opening of the HUB - a youth led center.
- Participated in a Senior Nutrition RFP Study prior to the issuance of an RFP for non-municipal meal sites.
- Initiated the community consensus building process to develop the Seniors Agenda.
- Initiated a business process redesign in In-Home Supportive Services (IHSS) in order to improve customer service in the areas of payroll processing, telephone response and intake/reassessment timelines.
- Established the lowest CalFresh error rate of any county in California
- Continued streamlining and increasing the ease of access to public benefits from full implementation of the Central Client Service model and implemented the model in General Assistance and CalWORKS Continuing Bureaus.
- Began coordination with the Mental Health Department on their AB 109 pilot, and the Department of Corrections on their CASU program at the Re-Entry Center.
- Continued efforts to increase efficiencies and improve service through technology, office location, communication, and business processes across all SSA departments and services.
- Implemented the inclusion of Child Impact Statements for all County transmittals highlighting the importance of the County's role in assuring child wellbeing.

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

- Oversaw the Public Safety Realignment (AB 109) implementation and spending plans; hosted and presented at several community, provider, and client forums to educate the public and seek input.
- Launched the Re-Entry Network in cooperation with the Sheriff, with a mission to reduce recidivism by using evidence-based practices in implementing a seamless system of services, supports, and supervision.

- Awarded the federal Second Chance Act Adult Re-Entry Planning grant and contracted with National Council of Crime and Delinquency (NCCD) to facilitate the Adult Re-Entry Strategic Planning Team and write the County's five year Strategic Plan.
- Advocated and sought AB 109 funding for the Correctional Assessment and Intervention System (CAIS), the first validated risk and needs assessment tool to be implemented in the Department of Correction.
- Advocated for improved access through the Department of Drug and Alcohol's Gateway system to receive drug and alcohol treatment.
- Reviewed the Department of Correction's Recidivism Study and Evidence-based Program evaluation to direct the Re-Entry Network's work plan.
- Deliberated the recommendations from the Detainers Task Force regarding the policy of honoring civil detainer requests from the United States Immigration and Customs Enforcement (ICE).
- Collaborated with the City of San Jose at the National Forum on Youth Violence Prevention and promoted the positive outcomes of juvenile re-entry efforts and the successful Enhanced Ranch Program operated by Juvenile Probation.
- Utilized the management audit process to reveal several hundred thousand dollars in potential savings through the review of County employee cell phone use, authorization, and oversight, as well as a management audit of the Office of Pretrial Services and a special study of the highest users of County services.
- Oversaw the creation of a new citizens' academy, "SCCGOV 101," as an introductory course for county residents to inform and educate themselves about the various roles and services of County government, to build collaborative capacity, and to encourage community leadership.
- Adopted a comprehensive update of Board policies on contracting and bidding, increasing Board oversight over contracting practices County-wide.
- Moved to aggressively regulate payday lending and check cashing operations within the County, including consumer education and the adoption of a temporary moratorium on new payday lending establishments.

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

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

- Completed the annual Housing Element status report, which is required to be transmitted to the California Department of Housing and Community Development.
- Provided input into the preparation of the Santa Clara County Valley Habitat Conservation Plan (HCP). The Habitat Plan is a multi-jurisdictional plan that includes a partnership between the County, three cities, VTA, and the Water District.
- Continued to monitor the administration the Williamson Act, Open Space, Historic Heritage and Surface Mining and Reclamation Act programs.
- Promoted the construction of the Almaden Expressway Operational Improvements Project, which will result in much more orderly and efficient traffic in the heavily congested expressway corridor at State Route 85.
- Advocated for battery backup units at key expressway intersections to provide for continued operation of traffic signals during power outages.
- Established a Voter Outreach Program whereby Community Based Organizations could expand on the voter outreach efforts of the Registrar of Voters, with the goal of increasing the number of voters from traditionally underrepresented communities, educating the voting public on changes brought about by redistricting and the institution of the "Top Two" primary system, and enabling voters to fully and actively participate in the democratic process.
- Adopted an "Open Government Ordinance" for the County to enhance public access to the County's public decision-making processes.
- Approved the implementation of a new Agenda Management System to replace KeyBoard with an off-the-shelf commercial solution that will reduce the use of paper and is less expensive to support and maintain than the customized KeyBoard application.



- Encouraged eradication efforts by Vector Control in response to multiple detections of adult mosquitoes in south San Jose that were infected with West Nile Virus.
- Highlighted the County's Animal Shelter's record of achieving a 100% adoption rate for healthy/adoptable shelter animals in calendar year 2011.
- Approved the project schedule for Phase 1 of the Martial Cottle County Park Master Plan.
- Encouraged grant funding and partnerships to complete trail construction identified in Coyote Lake - Harvey Bear Ranch County Park Master Plan, resulting in the addition of 30 miles of new trails.

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## Fiscal Year 2013 Planned Accomplishments

### Health and Hospital Committee

- Plan for integration of prevention and treatment for substance use disorders in the County's health care system.
- Evaluate recent integration of mental health services and primary care services within our clinic systems.
- Strive to be the healthiest county in California as deemed by the Robert Wood Johnson Foundation.
- Identify the most frequent County health and human service users in order to develop multi-disciplinary and cost-effective approaches across County departments.
- Continue to monitor the seismic safety and modernization project at the Valley Medical Center campus.
- Prepare our public health system for the changing health care provider and reimbursement landscape in Santa Clara County, the State, and the Nation.
- Fulfill governance responsibilities of the Santa Clara Valley Medical Center and Valley Health Plan including: oversight of finance and operational performance; approval of policy and procedures, and medical staff credentials; monitoring of various health care compliance requirements; review of quality indicators, performance management and safety reports.

### Children, Seniors and Families Committee

- Continue to work with the Harvard Study consensus building team.
- Support the development and implementation of the new five year Systems Improvement Plan for the Department of Family and Children's Services (DFCS).
- Coordinate Phase II of the Seniors Agenda and submit recommendations to the Board of Supervisors.
- Re-charter CAST to include Cross Systems service strategies to support the prioritization of families in child welfare and to better address their needs.
- Continue to shepherd the implementation of the School Linked Services initiative.
- Continue to consider the analysis of the Latino Equity Project and the integration of its findings into the DFCS System Improvement Plan.
- Continue to support the development of the unified child welfare core practice model in accordance with State DSS guidance and the specific implementation of the model with the California Partners for Permanency Grant.
- Continue to institutionalize the CCS model of service delivery in DEBS.
- Work closely with State and Local stakeholders to assure the successful implementation of IHSS and long-term services and supports into the managed care Dual Eligible Demonstration Pilot.
- Expand nutrition education for CalFresh eligible participants through the SNAP Innovative Grants awarded by CDSS.
- Transfer Healthy Family children up to 133% of the FPL into Medi-Cal, as funded in the FY 2013 State Budget.
- Continue to work with partners and CBOs including the Bill Wilson Center and InnVision on the goal to end child homelessness in the county.



## Public Safety and Justice Committee

- Implement the Re-Entry Network's Strategic Plan, oversee the ongoing implementation of Public Safety Realignment (AB 109) and assess the needs of the inmate population and the demands on the jail's physical layout.
- Direct and support the Public Health Department's Violence Prevention Plan and activities.
- Continue to direct the efforts of the Juvenile Justice Systems Collaborative and its impact on reducing the number of Latino and African-American youth who encounter law enforcement and the juvenile justice system.
- Continue the County's role on the Mayor's Gang Prevention Task Force - Interagency Collaborative Subcommittee to provide direction on issues such as reducing out of school suspensions, the integration of gang affiliated youth at the County Office of Education's Alternative Schools.

## Finance and Government Operations Committee

- Continue to plan for the re-use of the former San Jose City Hall site, maximizing the centralization of County services for the benefit of the public and the increased efficiency of the County organization, while also maximizing the ongoing revenue potential of the property to the County.
- Make recommendations on which specialized qualifications currently required for appointment to specific seats on various County advisory boards and commissions can be relaxed or eliminated, in an effort to ease recruitment in order to facilitate the ability of a board or commission to achieve quorum.
- Oversee an update of all major County buildings and customer service signage to reflect the common languages used by residents to better access County services.
- Advance efforts to end the use of expanded polystyrene in favor of compostable food and beverage containers in all County operations, and to end the use of expanded polystyrene by relevant outlets in the unincorporated County
- Partner with the Santa Clara Valley Transportation Authority in the pilot of the "Bike Share" program, by establishing a bike share kiosk at the Civic Center to

provide access to the bike share system for both the public and employees for commuting or other transportation needs.

- Continue working with the Office of Sustainability to ensure the County's role as a regional leader on environmental issues.
- Continue efforts to "right-size" the County's vehicle fleet.
- Continue to work with staff to achieve the goal of 100% renewable energy use at the County Government Center.
- Make more opportunities available for residents to participate in energy efficiency retrofit programs while increasing the amount of renewable energy utilized at County facilities.
- Continue to review management audits and make recommendations for implementation that will improve accountability, operational performance, and efficiency in the use of scarce public resources.

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

- Review the residential fire department access standards, including turnaround standards, as well as driveway and minimum width requirements of access roads.
- Promote the development of an on-line permitting process for qualifying projects, thus providing for an improved customer service approach to permit applications, which would also include photovoltaic projects in the Department of Planning and Development.
- Complete the Almaden Expressway Operational Improvements Project.
- Review the environmental documents for the Reid-Hillview Airport Master Plan.
- Review, provide input and present to the Board of Supervisors a garbage franchise agreements for unincorporated Santa Clara County.
- Review and consider a streamlined County process to effectively address rubbish abatement complaints in unincorporated Santa Clara County.

- Advocate for a partnership agreement with VIP Petcare Services to offer free rabies vaccinations when residents license their pets with the County of Santa Clara.
- Begin construction on Martial Cottle County Park Phase I.

## County Executive's Recommendation

Maintain the current level budget for Fiscal Year 2013.

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

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1101	Supervisorial Dist #1 Fund 0001	\$ 999,182	\$ 1,121,004	\$ 1,148,245	\$ 1,148,245	\$ 27,241	2.4%
	<b>Total Net Expenditures</b>	\$ 999,182	\$ 1,121,004	\$ 1,148,245	\$ 1,148,245	\$ 27,241	2.4%

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

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1101	Supervisorial Dist #1 Fund 0001	\$ 999,182	\$ 1,121,004	\$ 1,148,245	\$ 1,148,245	\$ 27,241	2.4%
	<b>Total Gross Expenditures</b>	\$ 999,182	\$ 1,121,004	\$ 1,148,245	\$ 1,148,245	\$ 27,241	2.4%

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

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 977,645	\$ 1,055,123	\$ 1,082,104	\$ 1,082,104	\$ 26,981	2.6%
Services And Supplies	21,537	65,881	66,141	66,141	260	0.4%
<b>Subtotal Expenditures</b>	999,182	1,121,004	1,148,245	1,148,245	27,241	2.4%
<b>Total Net Expenditures</b>	999,182	1,121,004	1,148,245	1,148,245	27,241	2.4%

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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	8.0	\$ 1,121,004	\$ —
Board Approved Adjustments During FY 2012	—	10,999	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	23,965	—
Internal Service Fund Adjustments	—	(10,656)	—



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

	Positions	Appropriations	Revenues
Other Required Adjustments	—	2,933	—
Subtotal (Current Level Budget)	8.0	\$ 1,148,245	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>8.0</b>	<b>\$ 1,148,245</b>	<b>\$ —</b>

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

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1102	Supervisorial Dist #2 Fund 0001	\$ 999,407	\$ 1,121,004	\$ 1,148,245	\$ 1,148,245	\$ 27,241	2.4%
	<b>Total Net Expenditures</b>	<b>\$ 999,407</b>	<b>\$ 1,121,004</b>	<b>\$ 1,148,245</b>	<b>\$ 1,148,245</b>	<b>\$ 27,241</b>	<b>2.4%</b>

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

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1102	Supervisorial Dist #2 Fund 0001	\$ 999,407	\$ 1,121,004	\$ 1,148,245	\$ 1,148,245	\$ 27,241	2.4%
	<b>Total Gross Expenditures</b>	<b>\$ 999,407</b>	<b>\$ 1,121,004</b>	<b>\$ 1,148,245</b>	<b>\$ 1,148,245</b>	<b>\$ 27,241</b>	<b>2.4%</b>

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

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 913,938	\$ 1,063,871	\$ 1,082,595	\$ 1,082,595	\$ 18,724	1.8%
Services And Supplies	85,469	57,133	65,650	65,650	8,517	14.9%
<b>Subtotal Expenditures</b>	<b>999,407</b>	<b>1,121,004</b>	<b>1,148,245</b>	<b>1,148,245</b>	<b>27,241</b>	<b>2.4%</b>
<b>Total Net Expenditures</b>	<b>999,407</b>	<b>1,121,004</b>	<b>1,148,245</b>	<b>1,148,245</b>	<b>27,241</b>	<b>2.4%</b>

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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	8.0	\$ 1,121,004	\$ —
Board Approved Adjustments During FY 2012	—	14,446	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	99,708	—



## Supervisory Dist #2 Fund 0001 — Cost Center 1102

### Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	69	—
Other Required Adjustments	—	(86,982)	—
Subtotal (Current Level Budget)	8.0	\$ 1,148,245	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	8.0	\$ 1,148,245	\$ —

## Supervisory District #3 — Budget Unit 103

### Net Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1103	Supervisory Dist #3 Fund 0001	\$ 1,057,302	\$ 1,121,004	\$ 1,148,245	\$ 1,148,245	\$ 27,241	2.4%
	<b>Total Net Expenditures</b>	\$ 1,057,302	\$ 1,121,004	\$ 1,148,245	\$ 1,148,245	\$ 27,241	2.4%

## Supervisory District #3 — Budget Unit 103

### Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1103	Supervisory Dist #3 Fund 0001	\$ 1,053,449	\$ 1,121,004	\$ 1,148,245	\$ 1,148,245	\$ 27,241	2.4%
	<b>Total Gross Expenditures</b>	\$ 1,053,449	\$ 1,121,004	\$ 1,148,245	\$ 1,148,245	\$ 27,241	2.4%

## Supervisory District #3 — Budget Unit 103

### Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 998,589	\$ 1,063,871	\$ 1,082,536	\$ 1,082,536	\$ 18,665	1.8%
Services And Supplies	54,860	57,133	65,709	65,709	8,576	15.0%
<b>Subtotal Expenditures</b>	1,053,449	1,121,004	1,148,245	1,148,245	27,241	2.4%
Expenditure Transfers	3,853	—	—	—	—	—
<b>Total Net Expenditures</b>	1,057,302	1,121,004	1,148,245	1,148,245	27,241	2.4%



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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	8.0	\$ 1,121,004	\$ —
Board Approved Adjustments During FY 2012	—	7,607	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	15,649	—
Internal Service Fund Adjustments	—	980	—
Other Required Adjustments	—	3,005	—
Subtotal (Current Level Budget)	8.0	\$ 1,148,245	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	8.0	\$ 1,148,245	\$ —

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

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1104	Supervisorial Dist #4 Fund 0001	\$ 1,006,031	\$ 1,121,004	\$ 1,148,245	\$ 1,148,245	\$ 27,241	2.4%
	<b>Total Net Expenditures</b>	\$ 1,006,031	\$ 1,121,004	\$ 1,148,245	\$ 1,148,245	\$ 27,241	2.4%

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

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1104	Supervisorial Dist #4 Fund 0001	\$ 1,005,769	\$ 1,121,004	\$ 1,148,245	\$ 1,148,245	\$ 27,241	2.4%
	<b>Total Gross Expenditures</b>	\$ 1,005,769	\$ 1,121,004	\$ 1,148,245	\$ 1,148,245	\$ 27,241	2.4%

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

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 991,544	\$ 1,063,871	\$ 1,082,104	\$ 1,082,104	\$ 18,233	1.7%
Services And Supplies	14,226	57,133	66,141	66,141	9,008	15.8%
<b>Subtotal Expenditures</b>	1,005,769	1,121,004	1,148,245	1,148,245	27,241	2.4%
Expenditure Transfers	261	—	—	—	—	—
<b>Total Net Expenditures</b>	1,006,031	1,121,004	1,148,245	1,148,245	27,241	2.4%



## Supervisorial Dist #4 Fund 0001 — Cost Center 1104

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	8.0	\$ 1,121,004	\$ —
Board Approved Adjustments During FY 2012	—	9,019	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	15,217	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	3,005	—
Subtotal (Current Level Budget)	8.0	\$ 1,148,245	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	8.0	\$ 1,148,245	\$ —

## Supervisorial District #5 — Budget Unit 105

### Net Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1105	Supervisorial Dist #5 Fund 0001	\$ 1,092,616	\$ 1,121,004	\$ 1,148,245	\$ 1,148,245	\$ 27,241	2.4%
	<b>Total Net Expenditures</b>	\$ 1,092,616	\$ 1,121,004	\$ 1,148,245	\$ 1,148,245	\$ 27,241	2.4%

## Supervisorial District #5 — Budget Unit 105

### Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1105	Supervisorial Dist #5 Fund 0001	\$ 1,092,616	\$ 1,121,004	\$ 1,148,245	\$ 1,148,245	\$ 27,241	2.4%
	<b>Total Gross Expenditures</b>	\$ 1,092,616	\$ 1,121,004	\$ 1,148,245	\$ 1,148,245	\$ 27,241	2.4%

## Supervisorial District #5 — Budget Unit 105

### Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 995,838	\$ 1,055,123	\$ 1,082,364	\$ 1,082,364	\$ 27,241	2.6%
Services And Supplies	96,778	65,881	65,881	65,881	—	—
<b>Subtotal Expenditures</b>	1,092,616	1,121,004	1,148,245	1,148,245	27,241	2.4%
<b>Total Net Expenditures</b>	1,092,616	1,121,004	1,148,245	1,148,245	27,241	2.4%

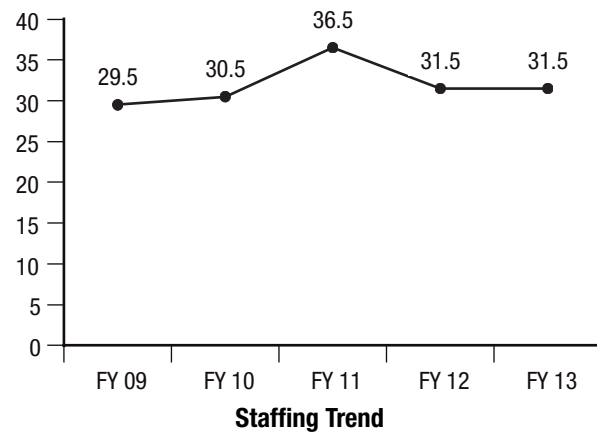
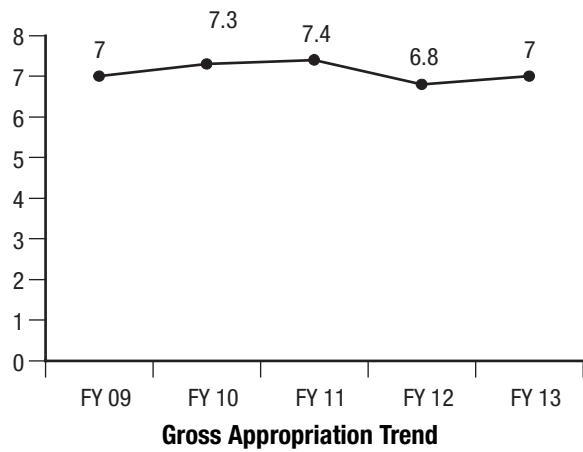
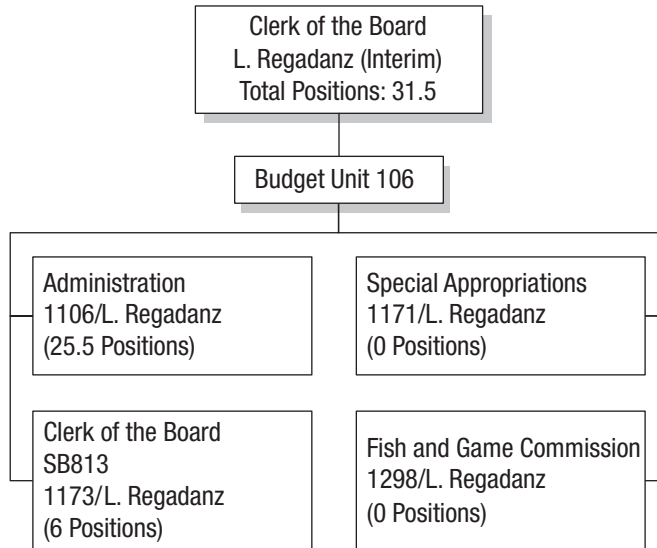


**Supervisorial Dist #5 Fund 0001 — Cost Center 1105**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	8.0	\$ 1,121,004	\$ —
Board Approved Adjustments During FY 2012	—	6,043	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	73,925	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(52,727)	—
Subtotal (Current Level Budget)	8.0	\$ 1,148,245	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>8.0</b>	<b>\$ 1,148,245</b>	<b>\$ —</b>



# Clerk of the Board





## Public Purpose

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



## Description of Major Services

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

- Administering oaths of office for various elected and appointed officials and County employees
- Posting vacancy notices

### Assessment Appeals

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

### Board Operations

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

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

### Boards and Commissions

Serves as ex-official Secretary to 31 Advisory Boards and Commissions and Hearing Officers by:

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

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

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

### Records Management

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

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

### Administrative Services

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

## Current and Emerging Issues

### Assessment Appeals

A challenge on the horizon for the department is that workloads continue to remain high, particularly in the areas of Assessment Appeals and records. In Assessment Appeals, for example, while appeals applications have decreased from a high point of nearly 13,000 in 2009-2010, there are still more than 10,000 applications expected during the current tax year. While the next tax year might see a further drop to 8,000 applications, this level is still much higher than the historically 3,000-4,000 range.

### Technology Projects

At the same time, the department is advancing two important technology projects. The projects include implementation of a new Agenda Management system and a new Assessment Appeals system. Both projects will require a significant amount of dedicated staff time and effort from all levels of the department to ensure successful completion.

### Records Management

The department serves as an official repository of County records dating back to 1865. These records have been maintained over the centuries in a variety of formats, making retrieval of these records very difficult. The department has taken incremental steps to address this problem by converting into electronic format small numbers of the total 5 million document images in the their repository. In 2011, the department contracted with a specialized document management services company to index and image files containing records on the County's Roads dating back to the 1850s.

This approach has proved to be fast, efficient, and cost-effective. At this same time, the department partnered with the Information Services Department to upload indexed and imaged files to the County's Sharepoint software platform, where those images currently reside in an accessible and searchable electronic system. Using a specialized document management firm for scanning and indexing of paper records, and uploading the converted electronic files to Sharepoint through the Information Services Department has worked



extremely well and is an easily scalable solution for the department's overall document conversion needs. The department has a need to continue this work with its remaining records.

In order to successfully absorb high workloads, while at the same time move our technology projects forward, the department continues to identify areas to streamline work, shift existing department resources in

and out of the areas of most need, and rely on the dedication of hard working staff. In the end, the department recognizes that the hard work necessary will be well worth the effort, in order to do our part in making the County a better place and in providing the best possible service to County residents.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Board Operations Division	Yes	Mandated		■
Advisory Boards and Commissions & Committees	Yes	Mandated		■
Assessment Appeals Intake and Processing	Yes	Mandated		■
Records Management	Yes	Mandated		■
Management Audit Services	Yes	Non-Mandated		■
Special Appropriations	Yes	Non-Mandated	Increased funding will allow for the transition of a new Board member and for the moving services and supplies and infrastructure expenses necessary to support that transition.	▲
Administration and Support	Yes	Required		■

Impact on Current Level of Service:

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

## County Executive's Recommendation

### ▲ Special Appropriations

**Transition of New Board member:** Allocate \$18,390 on a one-time basis for costs associated with the transition of a new District 5 Board member to be elected in November 2012. The funding request of \$18,390 has been set based on actual costs incurred during similar work completed in 2010-2011, and supports minimal costs for moving services and supplies, and for infrastructure expenses such as custodial, electrical, carpet cleaning/repair, cabling, and telephone and computer installation. The funding level does not include funds for remodeling or work space reconfigurations.

**Service Impact:** This funding allocation will allow for the transition of a new Board member and for the moving services and supplies and infrastructure expenses necessary to support that transition.

**One-time Cost: \$18,390**

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

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1106	Clerk Of The Board Fund 0001	\$ 4,998,768	\$ 4,482,370	\$ 4,619,671	\$ 4,619,671	\$ 137,301	3.1%
1171	Special Appropriations Fund 0001	1,718,704	1,614,158	1,671,002	1,689,392	75,234	4.7%
1173	SB 813 Admin Fund 0001	417,382	579,524	602,002	602,002	22,478	3.9%
1299	Fish And Game Comm Fund 0033	22,250	4,000	4,000	4,000	—	—
<b>Total Net Expenditures</b>		<b>\$ 7,157,103</b>	<b>\$ 6,680,052</b>	<b>\$ 6,896,675</b>	<b>\$ 6,915,065</b>	<b>\$ 235,013</b>	<b>3.5%</b>

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

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1106	Clerk Of The Board Fund 0001	\$ 5,120,018	\$ 4,555,794	\$ 4,683,175	\$ 4,683,175	\$ 127,381	2.8%
1171	Special Appropriations Fund 0001	1,718,704	1,614,158	1,671,002	1,689,392	75,234	4.7%
1173	SB 813 Admin Fund 0001	447,382	579,524	602,002	602,002	22,478	3.9%
1299	Fish And Game Comm Fund 0033	22,250	4,000	4,000	4,000	—	—
<b>Total Gross Expenditures</b>		<b>\$ 7,308,353</b>	<b>\$ 6,753,476</b>	<b>\$ 6,960,179</b>	<b>\$ 6,978,569</b>	<b>\$ 225,093</b>	<b>3.3%</b>

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

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 3,163,216	\$ 3,097,653	\$ 3,217,095	\$ 3,217,095	\$ 119,442	3.9%
Services And Supplies	4,131,608	3,655,823	3,743,084	3,761,474	105,651	2.9%
Fixed Assets	13,530	—	—	—	—	—
<b>Subtotal Expenditures</b>	<b>7,308,353</b>	<b>6,753,476</b>	<b>6,960,179</b>	<b>6,978,569</b>	<b>225,093</b>	<b>3.3%</b>
Expenditure Transfers	(151,250)	(73,424)	(63,504)	(63,504)	9,920	-13.5%
<b>Total Net Expenditures</b>	<b>7,157,103</b>	<b>6,680,052</b>	<b>6,896,675</b>	<b>6,915,065</b>	<b>235,013</b>	<b>3.5%</b>



## Clerk-Board Of Supervisors — Budget Unit 106

### Revenues by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1106	Clerk Of The Board Fund 0001	\$ 381,953	\$ 367,308	\$ 320,085	\$ 320,085	\$ (47,223)	-12.9%
1171	Special Appropriations Fund 0001	50,000	—	—	—	—	—
1299	Fish And Game Comm Fund 0033	6,170	2,500	2,500	2,500	—	—
<b>Total Revenues</b>		<b>\$ 438,123</b>	<b>\$ 369,808</b>	<b>\$ 322,585</b>	<b>\$ 322,585</b>	<b>\$ (47,223)</b>	<b>-12.8%</b>

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

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	25.5	\$ 4,482,370	\$ 367,308
Board Approved Adjustments During FY 2012	—	(134,175)	(44,223)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	114,846	—
Internal Service Fund Adjustments	—	188,359	(3,000)
Other Required Adjustments	—	(31,729)	—
Subtotal (Current Level Budget)	25.5	\$ 4,619,671	\$ 320,085
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	25.5	\$ 4,619,671	\$ 320,085

## Special Appropriations Fund 0001 — Cost Center 1171

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	—	\$ 1,614,158	\$ —
Board Approved Adjustments During FY 2012	—	59,844	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(3,000)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 1,671,002	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Adjust Appropriations for Transition of New Board Member	—	18,390	—
◆ Increase \$18,390 in one-time funding for moving services and supplies expenses			
Subtotal (Recommended Changes)	—	\$ 18,390	\$ —
<b>Total Recommendation</b>	—	\$ 1,689,392	\$ —



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

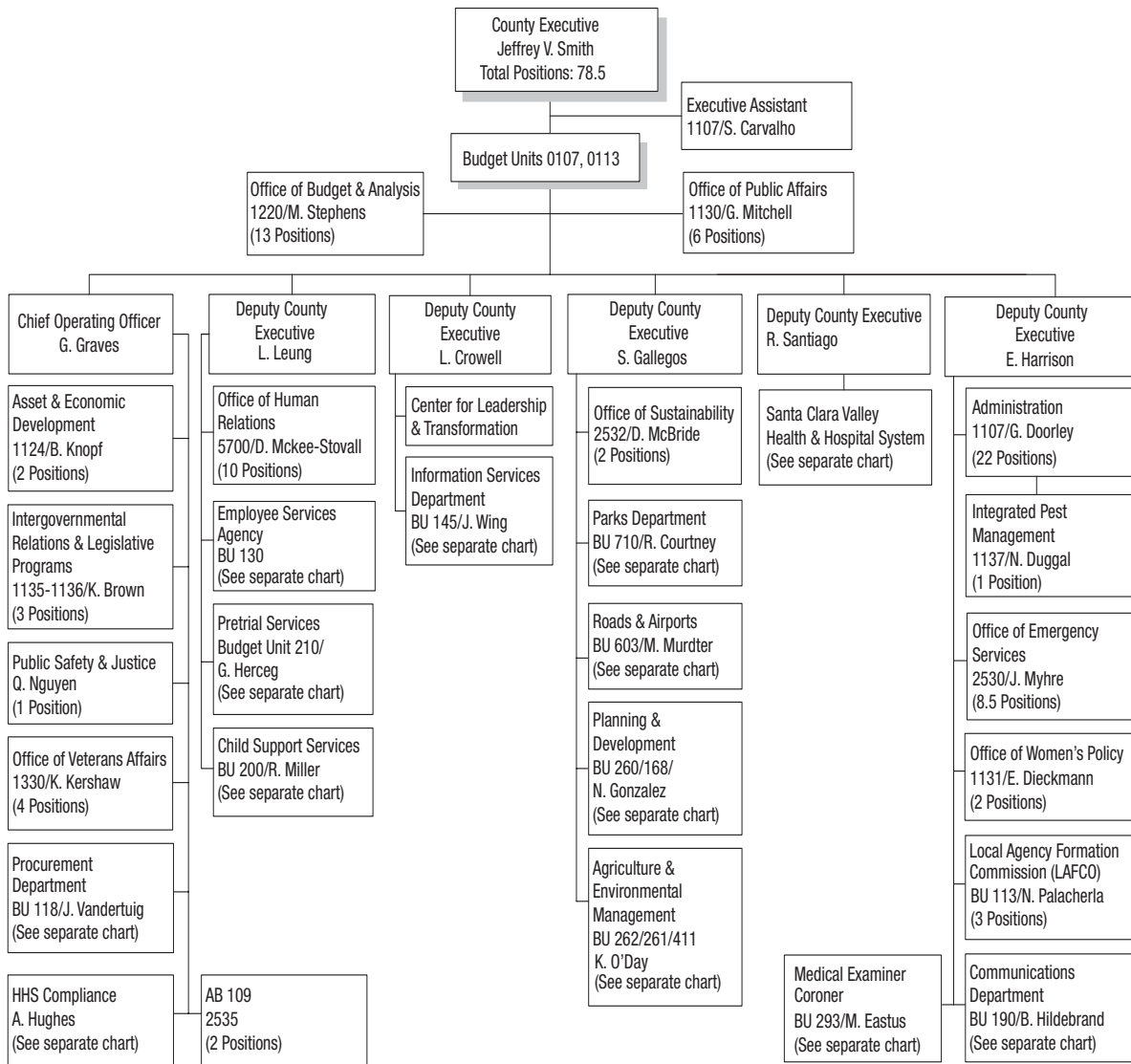
	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	6.0	\$ 579,524	\$ —
Board Approved Adjustments During FY 2012	—	2,368	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	22,478	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(2,368)	—
Subtotal (Current Level Budget)	6.0	\$ 602,002	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>6.0</b>	<b>\$ 602,002</b>	<b>\$ —</b>

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

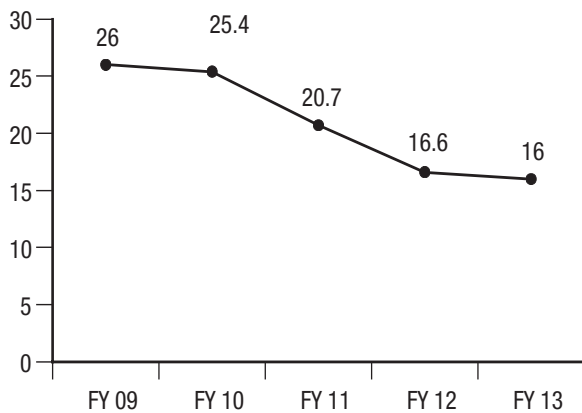
	Positions	Appropriations	Revenues
<b>Fish and Game Fund (Fund Number 0033)</b>			
FY 2012 Approved Budget	—	\$ 4,000	\$ 2,500
Board Approved Adjustments During FY 2012	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 4,000	\$ 2,500
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>—</b>	<b>\$ 4,000</b>	<b>\$ 2,500</b>



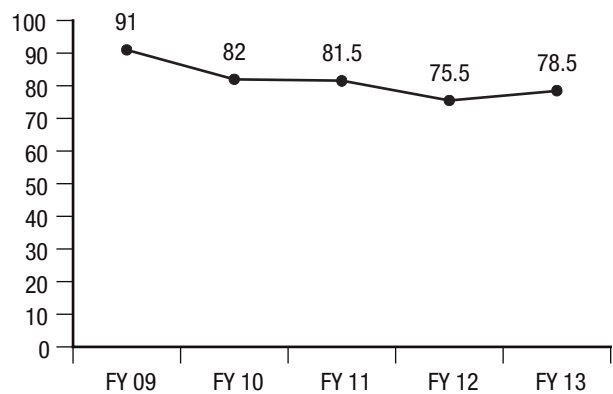
# Office of the County Executive



Section 1: Finance and Government



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



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



## Public Purpose

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



## Description of Major Services

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

The CEO provides information, guidance and support to the Board of Supervisors and all County departments, and serves as liaison to other agencies, businesses, and private industry to build partnerships and encourage economic opportunities.

### Administrative Oversight and Interdepartmental Coordination

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

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

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

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



budget related tasks. The BRASS system is being replaced by a new budget system entitled Public Budget Formulation (PBF), which is more closely integrated with the County's core financial system, SAP. Many elements of PBF have begun to be phased in and full implementation is targeted for FY 2013.

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

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

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

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

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

### Other Oversight Functions

- The staff of the County's Local Agency Formation Commission (LAFCO), which oversees boundary changes, is housed in this office.
- Within the law and justice domain, the CEO acts as lead agency for the Substance Abuse and Crime Prevention Act (SACPA) Steering Committee; administers the federal Justice Assistance Grant and Unmet Civil Legal Needs programs, and manages the Court/County Memorandum of Understanding.
- Also within the law and justice domain, the CEO provides direction and oversight with regard to the implementation of the 2011 Public Safety Realignment initiatives. These efforts coordinate programs to link offenders re-integrating into the community with all manner of services to reduce recidivism and enhance public safety.
- The CEO houses the administrative support for closeout of the Measure B Transportation Improvement Program including oversight of remaining projects managed by VTA and the Department of Roads and Airports, and management of the annual financial audit.
- The CEO provides support for the Archives Program, initiated in FY 2006 to establish a facility to preserve County historical records. The program has been successful in cataloging numerous collections of records and establishing online finding aids, making materials more available for use by the public.

### Direct Program Services

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

**The Office of Veterans Affairs** provides assistance to the men and women in our community who served in the Armed Forces of the United States of America, as well as their dependents and survivors. Staff assist in obtaining benefits from the federal and state Departments of Veterans Affairs, and the federal Department of Defense.



Services are founded on respectful advocacy and representation to the veterans' community regarding earned entitlement rights to benefits and services.

**The Office of Human Relations** provides services including immigration and citizenship assistance, dispute resolution and ombuds services, inmate observer, and hate free community prevention and intervention to members of the community. OHR staff support the Human Relations Commission, and facilitate the resolution of complaints, concerns and access issues brought forward by community members regarding County services.

**The Office of Women's Policy** addresses the needs of women, girls, and their families, promoting their advancement in all aspects of society, and protecting their civil and human rights. The Office coordinates with the community to ensure the voice of women and

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

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## Current and Emerging Issues

**Redevelopment Agencies** were dissolved on February 1, 2012, pursuant to the California Supreme Court's decision in *California Redevelopment Association et al. v Matosantos et al.*, and replaced with successor agencies to administer the orderly and expeditious wind-down of former redevelopment agencies. The Dissolution Act created "successor agencies" and "oversight boards" to continue to satisfy enforceable obligations and administer the dissolution and wind down of each dissolved RDA. The Oversight Board of a successor agency consists of seven members appointed by/representing the County, cities, school districts, community colleges and special districts. There are nine RDAs in Santa Clara County - San Jose, Milpitas, Santa Clara, Sunnyvale, Campbell, Morgan Hill, Cupertino, Los Gatos, and Mountain View.

There are significant financial implications for the County as the revenues which will return to the County over time should exceed \$80 million, as the enforceable obligations of the successor agencies are satisfied. The County Executive and County Counsel created a special team to coordinate and manage the wind-down process. This team has been active in coordinating the oversight board appointments for the County, educating the staff appointed and preparing for and debriefing after oversight board meetings.

**Santa Clara County Government 101 Academy** is a new program facilitated by the Office of Public Affairs to increase public awareness of County roles and services. The inaugural course is underway with subsequent courses to be offered in FY 2013. The goal of the Academy is to develop a well-informed group of residents who can share what they learn about County government with others. The Academy provides a comprehensive look at key programs and operations. Participants have the opportunity to visit county facilities, interact with key officials and gain answers to questions they may have. The Academy provides a basic foundation of knowledge about the County and promotes engagement and participation in advisory boards and commissions and volunteer opportunities.

The 10-week Academy enrolls approximately 35 participants proportionately from the County supervisorial districts. During FY 2013, efforts will be made to expand the reach of the program by creating mini-training videos that share some of the information from Academy sessions on the County's website.

**New Budget Development System** to be adopted by the County Executive's Office of Budget and Analysis. The County has used a stand-alone software program called "Budget Reporting and Analysis Support System" (BRASS) since 1991. As BRASS aged, support for the system has become more difficult. Also the separation of the budget system from the County's primary accounting system (SAP) makes integration complicated.

In FY 2011 a decision was made, and funding appropriated, to transition from BRASS to a budget system synthesized into the County's current SAP accounting system. This new program is called "Public

Budget Formulation" (PBF). In addition to the benefits of PBF being integrated into SAP, PBF has enhanced functionality and analytical tools unavailable in BRASS. PBF will also cost less on an ongoing basis as a component of SAP compared to the stand-alone BRASS system. PBF was initially planned for use in this current budget cycle; however, full implementation has been delayed to ensure all reporting requirements are properly configured. PBF is currently partially implemented, with full implementation scheduled for FY 2013.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Administration and Support	Yes	Required		■
Asset and Economic Development	Yes	Non-Mandated	Recognizing one-time revenue from the sale of surplus property to balance the FY 2013 budget and mitigate additional reductions in General Fund programs.	▲
Habitat Conservation Program	Yes	Mandated		■
Integrated Pest Management	Yes	Mandated	Hosting the integrated pest management conference will have a favorable impact on the regional environment by inculcating IPM practices more broadly in the community. Updating the approved pesticide list will have a positive impact on the environment by allowing the least toxic means of pest control possible.	▲
Legislative Programs	Yes	Non-Mandated		■
Office of Budget & Analysis	Yes	Mandated		■
Office of Emergency Services	Yes	Mandated	Implementation of the WebEOC project will enhance relationships and interoperability for the County with regional partners and will ensure funds already expended are put to use.	■
Office of Human Relations	Yes	Non-Mandated	Adding a position will have a favorable impact and will ensure that mediations and facilitations continue to be available in a timely fashion. Expanding the mediator training program will have a positive impact and will ensure that there is an ample supply of trained mediators available to address needs throughout the County.	▲
Office of Public Affairs	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
Office of Sustainability	Yes	Non-Mandated	Maintaining the current staffing level will allow the Office to continue to implement sustainability program goals and objectives.	■
Office of Veterans Affairs	Yes	Non-Mandated		■
Office of Women's Policy	Yes	Non-Mandated		■
Public Safety Realignment - AB 109	No	Mandated	Provides overall Program Administration; Provides management of Re-Entry Center operational activities and coordination of departmental occupants; Provides ability to assess and evaluate Program.	▲

Impact on Current Level of Service:

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

## County Executive's Recommendation

### Office of Sustainability

**Transition Position from Grant to General Fund:** There are two remaining positions authorized to lead the County's sustainability initiatives, a Director and a Senior Management Analyst. A Program Manager II position was eliminated in the FY 2012 budget. The Senior Management Analyst position has been reimbursed fully through a grant entitled "Retrofit Bay Area" administered by the Association of Bay Area Governments with funding from the California Energy Commission and the federal Department of Energy. That grant term expired on March 31, 2012 and will not be extended. We believe it was the intention of the Board of Supervisors to make this position permanent and not term-limited to the grant. However, in light of the loss of grant funding, we believe it is important to highlight the change. All efforts will be made in FY 2013 to utilize new grant resources to defray the cost of the position into the future; however, without such funding determined at this time, it is requested that General Fund monies be allocated.

**Service Impact:** This funding will ensure that the critical energy conservation and environmental sustainability efforts of the office are maintained.

**Total Cost: \$134,868**

### Office of Human Relations

**Expand Mediator Training Program:** The Office of Human Relations (OHR) has long been recognized as providing an exemplary mediator training program. Many of the mediators certified through this program work as volunteers for OHR, but they also provide mediation throughout the region and nationally for different organizations. The frequency of trainings has been scaled back in response to budget cuts in prior years; however interest in attending the training has remained high. It is a value to the community to have an ample number of residents trained and certified as mediators to resolve disputes at the earliest possible time. Such efforts prevent conflicts from escalating into larger disputes with damaging community relations and usually higher costs in formal Court proceedings. The current base of trained mediators saves the Court system in Santa Clara County almost \$10 million annually based upon state averages. Additional trained mediators will increase this savings.

With a maintenance budget, current staffing levels would not allow for additional training sessions. This proposal presents a cost-neutral means of expanding the number of annual trainings by charging attendees for the program. OHR would utilize a contract trainer to hold four to five programs per year. In order to ensure the expanded program does not fall short of revenue and become a burden on the General Fund, the contract trainer can be utilized only where there has been

commensurate revenue generated to cover the trainer and related supplies. The cost of the contractor would be less than \$100,000 per year and the cost of additional materials and supplies would be \$5,000. An offsetting revenue of \$105,000 is also projected.

**Service Impact:** There will be a favorable impact on the community by ensuring there is an ample supply of trained mediators available to address needs throughout the County.

**Total Cost: \$105,000**  
**Total Revenue: \$105,000**

**Implement Sliding Fee for Mediations / Facilitations:** The Office of Human Relations (OHR) provides mediation services to members of the community and facilitation services to organizations to find healthy, respectful, and mutually beneficial resolutions to conflicts. These services are currently provided free of charge. The demand for these services has increased in recent years at the same time as staff resources have been reduced. In order to address this imbalance it is requested that a sliding scale fee schedule be adopted. Such a schedule would remain free for those with limited means and increase for those individuals and organizations that have an ability to pay. It is not without significant thought and consideration that such an approach is requested. OHR does not desire for there to be any financial impediment to deter a resident from utilizing these services. It is only when looking at means to ensure adequate resources to meet community needs for services that such an approach is brought forward.

Such a sliding scale fee structure is allowed by governing statute and utilized in other jurisdictions. This proposal would add a Human Relations Coordinator III position at an annual cost of \$101,460 with associated supplies expense of \$5,000 forecasted. An offsetting fee revenue of \$106,460 is projected. Because the fee revenue is a new stream without an established record of receipt, efforts have been made to be conservative in estimation. For individual mediations the fee would be based upon income and for facilitations with organizations it would be based upon size of operating budget. As stated, those without the ability to pay would not be charged.

**Service Impact:** Updating the list will have a positive impact on the environment by allowing the least toxic means of pest control possible.

**Service Impact:** There will be a positive impact on the community by ensuring the mediations and facilitations continue to be broadly available in a timely fashion.

**Positions Added: 1.0 FTE**  
**Total Cost: \$106,460**  
**Total Revenue: \$106,460**

## ▲ Integrated Pest Management

**Host Regional Conference:** The manager of the County's Integrated Pest Management (IPM) program is part of a Regional IPM Alliance which has established a training program and conference. Santa Clara County will host the 4th annual conference in conjunction with the City of San Jose. With the host contribution of \$5,000 the conference can leverage a Regional IPM Trust fund of \$93,267.00. This investment will allow the County to deliver much needed IPM training in seven distinct projects - integrated vegetation management on roadsides, invasive weed management in parks, urban turf and landscapes, vertebrate pest management, integrated vector management, sustainable facilities & grounds maintenance, and pest control.

**Service Impact:** There will be a favorable impact on the regional environment by hosting this conference by inculcating IPM practices more broadly in the community.

**One-time Cost: \$5,000**

**Update Approved Pesticide List:** The manager of the Integrated Pest Management (IPM) program maintains an approved list of pesticides for use by County departments. The document was developed in 2004. Since that time the number, type, and chemical composition of pesticides has changed requiring an update. Outside scientific consultation is required to complete this update. The cost of the update is \$5,000; however, approximately \$4,000 will be recouped to the General Fund by charging those departments with Non-General Fund resources for their proportionate share of the update. The unreimbursed cost will be approximately \$1,000.

**One-time Cost: \$5,000**  
**One-time Reimbursement from Non-General Fund departments: \$4,000**

## ▲ Asset and Economic Development

**Sale of Children's Shelter:** The County anticipates entering into contract to sell the property at 4525 Union Avenue in San Jose, known commonly as the Children's Shelter. There are several partners with property rights interest in the site among whom the proceeds will be shared. The County estimates that it will receive \$10,480,000 in one-time revenue proceeds from the sale. There are also \$3,500,000 in one-time expenditures related to relocating the Social Services Agency's Relocation Assessment Intake Center (RAIC) which currently operates out of the facility, and that appears within the Facilities and Fleet Recommended Budget.

**Service Impact:** There will be no negative impact on the community based upon this sale because the services will be relocated to a commensurate location that will be tailored to the unique needs of the RAIC program.

**One-time Revenue: \$10,480,000**

## ■ Office of Emergency Services

**Restore \$116,530 for WebEOC Project Funding:** WebEOC is a software program being implemented throughout the state and region that will provide an electronic common operating picture during an emergency or disaster. All cities in the County use WebEOC to provide situation reports and resource requests. Implementation of the program for the County's Office of Emergency Services (OES) was approved and funded through the ITEC program in conjunction with AlertSCC. The overall cost of the program has been maintained with no over-runs; however, the time to implement has been extended and remaining funds expired and reverted to fund balance on July 1, 2011. OES has continued on with implementation of critical components using existing appropriations in FY 2012, but to complete the program a restoration of \$116,530 will be required.

**Service Impact:** WebEOC is the quickly becoming the platform around which state and regional Bay Area emergency planning and Emergency Operation Center response will revolve. Implementation will enhance relationships and interoperability for Santa Clara County with regional partners as well as ensure funds already expended are put to use.

**One-time Cost: \$116,530**

## ▲ Public Safety Realignment - AB 109

**Add Staff and increase services and supplies expenditures for the County's Re-entry Resource Center:** Add 1.0 Senior Management Analyst position and 1.0 Office Specialist II position and budget expenditures for office supplies/equipment and routine maintenance costs.

**Service Impact:** The County commenced operations (Phase I) of its Resource Center in February 2012. The Office of the Sheriff and the Department of Correction relocated the Weekend Work Program, Public Service Program, Day Reporting Program, and the Re-Entry Corrections Program to the Center. The Custodial Alternatives Supervision Unit (CASU) has also moved to the Center. Program classes continue to be offered. Phase II commenced in early Spring and was just completed in early April 2012. The Re-entry Multi-Agency Pilot now occupies an office at the Center. This team is comprised of staff from Probation, Mental Health, Department of Alcohol and Drug, Custody Health, and the Social Services Agency. The team provides pre-release and post-release needs screening, assessment, service linkage and data analysis. Soon, four Deputy Probation Officers will relocate to the Center to assist with these Re-Entry efforts and will also conduct assessments and provide case management services. Phase III, to commence in late Summer of 2012, will incorporate Community Based Organizations (CBOs) into the Center, subsequent to a RFP to determine the type of CBO agencies needed to meet client needs.

The Senior Management Analyst position will act as the Coordinator for the Re-entry Center and the Office Specialist II position will provide needed support. The budgeted services and supplies expenditures are needed for the daily operations of the Center, and include allocations for office supplies/equipment; routine building maintenance; janitorial and custodial supplies; and signage.

**Positions Added: 2.0 FTE**

**Total Cost: \$479,448**

Total Cost will be offset by a Transfer-in from the AB 109 Fund.

**Allocate expenditures for Program Evaluation:** Add funding for professional and specialized services.

**Service Impact:** Ongoing evaluation and outcome reporting are necessary to understand whether or not the Program and/or its components are having their

intended impact and if not, what needs to change. A strong Program Evaluation will promote the implementation and long term sustainability of data collection and analysis, track outcomes, and determine the effectiveness of the County's policies, programs and practices in effecting offender behavior change, reducing recidivism and enhancing public safety.

**Total Cost: \$365,000**

Total Cost will be offset by a Transfer-in from the AB 109 Fund.

**Amend Footnote to Master Salary Ordinance and allocate Program Administration expenditures:** Amend existing footnote, in Master Salary Ordinance, to designate an additional two (2) Budget and Public Policy Analyst positions as Principal Budget and Public Policy Analyst positions for the term of one year only and increase budgets for permanent employees and services and supplies, in the Office of Budget and Analysis.

**Service Impact:** The Public Safety Realignment Program (AB 109) is currently being administered by two (2) existing Budget and Public Policy Analysts. These analysts coordinate, facilitate, and perform follow-up in all aspects of the Program, which include budget and fiscal oversight; policy and legislative oversight; departmental coordination; participation on various working groups, councils, networks, partnerships; data and evaluation oversight; procurement, housing, and legal issues oversight; reports and responses; and Re-entry Resource Center oversight. Additionally, the Countywide Drug Testing Program and analysis on the viability of establishing a Countywide ID Process will become components of this Program Administration.

**Total Cost: \$90,000**

Total Cost will be offset by a reimbursement/Transfer-in from the AB 109 Fund of \$42,500 for salaries and benefits and \$47,500 for services and supplies.

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

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
10717	County Executive Admin Fund 0001	\$ 15,530,549	\$ 9,036,017	\$ 7,275,852	\$ 7,281,852	\$ (1,754,165)	-19.4%
1220	Budget And Analysis Fund 0001	2,084,218	2,217,305	2,229,571	2,229,571	12,266	0.6%
1330	Veterans' Services	610,277	483,414	518,165	518,165	34,751	7.2%
2530	Office Of Emergency Svcs Fund 0001	9,538,561	2,208,111	1,767,767	1,884,297	(323,814)	-14.7%
2532	Office of Sustainability Fund 0001	332,198	264,820	279,976	414,844	150,024	56.7%
2535	AB109-Resource Services Fund 0001	—	—	—	934,448	934,448	—
5700	Human Relations Fund 0001	1,317,939	1,095,408	1,155,842	1,367,302	271,894	24.8%
<b>Total Net Expenditures</b>		<b>\$ 29,413,742</b>	<b>\$ 15,305,075</b>	<b>\$ 13,227,173</b>	<b>\$ 14,630,479</b>	<b>\$ (674,596)</b>	<b>-4.4%</b>

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

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
10717	County Executive Admin Fund 0001	\$ 15,595,711	\$ 9,282,117	\$ 7,510,664	\$ 7,520,664	\$ (1,761,453)	-19.0%
1220	Budget And Analysis Fund 0001	2,084,218	2,217,305	2,229,571	2,319,571	102,266	4.6%
1330	Veterans' Services	610,277	483,414	518,165	518,165	34,751	7.2%



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

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
2530	Office Of Emergency Svcs Fund 0001	9,620,033	2,308,111	1,767,767	1,884,297	(423,814)	-18.4%
2532	Office of Sustainability Fund 0001	332,198	264,820	279,976	414,844	150,024	56.7%
2535	AB109-Resource Services Fund 0001	—	—	—	934,448	934,448	—
5700	Human Relations Fund 0001	1,496,185	1,283,940	1,344,374	1,555,834	271,894	21.2%
<b>Total Gross Expenditures</b>		<b>\$ 29,738,622</b>	<b>\$ 15,839,707</b>	<b>\$ 13,650,517</b>	<b>\$ 15,147,823</b>	<b>\$ (691,884)</b>	<b>-4.4%</b>

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

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 10,396,075	\$ 9,864,131	\$ 10,185,159	\$ 10,643,435	\$ 779,304	7.9%
Services And Supplies	19,315,347	5,975,576	3,465,358	4,504,388	(1,471,188)	-24.6%
Other Charges	(82)	—	—	—	—	—
Fixed Assets	27,283	—	—	—	—	—
<b>Subtotal Expenditures</b>	<b>29,738,622</b>	<b>15,839,707</b>	<b>13,650,517</b>	<b>15,147,823</b>	<b>(691,884)</b>	<b>-4.4%</b>
Expenditure Transfers	(324,879)	(534,632)	(423,344)	(517,344)	17,288	-3.2%
<b>Total Net Expenditures</b>	<b>29,413,742</b>	<b>15,305,075</b>	<b>13,227,173</b>	<b>14,630,479</b>	<b>(674,596)</b>	<b>-4.4%</b>

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

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
10717	County Executive Admin Fund 0001	\$ 7,878,221	\$ 24,196,063	\$ 6,179,168	\$ 16,659,168	\$ (7,536,895)	-31.1%
1330	Veterans' Services	87,546	80,000	80,000	80,000	—	—
2530	Office Of Emergency Svcs Fund 0001	9,598,419	195,000	—	—	(195,000)	-100.0%
2532	Office of Sustainability Fund 0001	172,926	—	—	—	—	—
2535	AB109-Resource Services Fund 0001	—	—	—	934,448	934,448	—
5700	Human Relations Fund 0001	334,503	236,700	228,700	440,160	203,460	86.0%
<b>Total Revenues</b>		<b>\$ 18,071,616</b>	<b>\$ 24,707,763</b>	<b>\$ 6,487,868</b>	<b>\$ 18,113,776</b>	<b>\$ (6,593,987)</b>	<b>-26.7%</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 2012 Approved Budget	36.0	\$ 9,036,017	\$ 24,196,063
Board Approved Adjustments During FY 2012	—	(1,880,343)	(17,977,775)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-1.0	146,950	—
Internal Service Fund Adjustments	—	(9,513)	(39,120)
Other Required Adjustments	1.0	(17,259)	—
Subtotal (Current Level Budget)	36.0	\$ 7,275,852	\$ 6,179,168
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Increase reimbursement from SCVMC to Integrated Pest Management Program	—	(1,840)	—
Increase reimbursement from Roads Department to Integrated Pest Management Program	—	(1,000)	—
Increase reimbursement from Parks and Recreation Department to Integrated Pest Management Program	—	(1,160)	—
Decision Packages			
1. Revenue from Sale of Childrens Shelter	—	—	10,480,000
2. Adjust Funding for Integrated Pest Management Program	—	10,000	—
◆ Increase \$5,000 in one-time funding to host regional conference			
◆ Increase \$5,000 in one-time funding to update approved pesticide list			
Subtotal (Recommended Changes)	—	\$ 6,000	\$ 10,480,000
<b>Total Recommendation</b>	<b>36.0</b>	<b>\$ 7,281,852</b>	<b>\$ 16,659,168</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 2012 Approved Budget	13.0	\$ 2,217,305	\$ —
Board Approved Adjustments During FY 2012	—	22,859	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(9,909)	—
Internal Service Fund Adjustments	—	22,175	—
Other Required Adjustments	—	(22,859)	—
Subtotal (Current Level Budget)	13.0	\$ 2,229,571	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Reimbursement related to Administration of the Public Safety Realignment Program	—	(90,000)	—
Decision Packages			
1. AB109 - Program Administration	—	90,000	—
Increase expenditures related to the Administration of the Public Safety Realignment Program by the Office of the County Executive.			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>13.0</b>	<b>\$ 2,229,571</b>	<b>\$ —</b>



### Veterans' Services — Cost Center 1330 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	4.0	\$ 483,414	\$ 80,000
Board Approved Adjustments During FY 2012	—	20,752	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	31,575	—
Internal Service Fund Adjustments	—	3,176	—
Other Required Adjustments	—	(20,752)	—
Subtotal (Current Level Budget)	4.0	\$ 518,165	\$ 80,000
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>4.0</b>	<b>\$ 518,165</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 2012 Approved Budget	8.5	\$ 2,208,111	\$ 195,000
Board Approved Adjustments During FY 2012	—	(211,222)	(195,000)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	39,493	—
Internal Service Fund Adjustments	—	(247,837)	—
Other Required Adjustments	—	(20,778)	—
Subtotal (Current Level Budget)	8.5	\$ 1,767,767	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Restore Funding for WebEOC Project	—	116,530	—
Subtotal (Recommended Changes)	—	\$ 116,530	\$ —
<b>Total Recommendation</b>	<b>8.5</b>	<b>\$ 1,884,297</b>	<b>\$ —</b>

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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	2.0	\$ 264,820	\$ —
Board Approved Adjustments During FY 2012	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	15,156	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	2.0	\$ 279,976	\$ —



## Office of Sustainability Fund 0001 — Cost Center 2532

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Adjust Funding for Office of Sustainability	—	134,868	—
◆ Reimburse 1.0 FTE Senior Management Analyst position due to loss of grant funding.			
Subtotal (Recommended Changes)	—	\$ 134,868	\$ —
<b>Total Recommendation</b>	<b>2.0</b>	<b>\$ 414,844</b>	<b>\$ —</b>

## AB109-Resource Services Fund 0001 — Cost Center 2535

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2012	—	—	—
<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 2013</b>			
Internal Service Fund Adjustments			
Transfer AB109 allocation for related Public Safety Realignment activities	—	—	934,448
Reimbursement related to Administration of the Public Safety Realignment Program	—	90,000	—
Decision Packages			
1. AB109 - Program Evaluation	—	365,000	—
Increase expenditures related to assessment and evaluation of the County's Public Safety Realignment Program.			
2. AB109 - Re-Entry Resource Center	2.0	479,448	—
Add 1.0 FTE Senior Management Analyst position (B1N) and 1.0 FTE Office Specialist II position (D49) and increase services and supplies expenditures for the County's Re-Entry Resource Center.			
Subtotal (Recommended Changes)	2.0	\$ 934,448	\$ 934,448
<b>Total Recommendation</b>	<b>2.0</b>	<b>\$ 934,448</b>	<b>\$ 934,448</b>

## Human Relations Fund 0001 — Cost Center 5700

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	9.0	\$ 1,095,408	\$ 236,700
Board Approved Adjustments During FY 2012	—	19,127	(8,000)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	44,270	—
Internal Service Fund Adjustments	—	16,664	—
Other Required Adjustments	—	(19,627)	—
Subtotal (Current Level Budget)	9.0	\$ 1,155,842	\$ 228,700



## Human Relations Fund 0001 — Cost Center 5700

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Adjust Funding for Mediations/Facilitations Services	1.0	106,460	106,460
◆ Add 1.0 FTE Human Relations Coordinator III position for a cost of \$101,460			
◆ Increase \$5,000 in funding for Services and Supplies Expenses			
◆ Increase \$106,460 in Revenues			
2. Adjust Funding for Mediator Training Program	—	105,000	105,000
◆ Increase \$105,000 in Revenues			
◆ Increase \$100,000 in funding for Contract Services			
◆ Increase \$5,000 in funding for Materials and Supplies Expenses			
Subtotal (Recommended Changes)	1.0	\$ 211,460	\$ 211,460
<b>Total Recommendation</b>	<b>10.0</b>	<b>\$ 1,367,302</b>	<b>\$ 440,160</b>

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

### Net Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1114	Local Agency Formation Comm Fund 0019	\$ 311,732	\$ 520,310	\$ 584,827	\$ 584,827	\$ 64,517	12.4%
	<b>Total Net Expenditures</b>	<b>\$ 311,732</b>	<b>\$ 520,310</b>	<b>\$ 584,827</b>	<b>\$ 584,827</b>	<b>\$ 64,517</b>	<b>12.4%</b>

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

### Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1114	Local Agency Formation Comm Fund 0019	\$ 604,333	\$ 818,907	\$ 866,607	\$ 866,607	\$ 47,700	5.8%
	<b>Total Gross Expenditures</b>	<b>\$ 604,333</b>	<b>\$ 818,907</b>	<b>\$ 866,607</b>	<b>\$ 866,607</b>	<b>\$ 47,700</b>	<b>5.8%</b>

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

### Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 413,966	\$ 398,026	\$ 392,182	\$ 392,182	\$ (5,844)	-1.5%



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

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Services And Supplies	190,367	320,881	324,425	324,425	3,544	1.1%
Reserves	—	100,000	150,000	150,000	50,000	50.0%
<b>Subtotal Expenditures</b>	604,333	818,907	866,607	866,607	47,700	5.8%
Expenditure Transfers	(292,601)	(298,597)	(281,780)	(281,780)	16,817	-5.6%
<b>Total Net Expenditures</b>	311,732	520,310	584,827	584,827	64,517	12.4%

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

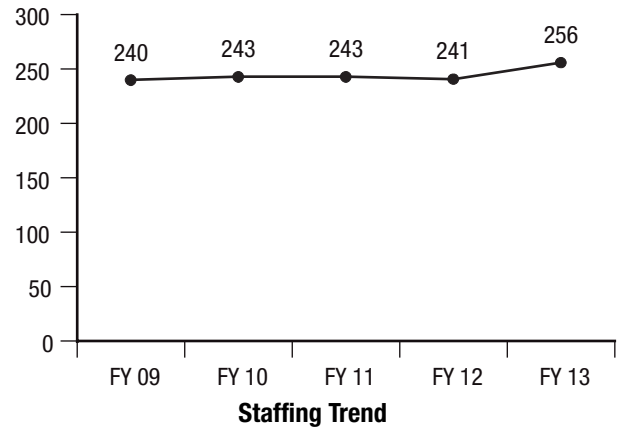
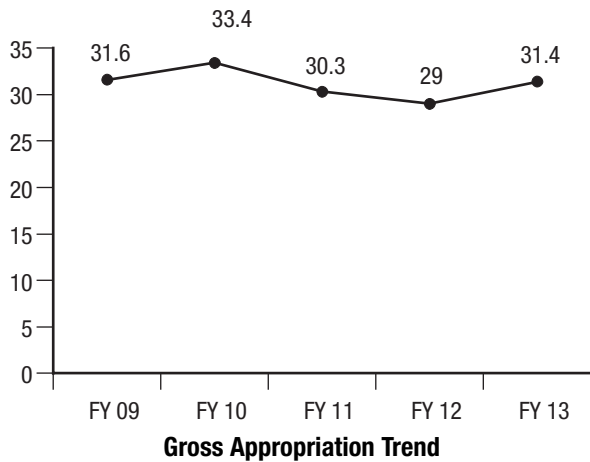
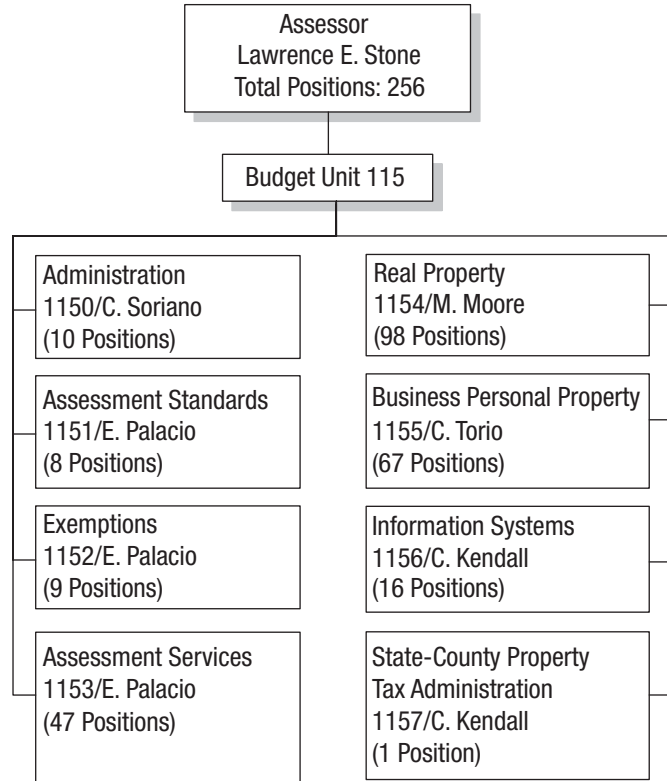
CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1114	Local Agency Formation Comm Fund 0019	\$ 346,018	\$ 328,597	\$ 331,649	\$ 331,649	\$ 3,052	0.9%
	<b>Total Revenues</b>	\$ 346,018	\$ 328,597	\$ 331,649	\$ 331,649	\$ 3,052	0.9%

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

	Positions	Appropriations	Revenues
<b>LAFCO (Fund Number 0019)</b>			
FY 2012 Approved Budget	3.0	\$ 520,310	\$ 328,597
Board Approved Adjustments During FY 2012	—	75,881	3,052
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(5,551)	—
Internal Service Fund Adjustments	—	(19,802)	—
Other Required Adjustments	—	13,989	—
Subtotal (Current Level Budget)	3.0	\$ 584,827	\$ 331,649
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	3.0	\$ 584,827	\$ 331,649



# Office of the Assessor



## Public Purpose

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



## Desired Results

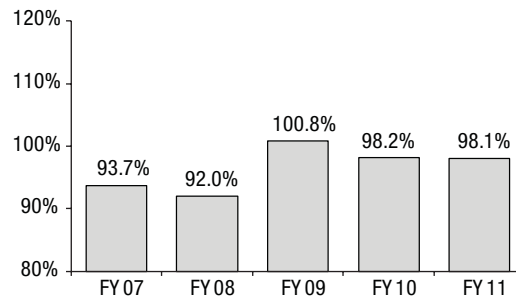
### Methodology

The Assessor's Office performance measures are comprehensive indicators of the performance of the entire department. The indices provide a way to standardize and record program and service delivery performance. The performance measures are weighted on a 5-point scale. These measures become the actual performance indicators after the first year of data

collection established the Department's baseline service levels. Overall program performance indices are charted and reflect performance over time.

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

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

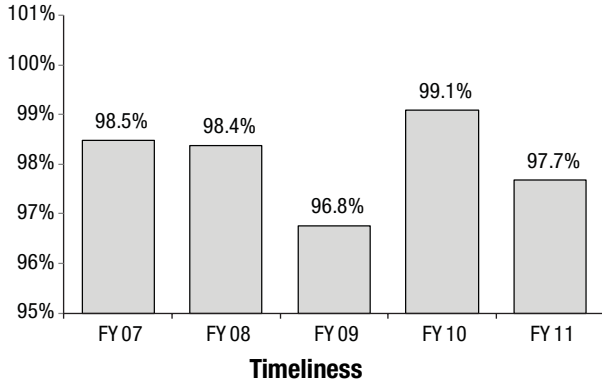


**Overall Department Performance**

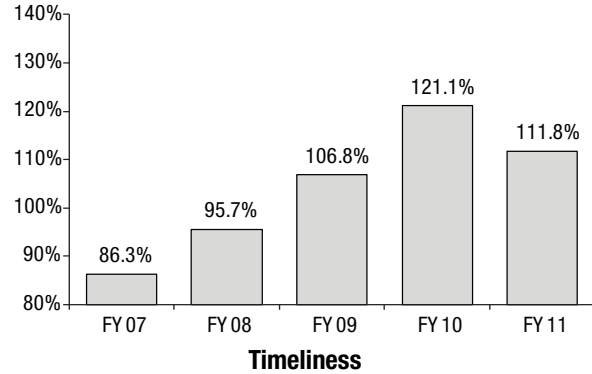
The overall department performance was **102.3<sup>a</sup>** as of June 30, 2011. This chart reflects the weighted aggregate total index for the Department based upon seven measures.

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

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

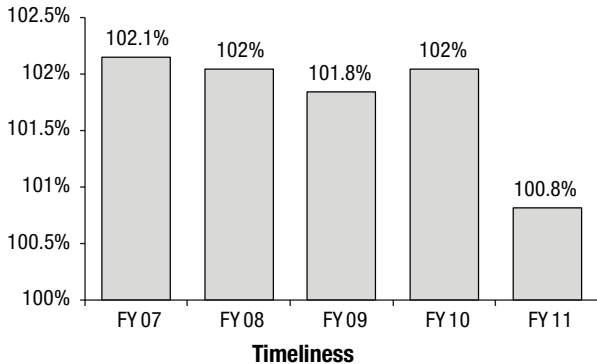


The percentage of assessments completed by July 1, 2011 was **96.6%**<sup>a</sup> or 97.7% of the baseline amount.  
**Why is this important?**  
 The assessment roll is the basis by which property taxes are levied. The completeness of the assessment roll assures those agencies dependent upon property tax revenue that the roll reflects the current market activity.  
 a. Baseline established at 98.9% (100%) in FY 2002.

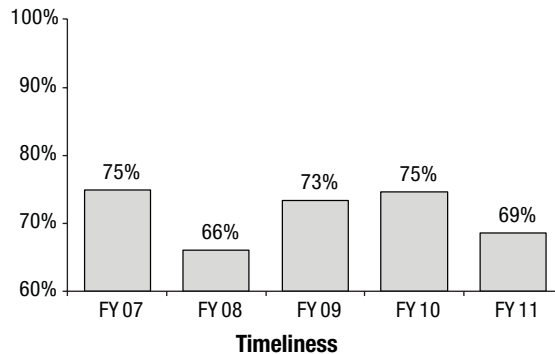


Supplemental assessments are delivered to the Tax Collector in 180 days, 15 days less than last year (as of June 30, 2011)<sup>a</sup>, or 11.8% above the baseline.  
**Why is this important?**  
 Supplemental assessments occur upon a 'change of ownership' and 'new construction' of real property, which is in addition to the regular tax bill. This measure insures timely notification of assessments to property owners who recently acquired or completed new construction of their property.  
 a. Baseline established at 161 days (100%) in FY 2005.

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



The fiscal year's assigned mandatory audits completed by June 30, 2011 was **98.6%**<sup>a</sup> or 100.8% of the baseline amount.  
**Why is this important?**  
 State statute requires an audit of a significant number of businesses at least once every four years. This measures the timeliness of performing these mandatory audits.  
 a. Baseline established at 97.8% (100%) in FY 2002.

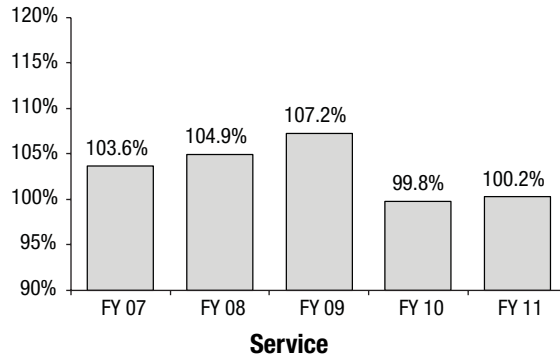


The overall number of days for an appeal to be closed is 429.8<sup>b</sup> days, 19.8 days greater than last year (as of June 30, 2011), or 69% above the baseline.  
**Why is this important?**  
 By statute, assessment appeals must be resolved within two years of filing, unless a waiver is filed. This performance measure insures a timely equalization of assessments for property owners.  
 b. Baseline established at 327 days (100%) in FY 2003.



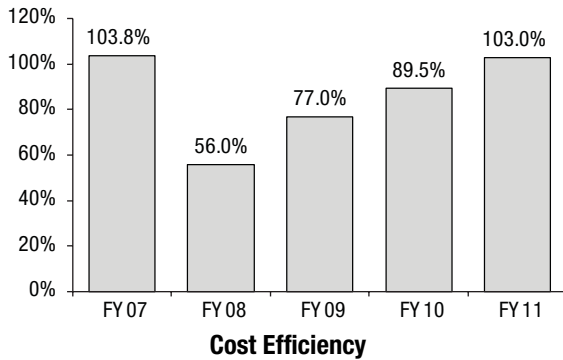


**Provide information and assistance** to property owners, schools and local governments in an increasingly timely and courteous manner.

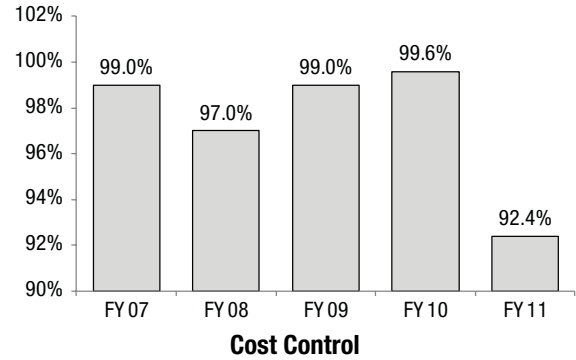


The Department's customer satisfaction rate by survey is **86%**<sup>a</sup> (as of June 30, 2011) or .2% above the baseline.  
 Why is this important? This outcome measure gauges the satisfaction level of our internal and external customers who rely on the Office for information.  
 a. Baseline established at 85.8 (100%) in FY 2005

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



The Cost Efficiency Index was **103**<sup>a</sup> in FY 2011  
 Why is this important?  
 This index looks at the cost efficiency of producing a product and/or work item compared to the base year cost. This information is extremely valuable to policy and decision makers regarding streamlining efforts.  
 a. Baseline established at 100 in FY 2006.



Total expenditures of the Office were **92.4%** of the total budget in FY 2011.  
 Why is this important?  
 The budget/cost ratio compares the Department's actual bottom line expenditures at the end of the fiscal year to the plan to insure costs do not exceed allocated funds. (Reflects actual annual performance.)

Cost Efficiency	
Cost efficiency is based upon two components, the cost of a single family residential property appraisal and the cost of a Business Property Class 1 Audit. The following is a comparison between costs per transaction and average value.	
Residential property appraisal cost per unit \$181.33. Average value added per Appraisal \$54,650	Business Property Class 1 Audit cost per unit \$17,918 Average value added per Audit \$27M



## Description of Major Services

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

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

### Standards, Services and Exemptions

The Assessment Standards, Services and Exemptions 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.

### Information System Replacement

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

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

## Current and Emerging Issues

The cumulative effects of massive workload increases related to the residential market crash, and the time spent resolving an unprecedented number of assessment appeals have created a large, growing backlog of revenue-generating activities jeopardizing the Office's ability to close the 2012-13 assessment roll in a timely manner.

The Office is diverting an enormous amount of revenue production hours to activities that do not generate new revenue. Sixty percent of these hours are utilized to resolve statute-mandated assessment appeals resolutions (the number of appeals resolved increased by 59 percent over the previous year). The Department is preparing cases to defend existing roll values at the expense of enrolling changes of ownership and new construction. Furloughs and PAAMS development needs consume additional production hours.

Consequently, the Department has experienced the following reductions in new revenue generating activities over the prior year:

- Audits - 8 percent reduction (average assessed value \$1.8 million per audit).
- Change in Ownership - 12 percent reduction (average assessed value \$147,028 per unit).
- New Construction - 14 percent reduction (average value \$317,055 per unit).

Additionally, the Office anticipates continued real property roll growth in the coming year. As of March 1, 2012, real property roll growth was 2.73 percent, a significant increase compared to the same period last year of 0.96 percent. This includes gross land and structural values only. Last year, the Office partially restored (increased) the assessed values of 45,773

residential properties that were previously reduced to reflect modest market improvement. The Office anticipates the residential market will continue to improve over the next few years. Therefore, it is critical to have the appropriate staffing level to appraise and enroll these assessed value restorations.

Resources diverted to non-revenue generating activities, combined with the Department's need to complete its mandated workload, have created significant backlogs of undone activities. The situation is serious. The rate of incomplete assessments alone has doubled since FY 2009. This backlog has existed for two fiscal years, and it is anticipated to remain constant for the next two years until the market fully recovers, the PAAMS system is fully operational, and furloughs are eliminated.

## 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	Add 2 positions to backfill PAAMS assignment.	▲
Business Division	Yes	Mandated	Add 3 positions to address backlog in Business Audits.	▲
Real Property Division	Yes	Mandated	Add 11 positions to address backlogs in Commercial Transfers/Permits and Residential Transfers/Permits.	▲
Administration and Support	Yes	Required		■
Exemptions Division	Yes	Mandated		■
Assessment Standards	Yes	Mandated		■

Impact on Current Level of Service:

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

## County Executive's Recommendation

### ▲ Reducing Assessment Backlogs

**Add 16.0 FTE positions to address the growing assessment backlog:** The Office is accumulating significant backlogs in several revenue-generating assessment areas. In the absence of assistance, the Department anticipates it will be unable to close the roll in a timely manner or fail to enroll supplemental assessments. The large number of production hours diverted to

mandatory activities has rendered the Department's efforts to improve productivity inadequate to meet its growing workload.

The Office currently has an annual backlog of new revenue activities totaling 38,730 production hours. This does not include the 72,000-hour backlog the Department is experiencing in defending assessment appeals and enrolling Proposition 8 valuations.

**Service Impact:** This action would add a total of 16 FTE positions. Six alternately staffed Sr. Appraiser positions would focus on the reducing the backlog in Commercial Transfers and Commercial Permits. Five alternately staffed Appraiser II positions would concentrate their work efforts on reducing the backlog in Residential Transfers/Residential Permits. Three Accountant Auditor Appraiser positions will work to address the backlog in Business Audits.

This action would also add two Property Transfer Examiner (PTE) positions to backfill two experienced PTEs that the Office must transfer full-time to the PAAMS project. The PTEs possess specialized knowledge of California property tax law and expertise on a wide range of tasks, from deeds processing through the determination of re-assessable changes of ownership. The PTEs have proven invaluable in workflow development and testing activities associated with PAAMS. Without the two positions to backfill the temporary PAAMS assignments, the Department will not have adequate staff to process 6,300 re-appraisable ownership transfers when it closes the annual assessment roll. In addition, the PTEs perform extensive research of unrecorded transfers involving legal entities and discover escape assessments that generate substantial property tax revenue.

The 27,200 production hours gained from the new positions represent about 70 percent of the Department's existing annual backlog of 38,730 hours for new revenue activities. It is expected that the new positions will generate an estimated \$3.4 million in tax revenue. The Office believes it can leverage these

additional resources by reallocating more complex work to experienced, professional staff and produce additional production hours to remain current.

**Positions Added: 16.0 FTE**

**Ongoing Cost: \$1,403,496**

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

### ▲ PAAMS System Maintenance

**Increase ongoing hardware and software maintenance budget for PAAMS:** The PAAMS system is projected to "go live" on July 1, 2013, however partial system functionality is scheduled during FY 2013.

**Service Impact:** The Department will require a \$159,024 increase to its base budget to fund contractually obligated hardware and software systems maintenance needs comprised of the following components:

- \$137,036 - Six months of True Automation Package Software Maintenance
- \$7,332 Vignette Software Contract Cost of Living Increase necessary to maintain image repository and document management until system go live date.
- \$14,386 Hardware Purchases with Annual Maintenance

**Ongoing Cost: \$159,024**

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

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1150	Assessor-Admin Fund 0001	\$ 2,240,060	\$ 1,907,139	\$ 2,041,915	\$ 2,041,915	\$ 134,776	7.1%
1151	Assessor-Standards Fund 0001	667,050	677,621	794,345	794,345	116,724	17.2%
1152	Assessor-Exemptions Fund 0001	902,743	994,233	914,911	914,911	(79,322)	-8.0%
1153	Assessor-Services Fund 0001	3,760,979	3,831,978	3,897,409	4,042,705	210,727	5.5%
1154	Real Property Fund 0001	9,529,999	9,840,240	10,113,295	11,141,095	1,300,855	13.2%
1155	Personal Property Fund 0001	7,573,489	7,305,300	7,556,156	7,786,556	481,256	6.6%
1156	Assessor-Systems Fund 0001	4,311,723	2,929,230	2,890,199	3,049,223	119,993	4.1%
1157	State/Co Prop Tax Admin Prg Fund 0001	1,640,893	1,533,811	1,631,614	1,631,614	97,803	6.4%
<b>Total Net Expenditures</b>		<b>\$ 30,626,936</b>	<b>\$ 29,019,552</b>	<b>\$ 29,839,844</b>	<b>\$ 31,402,364</b>	<b>\$ 2,382,812</b>	<b>8.2%</b>



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

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1150	Assessor-Admin Fund 0001	\$ 2,240,060	\$ 1,907,139	\$ 2,041,915	\$ 2,041,915	\$ 134,776	7.1%
1151	Assessor-Standards Fund 0001	667,050	677,621	794,345	794,345	116,724	17.2%
1152	Assessor-Exemptions Fund 0001	902,743	994,233	914,911	914,911	(79,322)	-8.0%
1153	Assessor-Services Fund 0001	3,760,979	3,831,978	3,897,409	4,042,705	210,727	5.5%
1154	Real Property Fund 0001	9,529,999	9,840,240	10,113,295	11,141,095	1,300,855	13.2%
1155	Personal Property Fund 0001	7,573,489	7,305,300	7,556,156	7,786,556	481,256	6.6%
1156	Assessor-Systems Fund 0001	4,311,723	2,929,230	2,890,199	3,049,223	119,993	4.1%
1157	State/Co Prop Tax Admin Prg Fund 0001	1,640,893	1,533,811	1,631,614	1,631,614	97,803	6.4%
<b>Total Gross Expenditures</b>		<b>\$ 30,626,936</b>	<b>\$ 29,019,552</b>	<b>\$ 29,839,844</b>	<b>\$ 31,402,364</b>	<b>\$ 2,382,812</b>	<b>8.2%</b>

### Assessor — Budget Unit 115 Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 25,698,787	\$ 25,695,870	\$ 26,504,145	\$ 27,907,641	\$ 2,211,771	8.6%
Services And Supplies	4,928,149	3,323,682	3,335,699	3,494,723	171,041	5.1%
<b>Subtotal Expenditures</b>	<b>30,626,936</b>	<b>29,019,552</b>	<b>29,839,844</b>	<b>31,402,364</b>	<b>2,382,812</b>	<b>8.2%</b>
<b>Total Net Expenditures</b>	<b>30,626,936</b>	<b>29,019,552</b>	<b>29,839,844</b>	<b>31,402,364</b>	<b>2,382,812</b>	<b>8.2%</b>

### Assessor — Budget Unit 115 Revenues by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1150	Assessor-Admin Fund 0001	\$ 4,837	\$ 12,000	\$ 12,000	\$ 12,000	\$ —	—
1153	Assessor-Services Fund 0001	94,357	2,700	2,700	2,700	—	—
1154	Real Property Fund 0001	5,840	3,300	3,300	3,300	—	—
1155	Personal Property Fund 0001	7,397	—	—	—	—	—
1157	State/Co Prop Tax Admin Prg Fund 0001	1,880,188	1,533,811	1,635,761	1,635,761	101,950	6.6%
<b>Total Revenues</b>		<b>\$ 1,992,619</b>	<b>\$ 1,551,811</b>	<b>\$ 1,653,761</b>	<b>\$ 1,653,761</b>	<b>\$ 101,950</b>	<b>6.6%</b>



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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	10.0	\$ 1,907,139	\$ 12,000
Board Approved Adjustments During FY 2012	—	24,055	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(5,138)	—
Internal Service Fund Adjustments	—	64,673	—
Other Required Adjustments	—	51,186	—
Subtotal (Current Level Budget)	10.0	\$ 2,041,915	\$ 12,000
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	10.0	\$ 2,041,915	\$ 12,000

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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	7.0	\$ 677,621	\$ —
Board Approved Adjustments During FY 2012	—	4,503	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	1.0	116,724	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(4,503)	—
Subtotal (Current Level Budget)	8.0	\$ 794,345	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	8.0	\$ 794,345	\$ —

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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	10.0	\$ 994,233	\$ —
Board Approved Adjustments During FY 2012	—	6,655	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-1.0	(79,322)	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(6,655)	—
Subtotal (Current Level Budget)	9.0	\$ 914,911	\$ —



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

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	9.0	\$ 914,911	\$ —

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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	46.0	\$ 3,831,978	\$ 2,700
Board Approved Adjustments During FY 2012	-1.0	(53,555)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	110,472	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	8,514	—
Subtotal (Current Level Budget)	45.0	\$ 3,897,409	\$ 2,700
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Property Transfer Examiners - PAAMS Project	2.0	145,296	—
This action adds 2.0 FTE Property Transfer Examiner (PTE) positions to backfill two experienced PTEs that have been transferred to support the PAAMS project.			
Subtotal (Recommended Changes)	2.0	\$ 145,296	\$ —
<b>Total Recommendation</b>	47.0	\$ 4,042,705	\$ 2,700

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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	87.0	\$ 9,840,240	\$ 3,300
Board Approved Adjustments During FY 2012	—	155,044	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	315,048	—
Internal Service Fund Adjustments	—	(17,000)	—
Other Required Adjustments	—	(180,037)	—
Subtotal (Current Level Budget)	87.0	\$ 10,113,295	\$ 3,300
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Residential Transfers/Residential Permits Backlog	5.0	438,480	—



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

	Positions	Appropriations	Revenues
This action adds 5.0 FTE Appraiser II positions to address the backlog in Residential Transfers/Residential Permits.			
2. Commercial Transfers/Commercial Permits Backlog	6.0	589,320	—
This action adds 6.0 FTE Sr. Appraiser positions to address the current backlog in Commercial Transfers/Commercial Permits.			
Subtotal (Recommended Changes)	11.0	\$ 1,027,800	\$ —
<b>Total Recommendation</b>	<b>98.0</b>	<b>\$ 11,141,095</b>	<b>\$ 3,300</b>

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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	64.0	\$ 7,305,300	\$ —
Board Approved Adjustments During FY 2012	—	122,449	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	292,849	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(164,442)	—
Subtotal (Current Level Budget)	64.0	\$ 7,556,156	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Business Audits Backlog	3.0	230,400	—
This action adds 3.0 FTE Accountant Auditor Appraiser positions to address the backlog in Business Audits.			
Subtotal (Recommended Changes)	3.0	\$ 230,400	\$ —
<b>Total Recommendation</b>	<b>67.0</b>	<b>\$ 7,786,556</b>	<b>\$ —</b>

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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	17.0	\$ 2,929,230	\$ —
Board Approved Adjustments During FY 2012	-1.0	(59,670)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(110,616)	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	131,255	—
Subtotal (Current Level Budget)	16.0	\$ 2,890,199	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. PAAMS System Maintenance	—	159,024	—
This action allocates \$159,024 to the Department's services and supplies budget to pay for ongoing software and hardware maintenance costs associated with partial PAAMS system functionality scheduled during the fiscal year.			
Subtotal (Recommended Changes)	—	\$ 159,024	\$ —
<b>Total Recommendation</b>	<b>16.0</b>	<b>\$ 3,049,223</b>	<b>\$ —</b>





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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	—	\$ 1,533,811	\$ 1,533,811
Board Approved Adjustments During FY 2012	1.0	97,803	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-1.0	(134,227)	—
Internal Service Fund Adjustments	—	—	101,950
Other Required Adjustments	1.0	134,227	—
Subtotal (Current Level Budget)	1.0	\$ 1,631,614	\$ 1,635,761
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	1.0	\$ 1,631,614	\$ 1,635,761

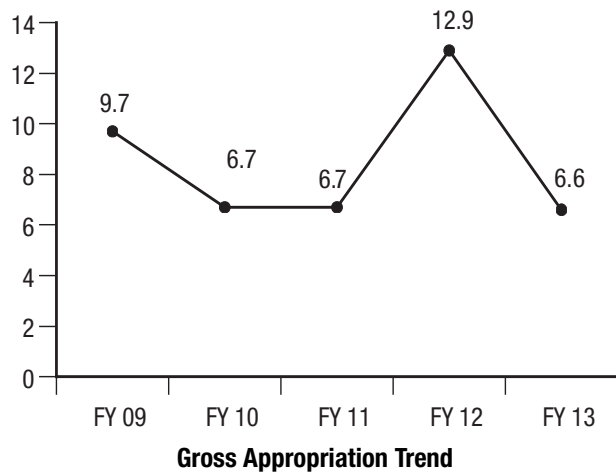


## Measure B Transportation Improvement Program

### Overview

The County of Santa Clara's Measure B Transportation Improvement Program is funded by a November 1996 voter-approved ½ cent general sales tax dollar increment that was in place through April 2006. Measure A, a companion measure on the 1996 ballot, outlined a specific package of transportation improvements for the County which was overwhelmingly approved by the voters in Santa Clara County. The County Board of Supervisors has retained fiscal management and overall program oversight responsibility and has delegated day-to-day implementation of nearly all the transportation projects to the Valley Transportation Authority (VTA). The County Roads Department has been assigned responsibility for implementing certain projects. With the tax collection ceasing in 2006, the Measure B

Transportation Improvement Program is focused primarily on ensuring the completion and formal close-out of related projects, as well as fiscal oversight.



### Description of Major Services

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

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

FY 2013 is based on continued project delivery and closeout by the implementing agencies. The County will retain fiduciary responsibility for activity until all

projects are fully completed and accepted. Permanent project staffing was eliminated in FY 2008; however, the budget includes minimal administrative costs for fiscal and policy oversight by staff in the Office of the County Executive

Residual sales tax receipts continue to be received by the County and are utilized to fund Measure B-related projects. Although expected to diminish over time, residual sales tax distributions may continue until 2016 or later.

### County Executive's Recommendation

Maintain the current level budget for FY 2013.

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

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1117	Measure B Default Index Fund 0011	\$ 159,651	\$ —	\$ —	\$ —	\$ —	—
1701	Measure B Admin Fund 0011	64,578	6,519,550	6,551,800	6,551,800	32,250	0.5%
1702	Measure B Prog Mgmt Oversight Fund 0011	26,371	161,250	—	—	(161,250)	-100.0%
1703	Measure B Hway Proj Fund 0011	630,566	1,600,000	—	—	(1,600,000)	-100.0%
1704	Measure B Railway Proj Fund 0011	54,352	3,200,000	—	—	(3,200,000)	-100.0%
1705	Measure B Bicycle Proj Fund 0011	723,798	—	—	—	—	—
1706	Measure B Co Expy Lev Of Serv Fund 0011	530,752	—	—	—	—	—
1707	Measure B Co Expy Signal Prg Fund 0011	267,033	—	—	—	—	—
1709	Measure B Swap I Fund 0011	2,640	1,000,000	—	—	(1,000,000)	-100.0%
1712	Measure B Prog Wide Mitigation Fund 0011	(31,000)	450,000	—	—	(450,000)	-100.0%
<b>Total Net Expenditures</b>		<b>\$ 2,428,740</b>	<b>\$ 12,930,800</b>	<b>\$ 6,551,800</b>	<b>\$ 6,551,800</b>	<b>\$ (6,379,000)</b>	<b>-49.3%</b>

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

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1117	Measure B Default Index Fund 0011	\$ 159,651	\$ —	\$ —	\$ —	\$ —	—
1701	Measure B Admin Fund 0011	64,578	6,519,550	6,551,800	6,551,800	32,250	0.5%
1702	Measure B Prog Mgmt Oversight Fund 0011	26,371	161,250	—	—	(161,250)	-100.0%
1703	Measure B Hway Proj Fund 0011	630,566	1,600,000	—	—	(1,600,000)	-100.0%
1704	Measure B Railway Proj Fund 0011	54,352	3,200,000	—	—	(3,200,000)	-100.0%
1705	Measure B Bicycle Proj Fund 0011	723,798	—	—	—	—	—
1706	Measure B Co Expy Lev Of Serv Fund 0011	530,752	—	—	—	—	—
1707	Measure B Co Expy Signal Prg Fund 0011	267,033	—	—	—	—	—
1709	Measure B Swap I Fund 0011	2,640	1,000,000	—	—	(1,000,000)	-100.0%
1712	Measure B Prog Wide Mitigation Fund 0011	(31,000)	450,000	—	—	(450,000)	-100.0%
<b>Total Gross Expenditures</b>		<b>\$ 2,428,740</b>	<b>\$ 12,930,800</b>	<b>\$ 6,551,800</b>	<b>\$ 6,551,800</b>	<b>\$ (6,379,000)</b>	<b>-49.3%</b>



## Measure B — Budget Unit 117 Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 1,877	\$ —	\$ —	\$ —	\$ —	—
Services And Supplies	1,469,816	6,660,800	3,741,800	3,741,800	(2,919,000)	-43.8%
Operating/Equity Transfers	957,047	6,270,000	2,810,000	2,810,000	(3,460,000)	-55.2%
<b>Subtotal Expenditures</b>	<b>2,428,740</b>	<b>12,930,800</b>	<b>6,551,800</b>	<b>6,551,800</b>	<b>(6,379,000)</b>	<b>-49.3%</b>
<b>Total Net Expenditures</b>	<b>2,428,740</b>	<b>12,930,800</b>	<b>6,551,800</b>	<b>6,551,800</b>	<b>(6,379,000)</b>	<b>-49.3%</b>

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

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1117	Measure B Default Index Fund 0011	\$ 526,047	\$ 828,000	\$ 501,890	\$ 501,890	\$ (326,110)	-39.4%
	<b>Total Revenues</b>	<b>\$ 526,047</b>	<b>\$ 828,000</b>	<b>\$ 501,890</b>	<b>\$ 501,890</b>	<b>\$ (326,110)</b>	<b>-39.4%</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 2012 Approved Budget	—	\$ —	\$ 828,000
Board Approved Adjustments During FY 2012	—	—	(326,110)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ 501,890
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ —	\$ 501,890

## 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 2012 Approved Budget	—	\$ 6,519,550	\$ —
Board Approved Adjustments During FY 2012	—	92,250	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(60,000)	—



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

	Positions	Appropriations	Revenues
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 6,551,800	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 6,551,800	\$ —

### 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 2012 Approved Budget	—	\$ 161,250	\$ —
Board Approved Adjustments During FY 2012	—	(161,250)	—
<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 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ —	\$ —

### 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 2012 Approved Budget	—	\$ 1,600,000	\$ —
Board Approved Adjustments During FY 2012	—	(1,600,000)	—
<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 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ —	\$ —



### 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 2012 Approved Budget	—	\$ 3,200,000	\$ —
Board Approved Adjustments During FY 2012	—	(3,200,000)	—
<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 2013</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 2012 Approved Budget	—	\$ 1,000,000	\$ —
Board Approved Adjustments During FY 2012	—	(1,000,000)	—
<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 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ —	\$ —

### 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 2012 Approved Budget	—	\$ 450,000	\$ —
Board Approved Adjustments During FY 2012	—	(450,000)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ —



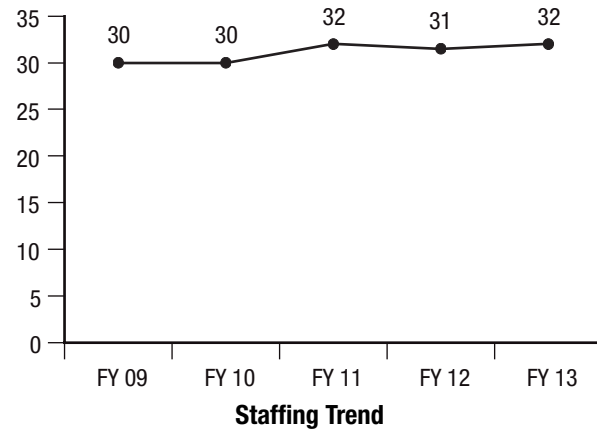
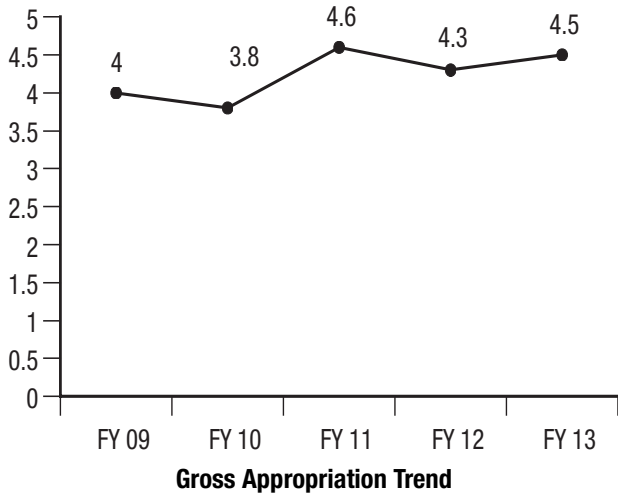
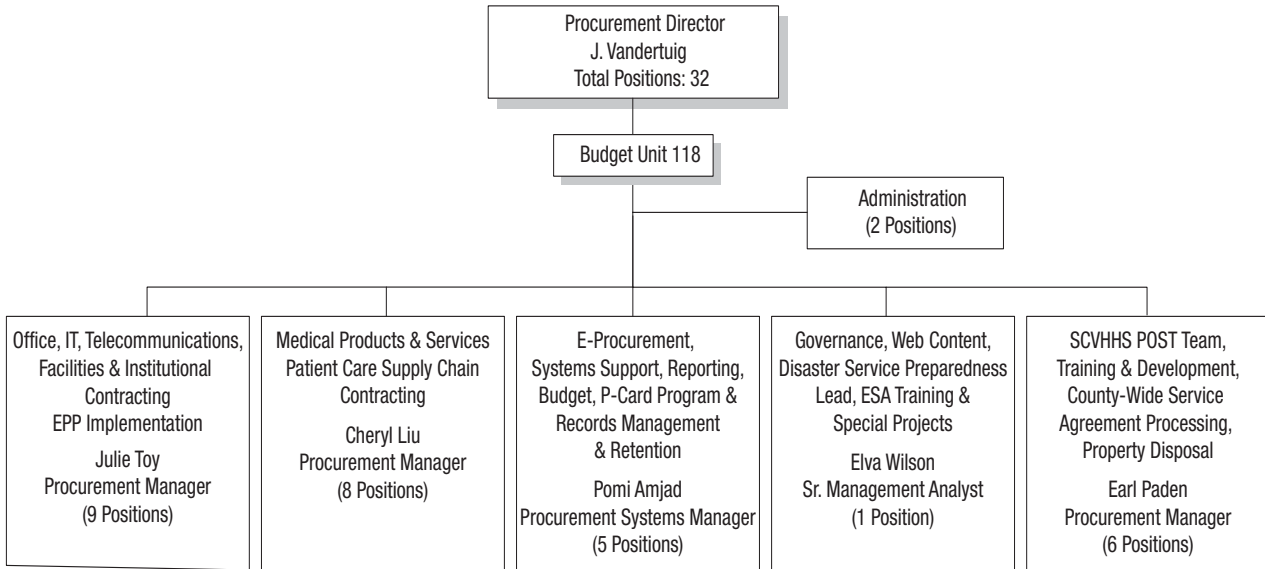
**Measure B Prog Wide Mitigation Fund 0011 — Cost Center 1712  
Major Changes to the Budget**

	Positions	Appropriations		Revenues	
<b>Recommended Changes for FY 2013</b>					
Internal Service Fund Adjustments					
Decision Packages					
Subtotal (Recommended Changes)	—	\$	—	\$	—
<b>Total Recommendation</b>	—	\$	—	\$	—

Section 1: Finance and Government



# Procurement Department





## Public Purpose

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



## Description of Major Services

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

The vision of the Procurement Department is to achieve the highest standard of professional procurement through integrity, trust and ethical practices.

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

### Procurement Services

- Strategically negotiates and procures goods and services for the County at best-evaluated prices with reliable suppliers
- Reviews and executes service agreements initiated by County agencies and departments

- Manages Countywide implementation and training for the Procurement Card and eProcurement programs
- Manages rebate programs and other discount programs for selected contracts for goods and equipment
- Properly disposes of public property by auction, re-use and recycle options
- Aggressively pursues cost saving measures

### Cost Savings Measures

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

## Current and Emerging Issues

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

Over the past several years, the department has adopted strategic sourcing principles and implemented a centralized/decentralized model to provide procurement services. Through this approach, the County maximizes its purchasing power by aggregating purchasing volume to establish large Countywide contracts and negotiate greater price discounts. Departments are able to purchase off the contracts without going through Procurement, resulting in streamlined processes and quick delivery of products and/or services. The Department continues to strive to move Procurement’s decentralized contracting activities from reactionary, where they are responding to the Departments’ calls for assistance, to a more proactive and strategic approach to the acquisition process.

In February 2012, the Board of Supervisors approved the amendment of Board Policy Chapter 5 - Policies on Soliciting and Contracting. The amended policy will

affect Procurement’s operations and workload due to an amended Service Agreement authority, and new approval and reporting requirements. The Department is instrumental in implementing those new policies and is a resource to the other departments in interpreting the changes. Procurement currently needs to transform operationally to address the revisions to chapter five (5) of Board policy on contracting including the following:

- Further development of a formal, comprehensive governance structure to support contracting Countywide
- Directly participate in front-end review of major acquisitions prior to initiation of an RFP
- Develop a formal, contract training and staff development program in support of decentralized contracting countywide

The Procurement Department has been engaged in an intensive effort to lower risks and bring efficiencies to purchasing throughout the County. These efforts have focused on (a) developing standardized procedures, policies and contracts for all County departments and (b) training in solicitation methods for County staff outside the Procurement Department. These efforts have been conducted in close cooperation with County Counsel and have required a significant time commitment from Procurement staff, above and beyond the day-to-day activities of County procurement.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Office, Technology, Facilities, and Institutional Procurement and Contracting Program	Yes	Mandated	Add alternately staffed Buyer Assistant position	▲
eProcurement	Yes	Mandated		■
Administration and Support	Yes	Non-Mandated		■
P-Card Program	Yes	Mandated		■

Impact on Current Level of Service:

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



Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Medical Procurement and Contracting	Yes	Mandated		■
Property Disposal	Yes	Mandated		■
Public Safety Realignment - AB 109	No	Mandated	Increase in Procurement services to the County's Public Safety Realignment Program.	▲

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

## County Executive's Recommendation

### ▲ Add Buyer Assistant/Buyer I/II/III

#### Add 1.0 FTE alternately staffed Buyer Assistant / Buyer I/II/III

**Service Impact:** The Buyer Assistant will be responsible for assisting the Buyers with routine buying duties allowing the complex duties to be re-distributed more appropriately. Since the position will be alternately staffed, the Buyer Assistant will gain job experience and responsibilities which will lead to promotional opportunities in the Buyer series.

**Positions Added: 1.0 FTE**  
**Total Cost: \$67,656**

### ▲ Public Safety Realignment - AB 109

**Increase Services and Supplies Expenditures:** Increase the budget related to salaries without benefits.

**Service Impact:** This recommendation provides an allocation, in the amount of \$50,000, for needed procurement-related services. As the County continues to establish its Program, services related to Request for Proposals (RFPs) and Service Agreement execution are anticipated to increase greatly.

**Total Cost: \$50,000**

Total Cost will be offset by a Transfer-in from the AB 109 Fund.

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

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
2300	Procurement Dept Fund 0001	\$ 4,205,182	\$ 3,742,071	\$ 3,815,255	\$ 3,932,911	\$ 190,840	5.1%
<b>Total Net Expenditures</b>		<b>\$ 4,205,182</b>	<b>\$ 3,742,071</b>	<b>\$ 3,815,255</b>	<b>\$ 3,932,911</b>	<b>\$ 190,840</b>	<b>5.1%</b>

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

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
2300	Procurement Dept Fund 0001	\$ 4,738,404	\$ 4,296,486	\$ 4,336,006	\$ 4,453,662	\$ 157,176	3.7%
<b>Total Gross Expenditures</b>		<b>\$ 4,738,404</b>	<b>\$ 4,296,486</b>	<b>\$ 4,336,006</b>	<b>\$ 4,453,662</b>	<b>\$ 157,176</b>	<b>3.7%</b>



## Procurement — Budget Unit 118 Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 3,780,185	\$ 3,873,978	\$ 3,911,221	\$ 4,028,877	\$ 154,899	4.0%
Services And Supplies	958,219	422,508	424,785	424,785	2,277	0.5%
<b>Subtotal Expenditures</b>	<b>4,738,404</b>	<b>4,296,486</b>	<b>4,336,006</b>	<b>4,453,662</b>	<b>157,176</b>	<b>3.7%</b>
Expenditure Transfers	(533,222)	(554,415)	(520,751)	(520,751)	33,664	-6.1%
<b>Total Net Expenditures</b>	<b>4,205,182</b>	<b>3,742,071</b>	<b>3,815,255</b>	<b>3,932,911</b>	<b>190,840</b>	<b>5.1%</b>

## Procurement — Budget Unit 118 Revenues by Cost Center

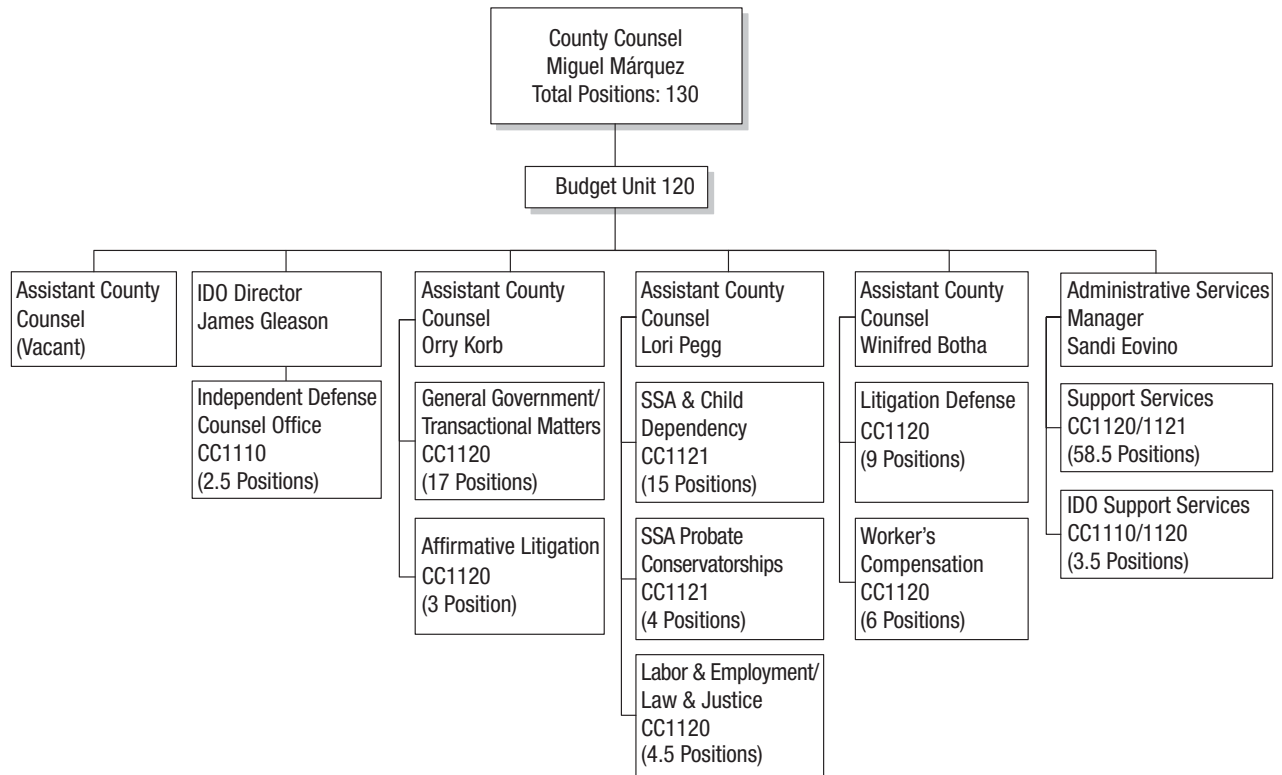
CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
2300	Procurement Dept Fund 0001	\$ 497,308	\$ 355,000	\$ 355,000	\$ 405,000	\$ 50,000	14.1%
	<b>Total Revenues</b>	<b>\$ 497,308</b>	<b>\$ 355,000</b>	<b>\$ 355,000</b>	<b>\$ 405,000</b>	<b>\$ 50,000</b>	<b>14.1%</b>

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

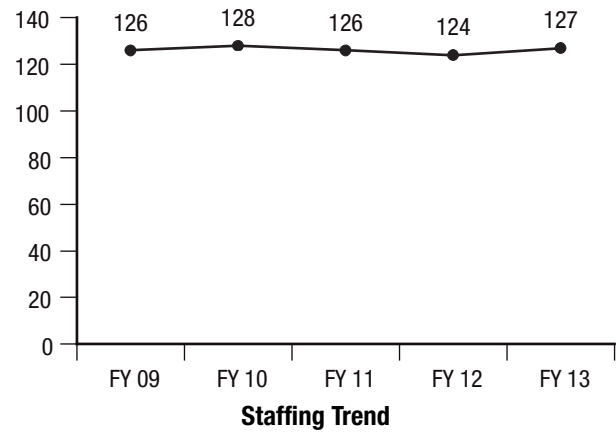
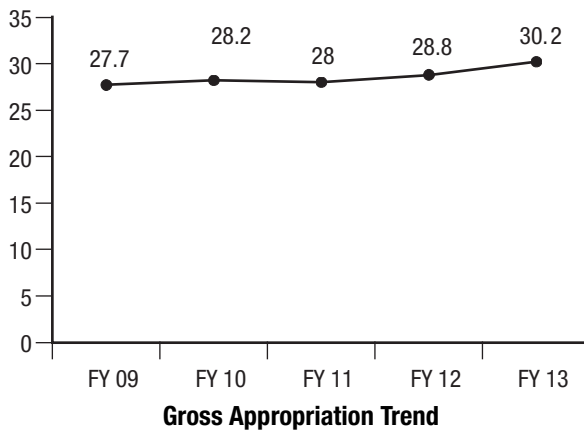
	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	31.0	\$ 3,742,071	\$ 355,000
Board Approved Adjustments During FY 2012	—	35,107	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	18,301	—
Internal Service Fund Adjustments	—	35,941	—
Other Required Adjustments	—	(16,165)	—
Subtotal (Current Level Budget)	31.0	\$ 3,815,255	\$ 355,000
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Transfer AB109 Procurement for Procurement Services	—	—	50,000
Decision Packages			
1. AB109 Allocation	—	50,000	—
Allocate ongoing funding in the amount of \$50,000 for procurement services related to the County's Public Safety Realignment Program.			
2. Add Buyer Assistant Position	1.0	67,656	—
Add 1.0 FTE alternately staffed Buyer Assistant / Buyer I/II/III position.			
Subtotal (Recommended Changes)	1.0	\$ 117,656	\$ 50,000
<b>Total Recommendation</b>	<b>32.0</b>	<b>\$ 3,932,911</b>	<b>\$ 405,000</b>



# Office of the County Counsel



Section 1: Finance and Government



The Staffing Trend chart does not reflect 3 new positions that are recommended for the Department, as new job classifications are required. The recommended funding to support the new positions is included in the Gross Appropriation Trend Chart.



## Public Purpose

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



## Description of Major Services

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

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

To achieve its mission the Office will:

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

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

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

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

### Juvenile Dependency and Conservatorship

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

## Transactional Matters and General Government

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

## Litigation and Workers' Compensation

The Office represents the County in defense of tort actions, third party claims, employment and civil rights matters and workers' compensation claims.

## Independent Defense Counsel Office (IDO)

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

## Elder Financial Abuse Specialist Team (FAST)

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

## Educational Rights Project (ERP)

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

## Impact Litigation and Social Justice Section

The Impact Litigation and Social Justice Section is one of the innovative ways the Office advances the interests of the Board and promotes social justice for citizens of the County. Beginning with the Bank of America suit and the tobacco litigation in the 1990's, the Office has used the legal system to improve the health and well-being of County residents. In 2001 and 2004 respectively, the Office was involved in anti-trust cases against wholesale electricity providers and Microsoft, which resulted in settlements worth nearly \$5 million. The Office is currently pursuing actions against pharmaceutical companies, manufacturers of lead based paint, and other matters to recover damages and to improve the health of County residents. Successful litigation brought by this section has resulted in substantial revenues to the County since its inception. Although the revenues collected are unpredictable and are not received on a regular basis, a base budget of \$257,124 was established in FY 2010. As of midyear 2012, the program has been involved in matters that have brought \$16,127,121 of financial benefit to the County.

Year	Matter	County Financial Benefit
FY 2009	Natural Gas	\$531,043
FY 2009	Driver / Alliant	\$50,091
FY 2009	Nextel County Communications	\$5,205
FY 2010	Natural Gas	\$4,515
FY 2010	Open Space Authority	\$2,547
FY 2011	Cardinal Health	\$5,700,000
FY 2011	Lead Paint - Millenium	\$1,058,011
FY 2011	AB 3632 Disallowance Disqualified	\$8,600,000
FY 2012	Waste Management - Kirby Canyon	\$1,450,000
<b>Total Financial Benefit</b>		<b>\$17,401,492</b>
Revenue Budget FY 09 - FY 12		(\$1,274,291)
<b>Financial Benefit Exceeding Budgeted Revenue FY 09 - FY 12</b>		<b>\$16,127,121</b>



## Current and Emerging Issues

Over the past year, our Office has been a valuable partner in many important County initiatives and activities that have a substantial impact on the County, including the dissolution of redevelopment agencies, the Rural Metro ambulance contract, the EPIC contract, payday lending, AB 109 state prisoner realignment, secure communities, implementation of Federal health care reform, the Habitat Conservation Plan, Lehigh Quarry, redistricting, and revising the County's contracting policies. Our impact litigation section continues its important work to recover funds for the County in areas such as consumer protection by litigating matters including lead paint and drug manufacturing. Recently, this section's efforts have contributed significant current and future financial benefits to the County including the recovery of \$8.6 million for the AB 3632 disallowance and the receipt of over \$1 million from the lead paint litigation.

### Assessment Appeals Board

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

The Office of the County Counsel provides legal support to the three Assessment Appeals Boards, the two Value Hearing Officers, the Assessor's Office, and the Clerk of the Board. Last fiscal year, the Office added one unclassified attorney to provide additional legal support in this area. The position was unclassified because the County expected the increased volume of appeals to subside in 2011. However, that did not occur and, in addition, the magnitude of the disputed value has been so significant that the Office is spending more time reviewing each appeal. In the absence of a waiver of time, the County must resolve each appeal within two years or accept the applicant's opinion of value. Since the high volume of appeals continued through 2011, the County has until the end of 2013 to resolve these appeals. Therefore, it is not possible to eliminate the attorney dedicated to assessment appeals at the end of 2012 as had originally been planned and the Office needs this position to be converted to a classified position.

### Whistle-blower Program

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

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

From April 2010 through October 2011, the County received 172 contacts via the Whistle-blower Program. Of these, 150 were determined to be Whistle-blower complaints and the remaining 22 concerned items such as pending or completed court matters or comments regarding Board agenda items. Of the Whistle-blower complaints, 95 or 63% concerned personnel matters and only six matters concerned financial mismanagement. These financial matters have been referred to the County's Independent Management Auditor.

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

### California Redevelopment Agency (RDA) Dissolution

In late 2011, the California Supreme Court upheld ABX1 26, which dissolved RDAs statewide, but did not uphold ABX1 27, which would have allowed RDAs to continue operations by paying the State specified funds in FY 2012 and beyond. When California's FY 2012 budget was first released by the Governor's Office, RDAs





statewide began to take various legally-questionable actions in an attempt to protect the tax increment revenue they had been receiving.

The Office of the County Counsel anticipates it will take a substantial amount of attorney time to address these actions and has recently added one attorney and one

paralegal to work on this item. However, as events progress it may become necessary to add further resources to address issues related to the proper wind down of RDAs.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Administration and Support	Yes	Required		■
Health Services	Yes	Mandated		■
Hospital Services	Yes	Mandated		■
Indigent Defense Services	Yes	Mandated	Add Director position	▲
Juvenile Dependency	Yes	Mandated		■
Law and Justice	Yes	Mandated		■
Litigation	Yes	Mandated		■
Personnel and Labor	Yes	Mandated		■
Probate Conservatorships	Yes	Mandated		■
Social Services (excluding dependency matters)	Yes	Mandated		■
Transactional and General Government	Yes	Mandated		■
Workers' Compensation	Yes	Mandated		■
Health Services	Yes	Non-Mandated		■
Law and Justice	Yes	Non-Mandated		■
Social Services	No	Non-Mandated		■
Transactional and General Government	Yes	Non-Mandated	Delete unclassified Attorney I and add classified Attorney I	▣
Social Justice and Impact Litigation	Yes	Non-Mandated	Add Fellowship program positions	▲
Public Safety Realignment - AB 109	No	Mandated	Increase in legal services/support to the County's Public Safety Realignment Program.	▲

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

## County Executive's Recommendation

### ▲ Attorney Fellowship Program

**Add funding to support the addition of 2 alternately staffed Law Clerk/Attorney I/Law Fellow positions:** Add funding

to support the addition of 2 alternately staffed Law Clerk/Attorney/Law Fellow positions, which will be added by salary ordinance after the positions are developed by Employee Services Agency (ESA).



**Service Impact:** In the past, Fellows have been hired as extra help employees and/or as dependent contractors. Creation of these positions will provide benefits to the candidates, and reduce the uncertainties related to the budget and to extra help limitations, allowing the department to attract and retain the most talented candidates. These positions will support the Impact Litigation & Social Justice Section of the Office of County Counsel, as well as the General Government Section.

Creation of these positions supports the County Executive's vision by focusing on the customer as well as reduction of the cost of services provided since more junior attorneys are less costly than ones with several years of experience.

**Background:** In 2008, the Office of the County Counsel created an Impact Litigation & Social Justice Section. To expand capacity to advance the mission of the Impact Litigation & Social Justice section, the office created a fellowship program. Since its inception, the program has hired six fellows. The law students and new attorneys interested in the fellowship have had substantial experience in public interest/public sector law, have had impressive credentials, and all have attended top law schools. Four of the fellows are still County employees, one for the Office of the Public Defender and three with the Office of the County Counsel.

The program has proven to be highly effective in attracting top talent to the Office. Fellows work on matters that improve County services provided to residents or improve residents' quality of life. They have been instrumental in litigation to recover funds from the State and drug manufacturers. They have also been key contributors to the success of several Board initiatives including Secure Communities, civil detainers, Proposition 8, menu labeling, healthy meals, and payday lending.

**Total Ongoing Cost: \$217,656**

## Transaction and General Government

**Convert Unclassified Attorney to Classified:** Delete 1.0 FTE Unclassified Attorney I (Q77) and add 1.0 FTE Classified Attorney I (U31) to be alternately staffed with Attorney IV/III/II.

**Service Impact:** In FY 2012, one unclassified attorney position was added to address unmet department needs resulting from the dedication of existing resources to an increased assessment appeals workload. This position was unclassified since the increased assessment appeals workload was anticipated to end by December 2012. However, the department now anticipates the increased workload will continue through December 2013, and possibly longer if the increased volume of assessment appeals continues in 2012. This lengthened duration of peak activity has necessitated the conversion of the code from unclassified to classified status.

The combination of the increased volume of appeals and required timeliness of response necessitates the continued dedication of legal resources in this revenue-generating area.

Conversion of this position to a classified status supports the County Executive's vision of maintaining a focus on the customer - assessment appeal applicants - and providing due process for their appeal. This position is also instrumental in ensuring that the results of the appeal process reflect an appropriate appraised value for the property in question.

**Net Cost: \$0.00**

Reduced Salary and Benefits for Unclassified Attorney I:  
\$154,836

Salary and Benefits for Classified Attorney I:  
\$154,836

## Independent Defense Office (IDO)

**Create IDO Director:** Add funding to support creation of an Independent Defense Office (IDO) Director, which will be added by salary ordinance after the position has been developed by the Employee Services Agency (ESA). Transfer the Assistant County Counsel position from IDO to County Counsel Administration.

The net impact to Cost Center 1110 - Independent Defense Office will be zero. The increased appropriations will be present in Cost Center 1120 due to the transfer of the Assistant County Counsel position to that cost center.

**Service Impact:** This position will manage the IDO, and be equivalent to an Assistant County Counsel in terms of compensation, but will require substantial experience

in criminal defense and extensive trial experience across the full range of criminal cases, including homicide and the management of complex litigation.

The creation of this position will substantially increase the bench strength of the Office and effectuate a solid succession plan.

**Background:** Since the creation of the Independent Defense Counsel Office in 2008, the Office has planned to create an executive director position for the IDO. The role was originally filled by an Attorney IV who received a 10% differential for these management duties. In 2010, due to the need to meet budget target reductions, the County Counsel appointed the incumbent as the Special Assistant County Counsel with assigned duties of managing the IDO as a temporary alternative to creating the IDO Director position. While the Office has always needed to fill the Special Assistant code to manage the workload of the Assistant County Counsels and to provide high-quality legal services to the Board and the County, this option was implemented in an effort to minimize expenses.

Since 2010, the County Counsel office has embarked on supporting several new programs including managing the Whistle-blower program, the dissolution of redevelopment agencies, and Countywide oversight of public records requests. This action will allow the Office to reinstate the Assistant County Counsel position as manager in the office. Areas of responsibility for the vacant Assistant County Counsel position will be determined once the position is filled.

**Ongoing Cost: \$295,929**

### ▲ Public Safety Realignment - AB 109

**Increase expenditures for Legal Services/Support.**

**Service Impact:** This recommendation will provide an allocation of \$128,000, to assist with the myriad of legal related issues which have arisen, and which are anticipated, as this Program continues to be established.

**Total Cost: \$128,000**

Total Cost will be offset by a Transfer-in from the AB 109 Fund.

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

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1110	Counsel Indigent Defense Fund 0001	\$ 7,445,142	\$ 7,335,458	\$ 7,384,811	\$ 7,384,811	\$ 49,353	0.7%
1120	County Counsel Admin Fund 0001	(2,950,133)	(3,786,185)	(1,796,381)	(1,174,796)	2,611,389	-69.0%
1121	Julian Street Office Fund 0001	7,827,767	7,880,991	7,403,736	7,403,736	(477,255)	-6.1%
<b>Total Net Expenditures</b>		<b>\$ 12,322,776</b>	<b>\$ 11,430,264</b>	<b>\$ 12,992,166</b>	<b>\$ 13,613,751</b>	<b>\$ 2,183,487</b>	<b>19.1%</b>

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

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1110	Counsel Indigent Defense Fund 0001	\$ 7,445,142	\$ 7,335,458	\$ 7,384,811	\$ 7,384,811	\$ 49,353	0.7%
1120	County Counsel Admin Fund 0001	14,451,948	13,594,681	14,797,326	15,438,911	1,844,230	13.6%
1121	Julian Street Office Fund 0001	7,827,767	7,880,991	7,403,736	7,403,736	(477,255)	-6.1%
<b>Total Gross Expenditures</b>		<b>\$ 29,724,857</b>	<b>\$ 28,811,130</b>	<b>\$ 29,585,873</b>	<b>\$ 30,227,458</b>	<b>\$ 1,416,328</b>	<b>4.9%</b>



## County Council — Budget Unit 120 Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 22,640,256	\$ 21,731,943	\$ 22,462,370	\$ 23,103,955	\$ 1,372,012	6.3%
Services And Supplies	7,084,021	7,079,187	7,123,503	7,123,503	44,316	0.6%
Fixed Assets	580	—	—	—	—	—
<b>Subtotal Expenditures</b>	<b>29,724,857</b>	<b>28,811,130</b>	<b>29,585,873</b>	<b>30,227,458</b>	<b>1,416,328</b>	<b>4.9%</b>
Expenditure Transfers	(17,402,081)	(17,380,866)	(16,593,707)	(16,613,707)	767,159	-4.4%
<b>Total Net Expenditures</b>	<b>12,322,776</b>	<b>11,430,264</b>	<b>12,992,166</b>	<b>13,613,751</b>	<b>2,183,487</b>	<b>19.1%</b>

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

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1120	County Counsel Admin Fund 0001	2,237,098	1,341,525	1,056,940	1,184,940	(156,585)	-11.7%
	<b>Total Revenues</b>	<b>\$ 2,237,098</b>	<b>\$ 1,341,525</b>	<b>\$ 1,056,940</b>	<b>\$ 1,184,940</b>	<b>\$ (156,585)</b>	<b>-11.7%</b>

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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	7.0	\$ 7,335,458	\$ —
Board Approved Adjustments During FY 2012	—	10,428	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	49,353	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(10,428)	—
Subtotal (Current Level Budget)	7.0	\$ 7,384,811	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Add IDO Director Position	-1.0	—	—
Transfer Assistant County Counsel (Unclassified) position from Independent Defense Office (IDO) to County Counsel Administration and add funding to create a new job classification, Independent Defense Office Director. There is no net cost for the IDO as the new Director position will be funded at the same level as an Assistant County Counsel.			
Subtotal (Recommended Changes)	-1.0	\$ —	\$ —
<b>Total Recommendation</b>	<b>6.0</b>	<b>\$ 7,384,811</b>	<b>\$ —</b>



## County Counsel Admin Fund 0001 — Cost Center 1120

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	69.5	\$ (3,786,185)	\$ 1,341,525
Board Approved Adjustments During FY 2012	3.0	437,538	(284,585)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	3.0	983,221	—
Internal Service Fund Adjustments	—	831,475	—
Other Required Adjustments	—	(262,430)	—
Subtotal (Current Level Budget)	75.5	\$ (1,796,381)	\$ 1,056,940
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Transfer AB109 funds to County Counsel for Legal Services	—	—	128,000
One-time augmentation for legal services related to renewal of franchise fees.	—	(20,000)	—
Decision Packages			
1. AB109 Allocation	—	128,000	—
Allocate ongoing funding in the amount of \$128,000 for legal services related to the County's Public Safety Realignment Program.			
2. Transfer Existing Assistant County Counsel-U from Independent Defense Office	1.0	295,929	—
An existing Assistant County Counsel (Unclassified) position is moved from the Independent Defense Office to County Counsel Administration.			
3. Add Fellowship Program	—	217,656	—
Add funding to support adding two positions for the Attorney Fellowship program.			
4. Delete Unclassified Attorney / Add Classified	—	—	—
Delete 1.0 FTE Unclassified Attorney I/II/III/IV, and add 1.0 FTE Classified Attorney I/II/III/IV.			
Subtotal (Recommended Changes)	1.0	\$ 621,585	\$ 128,000
<b>Total Recommendation</b>	<b>76.5</b>	<b>\$ (1,174,796)</b>	<b>\$ 1,184,940</b>

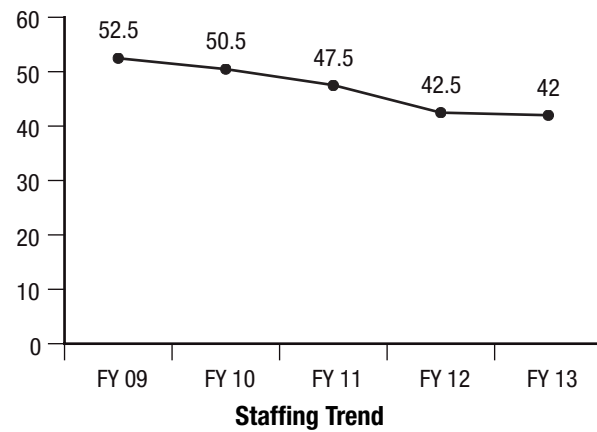
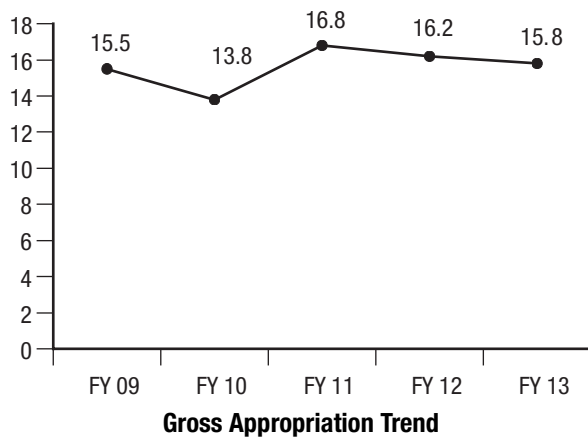
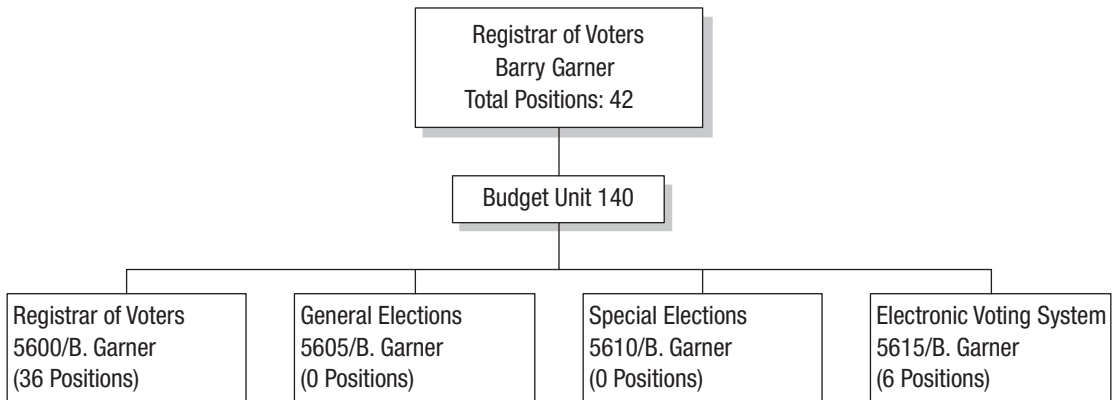
## Julian Street Office Fund 0001 — Cost Center 1121

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	47.5	\$ 7,880,991	\$ —
Board Approved Adjustments During FY 2012	—	31,027	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-3.0	(477,255)	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(31,027)	—
Subtotal (Current Level Budget)	44.5	\$ 7,403,736	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>44.5</b>	<b>\$ 7,403,736</b>	<b>\$ —</b>



# Registrar of Voters



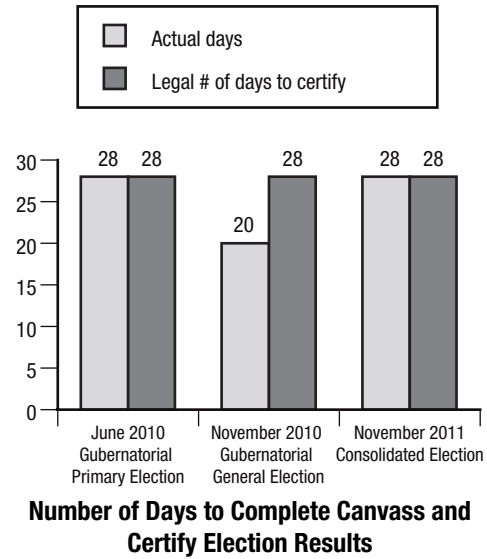
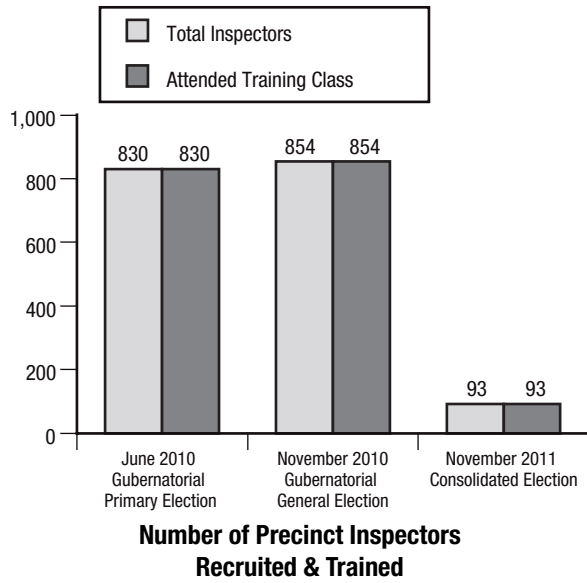
## Public Purpose

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

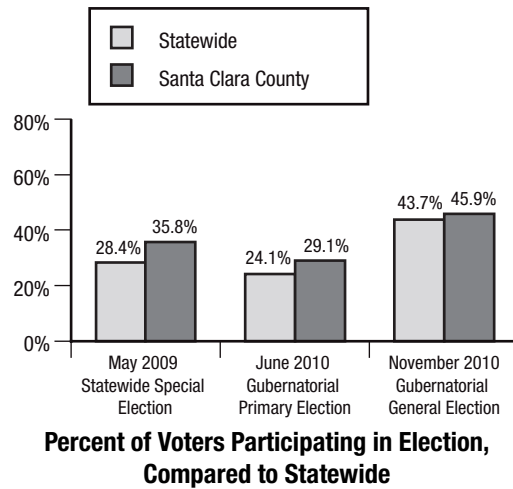
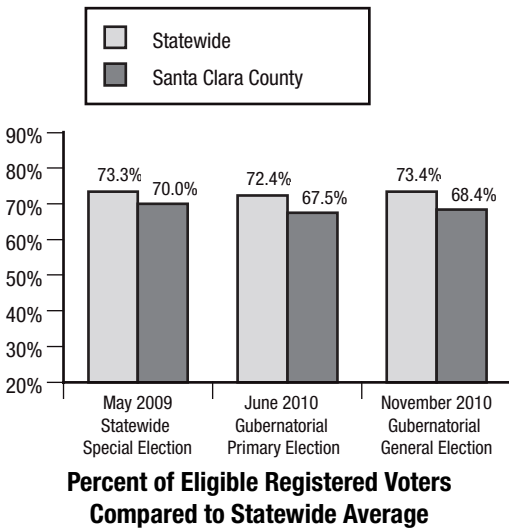


## Desired Results

**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.

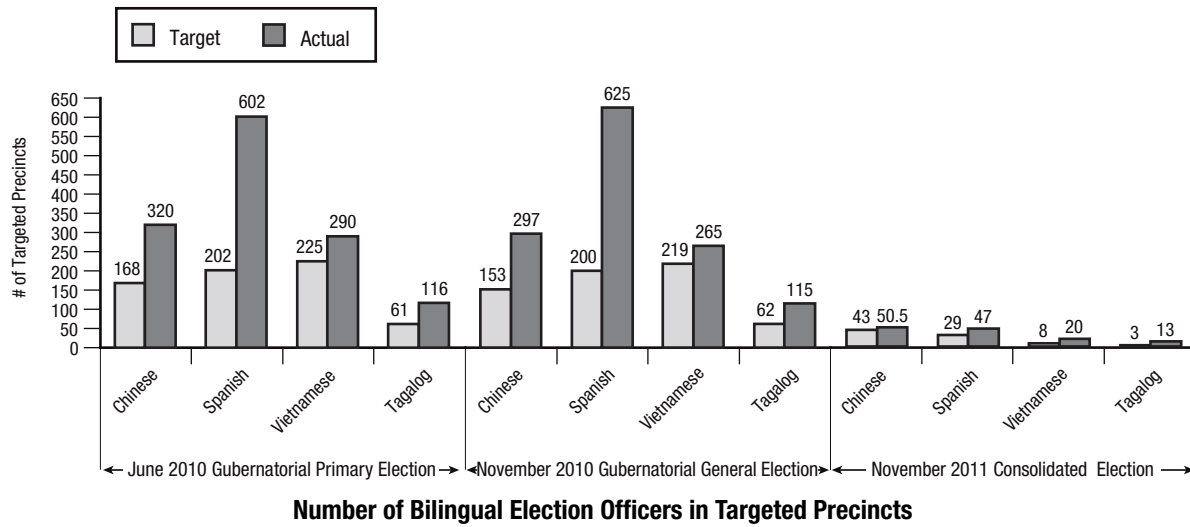


**An Election Process that is Accessible to all Citizens**, which this Department promotes by providing voter registration outreach; assistance to potential candidates, jurisdictions and citizens seeking ballot placement; verbal and written language accommodations; absentee and early voting opportunities;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





**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.



Section 1: Finance and Government

### 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 mission is to provide the highest level of integrity, efficiency and accuracy in voter registration and election processes. The department's vision is to earn and maintain the public's trust.

Poll workers are recruited and trained to serve at each polling site. Vote-by-Mail materials are provided to voters who request this service.

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

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.

The department wants to ensure that citizens of the County has a positive experience by providing excellent service 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.



## Current and Emerging Issues

### Voter Outreach and Education

In January of this year, ROV contracted with four community based organizations for six months to register over 7,500 new voters, provide voter education, and encourage voter participation by conducting outreach to more than 40,000 citizens in under-represented groups such as immigrant and low-income communities, 18 to 25 year-olds, and senior citizens.

### Top-Two Candidates Open Primary Election

The June 5, 2012 Presidential Primary Election is the first Top-Two Primary Election. Under the “Top-Two Candidates Open Primary Act,” all candidates running for Voter-Nominated Offices, regardless of their party preference, will appear on the single combined ballot, and voters can vote for any candidate from any political party. Voter-nominated offices are state constitutional offices, state legislative offices, and U.S. congressional offices. The “Top-Two Candidates Open Primary Act” requires that only the two candidates for Voter-

Nominated Office who receive the highest and second-highest numbers of votes cast at the primary shall appear on the ballot as candidates at the ensuing General Election.

### Vote-by-Mail

ROV continues to run one of the most successful Vote-by-Mail programs. The number of Permanent Vote-by-Mail (PVBM) voters is currently over 68% of the County’s 758,829 registered voters. The department will expand options for returning Vote by Mail ballots by providing more Vote-by-Mail delivery sites throughout the County on weekends and Election Day. Ballot return locations are set up at city halls and the County Government Center where thousands of ballots have been received. During 2010, five elections were conducted; including one special all-mail ballot election. In 2011, the ROV conducted two special all-mail ballot elections and the November consolidated election.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Precinct Operations/Outreach	Yes	Mandated	An additional vehicle will allow department staff to be able to better reach their many precincts and polling places.	▲
Training and Staff Development	Yes	Mandated		■
Vote-by-Mail	Yes	Mandated	Increase in resources will allow for sufficient funding for the growing Vote-by-Mail program during the upcoming presidential election.	▲
Ballot Layout	Yes	Mandated		■
Administration and Support	Yes	Required	Additional funding for voter education and outreach will hopefully increase voter participation for upcoming elections. Conversion of positions will provide increased stability to ROV and help them reduce extra help usage. Upgrading the phone system and increasing capacity will free up staff resources and decrease the wait times for callers who are trying to reach staff.	▲

Impact on Current Level of Service:

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



## County Executive's Recommendation

### ▲ Administration and Support

#### Office Specialist II/Office Specialist III position change:

The ROV proposes deleting five part-year Office Specialist positions and adding one full-time Office Specialist II position and one full-time Office Specialist III position. In FY 2012 and prior years, these positions were funded from the department's temporary employee budget. These part-year codes have been hard to fill, and having full-time staff in these positions will provide stability in the workforce, which will enhance accuracy, efficiency, and flexibility in elections. The new positions would also be funded from the department's existing temporary employee budget.

**Service Impact:** The conversion of these positions will provide increased stability to the Registrar of Voters operation while allowing the department to reduce its extra help usage.

**Net Position Reduced: 0.5 FTE**

**Total Net Cost: \$154,092**

Funded from existing appropriations

**Allocate \$400,000 to be made available to community-based organizations to fund voter outreach and education efforts in traditionally underrepresented communities:** In FY 2012, the Board allocated \$400,000 through the inventory process to be made available to community-based organizations through a competitive bid process to fund voter outreach and education efforts in traditionally underrepresented communities. Since January 2012, four community-based organizations have been performing this work.

**Service Impact:** Given the importance of this work and because it is critical to increase voter turn-out for the general election, it is necessary to extend the contracts with these community-based organizations for another six months so that they can continue to assist the Registrar of Voters with voter outreach and education. At the conclusion of the contracts after the fall election, it is equally important to evaluate the programs to determine their effectiveness.

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

**Upgrade to Drake Interactive Voice Response system:** The Registrar of Voters will upgrade from 32 to 48 lines in addition to a T-1 conversion and a 75% automated capacity. The one-time costs for upgrading and expanding the system include the conversion of the existing analog lines to less expensive digital lines. More importantly, the system will have new hardware and software to ensure a better operation for the presidential election and for all future elections.

**Service Impact:** Upgrading the Drake IVR system and increasing its capacity will enable the ROV to automate more incoming calls, which will free up staff resources and decrease the times for callers who are trying to reach staff.

**One-time Cost: \$50,000**

### ▲ Vote-by-Mail Postage

**Postage for the presidential election:** The upcoming presidential election is expected to result in additional expense due to an increase in voter registration and participation, which increases the amount of sample ballots that are mailed. It is anticipated that 600,000 Permanent Vote-by-Mail ballots and an additional 50,000 All-Mail Ballot Precincts will be mailed out. Given the number of items anticipated to be on the ballot, it is likely that 4 ballot cards will be necessary instead of 3 ballot cards, which increases the weight and therefore the postage cost to mail the ballots.

**Service Impact:** The additional funding will allow the Registrar of Voters to mail out ballots for the growing Vote-By-Mail program and to ensure that those voters participating in the program will receive their ballots.

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

### ▲ Precinct Operations and Election Officer Training

**Additional vehicle needed for 2012 elections:** An additional vehicle is needed to support the primary and general elections in 2012. Over the past few years, the department has returned vehicles to the fleet that were not necessary for ongoing operation in order to better utilize their remaining fleet vehicles. Since a major

election is taking place in 2012, it is necessary to utilize an additional vehicle in 2012 to be used for survey, meetings, outreach, and visits to the 695 voting precincts in the County.

**Service Impact:** An additional vehicle for the remainder of 2012 will better allow the department to prepare and conduct the 2012 general election by having greater flexibility to visit its precincts and to organize meetings and conduct outreach.

**One-time Cost: \$4,000**

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

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
5600	Registrar Of Voters Fund 0001	\$ 5,208,903	\$ 8,594,553	\$ 8,036,596	\$ 8,136,596	\$ (457,957)	-5.3%
5605	Registrar Gen Elections Fund 0001	5,730,923	5,820,271	5,420,271	5,874,271	54,000	0.9%
5610	Registrar Spec Elections Fund 0001	931,912	848,739	848,739	848,739	—	—
5615	Electronic Voting Sys Fund 0001	374,428	963,214	895,449	895,449	(67,765)	-7.0%
<b>Total Net Expenditures</b>		<b>\$ 12,246,166</b>	<b>\$ 16,226,777</b>	<b>\$ 15,201,055</b>	<b>\$ 15,755,055</b>	<b>\$ (471,722)</b>	<b>-2.9%</b>

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

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
5600	Registrar Of Voters Fund 0001	\$ 5,208,903	\$ 8,594,553	\$ 8,036,596	\$ 8,136,596	\$ (457,957)	-5.3%
5605	Registrar Gen Elections Fund 0001	5,730,923	5,820,271	5,420,271	5,874,271	54,000	0.9%
5610	Registrar Spec Elections Fund 0001	931,912	848,739	848,739	848,739	—	—
5615	Electronic Voting Sys Fund 0001	374,428	963,214	895,449	895,449	(67,765)	-7.0%
<b>Total Gross Expenditures</b>		<b>\$ 12,246,166</b>	<b>\$ 16,226,777</b>	<b>\$ 15,201,055</b>	<b>\$ 15,755,055</b>	<b>\$ (471,722)</b>	<b>-2.9%</b>

### Registrar Of Voters — Budget Unit 140 Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 6,858,592	\$ 7,285,466	\$ 7,396,493	\$ 7,396,493	\$ 111,027	1.5%
Services And Supplies	5,309,170	8,182,519	7,804,562	8,358,562	176,043	2.2%
Fixed Assets	78,404	—	—	—	—	—
Reserves	—	758,792	—	—	(758,792)	-100.0%
<b>Subtotal Expenditures</b>	<b>12,246,166</b>	<b>16,226,777</b>	<b>15,201,055</b>	<b>15,755,055</b>	<b>(471,722)</b>	<b>-2.9%</b>
<b>Total Net Expenditures</b>	<b>12,246,166</b>	<b>16,226,777</b>	<b>15,201,055</b>	<b>15,755,055</b>	<b>(471,722)</b>	<b>-2.9%</b>



## Registrar Of Voters — Budget Unit 140

### Revenues by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
5600	Registrar Of Voters Fund 0001	\$ 143,151	\$ 115,600	\$ 155,674	\$ 155,674	\$ 40,074	34.7%
5605	Registrar Gen Elections Fund 0001	4,889,651	—	—	—	—	—
5610	Registrar Spec Elections Fund 0001	7,508,038	3,411,992	3,411,992	3,411,992	—	—
5615	Electronic Voting Sys Fund 0001	—	565,000	—	—	(565,000)	-100.0%
<b>Total Revenues</b>		<b>\$ 12,540,840</b>	<b>\$ 4,092,592</b>	<b>\$ 3,567,666</b>	<b>\$ 3,567,666</b>	<b>(524,926)</b>	<b>-12.8%</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 2012 Approved Budget	35.5	\$ 8,594,553	\$ 115,600
Board Approved Adjustments During FY 2012	—	(580,942)	40,074
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	1.0	(325,707)	—
Internal Service Fund Adjustments	—	22,043	—
Other Required Adjustments	—	326,649	—
Subtotal (Current Level Budget)	36.5	\$ 8,036,596	\$ 155,674
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Adjust Funding for Postage Expenses	—	100,000	—
2. Adjust Staffing	-0.5	—	—
◆ Delete 5 part-year Office Specialist positions			
◆ Add 1.0 FTE Office Specialist II and 1.0 FTE Office Specialist III positions			
◆ Reduce \$154,092 in funding for Temporary Employees to offset the additional costs of the add/delete action			
Subtotal (Recommended Changes)	-0.5	\$ 100,000	\$ —
<b>Total Recommendation</b>	<b>36.0</b>	<b>\$ 8,136,596</b>	<b>\$ 155,674</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 2012 Approved Budget	—	\$ 5,820,271	\$ —
Board Approved Adjustments During FY 2012	—	(400,000)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 5,420,271	\$ —



## Registrar Gen Elections Fund 0001 — Cost Center 5605

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Augment Funding for Contract Services	—	400,000	—
One-time funds for Community Based Organizations to assist in voter registration and education.			
2. Adjust Funding for Services and Supplies Expenses	—	54,000	—
◆ Increase \$4,000 in funding for External Auto Services Expenses			
◆ Increase \$50,000 in funding for other Services and Supplies Expenses			
Subtotal (Recommended Changes)	—	\$ 454,000	\$ —
<b>Total Recommendation</b>	—	\$ 5,874,271	\$ —

## Registrar Spec Elections Fund 0001 — Cost Center 5610

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	—	\$ 848,739	\$ 3,411,992
Board Approved Adjustments During FY 2012	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 848,739	\$ 3,411,992
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 848,739	\$ 3,411,992

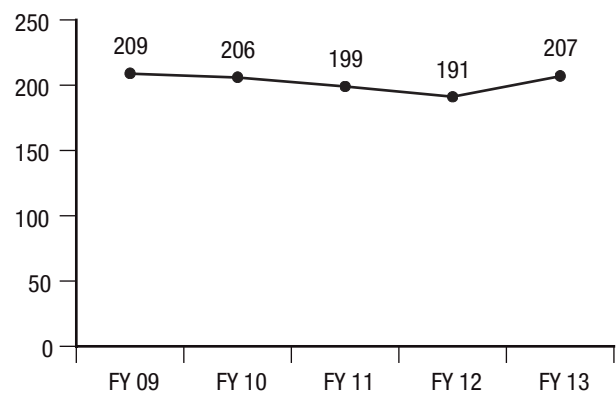
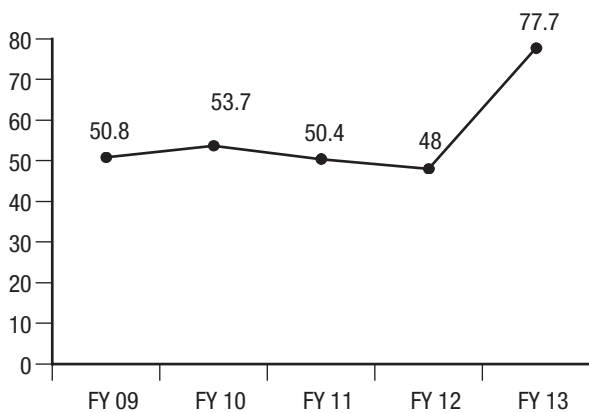
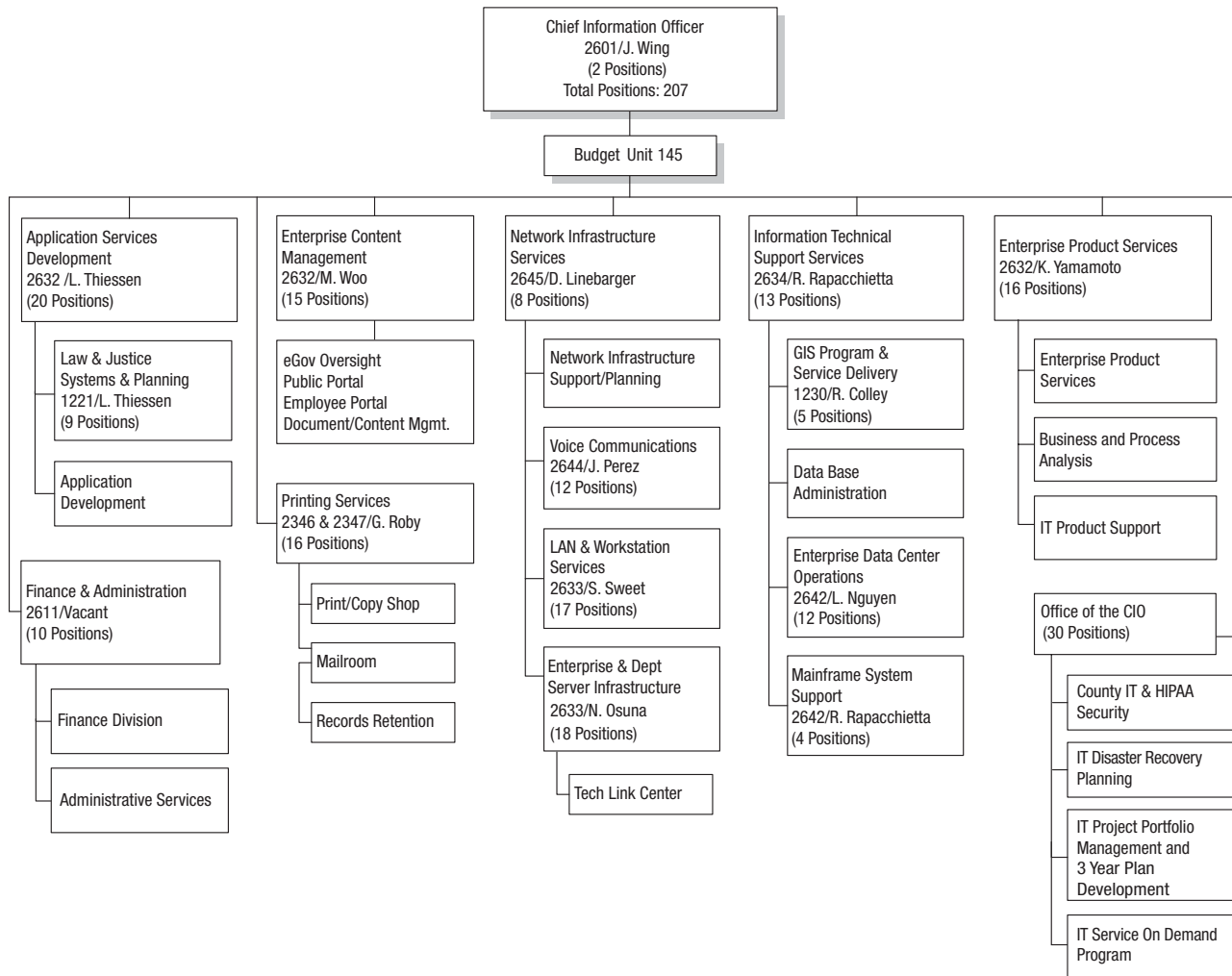
## Electronic Voting Sys Fund 0001 — Cost Center 5615

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	7.0	\$ 963,214	\$ 565,000
Board Approved Adjustments During FY 2012	—	14,749	(565,000)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-1.0	(67,765)	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(14,749)	—
Subtotal (Current Level Budget)	6.0	\$ 895,449	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	6.0	\$ 895,449	\$ —



# Information Services Department



## Public Purpose

- ➔ **Enable County Services Through the Use of Technology**
- ➔ **Support Countywide Mission and Core Values Through the Use of Technology**
- ➔ **Establish Reasonable Costs for Government Services**



## Description of Major Services

### Office of the Chief Information Officer (CIO)

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

The CIO manages the central Information Services Department (ISD) that performs a countywide function of information and technology systems planning, development, acquisition, implementation, and management. In 2011, the CIO began overseeing the management of the IT Division at the Health and Hospital Systems and the multiple and complex projects in this area. ISD and HHS-IS have thousands of County and external customers who manage and operate administrative and direct services throughout the County organization and the Law and Justice community for the benefit of the County's 1.8 million residents.

### Enterprise Services

#### IT Project Portfolio Management Services

The goal of the CIO is to provide information and direction that connects business needs with technology strategies and prioritizes the tactical plans that support those strategies.

#### Desired Results

- To optimize the use of technology in providing the right service (Effectiveness), at the right time (Efficiency), at the right cost (Economy) to enable staff and improve business services to the public.
- To provide excellent customer services.
- To establish performance measurements and metrics to achieve desired results.
- To further the use of talent across the organization to collaborate on making improvements to the organization and to the public services provided.
- To reduce the cost of doing business.
- To establish a focused, well-trained, learning organization to increase staff capabilities to handle increasing departures of knowledge workers.
- Management of the IT Governance responsibilities and development of the Information Technology Plan, assist departments with project guidelines and



templates, and review and report on IT project status and funding requests in support of the newly established Business Information Technology Steering Committee comprised of executive leaders and chaired by the CEO.

- Participation/coordination in establishing policies, standards and master contracts.
- Participation/coordination in establishing Centers of Excellence representing various business functions and Enterprise IT infrastructure groups to provide strategy, peer review of project requests, and the initiation of projects to support the IT mission.

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

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

#### **IT Service on Demand Program**

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

### **Enterprise Product Services Division**

#### **Enterprise Product and Shared Services**

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

- Document Management and Imaging systems
- Business Intelligence and analytical reporting tools.

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

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

### **IT Enterprise Content Management (ECM) Division**

#### **Enterprise ECM Management/Services**

- Development and management of Enterprise Content Management solutions, including analysis, design, development, implementation, maintenance, and support of the public and employee portals, search, collaboration, and document/records management IT business solutions.
- Web and mobile application design, development, enhancements, maintenance, and support.
- Enterprise e-forms workflow and approval process design, development, and maintenance.
- Management of Enterprise Content Management Center of Excellence to develop policies and provide oversight of requests, priorities, and shared solutions.

### **Law and Justice and Public Safety Application Services Division**

- Analysis, design, development, implementation, maintenance, performance testing, and enhancement of Law and Justice systems, including Criminal Justice Information Control (CJIC), Juvenile Record System (JRS), 9-1-1 Dispatch System, and CAD2CAD.
- Development and delivery of user training, documentation, guides, manuals, and online help.
- Business analysis to enable enhancements to existing systems, business process improvements and streamlining through the use of technology for the County law and justice community.

- Management of the Law and Justice System Roadmap Project.
- Coordination and facilitation of the Public Safety Realignment efforts pertaining to information technology systems, data and reporting.

## **Information Technology Support Services Division**

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

- Providing GIS Basemap web services, including orthophotography, right-of-way boundaries for roads, street centerline data, Assessor's Annual Roll GIS shape files and point address for the County. There are many more layers of information produced for the Office of Emergency Services, County Communications, Office of the Assessor, Public Health, Parks and Recreation, Probation, Facilities and Fleet, the Health and Hospital System, and Environmental Health.
- The Basemap web analysis services are used in a variety of ways, including: identifying concentrations of low income and elderly populations in hazardous areas; route of travel and fire run maps; evacuation planning and logistical modeling; shelter locations; using AlertSCC provides the capability to select a buffer around an event, such as a fire, and only notify those citizens within that area; and providing GIS web services to WebEOC.

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

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

- Provide IT Help Desk Support Services from 5:30 p.m. to 8 a.m. Monday through Friday and 24 hours on weekends and holidays.

## **IT Infrastructure Services Division**

### **Network Services**

- Analysis, design, administration, implementation and maintenance of the County's data network, which is essential to the availability and operation of the County's payroll, financial, and criminal justice computer systems, as well as many essential departmental systems that pertain to vital public safety, health and welfare operations.
- Day-to-day management and administration of the interdepartmental and public access to County services through the County's Internet 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.

### **Server Infrastructure Services**

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

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

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

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

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

### Telecommunications Services

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

### Printing, Mail/Postage, Messenger and Record Retention Services

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

#### County's Printing and Copying Services Function

- Provides convenient and cost effective printing and copying services at an average of 15% less than comparable outside printing companies.
- Reproduces confidential and mandated documents within secure in-house conditions.
- Provides printing and design services for brochures, reports, newsletters, manuals, booklets, letterhead, carbonless forms, custom covers, laminated signs, and large format posters for all County agencies.

- Provides time-sensitive and confidential services to meet the printing and mailing requirements for the Registrar of Voters, County Counsel, District Attorney, Tax Collector, and Office of Emergency Services.
- Provides physical and electronic storage of essential forms for print-on-demand reproductions on digital color copiers, high-speed network copiers, as well as offset printing, binding, folding, and sealing services.
- Provides Quick Copy Services for high volume rush copy jobs at the Berger Drive Service Center, 70 West Hedding County Government Center, and on-site at the Valley Medical Center.
- Provides high speed document folder/insert capabilities, including folding, inserting, and sealing documents into #9, #10, and various booklet-style envelopes.

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

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

## Current and Emerging Issues

### Demand and Speed of Change Push Transformation

In less than two years, there have been many positive and unplanned environmental factors that have greatly impacted the Information Services Department (ISD), Information Technology (IT) initiatives Countywide, and the County as a whole. The challenge is managing positive and necessary change while maintaining daily operations. There are many parallel, complex efforts underway.

Greater overall transparency and visibility to resource dependencies has been established for large and complex projects, opportunities to collaborate and consolidate are being revealed, and partnerships are

forming, but all of these activities need to be closely monitored and managed. Currently, the organizational structure to address these opportunities and challenges easily and effectively is not in place. There is an understanding of the demands, issues, change management, and resources needed to make IT transformation possible.

For the County to use IT as a catalyst for change and to shift focus from infrastructure to value-added IT business solutions, the County will need to make several foundational investments. IT is critical and integrated into every facet of County operations, and the demand exceeds the current level of resources. Budget deficits,

growing business and technical needs, external client demands, changing expertise needed from IT staff, and more, are all contributing to drive change and transform IT. However, if action is not taken, departments may perceive a necessity to seek separate and "siloed" approaches to business problems, sliding the County back into a business as usual attitude.

The Center for Leadership and Transformation and IT Rapid Transformation efforts have brought a wave of good ideas and willingness to make change for the better. These efforts uniformly emphasize the need for the County to collaborate, share services, standardize to reduce costs and simplify support, and consolidate to reduce redundancy and refocus staff on value-added IT business solutions.

Given the demands of daily operations and the existing Countywide project portfolio, a phased approach will be necessary to achieve these goals. Change of this magnitude is iterative, and as some of the foundational/structural needs are addressed, additional stages will be recommended.

#### **Defining IT Services and the Best IT Organizational Model to Meet Goals/Objectives**

Mid-year funding was allocated in FY 2012 to assist in defining IT Services, then designing an IT organization, job definitions, and duties to better meet the business demands across the County organization. External professional services are being researched to assist in this effort. IT Governance and Project Portfolio positions were allocated at the FY 2012 mid-year and some existing resources will be reassigned to these efforts to support the IT governance structure.

#### **Common Directory/Software as a Solution (E-mail Cloud Solutions)**

A key technical and business decision is to establish a County Common Directory, on which many value-added IT business solutions and online applications rely. Consolidating e-mail and office products across the County will reduce redundancy, duplication, and provide added collaboration capabilities across the County.

ISD will work with departmental partners to develop a plan to best leverage Countywide resources for the training, implementation, and support of these products. ISD plans to identify key levels and staff within departments to join the SaaS team during

implementation and ongoing coordination. It is crucial to keep communication, collaboration, and learning continual as this will be a resource-intensive project that may impact current work or operational efforts within departments and may require consolidation of some functional areas.

#### **Integrated Workplace Management System (IWMS)**

Software of this nature, currently used by the Santa Clara Valley Medical Center Facilities Division, and now being integrated into the Facilities & Fleet and Parks Departments, supports and promotes the efficient and coordinated management of the complete facilities/real estate life cycle across the County. The initial focus is on the Work Order system and Maintenance Management. Land Management and Lease Management aspects are still being reviewed. Implementing the software solution has been a collaborative effort between HHS, FAF, Parks, and ISD, with the potential to include: Roads & Airports, Vector Control, the Social Services Agency, County Communications, the Office of the Sheriff/Department of Correction, etc. A shared service funding model is being developed to support the ongoing operational needs and future enhancements. This shared service model provides a basis for other shared services and demonstrates the cost principle that a shared service versus "siloed" solutions is less costly and can provide valuable Countywide information from one source.

#### **Mobile Strategy**

The need for managing mobile devices is rapidly growing. The industry is changing quickly to provide value-added, affordable capabilities that can address the growing needs of the mobile workforce to access information from anywhere, at anytime and with any device. A cross-County team is working on a County Mobile Strategy and identifying the associated support technologies. Managing this effort in a consolidated manner will reduce duplicative efforts and technologies, provide for more rapid deployment and address the variation of security levels required. This IT service area will be assessed to determine the most cost effective and efficient approach to manage, support and integrate with new services and mobile applications.

#### **Simplification of the ISD ISF Rate Development Methodology**

Each fiscal year, ISD Internal Service Fund 0074 establishes rates for services, products and other offerings provided to internal and external customers. The rate development process has grown in complexity

over the last several years. The department has relied upon several different systems to produce its final rate structure. The use of disparate systems has made it difficult to provide an easily interpreted breakdown of costs and budget to actual monitoring. In addition, developing rates months in advance of actual usage has inhibited the flexibility to address changing, real-time technology issues and needs. Other departments such as HHS and SSA are also in need of this capability to track time and associate these costs with IT projects. In

FY 2013, ISD, working with the Office of Budget and Analysis, the Management Auditor, and the Controller's Office will create a prototype of its new rate methodology for full implementation in FY 2014. Current systems and interfaces to support this effort are under review. Upgrades or modules may need to be acquired to add to existing time tracking and reporting systems, such as SAP and/or ChangePoint (the current time tracking product within ISD).

## 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		■
Data Processing and Voice Communications	Yes	Mandated and Non-Mandated		■
Geographic Information Svcs.	Yes	Non-Mandated		■
Criminal Justice Info. Control	Yes	Mandated		■
Enterprise IT Planning	Yes	Non-Mandated		■
Network Infrastructure	Yes	Mandated	Bond financing to address end-of-life and failing infrastructure, as well as enhance shared service delivery.	▲
Mail/Retention/Pony	Yes	Non-Mandated		■
HIPAA Security Officer	Yes	Mandated		■
Administration and Support	Yes	Required	Added staff resources to address major project areas and enterprise initiatives.	▲
Technology Projects	Yes	Mandated	Enable Countywide systems to continue to function at maximum capacity.	▲
Public Safety Realignment Program - AB 109	No	Mandated	Add staff resources to support the Data Collection & Sharing Project.	▲

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

## County Executive's Recommendation

### ▲ Enterprise Content Management Expansion

Enterprise Content Management (ECM) is defined as "the strategies, methods and tools used to capture, manage, store, preserve, and deliver content and documents related to organizational processes." Departments have multiple needs in this area. ISD has developed and reviewed an ECM strategy with the

Business Information Technology Steering (BITS) governance committee to meet the majority of the needs within the County. SharePoint and other associated products have been selected to provide the ECM technology platform that is the foundation for the public and employee portals, document management, records management, e-forms, workflow, collaboration, and shared document sites. SharePoint instances have

been developed and implemented for many departments and for collaboration projects across the County.

A survey circulated to executive leaders a year ago depicted enterprise content management and online applications as the highest priority business area to be addressed. There is currently momentum and departmental willingness to move forward in solving identified problems using this toolset. The County is heavily paper-based, making it difficult to access information and to enable collaborative decision-making processes. With an ECM strategy and toolset in place, getting information online quickly, in an organized manner that can be extracted and reported on seamlessly, would be of great value to the organization, the staff and the community they serve.

This is one of the larger efforts that will aid in shifting the IT focus from infrastructure to value-added IT business solutions. Key resources are required to consult, train, develop, and maintain the platform. Like other major projects, the County needs to dedicate a core team with resources from across the County to contribute in the analysis, setup, implementation and maintenance efforts. It is recommended to expand the core team within ISD first, and then staff from other departments can be identified, trained and work in collaboration across the County.

An ECM Center of Excellence has already formed with representatives across the County to coordinate this massive effort Countywide, and sub-focus groups on Document Management, e-Forms, and Social Media will be established. Departments are excited about the capabilities, the ease of use, and that the infrastructure, licensing and setup is already being handled, freeing departmental staff to focus on using this technology to enhance and improve efficiencies and effectiveness in delivering their services.

**Service Impact:** This action would add 6.0 FTE positions (1.0 FTE Assistant Supervising Program Analyst position, 1.0 FTE alternately staffed Software Engineer III position, 2.0 FTE alternately staffed Sr. IT Project Manager positions, 2.0 FTE alternately staffed IT Business Consultant positions, and \$35,000 in contract graphics development support) to manage, consult, develop and maintain County, department and

program websites and content for external and internal facing sites, collaboration sites and capabilities, and social media sites.

**Positions Added: 6.0 FTE**  
**Ongoing Cost: \$873,068**

### ▲ sccLearn

sccLearn is the County's new Learning Management System that launched in March 2012 to provide automated Countywide registration capabilities for Employee Service Agency classes. Additional e-Learning modules covering Driver's training and Sexual Harassment Prevention training will be implemented in the next couple of months. This product provides a central means to register, track, monitor, train, test, and generate reports to meet regulations and performance analysis. The goal is to eliminate all other tools that provide similar capabilities to reduce duplication and to provide a shared service to all County departments. ESA's Employee Development division, ISD, and SSA have contributed resources to this Board-approved project.

**Service Impact:** This action would add 1.0 FTE alternately staffed Sr. IT Business Consultant to manage the administration, catalogs, and overall structure of the product, and to provide consulting services to departments.

**Position Added: 1.0 FTE**  
**Ongoing Cost: \$149,796**

### ▲ Public Safety and First Response Area

Grant funding totaling \$3.6 million has been secured to integrate the Computer Aided Dispatch (9-1-1) systems within the County region to enhance response to public emergencies by sharing information dynamically, as well as the expansion to non-public safety agencies, e.g. the Health and Hospital System and Roads. Coordination, facilitation, documentation and development work are required to implement and manage this system on an ongoing basis. The grant will not fund resources to implement and manage the project and systems.

The need for Public Safety technology expertise is becoming more critical with the growing reliance of First Responders on technology. In addition, the need to

have better coordinated efforts between multiple departments and cities in the use of applications managed by the Office of Emergency Services, such as AlertSCC and WebEOC, is critical to control any confusion, miscommunication, or mishandling of these products and how they interact with the public. Due to the subject matter and expertise needed, resources with a specialized background are needed to facilitate cross jurisdiction technology discussions amongst business partners, including County Communications, the Office of Emergency Services, Emergency Medical Services, Fire and local law enforcement agencies. This area is currently not part of the Law and Justice area that ISD covers.

**Service Impact:** This action would add 5.0 FTE positions (1.0 FTE Assistant Supervising Program Analyst position, 1.0 FTE IT Architect/Planner position, 1.0 FTE Software Engineer IV position, 2.0 FTE alternately staffed Sr. IT Project Manager positions) to provide project management, consultation, facilitation, business analysis, coordination, documentation and development for the CAPSS (9-1-1 system), the CAD2CAD, the OES Alert system, the WebEOC system and integration requirements with EMS, Law and Fire.

**Positions Added: 5.0 FTE**  
**Ongoing Cost: \$722,364**

### ▲ ISD-HHS Unix/Storage/Backup

HHS's Core Integrated Electronic Health Care System is a \$200 million dollar project over the next 10 years that has tight timeframes. A tremendous amount of hiring has occurred and contracts have been put in place to meet the May 2013 first phase implementation. A team has been formed uniting both ISD and HHS-IS department infrastructure resources to maximize success, to cross train, and to standardize to the extent possible. They have worked closely together to configure and order the critical IT infrastructure components for EPIC within the timeframes required. This is an opportunity to begin selective consolidation, but requires an investment in leadership for this area. There is currently no highly experienced AIX (Unix) Server resource at HHS-IS.

**Service Impact:** This action would add 1.0 FTE Assistant Supervising Program Analyst to lead the Unix/Storage/Backup area for the products that EPIC

recommends as well as continue to manage the ISD needs in this area. This is the initial effort to consolidate this specific area within IT.

**Position Added: 1.0 FTE**  
**Ongoing Cost: \$151,776**

### ▲ Public Safety Realignment - AB 109

The State's assignment of Post Release Community Supervision and some sentenced individuals to counties has required collaboration, data sharing, and analysis across multiple jurisdictions and disparate computer systems. ISD staff with Law and Justice expertise initiated a project to facilitate, coordinate and document needed data sources and processes across multiple disciplines.

The key outcome from Phase 1 of the AB 109 Data Collection & Sharing Project will be a comprehensive and multi-jurisdictional plan to collect and share data on individuals, program, services and outcome measures as related to AB 109. Phase 1 is scheduled to complete June 30, 2012. While Phase 1 is not yet completed, initial assessments indicate the need for a comprehensive data warehouse solution, to pull data from disparate agency systems and provide a centralized repository for cross-agency reporting.

ISD is initiating a Business Analytics & Reporting / Data Warehouse project as part of the Law and Justice Systems Roadmap (LJSR). The scope of this project is limited by the LJSR grant funding to a pilot involving non-AB 109 data from the Sheriff's Custody Bureau, however it will provide the underlying technical infrastructure for the data warehouse, the hardware, software, and software vendor professional services for installation and configuration of the reporting tools and database.

**Service Impact:** This action would add 1.0 FTE alternately staffed Sr. IT Project Manager and 1.0 FTE alternately staffed Software Engineer III as well as \$49,080 in contract services to determine specific AB 109 requirements, develop the system interfaces to obtain the data, and design and develop the reports.

**Positions Added: 2.0 FTE**  
**Total Cost: \$356,592**

Total Cost is offset by a Transfer-in from the AB 109 Fund.

## ▲ Infrastructure Bond Financing

### Inventory of IT Infrastructure

As part of a Center for Leadership and Transformation effort, a project was established to select and implement an automated tool to gather an infrastructure inventory. This inventory provides information on equipment the County has, the age of the equipment, where standards can be determined and contracts established, and information to determine the best technological solutions to replace these existing systems.

The goal is to reduce the cost of infrastructure by implementing newer technology, simplifying support and reducing duplications. A funding model has been approved by the new executive Business Information Technology Steering (BITS) Governance Committee to refresh/replace/consolidate infrastructure on a one-time and ongoing basis to develop and provide a solid foundation for other technologies to be built upon.

The budget anticipates the receipt of \$20 million for one-time IT infrastructure financing, in conjunction with the financing for the EPIC project. This project portfolio will be managed via the BITS Governance Committee and will likely include resource consolidation, newer technology that is less costly to support, and a reduction in the County's carbon footprint. The following chart represents the anticipated three-year spending plan of these funds. As negotiations with vendors occur and additional consolidation and standardization strategies are identified, the BITS Governance Committee will consider any necessary adjustments to the plan. Existing departmental appropriations may need to be repurposed under consolidated enterprise agreements and budget modifications will be brought to the Board as necessary.

### Infrastructure Bond Financing

Category	Amount
Telecommunications/Network VOIP	\$3,491,886
CLARAnet Enterprise Network Infrastructure Projects	\$2,606,602
Enterprise Infrastructure - Storage/Backup/Servers/Workstations	\$5,007,762
Enterprise Software/Mobility/Security	\$2,675,000
Public Safety Dispatch Console and Radios	\$5,200,000
Office of the Sheriff Mobile Data Computers	\$1,018,750

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

Total One-time Cost is offset by \$20,000,000 in anticipated bond revenue.

Total Ongoing Cost: \$1,009,568

Debt Service Cost: \$1,300,000

### Telecommunications/Network VOIP Phase I Mitel PBX Replacement

Mitel Systems will be at end-of-support in 2015 and this replacement will lower operating costs. This phase will upgrade cabling at the Detention Facility and provide new VOIP technology. VOIP technology reduces the number of network devices, provides more features, requires less support, combines e-mail and voicemail messages, and transfers to cellular seamlessly.

**One-time Cost: \$3,491,886**

**Ongoing Cost: \$47,977**

### CLARAnet Enterprise Network Infrastructure Projects

These projects will increase capacity and bandwidth for the Internet/intranet (which addresses the SaaS e-mail upgrade need), replace end-of-life equipment, increase router capacity, and address other security needs and enhancements.

**One-time Cost: \$2,606,602**

**Ongoing Cost: \$547,528**

### Enterprise Infrastructure - Storage/Backup, Servers, Workstations, and Other Devices

**Enterprise Storage/Backup:** This area represents a critical need due to the growth of storage requirements for financial and other enterprise systems expanding beyond current capabilities.

**Servers:** There are approximately 400-500 servers that need to be replaced, but there are many alternatives/project impacts that need to be determined, such as the SaaS solution. With the SaaS solution, current e-mail/common directory servers



would not need to be replaced in departments and some servers could be virtualized. The current standard is one virtualized server can handle the equivalent of 20+ physical servers. This type of server virtualization could require a further increase in enterprise storage and backup infrastructure needs. This allocation also includes a disaster recovery site for the new SharePoint environment.

**Workstations:** There is demonstrated need in this area, but there are many alternatives and dependencies that need further analysis, including the SaaS solution, mobility considerations, and standardization to deliver consistent replacement costs.

**Other Devices:** This areas covers multiple items, including printers, monitors, some software, and other equipment. All new equipment would lower energy and maintenance costs.

**One-time Cost: \$5,007,762**

### Enterprise Software, Mobility, and Security

**Common Directory/E-mail SaaS implementation:** These costs are being developed via the RFP and solicitation processes of the County Common Directory/E-mail SaaS project. Implementation costs are an eligible expense under the bond financing, however the SaaS licensing subscription would not be appropriate since it is a service. There is a separate recommendation under Information Technology Project Requests to address the subscription component.

**Quest Products for Common Directory:** These products provide the needed administration and security tools surrounding the Common Directory for the County.

**Mobility:** This is a fast moving and evolving area. It is highly recommended that the County establish a County Mobility Strategy and determine the components required to address the growing employee demand for secure access at anytime, anywhere, on any device. This could potentially replace some of the workstation and other costs in the enterprise infrastructure area. Through the use of newer technology versus the replacement of existing

equipment, costs and support efforts could be reduced, duplication eliminated, and energy/power requirements could be reduced.

**One-time Cost: \$2,675,000**

**Ongoing Cost: \$250,000**

### Public Safety Dispatch Console and Radios

County Communications needs to replace critical infrastructure, including its dispatching radio console system and associated workstations. Public Safety radios used by the Office of the Sheriff/Department of Correction and Office of the District Attorney are approaching the end of their useful life, are no longer supported by the manufacturer, and/or must be upgraded in order to comply with a FCC mandate, which requires operations within a frequency bandwidth narrower than the radios are capable of handling. The full cost to replace all 1,700 handheld radios is over \$9 million. The Administration is recommending the use of both bond financing (\$2M) and one-time project funds (\$2.08M) to meet immediate departmental needs. County Communications will continue its phased replacement approach, which includes utilizing the outdated radios for parts and as spares.

**One-time Cost Dispatch Console: \$3,200,000**

**One-time Cost for Radios (Bond): \$2,000,000**

**One-time Cost for Radios (IT Project): \$2,080,000**

### Office of the Sheriff - Mobile Data Computers

This would continue the phased approach of replacing the mobile data terminals in patrol vehicles. The Sheriff's Office anticipates the need for a similar allocation (approximately \$1M) in FY 2014 to complete this project.

These mobile data terminals allow the Department to provide real-time access to the California Law Enforcement Telecommunication System (CLETS) for vehicle, driver's license, and outstanding warrant searches from the field to reduce radio traffic and increase the effectiveness of deputies working in the field. They will allow deputies the ability to write reports in the field using the Incident Work application and track hours using the Activity Work application. The terminals also provide access to the California

Department of Justice (DOJ) and other regional databases such as Cal Gang, Cal Photo, and RMS in real time.

**One-time Cost: \$1,018,750**  
**Ongoing Cost: \$164,063**

## ▲ Information Technology Projects

The approach to project requests in Fiscal Year 2013 focused on the following major themes:

**Enterprise Focus:** Focus on the County as an entire, interconnected enterprise rather than as a set of unrelated operations. This encourages the selection of projects that support efficiency, effectiveness, and economies of scale across the entire organization.

**Vision/Goal Alignment:** The approach also took into account the three to five-year performance goals outlined by the County Executive as shown below:

- Customer Focus
- Performance Measurement and Results
- Mid-Manager Empowerment and Engagement
- Use of Latent Talent and Resources
- Reduce the Cost of Services
- Consolidation where Needed
- Build Bench Strength

**Burning Platforms/Golden Opportunities:** In addition to the active portfolio of existing projects, the focus for FY 2013 was on identifying "Burning Platform" projects. A "Burning Platform" represents a business need that demands a project be initiated to address it. These are critical projects that, if not undertaken, will result in negative consequences, and thus, justify being added to a project portfolio already at capacity. The BITS Governance Committee also extended that definition to include "Golden Opportunities" that represented unquestionably valuable projects that the County had limited time to take advantage of, implement, or leverage, or that were easily achievable, low risk/cost, and would benefit many.

**Value-Added Focus:** One of the goals for IT within the County is to begin placing a greater emphasis on value-added business improvement projects that enhance County business operations and practices while

streamlining the maintenance and operations of infrastructure wherever possible. This is occurring, but IT infrastructure limitations are an impediment to progressive change, hence the initial focus on IT infrastructure and common IT services.

The IT investment strategy recommended and approved by the BITS Governance Committee focuses on initially investing in infrastructure to achieve the following objectives:

- Determining what could be eliminated or standardized.
- Determining the best IT solutions to replace existing infrastructure in order to lower ongoing costs and reduce support efforts.
- Determining where needs are common and what applications are currently implemented to establish shared services instead of stand-alone, duplicative systems and support.
- Changing investments and redirecting resources to focus on value-added IT business solutions once foundational infrastructure investments have been established.

The project review process approved by the BITS Governance Committee was utilized to the extent of available resources. Wherever possible, project requests were reviewed with County staff knowledgeable in the business and/or technology area impacted by the request (in the new governance model these functional subject matter experts are referred to as Centers of Excellence). Those staff members then provided recommendations which were reviewed and refined by the CIO's office and the BITS Governance Committee. The Board approved staff resources to focus on project portfolio management and governance during the FY 2012 mid-year budget process, and these processes will continue to be refined as these positions are hired and as the governance model matures.

## FY 2013 Technology Projects

Description	Amount
PAAMS Project	\$936,487
Kronos Upgrade	\$72,000
Kronos Self-Service Time-Keeping Application	\$227,000
SaaS/Office 365 Services	\$1,221,054
Business Analysis Services	\$309,321
Public Safety Radios	\$2,080,000

**Total One-time Cost: \$3,624,808**

**Total Ongoing Cost: \$1,221,054**

### Office of the Assessor - PAAMS project

The Property Assessment Appraisal Management System (PAAMS) is projected to "go live" on July 1, 2013, and partial system functionality is scheduled during the 2012-13 fiscal year. Funding will enable the Office to complete planned activities as follows:

#### Software

- \$65,487 Package Software Upgrades

#### Hardware

- \$21,000 APC Battery Replacement
- \$50,000 EMC SAN Expansion Anticipated Information Growth
- \$15,000 Backup System Expansion Anticipated Growth

#### Services

- \$50,000 Technical Training Crystal Reports/EMC
- \$225,000 Crystal Report Consultant to support PAAMS report construction
- \$225,000 Data Mining consultant for Discovery Phase
- \$10,000 Travel Expenses

#### Discovery RFP

- \$275,000 for New Functionality Software Purchase

**One-time Cost: \$936,487**

### Kronos Upgrade

The Kronos time & attendance enterprise application must be upgraded in FY2013 to maintain vendor support.

**One-time Cost: \$72,000**

### Kronos Self-Service Time-Keeping Application

Most County employees request time off by submitting a paper form to their manager. This manual process is time consuming and subject to errors. The Kronos self-service application is designed to work in conjunction with the County's existing time & attendance system. It is a separately licensed module that provides employees and managers with the ability to view their time off balances, review hours worked and request time off electronically from within the Kronos application via a web browser. The system edits the request to ensure that sufficient leave hours (vacation, sick leave, etc) are available. If the manager approves the time off request, the time off entry posts automatically to the employee's time card, which thereby eliminates data entry by a time keeper. If the manager does not approve the request, the employee is notified by e-mail. Time off requests, along with the approved time posted to the timecard, are stored within the Kronos time & attendance system.

The HARP team received IT project funding in FY 2012 and purchased \$300,000 in Kronos employee and manager self-service licences for partial deployment. The team has completed implementations in the Controller's Office, the Tax Collector's Office, the Clerk of the Board, Pre-Trial Services and Valley Health Plan, and it is in the process of deploying the software in a wide variety of County departments.

This allocation will fund the purchase of additional Kronos employee and manager self-service licenses to deploy to remaining County departments in a phased approach beginning in fall 2012.

**One-time Cost: \$227,000**

### SaaS/Office 365 Services

Staff completed an extensive RFP process and selected Microsoft Office 365 services as the Countywide solution for e-mail, archiving, encryption, office applications, collaboration, and more. Discussions with Microsoft will be held over the next several weeks to discuss licensing options to not only fulfill the

requirements for this SaaS service, but to consolidate all Microsoft product licenses across the County. Once licensing options are finalized, a solicitation for subscription/services will be submitted to resellers. The initial estimate of \$1,221,054 is a placeholder pending the discussions and procurement process, and includes the recognition of one-time funds that are currently budgeted for some of the separate enterprise agreements that exist between County departments and Microsoft. The goal is to further reduce other product dependencies to redirect funds to lower these costs. If business requirements prevent these funds from being redirected, then the future ongoing costs could be as high as \$3M annually.

**Ongoing Cost: \$1,221,054**

#### Business Analysis Services

Three projects were identified as “burning platforms,” but require further analysis before specific project costs could be assigned. This allocation would fund resources to complete a needs assessment for the following projects.

**Planning Department:** Complete a needs assessment including the functionality of, and alternatives to, existing systems. The Planning Department is currently on older technology with key applications that are difficult to support. Hosted solutions and/or shared systems might be viable options. Planning’s systems and processes will be evaluated, particularly those using

the FileMaker platform. Approaches to meet the Department’s goals, such as increased public access, improved system reliability, and greater support for mobile access will be outlined.

**Probation Department:** Probation currently uses an aging Lotus Notes system for document and case management. It is a system the County is not well-equipped to support. There is concern that this is a burning platform that has not received the visibility and attention it deserves, particularly in light of AB 109 impacts. A Center of Excellence Governance focus group recommended a needs assessment to develop business requirements and costs to best meet the Department’s needs.

#### Department of Correction - Warehouse Management System Replacement:

Existing systems, such as Archibus or SAP, may meet this need. If so, this may be an opportunity to gain efficiency through shared services. The Center of Excellence reviewed this project, and it recommended additional internal review and discussion to determine if current systems are suitable. The use of current products will be investigated thoroughly before an internal development project is started.

**One-time Cost: \$309,321**

### Information Services — Budget Unit 145 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
14501	Information Services Fund 0001	\$ 15,337,594	\$ 15,150,932	\$ 15,845,468	\$ 45,254,494	\$ 30,103,562	198.7%
14574	Information Services Fund 0074	29,633,313	28,982,973	28,620,629	28,620,629	(362,344)	-1.3%
14577	Printing Operations Fund 0077	2,053,762	1,966,365	1,957,745	1,957,745	(8,620)	-0.4%
14502	Messenger Driver - Records Ret Fund 0001	438,351	421,594	425,322	425,322	3,728	0.9%
<b>Total Net Expenditures</b>		<b>\$ 47,463,020</b>	<b>\$ 46,521,864</b>	<b>\$ 46,849,164</b>	<b>\$ 76,258,190</b>	<b>\$ 29,736,326</b>	<b>63.9%</b>



## Information Services — Budget Unit 145

### Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
14501	Information Services Fund 0001	\$ 15,351,394	\$ 15,164,732	\$ 15,859,268	\$ 45,268,294	\$ 30,103,562	198.5%
14574	Information Services Fund 0074	29,633,313	28,982,973	28,620,629	28,620,629	(362,344)	-1.3%
14577	Printing Operations Fund 0077	2,053,762	1,966,365	1,957,745	1,957,745	(8,620)	-0.4%
14502	Messenger Driver - Records Ret Fund 0001	1,781,253	1,844,023	1,864,771	1,864,771	20,748	1.1%
<b>Total Gross Expenditures</b>		<b>\$ 48,819,723</b>	<b>\$ 47,958,093</b>	<b>\$ 48,302,413</b>	<b>\$ 77,711,439</b>	<b>\$ 29,753,346</b>	<b>62.0%</b>

## Information Services — Budget Unit 145

### Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 26,381,914	\$ 25,267,411	\$ 26,293,240	\$ 28,462,756	\$ 3,195,345	12.6%
Services And Supplies	20,784,136	22,660,682	22,009,173	47,948,683	25,288,001	111.6%
Fixed Assets	1,653,673	30,000	—	—	(30,000)	-100.0%
Operating/Equity Transfers	—	—	—	1,300,000	1,300,000	—
<b>Subtotal Expenditures</b>	<b>48,819,723</b>	<b>47,958,093</b>	<b>48,302,413</b>	<b>77,711,439</b>	<b>29,753,346</b>	<b>62.0%</b>
Expenditure Transfers	(1,356,703)	(1,436,229)	(1,453,249)	(1,453,249)	(17,020)	1.2%
<b>Total Net Expenditures</b>	<b>47,463,020</b>	<b>46,521,864</b>	<b>46,849,164</b>	<b>76,258,190</b>	<b>29,736,326</b>	<b>63.9%</b>

## Information Services — Budget Unit 145

### Revenues by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
14501	Information Services Fund 0001	\$ 385,635	\$ 150,400	\$ 150,400	\$ 20,506,992	\$ 20,356,592	13,535.0%
14574	Information Services Fund 0074	28,380,557	27,534,769	30,955,625	30,955,625	3,420,856	12.4%
14577	Printing Operations Fund 0077	1,947,653	2,012,966	1,819,971	1,841,971	(170,995)	-8.5%
<b>Total Revenues</b>		<b>\$ 30,713,845</b>	<b>\$ 29,698,135</b>	<b>\$ 32,925,996</b>	<b>\$ 53,304,588</b>	<b>\$ 23,606,453</b>	<b>79.5%</b>

## Information Services Fund 0001 — Cost Center 14501

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	26.0	\$ 15,150,932	\$ 150,400
Board Approved Adjustments During FY 2012	1.0	(418,251)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	294,253	—
Internal Service Fund Adjustments	—	1,038,895	—
Other Required Adjustments	—	(220,361)	—
Subtotal (Current Level Budget)	27.0	\$ 15,845,468	\$ 150,400



## Information Services Fund 0001 — Cost Center 14501

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Transfer AB 109 allocation for Public Safety Realignment activities	—	—	356,592
Decision Packages			
1. Telecommunications/Network VOIP Phase I Mitel PBX Replacement	—	3,539,863	—
This action allocates one-time bond financing funds to support Phase 1 of the Mitel PBX Replacement as well as \$47,977 in ongoing maintenance costs.			
2. CLARAnet Enterprise Network Infrastructure Projects	—	3,154,130	—
This action allocates one-time bond financing funds for CLARAnet Enterprise Network Infrastructure Projects as well as \$547,528 in ongoing maintenance costs.			
3. Enterprise Infrastructure	—	5,007,762	—
This action allocates one-time bond financing funds for Enterprise Infrastructure, including storage/backup, workstations, servers, and other devices.			
4. Enterprise Software/Mobility/Security	—	2,925,000	—
This action allocates one-time bond financing funds to Enterprise Software, Mobility, and Security as well as \$250,000 in ongoing maintenance costs.			
5. Public Safety Equipment and Radios	—	5,200,000	—
This action allocates one-time bond financing funds to replace the Dispatch Radio Console System and Public Safety handheld radios.			
6. Office of the Sheriff - Mobile Data Computers Replacement	—	1,182,813	—
This action allocates one-time bond financing funds to replace Mobile Data Computers in the Office of the Sheriff.			
7. Office of the Assessor - PAAMS Project	—	936,487	—
This action allocates one-time technology project funds to continue the implementation of the Office of the Assessor PAAMS project.			
8. SaaS/Office 365 Services	—	1,221,054	—
This action allocates ongoing technology project funds for SaaS/Office 365 Services, including consolidating all Microsoft product licenses across the County.			
9. Kronos System Upgrade	—	72,000	—
This action allocates one-time technology project funds to upgrade the existing Kronos time-keeping system.			
10. Business Analysis Services	—	309,321	—
This action allocates one-time technology project funds to support additional analysis for the DOC Warehouse Management System, Planning Department Needs Assessment, and Probation Department Needs Assessment.			
11. AB 109 - Fiscal Year 2013 Allocation	2.0	356,592	—
This action adds 2.0 FTE positions and \$49,080 in professional services to support the AB 109 Data Collection and Sharing Project.			
12. Bond Financing	—	1,300,000	20,000,000
This action represents anticipated bond revenue and an estimated FY 2013 debt service expense related to anticipated bond revenue.			
13. Public Safety and First Response Area	5.0	722,364	—
This action adds 5.0 FTE positions to support the growing technology requirements in the area of Public Safety and First Response, including the CAPSS 9-1-1 system, CAD2CAD, OES Alert system, WebEOC system, and integration requirements with EMS, Law, and Fire.			
14. Enterprise Content Management	6.0	873,068	—
This action would add 6.0 FTEs and \$35,000 in professional services to support the expansion of Enterprise Content Management in the areas of websites, content, collaboration, and social media.			
15. sccLearn	1.0	149,796	—
This action will add 1.0 FTE Sr. Business IT Consultant to maintain and support the technical aspects of the County's new Learning Management System.			
16. Public Safety Radios	—	2,080,000	—
This action allocates one-time IT Project funds for the phased purchase of Public Safety handheld radios.			
17. ISD-HHS Unix/Storage/Backup	1.0	151,776	—



## Information Services Fund 0001 — Cost Center 14501

### Major Changes to the Budget

	Positions	Appropriations	Revenues
This action adds 1.0 FTE Assistant Supervising Program Analyst to lead Unix/Storage/Backup infrastructure components configuration for the Core Integrated Electronic Health Care System at HHS as well as ISD.			
18. Kronos Self-Service Time-Keeping Application	—	227,000	—
This action allocates \$227,000 in one-time funds for the purchase of additional licensing for the Kronos self-service time-keeping application.			
Subtotal (Recommended Changes)	15.0	\$ 29,409,026	\$ 20,356,592
<b>Total Recommendation</b>	<b>42.0</b>	<b>\$ 45,254,494</b>	<b>\$ 20,506,992</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 2012 Approved Budget	149.0	\$ 28,982,973	\$ 27,534,769
Board Approved Adjustments During FY 2012	—	(919,176)	984,825
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	542,599	—
Internal Service Fund Adjustments	—	17,660	2,436,031
Other Required Adjustments	—	(3,427)	—
Subtotal (Current Level Budget)	149.0	\$ 28,620,629	\$ 30,955,625
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>149.0</b>	<b>\$ 28,620,629</b>	<b>\$ 30,955,625</b>

## Printing Operations Fund 0077 — Cost Center 14577

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Printing Services Internal Service Fund (Fund Number 0077)</b>			
FY 2012 Approved Budget	11.0	\$ 1,966,365	\$ 2,012,966
Board Approved Adjustments During FY 2012	—	(30,000)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	30,978	—
Internal Service Fund Adjustments	—	(8,919)	(192,995)
Other Required Adjustments	—	(679)	—
Subtotal (Current Level Budget)	11.0	\$ 1,957,745	\$ 1,819,971
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
One-time augmentation for printing associated with new franchise fees notification	—	—	22,000
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ 22,000
<b>Total Recommendation</b>	<b>11.0</b>	<b>\$ 1,957,745</b>	<b>\$ 1,841,971</b>



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

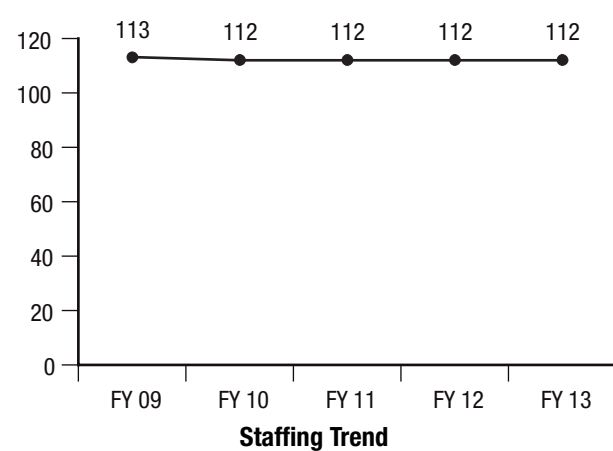
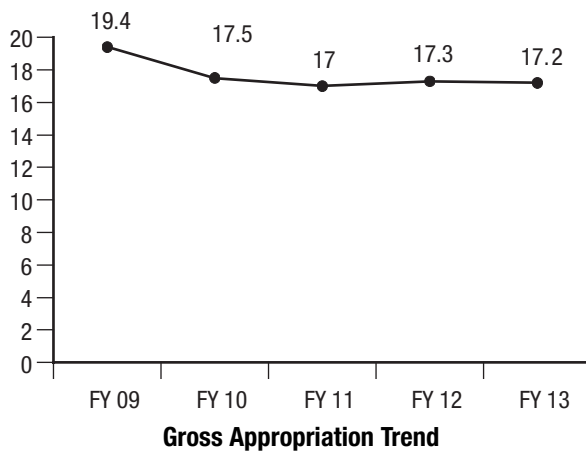
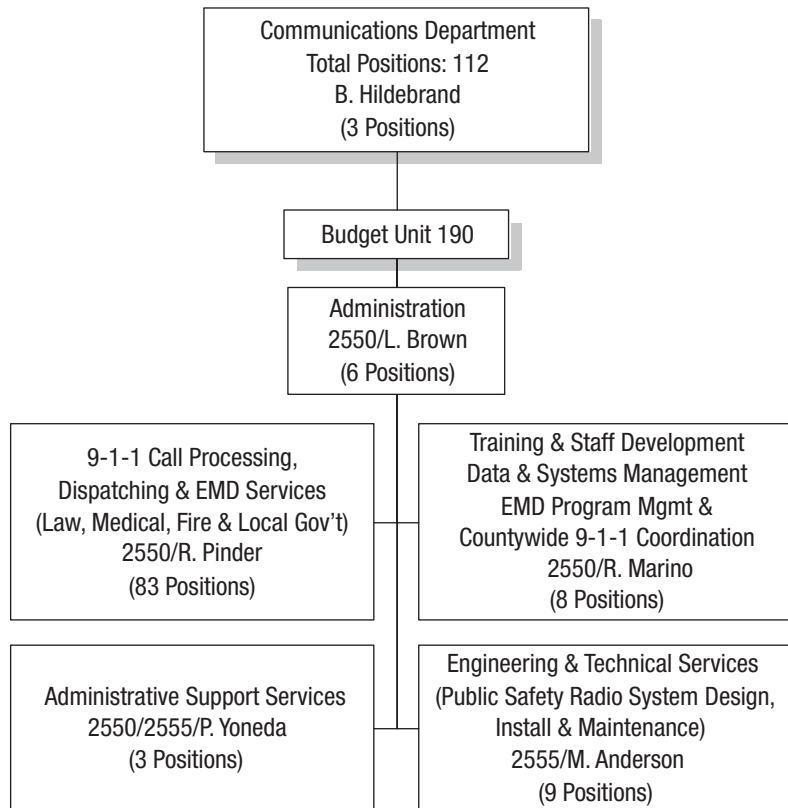
	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	5.0	\$ 421,594	\$ —
Board Approved Adjustments During FY 2012	—	19,410	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	1,441	—
Internal Service Fund Adjustments	—	(11,493)	—
Other Required Adjustments	—	(5,630)	—
Subtotal (Current Level Budget)	5.0	\$ 425,322	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	5.0	\$ 425,322	\$ —





# County Communications

Section 1: Finance and Government



## Public Purpose

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



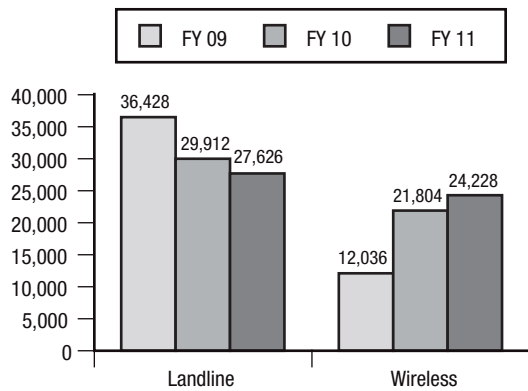
Above: One of several wireless radio communications towers located throughout the County in support of public safety and government operations.



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

## Desired Results

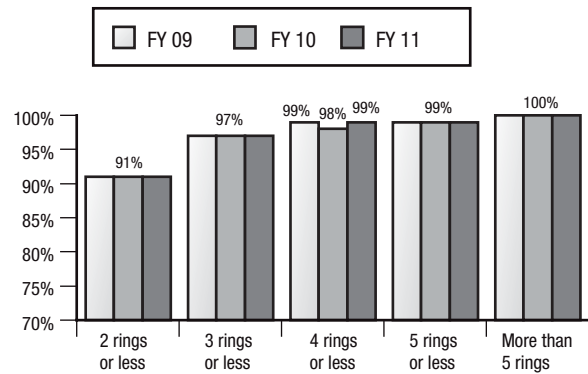
**Prompt access to Public Safety Services** by quickly answering and screening emergency telephone calls, eliciting information needed to dispatch the appropriate response and resources.



**Emergency, Urgent and Non-Emergency Monthly Call Volumes**

The volumes of landline and wireless calls received in FY 2010 compared to FY 2011 indicate the continuing trend of decreasing landline (-7.6%) and increasing wireless (+ 11.1%) emergency reporting. Since FY 2009 the total landline call volume has decreased 24.2% and total wireless call volume has increased 101.3%.

A total of 418,909 calls were handled in FY 2011, of which 187,326 (45%) were in response to law enforcement requests, 189,084 (45%) were for medical assistance, 37,889 (9%) were for fire service and 4,610 (1%) were administrative/other in nature. Of this total, about 97% of all calls received are emergency or urgent in nature.

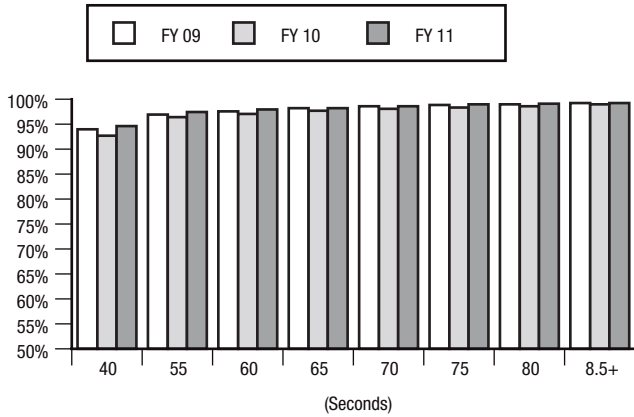


**9-1-1 and Emergency Call Answering Times**

In FY 2011, 91% of emergency calls were answered within 2 rings or less (12 seconds).



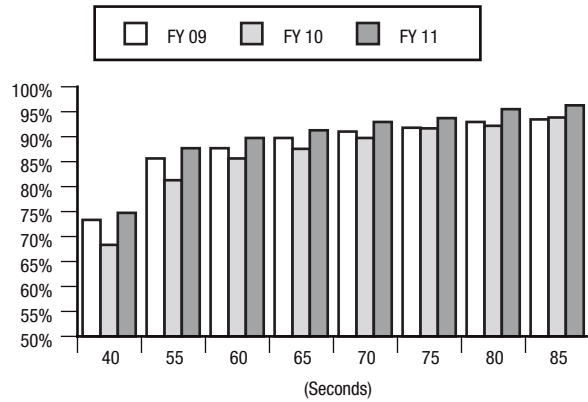
**Prompt delivery of public safety services** by quickly dispatching processed emergency calls for service.



**Fire Dispatch Times**

This graph illustrates the percentage of calls dispatched to field units over time. Also known as “time to dispatch.” In FY 2011, 95% of calls received for fire services were dispatched within 40 seconds or less.

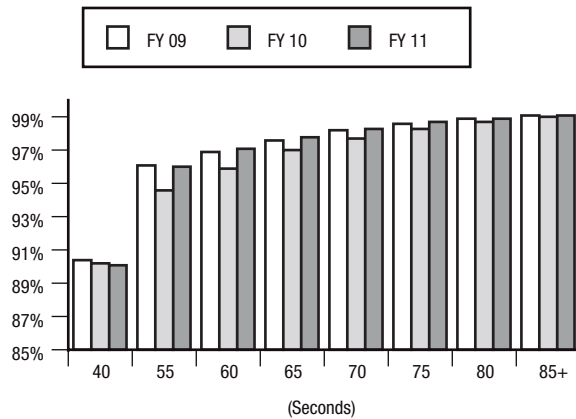
A fire dispatch involves evaluating for appropriate response, determining fire equipment availability, and alerting the emergency unit(s).



**Law Dispatch Times**

This graph illustrates the percentage of calls dispatched to field units over time, also known as “time to dispatch.” In FY 2011, 90% of highest priority calls received for law enforcement services were dispatched within less than 60 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.



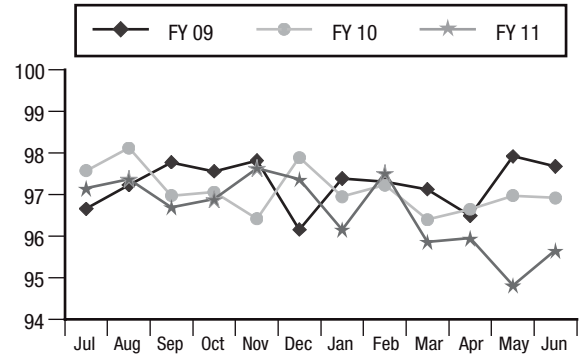
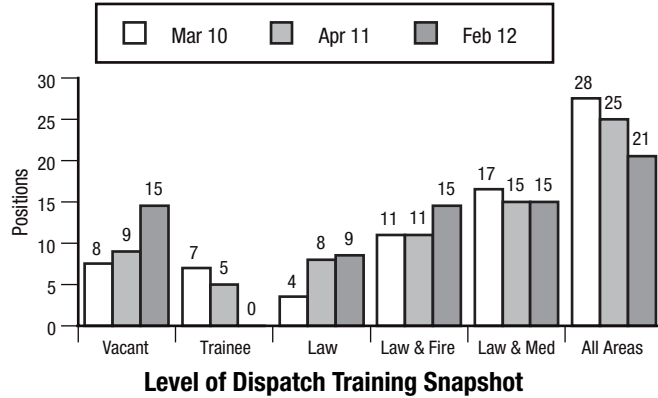
**Medical Dispatch Times**

This graph illustrates the percentage of calls dispatched to field units over time, also known as “time to dispatch.” In FY 2011, 90% of calls received for medical services were dispatched in 40 seconds or less.

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



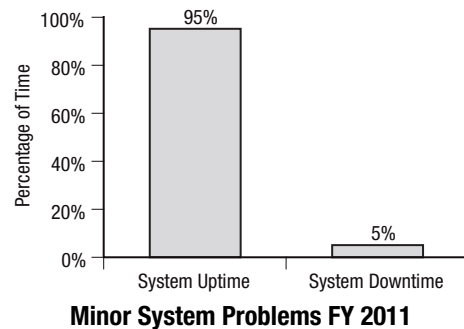
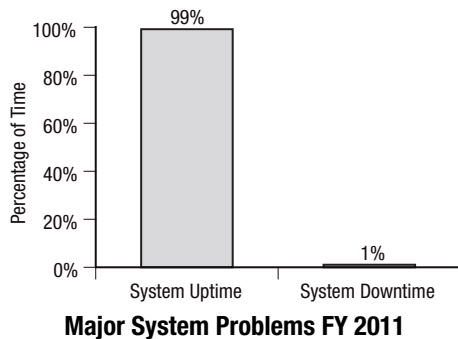
**Accurate Dispatching services** by improving recruitment, training and retention of 9-1-1 dispatchers.



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

Santa Clara County was the first county in the state, and the 11th county nationwide, to achieve national "Center of Excellence" accreditation in January 2002. 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 2011 average overall program compliance score was 96.6%. "Center of Excellence" re-accreditation was approved April 2011.

**Public Safety radio systems reliability.**



Public Safety radio systems operated 99% of the time without major system problems and 95% of the time without minor system problems.

**Description of Major Services**

County Communications consists of two major divisions, Dispatch Operations and Technical Services. Desired results shown above pertain to the following services:

**Dispatch Operations**

- Coordinated emergency radio dispatching services for Sheriff, County Fire, Emergency Medical Services, and various other local government agencies.

- State-mandated 9-1-1 emergency call answering service to the public calling from unincorporated areas of the County and from communities served by Sheriff and County Fire Departments.
- Provision of Emergency Medical Dispatch (EMD), which includes appropriate physician-approved medical instruction to 9-1-1 callers while paramedics are en route to the scene of a medical emergency.



- Expanded training, planning and coordination in support of the County's increased responsibilities during large-scale emergency events for fire and public health operational area emergency service coordination.
- Coordination and compliance for 9-1-1 functions required by the State 9-1-1, including information dissemination and maintenance of the 9-1-1 telephone/number/address information database, on behalf of all 9-1-1 centers in Santa Clara County.
- Engineering design, project management installation, repair and other technical consultation in support of various interoperable communications projects, such as Silicon Valley Regional Interoperability Project (SVRIP) BayMACS radio system and Monterey Bay Area Microwave System (MBAMS).

### 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.

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.

### Current and Emerging Issues

Emergency response issues are expected to arise with the increasing use of voice over Internet protocol (VOIP) based telephones, which may not provide critical location information for 9-1-1 calls placed from computers that are not at a fixed location.

Technical, operational and workload issues are anticipated to result from the planned deployment of new Next Generation 9-1-1 (NG9-1-1) systems and services. NG9-1-1 networks will replace existing limited 9-1-1 voice circuit switching and data systems with Internet Protocol (IP) based solutions that will enable the public to place a "9-1-1 call" from any wired, wireless, or IP-based device via voice, text message, image, and/or video (including support for American Sign Language users), and to provide other critical data to 9-1-1 Call Centers. Systems will also allow 9-1-1 Call Centers easy access to other data sources (telematics, building plans, medical information, etc.), as they become available. The new 9-1-1 reporting methods made possible by NG9-1-1 will significantly increase the demands on Communications Dispatchers, not only by

increasing the number and complexity of reports received, but also by adding to their emotional impact with the introduction of audio, visual and other information to Dispatchers' current work environment.

Virtual and physical consolidation of 9-1-1 call answering, dispatch and/or emergency medical dispatch systems and/or services is being considered between several local jurisdictions.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Administration & Support	Yes	Required		■
Medical Dispatching	Yes	Mandated		■
Fire Dispatching	Yes	Mandated		■
Law Dispatching	Yes	Mandated		■
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		■
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

### Public Safety Dispatch Console and Radios

County Communications needs to replace critical infrastructure, including its dispatching radio console system and associated workstations.

Public safety radios used by the Office of the Sheriff/Department of Correction and Office of the District Attorney are approaching the end of their useful life, are no longer supported by the manufacturer, and/or must be upgraded in order to comply with a FCC

mandate, which requires operations within a frequency bandwidth narrower than the radios are capable of handling.

The full cost to replace all 1,700 handheld radios is over \$9 million. The Administration is recommending the use of both bond financing (\$2 million) and one-time project funds (\$2,080,000) to meet immediate departmental needs. County Communications will



continue its phased replacement approach, which includes utilizing the outdated radios for parts and as spares.

**One-time Cost Dispatch Console: \$3,200,000**  
**One-time Cost for Radios (Bond): \$2,000,000**  
**One-time Cost for Radios (IT Project): \$2,080,000**

### Communications Department — Budget Unit 190 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
2550	Communications Dispatching/Admin Fund 0001	\$ 12,812,642	\$ 12,031,362	\$ 11,888,763	\$ 11,888,763	\$ (142,599)	-1.2%
19002	Communications Tech Svcs Div Fund 0001	439,742	20,872	136,313	136,313	115,441	553.1%
<b>Total Net Expenditures</b>		<b>\$ 13,252,384</b>	<b>\$ 12,052,234</b>	<b>\$ 12,025,076</b>	<b>\$ 12,025,076</b>	<b>\$ (27,158)</b>	<b>-0.2%</b>

### Communications Department — Budget Unit 190 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
2550	Communications Dispatching/Admin Fund 0001	\$ 15,977,177	\$ 15,435,084	\$ 15,289,220	\$ 15,289,220	\$ (145,864)	-0.9%
19002	Communications Tech Svcs Div Fund 0001	1,943,519	1,828,248	1,915,691	1,915,691	87,443	4.8%
<b>Total Gross Expenditures</b>		<b>\$ 17,920,696</b>	<b>\$ 17,263,332</b>	<b>\$ 17,204,911</b>	<b>\$ 17,204,911</b>	<b>\$ (58,421)</b>	<b>-0.3%</b>

### Communications Department — Budget Unit 190 Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 13,516,680	\$ 13,447,984	\$ 14,078,386	\$ 14,078,386	\$ 630,402	4.7%
Services And Supplies	4,392,990	3,815,348	3,126,525	3,126,525	(688,823)	-18.1%
Fixed Assets	11,026	—	—	—	—	—
<b>Subtotal Expenditures</b>	<b>17,920,696</b>	<b>17,263,332</b>	<b>17,204,911</b>	<b>17,204,911</b>	<b>(58,421)</b>	<b>-0.3%</b>
Expenditure Transfers	(4,668,311)	(5,211,098)	(5,179,835)	(5,179,835)	31,263	-0.6%
<b>Total Net Expenditures</b>	<b>13,252,384</b>	<b>12,052,234</b>	<b>12,025,076</b>	<b>12,025,076</b>	<b>(27,158)</b>	<b>-0.2%</b>





## Communications Department — Budget Unit 190

### Revenues by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
2550	Communications Dispatching/Admin Fund 0001	\$ 3,322,247	\$ 1,571,863	\$ 1,678,070	\$ 1,678,070	\$ 106,207	6.8%
19002	Communications Tech Svcs Div Fund 0001	194,409	129,849	129,849	129,849	—	—
<b>Total Revenues</b>		<b>\$ 3,516,657</b>	<b>\$ 1,701,712</b>	<b>\$ 1,807,919</b>	<b>\$ 1,807,919</b>	<b>\$ 106,207</b>	<b>6.2%</b>

### Communications Dispatching/Admin Fund 0001 — Cost Center 2550

#### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	99.0	\$ 12,031,362	\$ 1,571,863
Board Approved Adjustments During FY 2012	—	(472,864)	106,207
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	784,415	—
Internal Service Fund Adjustments	—	151,097	—
Other Required Adjustments	—	(605,247)	—
Subtotal (Current Level Budget)	99.0	\$ 11,888,763	\$ 1,678,070
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>99.0</b>	<b>\$ 11,888,763</b>	<b>\$ 1,678,070</b>

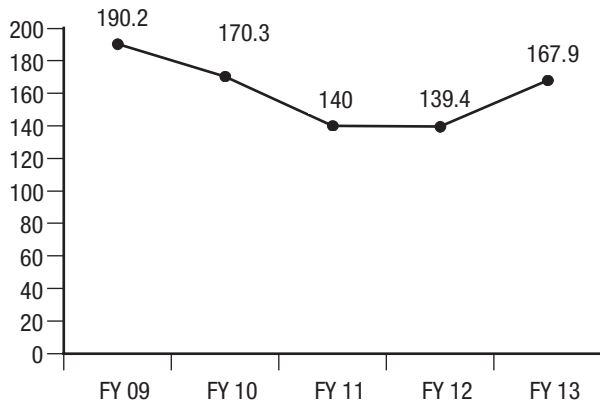
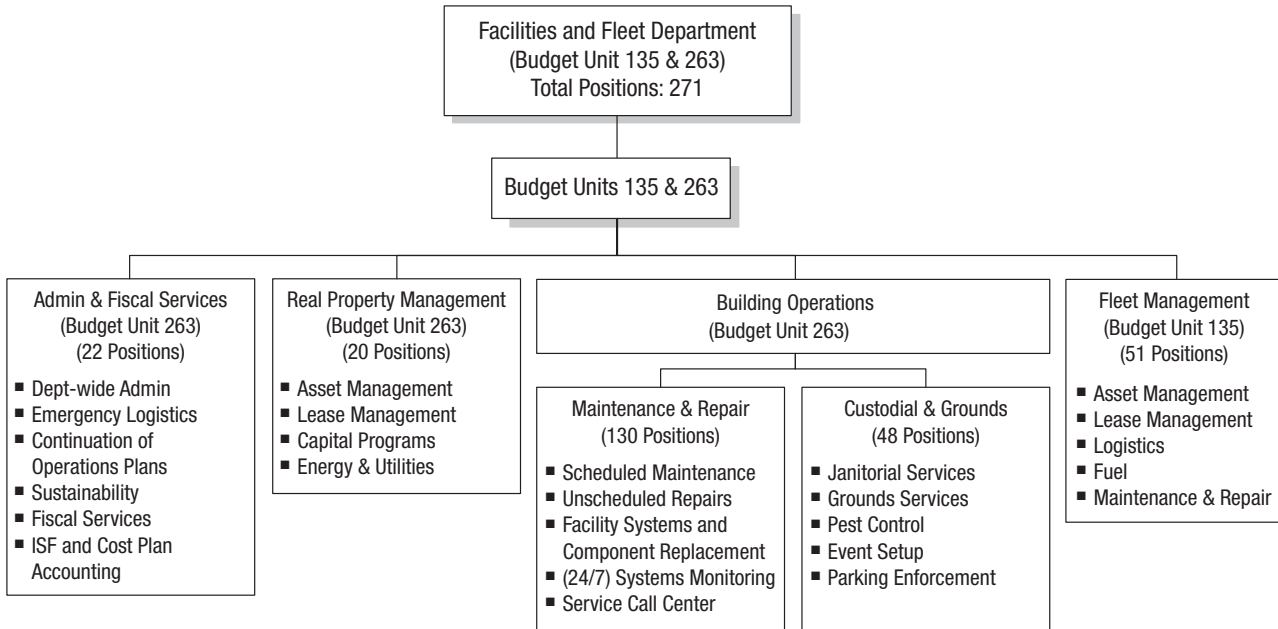
### Communications Tech Svcs Div Fund 0001 — Cost Center 19002

#### Major Changes to the Budget

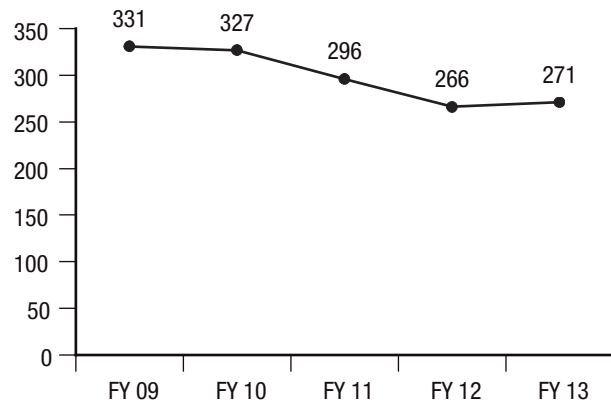
	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	13.0	\$ 20,872	\$ 129,849
Board Approved Adjustments During FY 2012	—	46,431	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	95,868	—
Internal Service Fund Adjustments	—	19,573	—
Other Required Adjustments	—	(46,431)	—
Subtotal (Current Level Budget)	13.0	\$ 136,313	\$ 129,849
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>13.0</b>	<b>\$ 136,313</b>	<b>\$ 129,849</b>



# Facilities and Fleet Department



**Gross Appropriation Trend**



**Staffing Trend**

The Staffing Trend chart does not reflect 2 new positions that are recommended for the Department, as new job classifications are required. The recommended funding to support these new positions is included in the Gross Appropriation Trend Chart.



## 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**



**County Government Center-Solar Panels**

## Description of Major Services

The Facilities and Fleet Department (FAF) delivers facilities and fleet assets to client departments that enable them to meet the needs of a dynamic community, provide quality services, and promote a healthy, safe and prosperous community. More specifically, FAF provides the following services:

- Fleet Management and Fuel Services
- Property Management and Facility Planning
- Capital Program Planning and Project Management
- Facilities Maintenance and Repair Services
- Clean and Green Services and Sustainability Implementation
- Utilities Management, Energy Conservation, and Renewable Energy
- Emergency Operations Logistics Section Planning
- Department Management and Fiscal Services

### Fleet Management and Fuel Services

The County fleet consists of 1,600 vehicles and pieces of motorized equipment. County staff drive nearly 14 million miles per year on County business. Fleet Management programs the acquisition, equipping, and disposal of fleet assets, and provides maintenance, repair and fuel on a reimbursable basis to its customers.

Operating as an Internal Service Fund, Fleet Management is subject to OMB Circular A-87, requiring full cost recovery for services provided. In addition to County departments, Fleet Management provides services to other local agencies including Valley Transportation Authority (VTA), OUTREACH, the California Highway Patrol (CHP), and school districts.

### Property Management and Facility Planning

The County General Fund property and asset portfolio consists of 5 million square feet of County-owned space with a replacement value of approximately \$1.7 billion, and 1.5 million square feet of leased space including 57 leases costing the County \$45 million per year. Property Management works with County departments to determine space needs and strategic facility plans including facility acquisition, leasing, and property disposal. Property Management also coordinates the County Administrative Space Committee, manages cafeteria and vending contracts, and the Civic Center Garage contract. Property Management oversees the leases of 25 County-owned properties to other public agencies that result in nearly \$2 million of revenue annually. Over the past year, Property Management negotiated reductions in several acquisition leases and worked with the Social Services Agency to consolidate several facilities into a central location on Senter Road in San Jose. These actions saved the County

approximately \$1 million annually. Property Management and Facility Planning are resourced from the General Fund.

### **Capital Program Planning and Project Management Services**

Capital Programs provides planning, design, and construction management services for renovation, new construction, alterations and demolition. Capital Programs also has oversight of minor public works contracting for the County. Funds for Capital planning and projects are approved each year by the Board of Supervisors during the annual County budget process. Capital Programs staff and support are funded entirely by approved projects. Projects completed in the past year include the District Attorney Evidence Storage Facility, remodel of the East Valley Public Health Clinic, and the installation of nearly 7 megawatts of solar photovoltaic arrays, part County-owned and part through a power purchase agreement.

### **Facilities Maintenance and Repair Services**

The Building Operations Division (Building Ops) provides routine preventative and corrective maintenance for five million square feet of County facilities. In addition to providing routine maintenance, Building Ops also manages the deferred maintenance (backlog) program which has been averaging roughly \$5 million per year to support repair and replacement of critical building systems. The Building Ops routine maintenance effort is resourced from the General Fund, while General Fund County departments reimburse Building Ops on a time and material basis for extraordinary services, i.e. vandalism repairs, facility alterations/changes, etc., Building Ops also provides non-General Fund County department services on a reimbursable basis.

### **Clean and Green Services & Sustainability Implementation**

The Clean and Green Branch of Building Ops provides custodial services for approximately 1.5 million square feet of mostly administrative office space, and grounds maintenance for all County-owned facilities with the exception of Roads and Airports and Parks and Recreation facilities.

In addition, the Clean and Green Branch is responsible for developing and rolling out innovations in recycling, composting, water conservation, and other greenhouse

gas reduction related programs. Recently through the leadership of this team, the County achieved an average monthly solid waste diversion rate of 65%, meaning only 35% of County generated solid waste is going into landfills.

### **Utilities Management, Energy Conservation and Renewable Energy**

**Utilities Account Management:** FAF budgets nearly \$13 million annually in the General Fund to pay for all County utilities except for the Valley Medical Center campus, Public Health Clinics, Roads and Airports facilities, Parks facilities, and Internal Service Fund departments. The utilities include electricity, natural gas, propane gas, water, sewer, and solid waste services. Including the departments mentioned above, the overall County utility bill is roughly \$26 million annually. While FAF does not budget for the aforementioned departments, FAF does provide receipt, auditing, and payment for the majority of the County's utility invoices.

**Energy Conservation and Renewable Energy:** The County Utility Engineer/Program Manager seeks opportunities to reduce utility costs related to County building operations, supports planning efforts related to renewable energy, and coordinates reductions of energy/utility consumption in County facilities to meet the Board's Climate Action Goals and Assembly Bill 32 mandates. This past year, FAF facilitated the Power Purchase Agreement, solicited Qualified Energy Conservation Bonds for energy efficiency projects, leveraged a special purchase of natural gas, and applied for low-interest loans to finance construction of renewable power generating facilities. The construction of solar photovoltaic equipment that annually generates 8,665 megawatt-hours, saved 4,150 metric tons of greenhouse gas emissions, which is a significant achievement for the County. In addition, FAF supported utility conservation through various energy conservation projects such as recommissioning building systems and conversion to energy efficient lighting technology.

### **Emergency Operations Logistics Planning Coordination**

FAF provides leadership and planning for the Emergency Operations Logistics Section of the County Emergency Operations Center. The Logistics Section includes FAF, Procurement, the Employee Services Agency, County Communications and the Information

Services Department. The Logistics Section collaborates with the disaster planning and preparedness activities of Public Health, VMC, the Sheriff's Office, Medical Examiner Coroner, County Fire, County Communications, and the Office of Emergency Services.

## Department Management and Fiscal Services

The management and fiscal team provides leadership, coordination, planning, budgeting, resource allocation, information systems support, and accounting services for the department.

## Current and Emerging Issues

### Fleet Issues

#### Fleet Rightsizing

Over the past year, FAF worked with County departments to reduce fleet and transportation costs to the County. FAF is responsible for monitoring compliance with Board Policy 3.52, the Comprehensive Vehicle Policy, and to recommend appropriate vehicle assignments that optimize the overall size of the County Fleet. Following the Board's adoption of the Policy, FAF reduced the County fleet by 300 vehicles. Given the average age and condition of the County fleet, consistent investment in replacement vehicles is necessary to avoid extraordinary operating costs. FAF is reviewing vehicle leases and short-term rentals to reduce replacement capital resources.

#### Fuel Services

FAF recommends annual departmental fuel budgets based on expected usage, past miles driven and forecast cost per gallon. Fuel costs continue to escalate. In light of these rising costs, FAF works with departments to reduce unnecessary vehicle idling and to consider smaller, more fuel efficient vehicles. Future costs are difficult to forecast as global fuel supply instability creates market price uncertainty.

#### Greening the Fleet and Vehicle Operations

To meet the Board of Supervisors' Climate Action Goals, FAF installed ten electrical vehicle charge points at County facilities using grant funds. Electric vehicle chargers are available for both County and public use. FAF continues to review new technologies and promotes sustainable fleet operations by utilizing lead-free wheel weights and re-refined lubricants.

### Capital Program Focus

#### Seismic Safety Construction Program - Valley Medical Center

In late FY 2011, FAF was assigned oversight and construction management of the Measure A bond seismic safety construction program at Valley Medical Center. The project includes the Bed and Service Buildings and Downtown San Jose Health Clinic.

### Property Management and Facility Planning Issues

#### Vending Revenue

With recent policy changes, FAF is working with vending machine operators to determine impacts. The continuing loss of vending machine revenue is expected to negatively impact the General Fund at some point since those resources are used to fund cafeteria equipment repair and replacement.

#### Cafeteria Operations

Changes in the economy have impacted the dining patterns of Cafeteria patrons. County staff appears to be brown bagging more often, having less discretionary cash to eat out. However, FAF is working with the operators to look for alternatives to attract more business, and looking at other food vending models to offer at least some level of food service at the larger County facilities.

#### Future of Former City Hall

FAF, with the help of the Planning and Development Department, is embarking on an alternatives analysis for use of the Former City Hall property. The study is to take a broad look at opportunities to develop the entire Civic Center, to include both the private sector and within the County, specifically, providing efficient government services and consolidation of County



departments from leased to owned space. This analysis also affords the Board the opportunity to take a strategic look at the best use of a number of properties.

### Court Transfer

The final transfer of the remaining leased Court facilities to the Administrative Office of the Courts and the sale of the Los Gatos Courthouse are still pending. The County must continue to pay for all Court leases, maintenance, and utility costs until those actions are completed, and once completed, the County will make ongoing Court Facilities payments to the State. The County will incur future, as yet undetermined, costs related to these actions.

## Facilities Operations Issues

### Facilities Deterioration

As was expected, given the condition of County facilities, FAF experienced an increase in demand for on-call and emergency facility repairs over the past fiscal year. Because funding preventative maintenance has been half of the industry standard for the past eleven years, the nearly 5 million square feet of facilities maintained by FAF are entering a phase of accelerated deterioration. The plant is on average nearly 40 years old and has an estimated backlog of \$500 million.

### Facilities to be Added

In FY 2013, the County plans to fully activate an additional 107,125 square feet of facilities that will require maintenance, utilities, and clean and green services. These include the Chaboya clinic, the San Jose Medical Plaza, the Sig Sanchez Building in San Martin, the Evidence Storage Facility and the Vehicle Evidence Garage. Additionally, FAF will take over responsibility

for utilities management at the Tully Clinic. FAF is recommending resources to support the additional space in the FY 2013 budget.

### Utilities and Energy Issues

The FY 2013 utility budget recommendation is based on what has been spent this past year, a mild weather year. In addition, the County like many others has greatly benefitted from the dramatic reduction in natural gas prices. If this trend reverses, the budget could be severely impacted. All utilities rates are expected to increase this next year. While PG&E and other providers increase the percent of their power that comes from renewable energy sources, customers will be expected to pay the associated cost increase. The cost of power will also have impact on the cost of other utilities. Finally, fuel prices are dramatically impacting solid waste management hauling costs.

### Sustainability Implementation

There are more challenges than originally anticipated in reaching the higher levels of waste diversion and implementing the use of environmentally friendly products in normal County operations. More education and outreach is necessary, while finding resources to support this effort in these uncertain financial times is difficult.

## Emergency Preparedness

### Staffing Resources

In the event of a disaster, the smaller FAF staff creates a gap in the County's emergency logistics resources. Most FAF staff is assigned to support the continuity of operations for critical County facilities, leaving fewer staff resources to occupy Unit Leader roles during activation of the Emergency Operations Center (EOC).

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Administration/Support-Facilities	Yes	Required		■
Corrective Maintenance	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
Preventive Maintenance	Yes	Mandated	Results in more preventative maintenance on heating, ventilation, air conditioning and refrigeration.	▲
Landscape/Grounds/Pest Control	Yes	Mandated	Increased expertise in sustainable landscape practices.	▲
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		■
Safety	Yes	Mandated		■
Environmental Compliance	Yes	Mandated		■
Energy Conservation	Yes	Mandated	Projects and reporting will be enhanced.	▲
Property Acquisition and Disposal	Yes	Mandated		■
Civic Center Garage	Yes	Mandated		■
Emergency Operations Logistics Support	Yes	Mandated		■
Reimbursed Maintenance for Client Departments	Yes	Non-Mandated		■
Emergency Biohealth	Yes	Mandated		■
Parking Patrol	Yes	Non-Mandated		■
Event Set-Up/Furniture Moving	Yes	Non-Mandated	Increased ability to support event set-up and janitorial services.	▲
Cafeteria Contract Mgt.	Yes	Non-Mandated		■
Fleet Management	Yes	Non-Mandated	Increased operational and service efficiencies.	▲
Fueling Services	Yes	Non-Mandated		■
Vehicle Procurement/Disposal	Yes	Non-Mandated		■
Administration/Support-Fleet	Yes	Required		■
Public Safety Realignment - AB 109	No	Mandated	Results in more preventative and corrective maintenance/repair and utilities management efficiencies at the County's Re-entry Resource Center	▲

Impact on Current Level of Service:

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

## County Executive's Recommendation

### ▲ Utilities and Energy Management

**Increase Analytical Staff:** Add 1.0 FTE Management Aide position.



**Service Impact:** This recommendation adds needed staff to provide ongoing support for contract management, grant management, requests for information, and utility account management. The County currently manages over 800 utility accounts.

**Positions Added: 1.0 FTE**  
**Total Cost: \$74,160**

**Increase Expenditures related to additional County facility inventory:** Increase the budget for Utilities.

**Service Impact:** This recommendation increases the funding that is needed for utilities at the additional facilities that have been or will be added to FAF's inventory. This includes the Chaboya Clinic; San Jose Medical Plaza; and the Sig Sanchez Building. And, the utilities management of the Tully Clinic has been reassigned to FAF. This ensures that electricity, natural gas, water, sewer, and garbage services are readily available, thereby supporting the continuity of business operations.

**Total Cost: \$513,600**

**Increase Expenditures related to Rate Increase Adjustments:** Increase the budget for Utilities.

**Service Impact:** This recommendation increases the funding that is needed to cover the projected FY 2013 rate adjustments for each of the following utilities: Communication; Garbage; Electricity; Natural Gas; Water; Sewer; Municipal; and Lights and Signage. This will enable all departments within County facilities to experience a continuity of business operations.

**Total Cost: \$570,102**

**Increase Services and Supplies Expenditures:** Increase the budget for Contract Services.

**Service Impact:** This recommendation increases the funding for contract costs related to waste consulting and utilities data management. This will enable the department to continue to identify efficiencies, thereby reducing the County's overall carbon footprint.

**Total Cost: \$122,717**

**Recognize Energy and Utilities Savings.**

**Service Impact:** This recommendation recognizes savings in the amount of \$809,967 related to the predicted solar energy offsets associated with the 2011 Qualified Energy Conservation Bond (QECB) project and savings in the amount of \$250,000 resulting from natural gas bulk purchasing strategies.

**Total Savings: \$1,059,967**

QECB Savings: \$809,967

Natural Gas Bulk Purchase Savings: \$250,000

### **Clean and Green Group (formerly Custodial, Grounds, and Parking Enforcement)**

**Adjust Clean and Green Group Staff:** Add and delete various positions and add funding to support the creation of a new Gardener Crew Lead Differential.

#### **Summary of Position Changes**

<b>Code and Job Classification</b>	<b>FTE</b>
H09 - Custodial and Grounds Supt. (Vacant)	(1.0)
M35 - Parking Patrol Coordinator (Vacant)	(1.0)
B1R - Associate Management Analyst B/A	1.0
H18 - Janitor	1.0
H28 - Gardener	1.0
<b>Total Net FTE</b>	<b>1.0</b>

**Service Impact:** On any given day, 10 to 15 percent of the staff in this group is absent. This is both a result of normal leave usage and long-term absences. Also, of concern is developing bench strength. This recommendation will assist the department to maintain the same level of service as last year, provide sufficient resources to cover absences and train and develop its employees.

The Custodial and Grounds Superintendent position is vacant and the duties will be assigned to the Climate Change and Sustainability Program Manager. The Parking Patrol Coordinator position is vacant and the duties have already been absorbed by other departmental staff.

The Associate Management Analyst B/A position is being recommended to assist in the administration of Clean and Green's related service contracts, to include janitorial services, pest control, tree management, outlying facility grounds maintenance, garbage and recycling, etc., The Janitor and Gardener positions are being recommended to provide Clean and Green the ability to support the facilities that are coming on-line.



Additionally, the Gardener position will assist with future improvements at the San Jose Medical Center site and possibly the Army Reserve Center. The Gardener Crew Lead Differential is being recommended to allow the department to appoint a crew lead to coordinate the daily activities of the gardener crew and advise the team regarding landscape planning with a focus on climate-friendly gardening and sustainability practices.

**Net Positions Added: 1.0 FTE**

Positions Added: 3.0 FTE

Positions Deleted: 2.0 FTE

**Total Net Savings: \$5,698**

Total Savings: \$230,928

Total Cost: \$225,230

**Increase Services and Supplies Expenditures:** Increase the budget for janitorial supplies.

**Service Impact:** This recommendation will provide the materials and services needed to bring new facilities online, and a small portion is needed to meet the 2011 to 2012 Consumer Price Index increase of 0.77 percent.

**Total Cost: \$145,235**

### ▲ Facilities Maintenance and Repair

**Adjust Facilities Staff:** Add 1.0 FTE HVAC/R Mechanic position, add 1.0 FTE General Maintenance Mechanic II/I, and add funding to support the creation of a new facilities job classification.

**Service Impact:** The Maintenance and Repair group is over 30 percent understaffed compared to industry benchmarks. The largest areas of weakness are in preventative maintenance for heating, ventilation, air conditioning, refrigeration, boilers, doors and windows, and exterior water proofing systems. Since July 1, 2011, nearly 15 percent of the preventative maintenance tasks were not completed. This results in shortened life spans of critical building systems and increased risks to County operations and services.

This recommendation adds the staff necessary to maintain Building Operations' flexibility to attend to preventative maintenance requirements and provides the capability to service the facilities that are coming on-line this year. Additionally, this recommendation adds funding to support the creation of a new job

classification which is needed to improve maintenance efficiency and reduce costs by relieving some of the Building Operations trades staff from traveling to retrieve and deliver supplies, tools, parts, and equipment.

**Positions Added: 2.0 FTE**

**Total Cost: \$281,400**

**Increase Services and Supplies Expenditures:** Increase the budget for maintenance-structures improvements.

**Service Impact:** This recommendation will provide the needed materials and services to bring new facilities online, and a portion is needed to meet the Engineering New Record's Building Construction Index projected increase of 3.0 percent for inflation related to the cost of building materials and contract services.

**Total Cost: \$202,936**

### ▲ Property Management Division

**Allocate Relocation Expenditures for RAIC:** Increase the budget for the relocation of the Social Services Agency's Relocation Assessment Intake Center (RAIC).

**Service Impact:** The County is presently finalizing an agreement to sell the property at what is commonly known as the Children's Shelter. The County estimates that it will receive \$10,480,000 in one-time revenue proceeds from the sale and this appears in the Office of the County Executive's Recommended Budget. The Social Services Agency's RAIC operates out of this facility, and it will need to be relocated no later than the end of November 2012. This allocation will provide funds adequate to relocate the RAIC to a suitable location for at least the immediate term. Short, medium and long term options for the RAIC are currently being investigated.

**Total Net One-time Cost: 0**

Total One-time Cost: \$3,500,000

Total One-time Revenue offset by the sale of the property: \$3,500,000

### ▲ Public Safety Realignment - AB 109

**Increase Expenditures for the County's Re-entry Resource Center.**

**Service Impact:** The County's Re-entry Resource Center commenced Phase I of operations in February 2012, and Phase II in March 2012. The Center is almost fully operational. The final phase, Phase III, is scheduled for late Summer 2012.

This recommendation increases the funding that is needed to cover the projected FY 2013 utility rates, non-routine building maintenance and repair, and will assist in parking enforcement activities on and around the Center. This will enable County departmental staff who are housed at the Re-entry Resource Center to experience a continuity of business operations, and thereby provide our County's AB 109 clients with needed services and programs, without interruption.

**Total Net Cost: \$658,214**

Total Cost will be offset by a Transfer-in from the AB 109 Fund.

### Capital Improvement - Fund 0050

**Allocate One-time appropriation related to the Downtown Medical Center:** Allocate one-time appropriation of \$11,040,000 for principal, and \$313,965 for interest, to repay the remainder of the loan from the Retiree Health Trust Fund for the purchase of land for the Downtown Medical Center.

**Service Impact:** There is no impact to the current level of service. The total loan amount is \$24 million. This recommended appropriation is the last of three payments. Although the payment is made from Capital

Fund 0050, this is a General Fund expense. General Fund monies are transferred to Capital Fund 0050 to allow for the payment.

**Total One-time Cost: \$11,353,965**

### Fleet Management - Fund 0070

**Increase Staff:** Add 1.0 FTE Fleet Operations Manager position.

**Service Impact:** This position was deleted in FY 2012. This position's duties were shifted to the Fleet Manager, whereby the Fleet Manager's duties were shifted to the Deputy Director with responsibility for Administrative and Fiscal services. However, the Deputy Director's focus and responsibilities have expanded to include a myriad of additional FAF and County priorities. These include oversight over utilities management, sustainability, Countywide parking, the Bike Share Program efforts, and Cafeteria and related food services issues. Fleet operations is better served by a full-time management position.

The Fleet Operations Manager would assume responsibility for daily maintenance operations allowing the Fleet Manager to focus on fleet readiness, customer service, reducing the cost of business, and overall resource management.

**Positions Added: 1.0 FTE**  
**Total Cost: \$153,168**

## Fiscal Year 2013 Capital Budget

In accordance with Board Policy 4.10 regarding Capital Outlay, Capital Programs initiated the Fiscal Year 2013 Capital Outlay process in August 2011 with a request for departments to submit conceptual descriptions of proposed projects. Project descriptions and analyses were evaluated and prioritized by Facilities and Fleet Department Capital Programs staff, and by the

Administrative Capital Committee made up of County Department Heads and the County Budget Director. The Administrative Capital Committee met again in early 2012 to establish funding priorities. These priorities were agendaized on the Finance and Government Operations Committee meeting of April 16, 2012.

## County Executive's Recommendation

The County Executive is recommending a one-time General Fund allocation of \$13,750,000 for FY 2013 capital projects.

Similar to FY2012, the FY2013 Capital Budget is smaller in size and scope due to very limited funding streams available for Capital projects. Similar to recent years, the County's current financial climate restricts flexibility for funding.

### FY 2013 Recommended Capital Projects

New General -Funded Projects	Amount
Maintenance & Repair Backlog	\$5,000,000
Elmwood Support Services HVAC	\$3,500,000
James Ranch (match for 80% State funds)	\$2,600,000
Energy Projects	\$1,000,000
Warehouse Renovation at Army Site	\$750,000
FY 2013 Capital Planning Budget	\$300,000
Elmwood M1 Plan and Design	\$200,000
Animal Shelter Modular Move	\$200,000
Sig Sanchez Building Repairs	\$200,000
<b>Total</b>	<b>\$13,750,000</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 allocation will fund projects that restore and repair County buildings, systems, and equipment as part of deferred maintenance. It funds the continual replacement of building systems and the supporting infrastructure that have reached or exceeded their useful life and are in need of replacement or repair.

As presented at the Finance and Government Operations Committee meeting on April 16 2012, while there is a list of only \$34 million in unfunded Backlog projects, there is an estimated \$500 million in deferred maintenance on the County's General Fund facilities.

The following list of Backlog projects and cost estimates are preliminary. However, if during FY 2013, equipment or structures fail unexpectedly that are not on this list, unexpected failures will take precedence over certain projects on this list.

### FY 2013 Backlog/Deferred Maintenance Projects

Project Description	Budget
Facility Condition Assessment for Elmwood	150,000
JH Lobby Interior Doors: Non-compliant hold open doors	19,000
Replace 840 Guadalupe Stairwell Handrails with ADA Handrails	60,000
Elmwood Special Housing Emergency Lighting	30,000

### FY 2013 Backlog/Deferred Maintenance Projects

Project Description	Budget
Replace Measuring system - East Valley Clinic	60,000
70 W Hedding W. Wing Exit Signs: Insufficient	4,000
70 W Hedding E. Wing Exit Signs: Aged	24,000
Repair Charcot Parking Lot	250,000
Repair Carol Drive	25,000
Main Jail North Exit Signs: Insufficient	4,000
Re-key Elmwood Phase 3 of 4	45,000
Repair Elmwood Gas Lines M8, M1, M2, M4, M5	400,000
Repair Elmwood Inner Perimeter Fence Posts	200,000
JH Lobby Emergency Light and Power	6,000
JH Probation Emergency Light and Power	10,000
JH Detention SW Distribution Systems	55,000
Reseal Main Jail North Windows Phase 3 of 4	200,000
Replace Roof - Mariposa Lodge Administration	9,500
Recarpet CCOB Hedding 11th Floor Phase I	150,000
Recarpet CCOB-Hedding 10th Floor Phase I	150,000
Replace Roof - County Comm Admin Building	255,000
Fleet Management Pre-engineered Structure	11,000
JH Detention SW Superstructure	14,000
JH Detention SW Exterior Walls	18,000
JH Kitchen/Laundry Superstructure	22,000
JH Gym Superstructure	13,500
Repave Mariposa Lodge Road	250,000
Repair CC-Berger 1 HVAC Recoil and Reheat	40,000
Repair Juvenile Hall Dorm HVAC	300,000
Clean Main Jail North and South Ducts	150,000
Reseal Main Jail North Floors	50,000
Repair Main Jail North Food Cart Corridor Walls	60,000
Replace Elmwood Support Services Staff Dining Floor	60,000
Repair Elmwood Support Services Swamp Cooler #6 and #5	300,000
Replace Roof - Fleet Garage	85,000
Replace Roof - Chaboya Clinic	125,000
Replace Roof - Holden Ranch Sheriff Locker Room	145,000
Replace Roof - County Service Center Building 1	300,000
Reseal 2314 and 2310 Charcot Exterior Windows	150,000
Repaint 2314 and 2310 Charcot Exterior Stucco	150,000
Clean Charcot 1 and 2 Ducts	150,000
Repair Elmwood Support Services Swamp Cooler #4 and #3	300,000
Repave County Communications Driveway	200,000
<b>Total</b>	<b>\$5,000,000</b>

### Elmwood Support Services HVAC

This recommendation provides one-time funds to replace the Heating, Ventilation, and Air Conditioning (HVAC) systems at the Elmwood Complex Support Services Building. This building houses the kitchen,



laundry, and numerous warehouses. The new type of system will provide more reliability and comfort and has a lower life cycle cost.

The major HVAC systems are failing. The majority of these HVAC units are original and are not the typical units that last 20 years. These units have many wet sections that rust or clog and maintenance is no longer practical as it is difficult to keep them running at all. The services provided in the Support Services Building are critical to Elmwood's operations.

**Total One-time Cost: \$3,500,000**

### **James Ranch**

This recommendation provides one-time funds for construction administration of a new 84 bed dormitory at the William F. James Ranch. This facility would centralize all youth in one building and provide a modern facility that would meet the program's physical plant and programmatic needs.

The design component of this project was funded in FY 2012. The project is supported by a Needs Assessment conducted in 2008 and the receipt of \$12,950,00 in grant funding from the State which requires a County match of 20 percent.

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

### **Energy Projects**

The Facilities and Fleet Department has identified energy conservation projects totaling over \$25 million with payback periods of 5 to 12 years, that justify investment.

In 2002, the Board of Supervisors responded to the California energy crisis by creating an Emergency Energy Task Force co-chaired by two Board members.

Capital funding of \$1,000,000 is recommended to focus on energy conservation projects. Renewable energy projects may also be considered.

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

### **Warehouse Renovation at Army Reserve Site**

This recommendation provides one-time funding to renovate the warehouse located at the former US Army Reserve Center property to accommodate law enforcement and emergency operations uses.

The Office of the Sheriff conducts a variety of training programs to include public safety, force options, advanced officer training, and emergency vehicle operations. The warehouse renovation will enable the Office of the Sheriff a nearby location to provide some of these training programs.

**Total One-time Cost: \$750,000**

### **FY 2013 Capital Planning Budget**

This project establishes a specific project to cover staff time required in planning, developing and submitting the Capital Budget Plan.

Capital Programs staff develop and analyze Capital Budget papers, prepare documents for the Administrative Capital Committee, prepare transmittals to both the Board and Finance and Government Operations Committee and prepare Five-Year Capital Planning documents. This project allocates funds for reimbursement of staff time.

**Total One-time Cost: \$300,000**

### **Elmwood M1 Plan and Design**

This recommendation provides one-time funding to design a plan that would re-capture space that was designed for inmate housing by re-installing appropriate fixtures in the M-1 inmate housing unit and to expand the existing M-1 courtyard area such that a sundeck can be accessed by inmates.

Currently, the Elmwood Correctional Complex has a shortage of medium-security inmate beds. The M-1 inmate housing unit includes areas that were designed and intended for use as inmate housing areas, but that were converted for use as employee offices. The retasking of portions of the M-1 inmate housing unit took place during a time when the medium-security inmate population was significantly smaller than the current population. Since current inmate population trends and pending implementation of State inmate realignment point to future increases to the need for medium-security housing, Elmwood will be required to

reallocate inmate beds within Elmwood inmate housing areas as quickly and as inexpensively as possible.

**Total One-time Cost: \$200,000**

### Animal Shelter Modular Move

This recommendation provides one-time funding to move a modular to the County's Animal Shelter site in San Martin. This modular will be used to move staff functions (office, break room) out of the Shelter and will allow those existing areas to be converted into additional housing for the animals and into a surgical recovery area so that surgery and recovery are performed in two separate areas in order to comply with California Veterinary Medical Association (CVMA) guidelines. This will also improve working conditions for both Shelter and veterinarian staff and will improve the shelter environment for the animals as it will be a less stressful and less crowded environment.

The current Animal Shelter is not adequate to house the increasing number of animals received through the facility. In addition, staff are working in a less than

adequate environment, and veterinary staff are performing surgeries in an area that does not meet CVMA guidelines.

**Total One-time Cost: \$200,000**

### Sig Sanchez Building Repairs

This recommendation provides one-time funding for building repairs to the Sig Sanchez Office Building in San Martin. This is to prepare the building for the South County Agriculture Office relocation.

The County's Agriculture, Animal Care and Control, Environmental Health and Vector Control offices will relocate to this County-owned facility. The move offers the department an opportunity to locate itself closer to the customer base it serves, while simultaneously saving taxpayer dollars by ending its private lease agreements and utilizing a County-owned building. The actual move-in date is anticipated for December 2012.

**Total One-time Cost: \$200,000**

### Facilities Department — Budget Unit 263 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
2309	FAC Utilities Fund 0001	\$ 13,025,253	\$ 13,289,014	\$ 14,688,804	\$ 15,128,416	\$ 1,839,402	13.8%
2315	Court Facility Payments Fund 0001	4,563,133	4,459,826	4,459,826	4,459,826	—	—
26301	Facilities Admin Fund 0001	1,299,493	3,421,712	1,644,481	1,644,481	(1,777,231)	-51.9%
26302	Capital Programs Division	71,901,435	27,718,428	—	50,207,930	22,489,502	81.1%
26303	Property Management Fund 0001	1,243,451	1,097,909	1,036,907	4,536,907	3,438,998	313.2%
26304	Building Operations-Fund 0001	22,109,089	17,534,128	17,872,295	18,935,382	1,401,254	8.0%
<b>Total Net Expenditures</b>		<b>\$ 114,141,854</b>	<b>\$ 67,521,017</b>	<b>\$ 39,702,313</b>	<b>\$ 94,912,942</b>	<b>\$ 27,391,925</b>	<b>40.6%</b>

### Facilities Department — Budget Unit 263 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
2309	FAC Utilities Fund 0001	\$ 13,158,067	\$ 13,421,565	\$ 14,821,355	\$ 15,260,967	\$ 1,839,402	13.7%
2315	Court Facility Payments Fund 0001	4,563,133	4,459,826	4,459,826	4,459,826	—	—



### Facilities Department — Budget Unit 263 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
26301	Facilities Admin Fund 0001	2,771,847	3,459,212	2,631,981	2,631,981	(827,231)	-23.9%
26302	Capital Programs Division	73,803,003	30,440,146	2,542,996	52,750,926	22,310,780	73.3%
26303	Property Management Fund 0001	43,787,672	45,872,814	45,557,185	49,057,185	3,184,371	6.9%
26304	Building Operations-Fund 0001	26,813,911	21,928,306	22,185,263	23,248,350	1,320,044	6.0%
<b>Total Gross Expenditures</b>		<b>\$ 164,897,634</b>	<b>\$ 119,581,869</b>	<b>\$ 92,198,606</b>	<b>\$ 147,409,235</b>	<b>\$ 27,827,366</b>	<b>23.3%</b>

### Facilities Department — Budget Unit 263 Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 27,081,553	\$ 23,490,737	\$ 23,996,443	\$ 24,624,269	\$ 1,133,532	4.8%
Services And Supplies	67,407,958	68,238,220	66,642,227	71,017,100	2,778,880	4.1%
Other Charges	586,559	5,326,456	—	11,353,965	6,027,509	113.2%
Fixed Assets	36,893,920	8,600,000	—	13,750,000	5,150,000	59.9%
Operating/Equity Transfers	34,501,608	13,926,456	1,559,936	26,663,901	12,737,445	91.5%
<b>Subtotal Expenditures</b>	<b>164,897,634</b>	<b>119,581,869</b>	<b>92,198,606</b>	<b>147,409,235</b>	<b>27,827,366</b>	<b>23.3%</b>
Expenditure Transfers	(52,329,744)	(52,060,852)	(52,496,293)	(52,496,293)	(435,441)	0.8%
<b>Total Net Expenditures</b>	<b>114,141,854</b>	<b>67,521,017</b>	<b>39,702,313</b>	<b>94,912,942</b>	<b>27,391,925</b>	<b>40.6%</b>

### Facilities Department — Budget Unit 263 Revenues by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
2309	FAC Utilities Fund 0001	\$ —	\$ —	\$ 1,559,936	\$ 1,559,936	\$ 1,559,936	—
26301	Facilities Admin Fund 0001	81,237	23,000	69,000	727,214	704,214	3,061.8%
26302	Capital Programs Division	68,991,838	13,926,456	—	25,103,965	11,177,509	80.3%
26303	Property Management Fund 0001	2,586,473	2,340,260	2,289,000	2,289,000	(51,260)	-2.2%
26304	Building Operations-Fund 0001	5,901	—	—	—	—	—
<b>Total Revenues</b>		<b>\$ 71,665,449</b>	<b>\$ 16,289,716</b>	<b>\$ 3,917,936</b>	<b>\$ 29,680,115</b>	<b>\$ 13,390,399</b>	<b>82.2%</b>

### FAC Utilities Fund 0001 — Cost Center 2309 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	3.0	\$ 13,289,014	\$ —
Board Approved Adjustments During FY 2012	—	(167,832)	1,559,936
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(14,128)	—



## FAC Utilities Fund 0001 — Cost Center 2309

### Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	1,559,936	—
Other Required Adjustments	—	21,814	—
Subtotal (Current Level Budget)	3.0	\$ 14,688,804	\$ 1,559,936
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Increase Staff in the Utilities Division	1.0	74,160	—
Add 1.0 FTE Management Aide position (B1W) to the Utilities Division.			
2. Adjustments in the Utilities Division	—	146,452	—
Make the following adjustments in the Utilities Division:			
◆ Increase funding related to Utility Price Increases - \$570,102			
◆ Increase funding related to Additional Facility Inventory (increase in overall square footage) - \$513,600			
◆ Increase funding related to Contract Services - \$122,717			
◆ Decrease funding related to savings from QECB Solar Projects - (\$809,967)			
◆ Decrease funding related to Natural Gas Special Purchase - (\$250,000)			
3. AB109 Allocation related to Utilities	—	219,000	—
Allocate ongoing funding in the amount of \$219,000 for Utilities at the County's Re-Entry Resource Center.			
Subtotal (Recommended Changes)	1.0	\$ 439,612	\$ —
<b>Total Recommendation</b>	<b>4.0</b>	<b>\$ 15,128,416</b>	<b>\$ 1,559,936</b>

## Court Facility Payments Fund 0001 — Cost Center 2315

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	—	\$ 4,459,826	\$ —
Board Approved Adjustments During FY 2012	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 4,459,826	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>—</b>	<b>\$ 4,459,826</b>	<b>\$ —</b>

## Facilities Admin Fund 0001 — Cost Center 26301

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	20.0	\$ 3,421,712	\$ 23,000
Board Approved Adjustments During FY 2012	—	18,463	46,000
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	1.0	218,779	—



## Facilities Admin Fund 0001 — Cost Center 26301

### Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	(2,015,425)	—
Other Required Adjustments	—	952	—
Subtotal (Current Level Budget)	21.0	\$ 1,644,481	\$ 69,000
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Transfer AB109 FAF allocation for Building Maintenance and Utilities	—	—	658,214
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ 658,214
<b>Total Recommendation</b>	21.0	\$ 1,644,481	\$ 727,214

## Capital Programs Division — Cost Center 26302

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	14.0	\$ 13,791,972	\$ —
Board Approved Adjustments During FY 2012	—	153,698	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(48,115)	—
Internal Service Fund Adjustments	—	(13,922,579)	—
Other Required Adjustments	—	25,024	—
Subtotal (Current Level Budget)	14.0	\$ —	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Transfer General Fund one-time appropriation to Fund 50 for Capital Projects	—	13,750,000	—
Transfer General Fund monies to Capital Fund 50 for Repayment of Retiree Health Loan for Downtown Medical Center	—	11,353,965	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 25,103,965	\$ —
<b>Total Recommendation</b>	14.0	\$ 25,103,965	\$ —
<b>General Capital Improvements (Fund Number 0050)</b>			
FY 2012 Approved Budget	—	\$ 13,926,456	\$ 13,926,456
Board Approved Adjustments During FY 2012	—	(13,926,456)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	(13,926,456)
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Transfer General Fund one-time appropriation to Fund 50 for Capital Projects	—	—	13,750,000
Transfer General Fund monies to Capital Fund 50 for Repayment of Retiree Health Loan for Downtown Medical Center	—	—	11,353,965





## Capital Programs Division — Cost Center 26302

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Decision Packages</b>			
1. James Ranch Project	—	2,600,000	—
Allocate one-time funds in the amount of \$2,600,000 for the James Ranch Project.			
2. Warehouse Renovation	—	750,000	—
Allocate one-time funds in the amount of \$750,000 for the Warehouse Renovation at the Army Site.			
3. Elmwood HVAC System	—	3,500,000	—
Allocate one-time funds in the amount of \$3,500,000 for the Elmwood Heating Ventilation Air Conditioning (HVAC) System in Support Services.			
4. Elmwood Building M1	—	200,000	—
Allocate one-time funds in the amount of \$200,000 for the Elmwood Building M1 Plan and Design.			
5. Animal Shelter Modular	—	200,000	—
Allocate one-time funds in the amount of \$200,000 for the Modular Move to the Animal Shelter in San Martin.			
6. Sig Sanchez Building Repairs	—	200,000	—
Allocate one-time funds in the amount of \$200,000 for Repairs at the Sig Sanchez Building in San Martin.			
7. Repayment of Loan from Retiree Health Fund	—	11,353,965	—
One-time appropriation for principal (\$11,040,000) and interest (\$313,965) to repay loan from the Retiree Health Trust Fund for the purchase of land for the Downtown Medical Center. The total loan amount was \$24.0 million. The appropriation recommended here is the third and final of three payments.			
8. FY 2013 Maintenance & Repair Backlog	—	5,000,000	—
Allocate one-time funds in the amount of \$5,000,000 for Maintenance & Repair Backlog			
9. Energy Projects	—	1,000,000	—
Allocate one-time funds in the amount of \$1,000,000 for Energy projects.			
10. FY 2013 Capital Planning	—	300,000	—
Allocate one-time funds in the amount of \$300,000 for FY 2013 Capital Planning and 5-Year CIP Process.			
	Subtotal (Recommended Changes)	\$ 25,103,965	\$ 25,103,965
<b>Total Recommendation</b>	—	\$ 25,103,965	\$ 25,103,965

## Property Management Fund 0001 — Cost Center 26303

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	4.0	\$ 1,097,909	\$ 2,340,260
Board Approved Adjustments During FY 2012	—	(253,859)	(51,260)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-1.0	(47,383)	—
Internal Service Fund Adjustments	—	262,986	—
Other Required Adjustments	—	(22,746)	—
	Subtotal (Current Level Budget)	\$ 1,036,907	\$ 2,289,000
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Increase Services and Supplies	—	3,500,000	—
Provide one-time funding in the amount of \$3,500,000 for the relocation of the Social Services Agency's Relocation Assessment Intake Center (RAIC) due to the sale of property it currently operates out of.			
	Subtotal (Recommended Changes)	\$ 3,500,000	\$ —
<b>Total Recommendation</b>	3.0	\$ 4,536,907	\$ 2,289,000



## Building Operations-Fund 0001 — Cost Center 26304

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	175.0	\$ 17,534,128	\$ —
Board Approved Adjustments During FY 2012	—	493,956	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	379,215	—
Internal Service Fund Adjustments	—	(45,090)	—
Other Required Adjustments	—	(489,914)	—
Subtotal (Current Level Budget)	175.0	\$ 17,872,295	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. AB109 Allocation - Building Maintenance	—	391,250	—
Allocate ongoing funding in the amount \$391,250 for building maintenance and repairs related to the County's Re-Entry Resource Center.			
2. AB109 Allocation - Parking Enforcement	—	47,964	—
Allocate ongoing funding in the amount of \$47,964 for parking enforcement assistance at and around the County's Re-Entry Resource Center.			
3. Adjustments to the Custodial and Grounds Division	1.0	139,537	—
Adjustments to the Custodial and Grounds Division as follows:			
◆ Delete 1.0 FTE vacant Custodial and Grounds Superintendent position (H08) and 1.0 FTE vacant Parking Patrol Coordinator position (M35)			
◆ Add 1.0 FTE Associate Management Analyst B position (B1R), 1.0 FTE Janitor position (H18), and 1.0 FTE Gardener position (H28)			
◆ Add funding for a yet to be created Gardener Crew Lead Differential - \$4,406			
◆ Increase funding for services and supplies - \$145,235			
4. Adjustments to the Building Operations Division	2.0	484,336	—
Adjustments to the Building Operations Division as follows:			
◆ Add 1.0 FTE HVAC/Refrigeration Mechanic position (M81) and 1.0 FTE General Maintenance Mechanic II position (M47)			
◆ Increase funding for a position to be created as a result of departmental analysis related to maintenance efficiency - \$82,272			
◆ Increase funding in services and supplies - \$202,936			
Subtotal (Recommended Changes)	3.0	\$ 1,063,087	\$ —
<b>Total Recommendation</b>	<b>178.0</b>	<b>\$ 18,935,382</b>	<b>\$ —</b>

## Fleet Services — Budget Unit 135

### Net Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
2320	Fleet Management Capital Fund 0073	\$ 2,523,077	\$ —	\$ —	\$ —	\$ —	—
2321	Fleet Operating Fund 0070	19,671,527	19,788,515	20,317,343	20,470,511	681,996	3.4%
<b>Total Net Expenditures</b>		<b>\$ 22,194,604</b>	<b>\$ 19,788,515</b>	<b>\$ 20,317,343</b>	<b>\$ 20,470,511</b>	<b>\$ 681,996</b>	<b>3.4%</b>



### Fleet Services — Budget Unit 135 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
2320	Fleet Management Capital Fund 0073	\$ 2,523,077	\$ —	\$ —	\$ —	\$ —	—
2321	Fleet Operating Fund 0070	19,671,527	19,788,515	20,317,343	20,470,511	681,996	3.4%
<b>Total Gross Expenditures</b>		<b>\$ 22,194,604</b>	<b>\$ 19,788,515</b>	<b>\$ 20,317,343</b>	<b>\$ 20,470,511</b>	<b>\$ 681,996</b>	<b>3.4%</b>

### Fleet Services — Budget Unit 135 Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 5,278,585	\$ 4,973,548	\$ 5,172,061	\$ 5,325,229	\$ 351,681	7.1%
Services And Supplies	10,683,992	11,280,566	11,610,881	11,610,881	330,315	2.9%
Other Charges	1,892	—	—	—	—	—
Fixed Assets	2,618,658	—	—	—	—	—
Operating/Equity Transfers	3,611,477	3,500,000	3,500,000	3,500,000	—	—
Reserves	—	34,401	34,401	34,401	—	—
<b>Subtotal Expenditures</b>	<b>22,194,604</b>	<b>19,788,515</b>	<b>20,317,343</b>	<b>20,470,511</b>	<b>681,996</b>	<b>3.4%</b>
<b>Total Net Expenditures</b>	<b>22,194,604</b>	<b>19,788,515</b>	<b>20,317,343</b>	<b>20,470,511</b>	<b>681,996</b>	<b>3.4%</b>

### Fleet Services — Budget Unit 135 Revenues by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
2320	Fleet Management Capital Fund 0073	\$ 2,655,270	\$ 3,580,000	\$ 3,550,000	\$ 3,550,000	\$ (30,000)	-0.8%
2321	Fleet Operating Fund 0070	21,037,579	17,922,166	18,201,187	18,256,074	333,908	1.9%
<b>Total Revenues</b>		<b>\$ 23,692,849</b>	<b>\$ 21,502,166</b>	<b>\$ 21,751,187</b>	<b>\$ 21,806,074</b>	<b>\$ 303,908</b>	<b>1.4%</b>

### Fleet Management Capital Fund 0073 — Cost Center 2320 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Fleet Management Capital Fund (Fund Number 0073)</b>			
FY 2012 Approved Budget	—	\$ —	\$ 3,580,000
Board Approved Adjustments During FY 2012	—	—	(30,000)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ 3,550,000



**Fleet Management Capital Fund 0073 — Cost Center 2320**  
**Major Changes to the Budget**

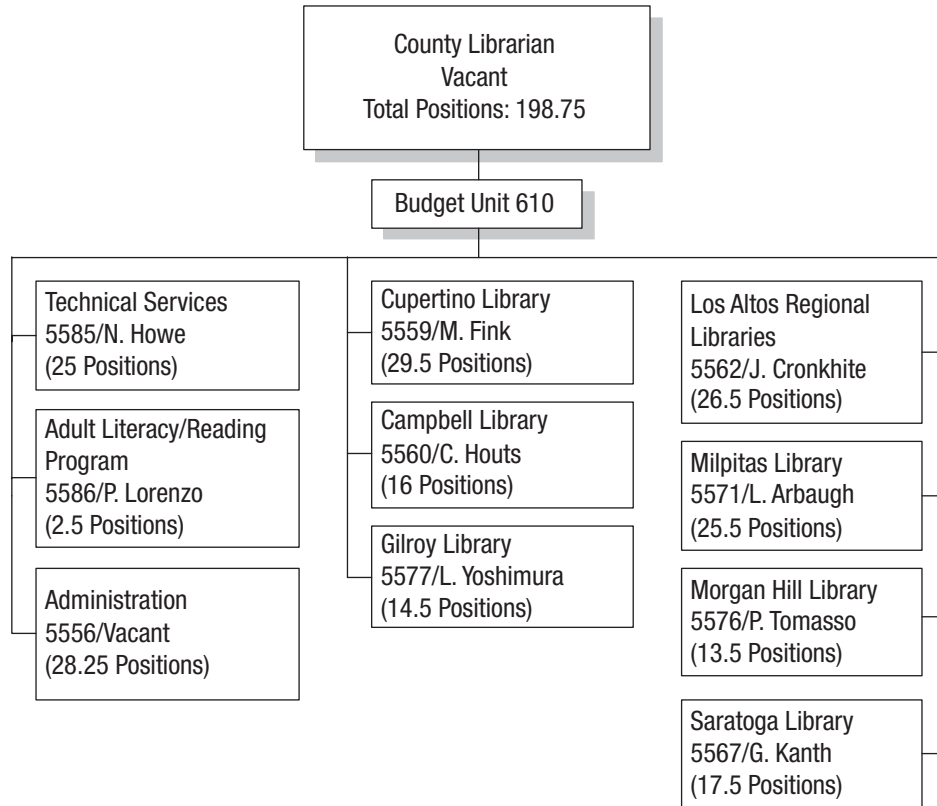
	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ —	\$ 3,550,000

**Fleet Operating Fund 0070 — Cost Center 2321**  
**Major Changes to the Budget**

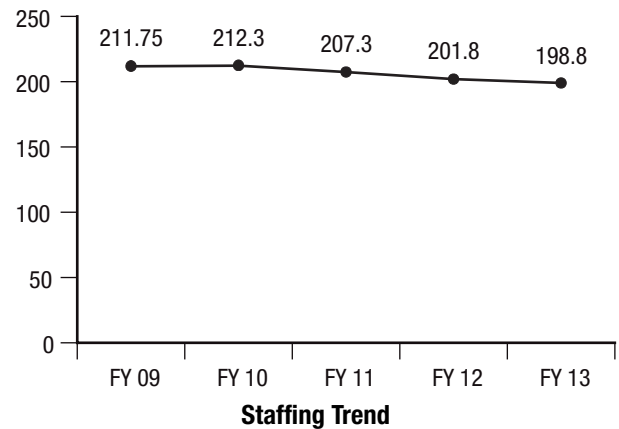
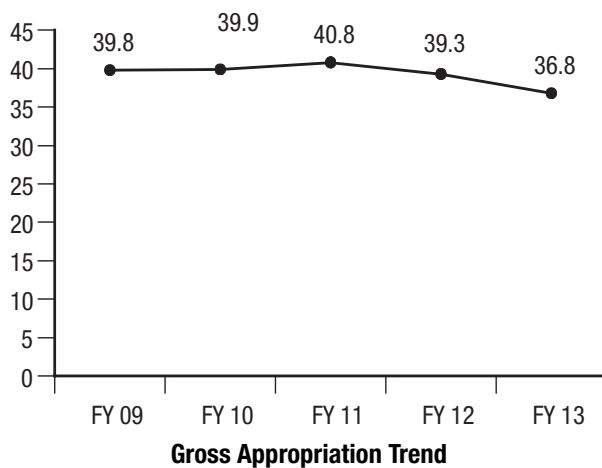
	Positions	Appropriations	Revenues
<b>Fleet Management Operating Fund (Fund Number 0070)</b>			
FY 2012 Approved Budget	50.0	\$ 19,788,515	\$ 17,922,166
Board Approved Adjustments During FY 2012	—	(563,436)	(271,896)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	192,357	—
Internal Service Fund Adjustments	—	900,315	550,917
Other Required Adjustments	—	(408)	—
Subtotal (Current Level Budget)	50.0	\$ 20,317,343	\$ 18,201,187
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
FY 2013 Fuel Rate Adjustment related to the purchase of 14 vehicles.	—	—	35,000
FY 2013 Fuel Rate	—	—	(21,445)
FY 2013 Fleet Rate Adjustment related to the purchase of 14 vehicles.	—	—	41,332
Decision Packages			
1. Increase Staff in Fleet Management	1.0	153,168	—
Add 1.0 FTE Fleet Operations Manager position (M2M).			
Subtotal (Recommended Changes)	1.0	\$ 153,168	\$ 54,887
<b>Total Recommendation</b>	51.0	\$ 20,470,511	\$ 18,256,074



# County Library



Section 1: Finance and Government



## Public Purpose

- **The Santa Clara County Library is an invaluable resource for information, entertainment and ideas.**
- **The Library is convenient, easy-to-use and technologically adept.**
- **The Library system as a whole is greatly valued as are the community libraries; residents actively encourage others to use the Library.**
- **Free, nonjudgmental and convenient access to Library services and resources are a priority.**



Below: Construction of the new Gilroy Library



## Description of Major Services

The Santa Clara County Library District is one of the top 100 libraries in the United States. For twelve years, it has ranked as one of the best in the nation for its size by Hennen's American Public Library Ratings which uses 15 different benchmark measures such as collections, circulation, visits and customer service. Also recognized as one of America's 2011 Star Libraries by Library Journal, and with more than 3.3 million visits each year, Santa Clara County Library is one of the

most-used public resources in the region. In addition, 2.8 million online visits were made to the Library's growing collection of digital materials and services.

The Santa Clara County Library District serves a population of 410,001 residents of unincorporated County neighborhoods and the cities of Campbell, Cupertino, Gilroy, Los Altos, Los Altos Hills, Milpitas, Monte Sereno, Morgan Hill and Saratoga. In 2011 the Library had 223,218 registered customers that borrowed 11 million items. The Library is a dependent special

district governed by a Joint Powers Authority (JPA) comprised of representatives of each of these nine cities and two representatives from the Board of Supervisors.

The Administrative Office of the Santa Clara County Library District, 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 District. Since 2003, the Cities of Saratoga, Cupertino, Morgan Hill and Milpitas have constructed new libraries. The City of Gilroy also opened a new 53,500 square foot library in April 2012; this will be the first LEED Certified library building in the District. The Reading Program, targeting adult literacy, is now housed in the new Gilroy Library.

Santa Clara County Library District extends the reach of library services to the homebound and underserved populations with its Bookmobile service, taking books,

DVDs, CDs and other materials to locations isolated by geography or other circumstances such as the rural South County, the mountains, nursing homes and migrant camps.

Library programs:

- Foster library use through programs, community outreach and other assistance;
- Provide a comprehensive collection of materials;
- Purchase, process, assess, maintain and augment print and non-print collections and services;
- Provide access to library materials through reference and reader advisory service;
- Provide technical support for computers, as well as planning and implementation for technological applications;
- Provide administration and business services for the community libraries, the Joint Powers Authority Board and a workforce of 390 employees.

## Current and Emerging Issues

### Declining Revenue

The most significant issue confronting the Library's fiscal standing is the decline in growth of property tax proceeds due to the loss of property values in several of the communities served, and the annexation of unincorporated parcels to cities outside the Library District. Overall, property tax proceeds are projected to increase at least 1.5% in FY 2013. This modest growth will allow the current level of service to be sustained. After the property tax roll closes on July 1, we will revisit our revenue assumptions.

Additionally, the State of California has eliminated all funding for public libraries. Since 1988 the State had provided financial support to encourage universal access to libraries for all Californians. Along with literacy funding and a basic per capita allocation, all State funding to support universal library access was eliminated in the "trigger cuts" enacted in FY 2012. Due to increased demand for service and State budget cuts, Santa Clara County Library District is no longer able to

provide free library service to those people who live outside the Library District, and began charging an annual fee for library cards for non-District residents.

### Increasing Demand for Service

The national trend is for increased use of public libraries, despite the proliferation of computers at home and at work, and increased access to the Internet. Santa Clara County Library District is also experiencing high usage with circulation of about 11 million in FY 2012. New library cards were issued to 21,412 District residents last year, bringing the total to 212,848 resident cardholders or 52% of the District population. In addition, 6,087 free non-District resident student library cards were issued, and 4,698 cards were sold to non-District 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.

The public is increasingly turning to our Library to borrow eBooks. In 2011, there were 39,776 eBook loans, a 206% increase from 2010 and a 1,363% increase from

2009. 32,543 Audio eBooks were borrowed in 2011, a 32% increase over the previous year and a 351% increase from 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
Library Administration	No	Not part of Mandate Study.		■
Campbell Library	No	Not part of Mandate Study.		■
Cupertino Library	No	Not part of Mandate Study.		■
Morgan Hill Library	No	Not part of Mandate Study.		■
Gilroy Library	No	Not part of Mandate Study.		■
Milpitas Library	No	Not part of Mandate Study.	Deletion of vacant position will have no impact on client services.	■
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

### Milpitas Library

**Delete 1.0 FTE Library Clerk II position:** This position will be vacant in June and the workload will be absorbed by existing staff.

**Service impact:** The deletion of this position will not impact the direct client service.

**Position Deleted: 1.0 FTE  
Ongoing Savings: \$74,364**

### Library Administration

**Allocate One-time Funding for the Purchase of Fixed Assets:** The following fixed asset requests will be funded with a transfer from the Technology Reserve:

#### FY 2013 Fixed Assets

Item	Amount
<b>Servers (2):</b> Periodic replacement or upgrade of computer servers is contemplated in the Technology Plan.	\$22,700
<b>Automated Materials handling Equipment:</b> The addition of the Woodland Library AMHS will complete the installation of this equipment in all library locations allowing for greater efficiency in quickly fulfilling patron hold requests.	\$55,600
<b>Uninterrupted Power Supply (UPS):</b> The current UPS for the main server room requires replacement due to its age. The new appliance will be installed in the server room of the new Administrative Office building.	\$90,000
<b>Total Fixed Assets</b>	<b>\$168,300</b>

**Total One-time Cost: \$168,300**

Fixed Asset will be funded with a transfer from the Technology Reserve

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

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
5556	Library Admin Fund 0025	\$ 16,563,392	\$ 15,204,698	\$ 15,484,990	\$ 15,653,290	\$ 448,592	3.0%
5559	Cupertino Library Fund 0025	3,273,862	3,321,085	3,414,752	3,414,752	93,667	2.8%
5560	Campbell Library Fund 0025	1,844,350	1,779,857	1,786,373	1,786,373	6,516	0.4%
5562	Los Altos Library Fund 0025	3,051,652	2,749,865	2,942,008	2,942,008	192,143	7.0%
5567	Saratoga Comm Library Fund 0025	2,129,198	2,034,059	2,019,076	2,019,076	(14,983)	-0.7%
5571	Milpitas Comm Library Fund 0025	3,461,596	3,241,356	2,812,398	2,738,034	(503,322)	-15.5%
5575	Alum Rock Library Fund 0025	143,457	—	—	—	—	—
5576	Morgan Hill Library Fund 0025	1,755,281	1,742,832	1,674,235	1,674,235	(68,597)	-3.9%
5577	Gilroy Library Fund 0025	1,531,270	1,684,913	1,755,436	1,755,436	70,523	4.2%
5585	Technical Svcs Fund 0025	3,704,505	7,070,169	4,534,962	4,534,962	(2,535,207)	-35.9%
5586	Literacy Program Fund 0025	411,244	493,167	266,855	266,855	(226,312)	-45.9%
	<b>Total Net Expenditures</b>	<b>\$ 37,869,808</b>	<b>\$ 39,322,001</b>	<b>\$ 36,691,085</b>	<b>\$ 36,785,021</b>	<b>\$ (2,536,980)</b>	<b>-6.5%</b>



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

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
5556	Library Admin Fund 0025	\$ 16,563,392	\$ 15,204,698	\$ 15,484,990	\$ 15,653,290	\$ 448,592	3.0%
5559	Cupertino Library Fund 0025	3,273,862	3,321,085	3,414,752	3,414,752	93,667	2.8%
5560	Campbell Library Fund 0025	1,844,350	1,779,857	1,786,373	1,786,373	6,516	0.4%
5562	Los Altos Library Fund 0025	3,051,652	2,749,865	2,942,008	2,942,008	192,143	7.0%
5567	Saratoga Comm Library Fund 0025	2,129,198	2,034,059	2,019,076	2,019,076	(14,983)	-0.7%
5571	Milpitas Comm Library Fund 0025	3,461,596	3,241,356	2,812,398	2,738,034	(503,322)	-15.5%
5575	Alum Rock Library Fund 0025	143,457	—	—	—	—	—
5576	Morgan Hill Library Fund 0025	1,755,281	1,742,832	1,674,235	1,674,235	(68,597)	-3.9%
5577	Gilroy Library Fund 0025	1,531,270	1,684,913	1,755,436	1,755,436	70,523	4.2%
5585	Technical Svcs Fund 0025	3,704,505	7,070,169	4,534,962	4,534,962	(2,535,207)	-35.9%
5586	Literacy Program Fund 0025	411,244	493,167	266,855	266,855	(226,312)	-45.9%
<b>Total Gross Expenditures</b>		<b>\$ 37,869,808</b>	<b>\$ 39,322,001</b>	<b>\$ 36,691,085</b>	<b>\$ 36,785,021</b>	<b>\$ (2,536,980)</b>	<b>-6.5%</b>

### County Library Headquarters — Budget Unit 610 Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 21,201,859	\$ 20,778,236	\$ 21,310,548	\$ 21,236,184	\$ 457,948	2.2%
Services And Supplies	10,615,988	13,889,381	11,097,206	11,097,206	(2,792,175)	-20.1%
Fixed Assets	6,051,960	371,053	—	168,300	(202,753)	-54.6%
Reserves	—	4,283,331	4,283,331	4,283,331	—	—
<b>Subtotal Expenditures</b>	<b>37,869,808</b>	<b>39,322,001</b>	<b>36,691,085</b>	<b>36,785,021</b>	<b>(2,536,980)</b>	<b>-6.5%</b>
<b>Total Net Expenditures</b>	<b>37,869,808</b>	<b>39,322,001</b>	<b>36,691,085</b>	<b>36,785,021</b>	<b>(2,536,980)</b>	<b>-6.5%</b>

### County Library Headquarters — Budget Unit 610 Revenues by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
5556	Library Admin Fund 0025	\$ 33,586,688	\$ 37,968,693	\$ 37,750,128	\$ 37,750,128	\$ (218,565)	-0.6%
5560	Campbell Library Fund 0025	71	—	—	—	—	—
5562	Los Altos Library Fund 0025	884	—	—	—	—	—
5567	Saratoga Comm Library Fund 0025	93	—	—	—	—	—
5571	Milpitas Comm Library Fund 0025	200	—	—	—	—	—
5585	Technical Svcs Fund 0025	116	—	—	—	—	—
5586	Literacy Program Fund 0025	228,410	274,700	274,700	274,700	—	—
<b>Total Revenues</b>		<b>\$ 33,816,460</b>	<b>\$ 38,243,393</b>	<b>\$ 38,024,828</b>	<b>\$ 38,024,828</b>	<b>\$ (218,565)</b>	<b>-0.6%</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 2012 Approved Budget	27.8	\$ 15,204,698	\$ 37,968,693
Board Approved Adjustments During FY 2012	—	502,560	(218,565)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	104,204	—
Internal Service Fund Adjustments	—	(278,590)	—
Other Required Adjustments	—	(47,882)	—
Subtotal (Current Level Budget)	27.8	\$ 15,484,990	\$ 37,750,128
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Allocate One-time Funding for Fixed Asset and Vehicle Purchases	—	168,300	—
Appropriate one-time funding for the purchase of:			
◆ Automated materials handling equipment, will complete the installation of this equipment in all library locations allowing for greater efficiency in quickly fulfilling patron hold requests - \$55,600			
◆ Computer Servers, periodic replacement or upgrade - \$22,700			
◆ Uninterrupted Power Supply (UPS) for the main server room requires replacement due to its age. The appliance will be installed in the server room of the new Administrative Office building. - \$90,000.			
Subtotal (Recommended Changes)	—	\$ 168,300	\$ —
<b>Total Recommendation</b>	27.8	\$ 15,653,290	\$ 37,750,128

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

	Positions	Appropriations	Revenues
<b>County Library Fund (Fund Number 0025)</b>			
FY 2012 Approved Budget	29.5	\$ 3,321,085	\$ —
Board Approved Adjustments During FY 2012	-0.5	(11,538)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-0.5	240,757	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	0.5	(135,552)	—
Subtotal (Current Level Budget)	29.0	\$ 3,414,752	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	29.0	\$ 3,414,752	\$ —



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

	Positions	Appropriations	Revenues
<b>County Library Fund (Fund Number 0025)</b>			
FY 2012 Approved Budget	16.0	\$ 1,779,857	\$ —
Board Approved Adjustments During FY 2012	—	(22,718)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	61,156	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(31,922)	—
Subtotal (Current Level Budget)	16.0	\$ 1,786,373	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	16.0	\$ 1,786,373	\$ —

### 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 2012 Approved Budget	26.0	\$ 2,749,865	\$ —
Board Approved Adjustments During FY 2012	—	69,692	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	0.5	111,433	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	11,018	—
Subtotal (Current Level Budget)	26.5	\$ 2,942,008	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	26.5	\$ 2,942,008	\$ —

### 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 2012 Approved Budget	17.5	\$ 2,034,059	\$ —
Board Approved Adjustments During FY 2012	—	(47,296)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	73,687	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(41,374)	—
Subtotal (Current Level Budget)	17.5	\$ 2,019,076	\$ —



### Saratoga Comm Library Fund 0025 — Cost Center 5567 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	17.5	\$ 2,019,076	\$ —

### 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 2012 Approved Budget	28.5	\$ 3,241,356	\$ —
Board Approved Adjustments During FY 2012	-2.0	(494,471)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(222,523)	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	288,036	—
Subtotal (Current Level Budget)	26.5	\$ 2,812,398	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Delete one 1.0 FTE position.	-1.0	(74,364)	—
◆ Delete one 1.0 FTE Senior Library Clerk.			
Subtotal (Recommended Changes)	-1.0	\$ (74,364)	\$ —
<b>Total Recommendation</b>	25.5	\$ 2,738,034	\$ —

### 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 2012 Approved Budget	14.0	\$ 1,742,832	\$ —
Board Approved Adjustments During FY 2012	0.5	(59,052)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	71,320	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	-0.5	(80,865)	—
Subtotal (Current Level Budget)	14.0	\$ 1,674,235	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	14.0	\$ 1,674,235	\$ —



### Gilroy Library Fund 0025 — Cost Center 5577

#### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>County Library Fund (Fund Number 0025)</b>			
FY 2012 Approved Budget	14.5	\$ 1,684,913	\$ —
Board Approved Adjustments During FY 2012	—	58,391	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	56,963	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(44,831)	—
Subtotal (Current Level Budget)	14.5	\$ 1,755,436	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	14.5	\$ 1,755,436	\$ —

### Technical Svcs Fund 0025 — Cost Center 5585

#### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>County Library Fund (Fund Number 0025)</b>			
FY 2012 Approved Budget	25.5	\$ 7,070,169	\$ —
Board Approved Adjustments During FY 2012	—	(2,613,915)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	40,287	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	38,421	—
Subtotal (Current Level Budget)	25.5	\$ 4,534,962	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	25.5	\$ 4,534,962	\$ —

### Literacy Program Fund 0025 — Cost Center 5586

#### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>County Library Fund (Fund Number 0025)</b>			
FY 2012 Approved Budget	2.5	\$ 493,167	\$ 274,700
Board Approved Adjustments During FY 2012	—	(250,666)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	35,222	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(10,868)	—
Subtotal (Current Level Budget)	2.5	\$ 266,855	\$ 274,700

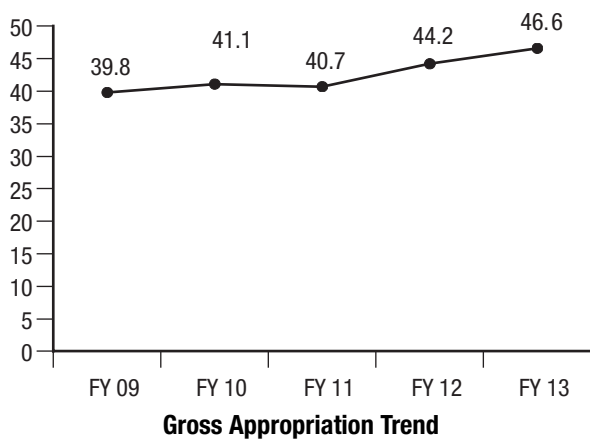
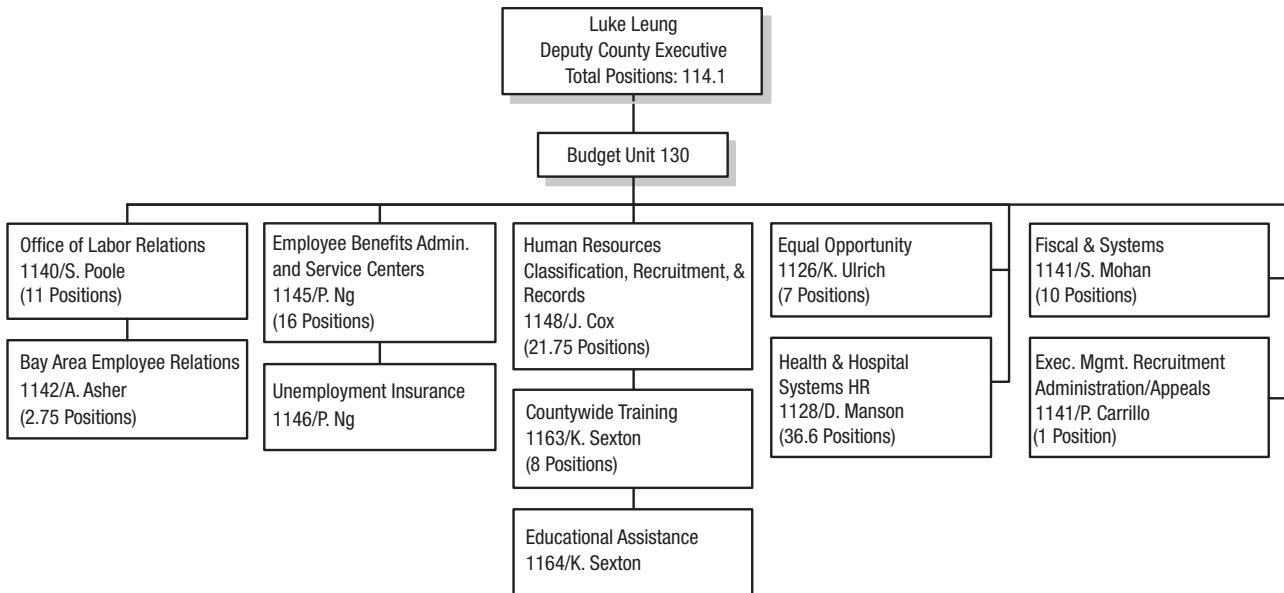


**Literacy Program Fund 0025 — Cost Center 5586**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	2.5	\$ 266,855	\$ 274,700



# Human Resources, Labor Relations, and Equal Opportunity & Employee Development



The Staffing Trend chart does not reflect 1 new position that is recommended for the Department, as a new job classification is required. The recommended funding to support this new position is included in the Gross Appropriation Trend Chart.





## 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



Section 1: Finance and Government



## Description of Major Services

### Human Resources

Human Resources provides a full range of comprehensive human resources services to enable the County to continue to attract and retain a merit-based, high-quality, diverse workforce necessary to meet the needs of the County of Santa Clara.

Human Resources ensures that positions are filled in a timely manner by employing a variety of methods to recruit quality candidates. This division conducts validated examinations and other personnel assessment processes in order to establish eligible lists for hiring. Responsibilities of the division also include processing layoffs when filled positions are deleted, pre-employment background checks, and maintenance of the County-wide position classification plan by conducting classification and reallocation studies, and reviewing position add/delete requests. Human Resources, in collaboration with Center for Leadership and Transformation work teams, has been charged with improving various processes and aspects of Human Resources. The teams will work to streamline the recruitment process by the reduction in number of forms necessary to fill positions, the review and update of 350 job specifications to ensure that the employment standards and tasks meet the work needs of the County, and development of training materials that will be helpful for hiring managers to understand the various rules and practices of Human Resources

Special Personnel Programs, located within Human Resources, provides services ranging from Vacation Donation to intervention and assistance to survivors of employees.

### Employee Benefits

The Employee Benefits Division administers and coordinates a full range of benefit programs, from initial hire through retirement for employees, retirees and their families. Programs include health, dental, vision, and optional insurance programs. The Division analyzes employee benefit enrollment trends, and provides information and training to employees and retirees in order to maximize their usage of benefits. It is also responsible for negotiating premium rates and contracts with all benefit plan providers.

Other programs that the division administers are Unemployment Insurance Benefits, the Deferred Compensation Plan, the Supplemental Benefit Plan, and the ECO Pass Program. The Division also coordinates and provides direction, support, and training for employee service centers throughout the County organization, as well as serving as the employee service center to departments and agencies located at 70 West Hedding and at other nearby facilities.

### Employee Development and Training

Employee Development provides professional development courses and certificate programs for all employees to increase effective communications, supervision, computer skills, career development, work effectiveness, and leadership throughout the County. Employee Development also serves as a resource to departments for off-sites and classes tailored to specific needs.

Employee Development administers the education reimbursement programs negotiated in the bargaining unit contracts. The programs pay out over \$1,000,000 each year to employees attending professional events, continuing their education or paying for required professional licenses.

Employee Development also provides new employee orientation, new supervisor orientation, accelerated degree programs, retirement information workshops in addition to professional development courses for all employees, performance management courses, and computer courses.

### Labor Relations

The Office of Labor Relations is responsible for the collective bargaining process between the County and 24 bargaining units representing approximately 15,000 employees. This includes researching, developing and presenting proposals on wages, hours and terms and conditions of employment pursuant to Government Code 3500 et seq. It is also responsible for representation issues with two additional bargaining units representing approximately 255 Santa Clara County Fire District employees and 16,910 In-Home Supportive Services (IHSS) Independent Providers. During FY 2013, negotiations with 17 bargaining units will occur as well as negotiations for an additional six bargaining units occurring later in calendar year 2013.



Labor Relations is also responsible for negotiating, on behalf of the County, departmental and alternate hours agreements. Further, Labor Relations assists Human Resources in implementing the layoff processes to assure the County is in compliance with the provisions of the various Memoranda of Agreement/Understanding.

Labor Relations adjudicates grievances at the lower steps and represents the County at arbitrations and represents the County before the Personnel Board in employee appeals of suspensions, demotions, probationary releases. Labor Relations assists County Counsel in appeals of permanent dismissals before the Personnel Board and in arbitration.

Labor Relations is responsible for providing dispute resolution between labor organizations and managers and employees and managers.

Labor Relations is responsible for allocating new classifications to bargaining units and designating FLSA status for County positions. Labor Relations is also responsible for overseeing compliance with state and federal labor laws. The Office administers the progressive disciplinary process in the County by providing appropriate training and assistance to County's supervisors and managers. The Office also monitors the implementation of extra help usage as well as performance appraisals.

### **Bay Area Employee Relations Service**

Bay Area Employee Relations Service (BAERS) provides advisory and consultation services to 35 member public agencies under a joint powers agreement (JPA). BAERS maintains the membership website, develops enhancements and special reports. The division is responsible for analyzing and updating classification and compensation data for 64 agencies, 5,800 classes organized in 206 comparison categories and 325 bargaining units. BAERS provides classification, compensation, benefit and contract information to member agencies, and conducts total compensation surveys and classification studies for JPA members and nonmembers.

### **Equal Opportunity**

The Equal Opportunity Division is responsible for providing County-wide leadership in advancing the goals of equal opportunity, equal access and workplace diversity. This division provides training on the

prevention of discrimination and harassment, including sexual harassment, as well as training on the County's reasonable accommodation policy and on effectively working with a diverse workforce. The division proposes and implements County policies, guidelines and procedures to comply with Federal and State civil rights laws and regulations.

The Equal Opportunity Division administers a discrimination/harassment complaint process for employees, applicants for employment, and customers or vendors of County services, and investigates internal and external complaints of discrimination and harassment regarding civil rights. The division also develops the County's Equal Employment Opportunity Plan and helps coordinate outreach to disadvantaged businesses to enhance participation in County contracting opportunities.

### **Executive Recruitment Services**

Executive Recruitment Services conducts and facilitates a myriad of administrative projects and analyses, and collects and presents data on county-wide ESA (Employee Services Agency) issues. The unit conducts comprehensive executive recruitments and placements; classification studies and benefit/compensation surveys; facilitates transitional assistance (i.e. temporary housing) to newly appointed Executive Leaders; and prepares the annual Executive Management Ordinance.

### **Health and Human Services - Human Resources (HHS-HR)**

Human Resources provides a full range of comprehensive human resources services to enable the Health and Hospital System units and departments to continue to attract and retain a highly technically skilled quality and diverse workforce necessary to meet the needs of the County of Santa Clara. HHS-HR is the service center for the 7,500 HHS employees. Major areas include recruitment, reclassification, reasonable accommodation, and employee support.

## Current and Emerging Issues

### Labor Relations

In FY 2013, Labor Relations will be conducting contract negotiations with five labor organizations that are expected to yield \$15 million in concessions. In addition, during the latter part of FY 2013 we will be fully engaged in labor negotiations with 23 other bargaining units with contracts that expire in June 2013 and early FY 2014. A key focus of the negotiations will be the need to redesign our current health benefit plans in order to contain as well as reduce costs and mitigate long-term unfunded liability obligations in our Other Post Employment Benefits (OPEB) program.

### Implementation of the Learning Management System (LMS)

The Agency's Employee Development Department, in conjunction with the Information Services Department, is leading the expansion of Learning Management System (LMS) software into a county-wide system which will create training records for all employees, an online course registration system, and on-demand training courses. Called sccLearn, this is a new service delivery area for ESA. In FY 2013, we expect to have fully implemented the learning management system, which is the engine for the County's e-learning activities. This involves creating our own e-learning

content modules within a short time frame and ensuring that appropriate technology and staffing are in place.

### Increased Retiree Population Served by ESA

Currently, there are 9,000 retirees in the County system, most of whom are receiving post employment benefits from the County. This is a 55% increase from nine years ago. As a result, there has been a significant increase in workload pertaining to retirees, particularly in the area of administering retiree medical benefits.

### Workforce Transition

As the current workforce ages, with the retirement of the baby boomers, many experienced employees will be taking with them a substantial level of institutional knowledge. The County faces the challenge of both short-term and long-term workforce planning, analyzing the most critical areas of need and developing strategies to mitigate the departure of long-term employees. We must also continue to encourage the younger generations to consider careers in the public sector, and train and prepare the current workforce for more responsible supervisory and leadership positions within the organization.

## 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		■
ESA Human Resources Operations	Yes	Mandated		■
Health & Hospital Systems - Human Resources	Yes	Mandated	Additional staff will provide better service in the Health and Hospital System and will reduce the County's overall liability.	▲
Intergovernmental Relations	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
Administration/Support	Yes	Required	Eliminating the position will not impact the level of service within the Agency.	■
Employee Benefits	Yes	Non-Mandated	Adding positions will provide better service to employees and retirees.	▲
Labor Relations	Yes	Mandated	Adding a position will improve labor relations and assist in upcoming contract negotiations.	▲
Equal Opportunity - Plan and Programs	Yes	Mandated		■
Employee Development	Yes	Non-Mandated	Adding a position and purchasing software will improve the roll-out of the new e-learning program. Training for Executive Leaders will enhance the County's work towards its mission, values, and vision.	▲
Unemployment Insurance	Yes	Mandated		■

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

## County Executive's Recommendation:

### ▲ Labor Relations

**Add One Principal Labor Relations Representative/ Labor Relations Representative Position:** In FY 2013, the Labor Relations staff will be responsible for preparing and conducting contract negotiations with all labor organizations, including SEIU 521 Master and six unit agreements and CEMA, which expire on the first day of FY 2014. It is critical to have adequate staff and supervision in order to provide thoughtful, well-coordinated and strategic plans consistent with the County's goals for FY 2013 and FY 2014.

**Service Impact:** Adding a Principal Labor Relations Representative / Labor Relations Representative will serve two important purposes: to enhance follow up, training and support for Labor Relations staff, and to have additional resources to work on the more complex cases. During most of FY 2012, the department had to suspend training departmental managers and staff because of the labor negotiations, resulting in some departments engaging in inconsistent and erroneous practices and interpretations. Additionally, the existing backlog on grievances and disciplines is unlikely to be resolved without additional staff. Adding this position

effective October 1, 2012 will provide an adequate timeframe for the new employee to be trained and prepared for the upcoming contract negotiations.

**Positions Added: 1.0 FTE**  
**Total Cost: \$118,584**

### ▲ Health and Hospital System-Human Resources

**Add One Office Specialist III for HHS-HR:** This position will staff the HHS-HR reception desk of the Santa Clara Valley Health and Hospital System. A vacant OS III position assigned to the reception area was deleted in April 2011 to offset the augmentation of the Alvarez and Marsal contract. Since then, clerical staff in float codes have been assigned to this function, and adequate service has not been available to answer questions and address issues brought to the HHS-HR front desk by hospital staff.

**Service Impact:** Adding this position will utilize staff continuity to better respond to questions and address issues raised by hospital employees regarding human resources.

**Positions Added: 1.0 FTE**  
**Total Cost: \$64,608**



**Add Three Equal Opportunity Officers at HHS-HR:** ESA would like to establish an Equal Opportunity unit for the Santa Clara Valley Health and Hospital System (SCVHHS), staffed with three Equal Opportunity officers. SCVHHS previously had an Equal Opportunity unit, but those positions were cut to meet past budget reduction targets. These positions will be assigned to HHS-HR to handle and investigate discrimination complaints, thereby reducing potential liability for the County. At present, there is a large backlog of discrimination complaints which must be resolved or settled.

**Service Impact:** The addition of these employees to HHS-HR will allow the Health and Hospital System to handle and investigate discrimination complaints, thereby reducing potential liability for the County. The Equal Opportunity officers will also provide ongoing training to departmental staff and managers.

**Positions Added: 3.0 FTE**  
**Total Cost: \$343,116**

## ▲ Employee Benefits

**Add Three Human Resources Assistants for Benefits:** Two Human Resources Assistants are needed to address the growth in the retiree population and resulting workload increase. Today, there are almost 9,000 retirees, which is an increase of 55% since 2003. Significant staff resources are spent annually to enroll retiring employees into retiree medical plan coverage, and to set up appropriate billing and collection mechanisms through Department of Revenue. The majority of phone calls they receive are from retirees with questions about premium rate changes, open enrollment changes and other issues. Additionally, ESA estimates that the County is losing upwards of \$600,000 because they are unable to properly follow up with retirees to get them enrolled in Medicare Part B.

One additional Human Resources Assistant is needed to process the leave adjustments for active employees. This is a complicated process, involving a careful review of each individual affected employee on a case by case basis to determine their benefits, leave dates, and payments. Currently there is only one full time employee dedicated to this function, which involves an ongoing complex workload that requires someone who

has a complete understanding of the benefit plan and premiums, and the different employee group contract requirements in order to process these adjustments.

**Service Impact:** The addition of these positions will allow the department to better serve the County's retirees while also saving an estimated \$600,000 if the retirees are able to be properly enrolled in Medicare Part B. The addition of the position to process leave adjustments will provide better service to employees who are often already very stressed due to their medical and/or personal situation that has put them on unpaid leave.

**Positions Added: 3.0 FTE**  
**Total Cost: \$202,464**

## ■ Administration/Support

**Delete One Information Systems Analyst:** Deleting this last Information Systems (IS) position in ESA is consistent with the department's strategy to transfer all information technology responsibilities to the County's Information Services Department (ISD) in order to consolidate services. The responsibilities of three other IS Manager positions were transferred to ISD in the FY 2012 budget. ESA retained one position in FY 2012 to ease the transition from ESA to ISD in terms of knowledge transfer. That process is now complete. The position is filled.

**Service Impact:** The deletion of this position will allow ESA to achieve cost savings realized by their ongoing collaboration with the Information Services Department to provide the same services at a reduced cost to the County.

**Positions Deleted: 1.0 FTE**  
**Total Savings: \$141,216**

## ▲ Employee Development

**Augment Resources in Employee Development:** A position is recommended for a variety of training administration and coordination functions as a result of implementing the e-learning program. These include designing course planning development and website content, vendor management, LMS support, coordination of the newly conceived executive development program, the tuition reimbursement automation project and managing the off-site training



sites. The specific classification of this position is not determined at this time. The position cost is at the level of a Training & Staff Development Specialist.

**Service Impact:** This position will allow Employee Development staff to better roll out the new e-learning program and to coordinate the executive development program along with special projects such as the tuition reimbursement automation project and setting up South County and VMC training sites.

**Total Cost: \$121,000**

**Purchase E-Learning Software:** In order to get full utilization of the new e-learning program, the program needs to purchase content modules, user licenses, e-learning software and recording equipment to create their own e-learning modules.

**Service Impact:** Failure to augment in this area will prevent the full functionality of the e-learning module.

**Ongoing Cost: \$20,000**

**One-time Cost: \$5,000**

**Fund Executive Development Coursework:** In conjunction with an increased emphasis on the County's Mission, Values, and Vision, the Office of the County Executive and the Employee Services Agency's Employee Development Division are partnering on the provision of facilitated training for Executive Leaders. The first phase of the training will allow Executive Leaders to work together in a cross-boundary fashion to establish methods to operationalize the seven elements of the County Executive's vision. From June 2012 through September 2012, teams of Executive Leaders will participate in groups of 10 - 12 to refresh skills in the following topics:

- Organizational assessment (systems thinking and problem solving)
- Inquiry and engagement
- Surfacing mental models

Once each group has had the refresher course, they will work in groups over the course of 3 sessions to consider how the two vision elements that are outcome related, Customer Focus and Reduce Cost of Service, can be woven in to the other five elements: Performance Measurement and Results, Empower and Engage

Employees, Use of Latent Talent and Resources, Consolidate Where Necessary, and Build Bench Strength.

Two group of 10 - 12 Executive Leaders will each focus on one of the vision elements, and all of the groups will come together for a comprehensive session in October 2012.

The second phase of the training will be for a subset of Executive Leaders to take a course focused on linking strategic plans and operational goals to measurable outcomes. The desired outcome is an effective, relevant training package that will improve County Executive Leaders' strategy and evaluation skills. Executive Leaders will learn how to conduct powerful need-finding activities to verify customer needs, link with the Phase I work on the County vision, ensure goals are related to an impact in the community, and set a strategy for reaching the goals and evaluate their effectiveness.

**One-time Cost: \$75,000**

## Human Resources, LR, and EOED — Budget Unit 130

### Net Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1128	Health & Hospital Systems - HR Fund 0001	\$ —	\$ 3,396,079	\$ 3,661,767	\$ 4,069,491	\$ 673,412	19.8%
1145	Employee Benefit Services Fund 0001	2,321,963	2,409,933	3,624,794	3,827,258	1,417,325	58.8%
1146	Unemployment Insurance Fund 0076	3,697,686	3,686,945	3,699,259	3,699,259	12,314	0.3%
1163	Employee Dev Fund 0001	986,518	927,011	874,688	1,095,688	168,677	18.2%
1140	Office Of Labor Relations Fund 0001	1,331,590	906,246	1,051,369	1,169,953	263,707	29.1%
1148	Human Resources Fund 0001	4,162,666	3,394,686	3,486,672	3,486,672	91,986	2.7%
1141	Agency Admin, Fiscal & Sys Fund 0001	908,840	174,887	437,132	295,916	121,029	69.2%
1164	Educational Asst Prog Fund 0001	1,157,345	1,064,912	1,064,912	1,064,912	—	—
1142	Bay Area Employee Relations Serv Fund 0001	380,488	338,907	351,264	351,264	12,357	3.6%
1126	Equal Opportunity Fund 0001	1,066,836	775,159	794,999	794,999	19,840	2.6%
1127	Life Ins Prog Fund 0280	92,425	1,184,056	1,221,620	1,221,620	37,564	3.2%
1129	Delta Dental Ins Prog Fund 0282	20,306,204	21,215,245	21,325,000	21,325,000	109,755	0.5%
<b>Total Net Expenditures</b>		<b>\$ 36,412,561</b>	<b>\$ 39,474,066</b>	<b>\$ 41,593,476</b>	<b>\$ 42,402,032</b>	<b>\$ 2,927,966</b>	<b>7.4%</b>

## Human Resources, LR, and EOED — Budget Unit 130

### Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1128	Health & Hospital Systems - HR Fund 0001	\$ —	\$ 3,396,079	\$ 3,661,767	\$ 4,069,491	\$ 673,412	19.8%
1145	Employee Benefit Services Fund 0001	4,479,391	4,421,575	5,459,654	5,662,118	1,240,543	28.1%
1146	Unemployment Insurance Fund 0076	3,697,686	3,686,945	3,699,259	3,699,259	12,314	0.3%
1163	Employee Dev Fund 0001	1,233,318	1,122,011	1,069,688	1,290,688	168,677	15.0%
1140	Office Of Labor Relations Fund 0001	1,755,340	1,469,786	1,482,971	1,601,555	131,769	9.0%
1148	Human Resources Fund 0001	4,450,176	3,711,779	3,881,442	3,881,442	169,663	4.6%
1141	Agency Admin, Fiscal & Sys Fund 0001	2,470,223	1,666,172	1,699,025	1,557,809	(108,363)	-6.5%
1164	Educational Asst Prog Fund 0001	1,157,381	1,064,912	1,064,912	1,064,912	—	—
1142	Bay Area Employee Relations Serv Fund 0001	380,488	338,907	351,264	351,264	12,357	3.6%
1126	Equal Opportunity Fund 0001	1,183,543	909,056	923,621	923,621	14,565	1.6%
1127	Life Ins Prog Fund 0280	92,425	1,184,056	1,221,620	1,221,620	37,564	3.2%
1129	Delta Dental Ins Prog Fund 0282	20,306,204	21,215,245	21,325,000	21,325,000	109,755	0.5%
<b>Total Gross Expenditures</b>		<b>\$ 41,206,174</b>	<b>\$ 44,186,523</b>	<b>\$ 45,840,223</b>	<b>\$ 46,648,779</b>	<b>\$ 2,462,256</b>	<b>5.6%</b>





## Human Resources, LR, and EOED — Budget Unit 130

### Expenditures by Object

Object	FY 2011	FY 2012	FY 2013	FY 2013	Amount Chg	% Chg From
	Actuals	Approved	Base Budget	Recommended	From FY 2012 Approved	FY 2012 Approved
Salaries And Employee Benefits	\$ 10,527,273	\$ 12,019,857	\$ 12,203,873	\$ 12,912,429	\$ 892,572	7.4%
Services And Supplies	28,565,563	30,035,676	30,405,000	30,505,000	469,324	1.6%
Other Charges	3,037	30,990	31,350	31,350	360	1.2%
Fixed Assets	10,301	—	—	—	—	—
Operating/Equity Transfers	2,100,000	—	—	—	—	—
Reserves	—	2,100,000	3,200,000	3,200,000	1,100,000	52.4%
<b>Subtotal Expenditures</b>	<b>41,206,174</b>	<b>44,186,523</b>	<b>45,840,223</b>	<b>46,648,779</b>	<b>2,462,256</b>	<b>5.6%</b>
Expenditure Transfers	(4,793,613)	(4,712,457)	(4,246,747)	(4,246,747)	465,710	-9.9%
<b>Total Net Expenditures</b>	<b>36,412,561</b>	<b>39,474,066</b>	<b>41,593,476</b>	<b>42,402,032</b>	<b>2,927,966</b>	<b>7.4%</b>

## Human Resources, LR, and EOED — Budget Unit 130

### Revenues by Cost Center

CC	Cost Center Name	FY 2011	FY 2012	FY 2013	FY 2013	Amount Chg	% Chg From
		Actuals	Approved	Base Budget	Recommended	From FY 2012 Approved	FY 2012 Approved
1145	Employee Benefit Services Fund 0001	282,208	154,732	185,797	185,797	31,065	20.1%
1146	Unemployment Insurance Fund 0076	2,772,336	1,931,072	3,614,466	3,614,466	1,683,394	87.2%
1163	Employee Dev Fund 0001	500	—	—	—	—	—
1148	Human Resources Fund 0001	303	—	—	—	—	—
1141	Agency Admin, Fiscal & Sys Fund 0001	1,527,346	1,601,294	1,601,294	1,601,294	—	—
1164	Educational Asst Prog Fund 0001	333	—	—	—	—	—
1142	Bay Area Employee Relations Serv Fund 0001	340,454	324,261	309,678	309,678	(14,583)	-4.5%
1127	Life Ins Prog Fund 0280	1,178,228	1,099,711	1,060,469	1,060,469	(39,242)	-3.6%
1129	Delta Dental Ins Prog Fund 0282	20,966,757	21,186,974	20,787,005	20,787,005	(399,969)	-1.9%
	<b>Total Revenues</b>	<b>\$ 27,068,464</b>	<b>\$ 26,298,044</b>	<b>\$ 27,558,709</b>	<b>\$ 27,558,709</b>	<b>\$ 1,260,665</b>	<b>4.8%</b>

## Health & Hospital Systems - HR Fund 0001 — Cost Center 1128

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	31.6	\$ 3,396,079	\$ —
Board Approved Adjustments During FY 2012	—	(73,487)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	1.0	116,081	—
Internal Service Fund Adjustments	—	149,607	—
Other Required Adjustments	—	73,487	—
Subtotal (Current Level Budget)	32.6	\$ 3,661,767	\$ —
<b>Recommended Changes for FY 2013</b>			



## Health & Hospital Systems - HR Fund 0001 — Cost Center 1128

### Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments			
Decision Packages			
1. Adjust Resources for HHS Human Resources	4.0	407,724	—
◆ Add 1.0 FTE Office Specialist III position for a cost of \$64,608			
◆ Add 3.0 FTE Equal Opportunity Officer positions for a total cost of \$343,116			
Subtotal (Recommended Changes)	4.0	\$ 407,724	\$ —
<b>Total Recommendation</b>	<b>36.6</b>	<b>\$ 4,069,491</b>	<b>\$ —</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 2012 Approved Budget	13.0	\$ 2,409,933	\$ 154,732
Board Approved Adjustments During FY 2012	—	1,260,157	31,065
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(8,728)	—
Internal Service Fund Adjustments	—	(71,568)	—
Other Required Adjustments	—	35,000	—
Subtotal (Current Level Budget)	13.0	\$ 3,624,794	\$ 185,797
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Adjust Resources for Benefits Division	3.0	202,464	—
◆ Add 3.0 FTE Human Resource Assistant I positions for a total cost of \$202,464			
Subtotal (Recommended Changes)	3.0	\$ 202,464	\$ —
<b>Total Recommendation</b>	<b>16.0</b>	<b>\$ 3,827,258</b>	<b>\$ 185,797</b>

## Unemployment Insurance Fund 0076 — Cost Center 1146

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Unemployment Insurance ISF (Fund Number 0076)</b>			
FY 2012 Approved Budget	—	\$ 3,686,945	\$ 1,931,072
Board Approved Adjustments During FY 2012	—	—	1,683,394
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	12,314	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 3,699,259	\$ 3,614,466
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>—</b>	<b>\$ 3,699,259</b>	<b>\$ 3,614,466</b>



## Employee Dev Fund 0001 — Cost Center 1163

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	7.8	\$ 927,011	\$ —
Board Approved Adjustments During FY 2012	—	13,347	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-0.8	(36,824)	—
Internal Service Fund Adjustments	—	(2,731)	—
Other Required Adjustments	—	(26,115)	—
Subtotal (Current Level Budget)	7.0	\$ 874,688	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. One-time Funds for Executive Leadership Training	—	75,000	—
The County Executive's Office and ESA are planning to provide facilitated training for Executive Leaders. The total one-time cost is \$75,000.			
2. Adjust Resources for Employee Development	—	146,000	—
◆ Increase \$20,000 in ongoing funding and \$5,000 in one-time funding for e-learning softwares			
◆ Increase \$121,000 in funding for position to be created as a result of implementing the e-learning program			
Subtotal (Recommended Changes)	—	\$ 221,000	\$ —
<b>Total Recommendation</b>	<b>7.0</b>	<b>\$ 1,095,688</b>	<b>\$ —</b>

## Office Of Labor Relations Fund 0001 — Cost Center 1140

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	10.0	\$ 906,246	\$ —
Board Approved Adjustments During FY 2012	—	(15,808)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	12,323	—
Internal Service Fund Adjustments	—	132,800	—
Other Required Adjustments	—	15,808	—
Subtotal (Current Level Budget)	10.0	\$ 1,051,369	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Adjust Resources for Labor Relations	1.0	118,584	—
◆ Add 1.0 FTE Principal Labor Relations Representative alternately staffed Labor Relations Representative effective October 1, 2012			
Subtotal (Recommended Changes)	1.0	\$ 118,584	\$ —
<b>Total Recommendation</b>	<b>11.0</b>	<b>\$ 1,169,953</b>	<b>\$ —</b>



### Human Resources Fund 0001 — Cost Center 1148 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	22.0	\$ 3,394,686	\$ —
Board Approved Adjustments During FY 2012	—	26,639	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-0.3	(57,776)	—
Internal Service Fund Adjustments	—	49,762	—
Other Required Adjustments	—	73,361	—
Subtotal (Current Level Budget)	21.8	\$ 3,486,672	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	21.8	\$ 3,486,672	\$ —

### 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 2012 Approved Budget	12.0	\$ 174,887	\$ 1,601,294
Board Approved Adjustments During FY 2012	—	35,014	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	26,982	—
Internal Service Fund Adjustments	—	231,311	—
Other Required Adjustments	—	(31,062)	—
Subtotal (Current Level Budget)	12.0	\$ 437,132	\$ 1,601,294
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Adjust Resources for Information Services	-1.0	(141,216)	—
◆ Delete 1.0 FTE Information Services Analyst position for a savings of \$141,216			
Subtotal (Recommended Changes)	-1.0	\$ (141,216)	\$ —
<b>Total Recommendation</b>	11.0	\$ 295,916	\$ 1,601,294

### Educational Asst Prog Fund 0001 — Cost Center 1164 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	—	\$ 1,064,912	\$ —
Board Approved Adjustments During FY 2012	—	—	—
<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 2013</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 2012 Approved Budget	2.8	\$ 338,907	\$ 324,261
Board Approved Adjustments During FY 2012	—	3,231	(14,583)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	14,390	—
Internal Service Fund Adjustments	—	(2,033)	—
Other Required Adjustments	—	(3,231)	—
Subtotal (Current Level Budget)	2.8	\$ 351,264	\$ 309,678
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	2.8	\$ 351,264	\$ 309,678

**Equal Opportunity Fund 0001 — Cost Center 1126**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	7.0	\$ 775,159	\$ —
Board Approved Adjustments During FY 2012	—	5,351	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	13,616	—
Internal Service Fund Adjustments	—	6,224	—
Other Required Adjustments	—	(5,351)	—
Subtotal (Current Level Budget)	7.0	\$ 794,999	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	7.0	\$ 794,999	\$ —



### Life Ins Prog Fund 0280 — Cost Center 1127 Major Changes to the Budget

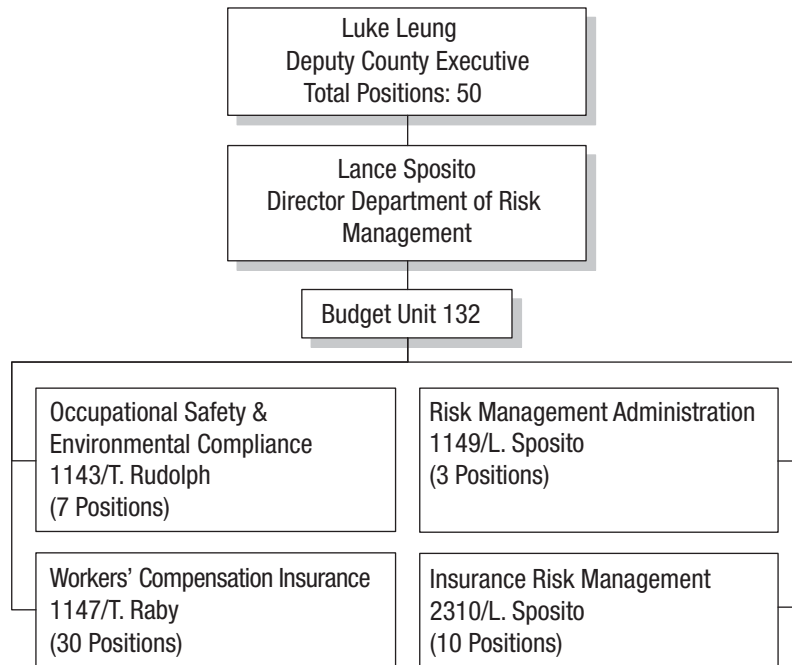
	Positions	Appropriations	Revenues
<b>County Basic Life Insurance Plan ISF (Fund Number 0280)</b>			
FY 2012 Approved Budget	—	\$ 1,184,056	\$ 1,099,711
Board Approved Adjustments During FY 2012	—	10,543	(39,242)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	27,021	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 1,221,620	\$ 1,060,469
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 1,221,620	\$ 1,060,469

### Delta Dental Ins Prog Fund 0282 — Cost Center 1129 Major Changes to the Budget

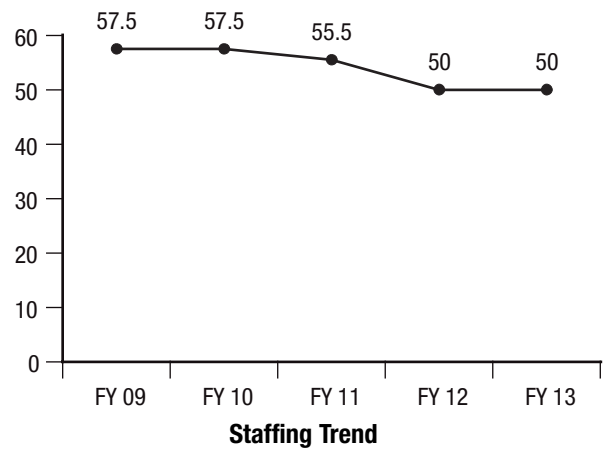
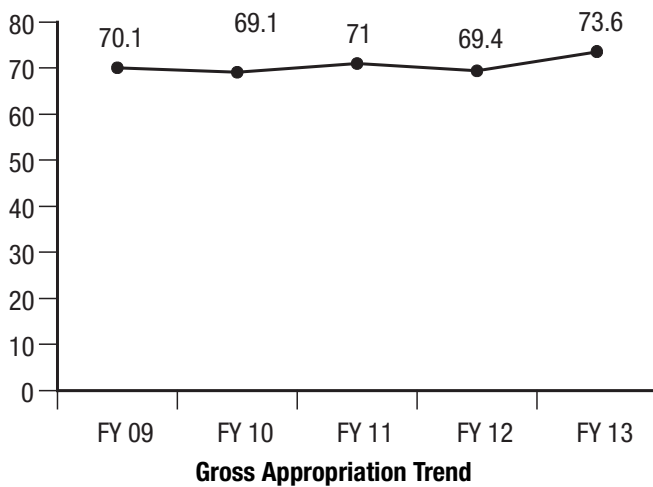
	Positions	Appropriations	Revenues
<b>Delta Dental ISF (Fund Number 0282)</b>			
FY 2012 Approved Budget	—	\$ 21,215,245	\$ 21,186,974
Board Approved Adjustments During FY 2012	—	106,837	(399,969)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	2,918	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 21,325,000	\$ 20,787,005
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 21,325,000	\$ 20,787,005



# 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 insurance costs.





## Description of Major Services

Risk Management evaluates significant Countywide risks, hazards and exposures; develops and implements risk management methodologies; and provides advice on strategies to mitigate unanticipated financial losses.

### Workers' Compensation

The County meets its State mandate for workers' compensation services by maintaining a self-administered workers' compensation program. The program administers claims for County and Santa Clara County Fire District employees injured in the course of their employment. Major services include:

- Provide accurate and timely benefits to workers injured in the course and scope of their employment.
- Provide supervisory training and claims status updates for County departments.
- Monitor and facilitate the County's Medical Management Program.
- Coordinate job placements for County employees who have suffered occupational injuries that temporarily limit their ability to perform their regular jobs.

### Insurance

The Insurance Division prevents, eliminates or transfers the County's risk whenever possible through the following services:

- Field investigation of accidents.
- Loss prevention services, including risk assessments, loss history trend analysis, site inspections, Emergency Response Team training, and Defensive Driver Training.

- Management of general, auto and medical malpractice liability claims, property claims against the County, and the Valley Medical Center Subrogation Program.
- Risk financing through self-insurance and commercial insurance programs.
- Pursue recovery of County costs through third-party subrogation activities.
- Contract insurance compliance by establishing and maintaining standard insurance requirements for most County contracts.

### Occupational Safety and Environmental Compliance

The Office of Safety and Environmental Compliance assures that all County operations comply with applicable environmental health and safety laws. Major services include:

- Employee health, safety, and environmental oversight and compliance support.
- Facility inspection and auditing.
- Maintenance of Countywide occupational safety and hazardous materials management program.
- Safety and environmental training support.
- Coordinate Union/Management Safety Committee and County Safety Coordinator activities.
- Provide and manage indoor air quality inspections for County facilities.

## Current and Emerging Issues

The California Rating Bureau and the California Workers' Compensation Institute reported that average medical expenditures on California work injury claims continue to climb. The Rating Bureau indicated that costs have increased 31.8% since the Workers' Compensation Reforms of 2003 and 2004 and expect costs will continue to increase over the next 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 of Workers Compensation	Yes	Mandated		■
Insurance/Claims	Yes	Mandated		■
Administration/Support	Yes	Required		■
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		■
Occupational Safety and Environmental Compliance	Yes	Mandated		■
Adjusters Training	Yes	Mandated		■
Emergency Response Team	Yes	Non-Mandated		■
Third-Party Subrogation	Yes	Non-Mandated		■

Impact on Current Level of Service:

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

## County Executive's Recommendation

Maintain the current level budget for FY 2013.

### Risk Management Department — Budget Unit 132 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1149	Risk Mgt Admin Fund 0001	\$ (1)	\$ 173,769	\$ 902	\$ 902	\$ (172,867)	-99.5%
1147	Workers Comp Fund 0078	38,578,462	33,309,651	37,634,647	37,634,647	4,324,996	13.0%
2310	Insur/Claims Fund 0075	23,799,686	34,197,837	34,095,326	34,095,326	(102,511)	-0.3%
1143	OSEC Fund 0001	1	(25,214)	15,039	15,039	40,253	-159.6%
1144	Employee Wellness Fund 0001	(59,446)	—	—	—	—	—
<b>Total Net Expenditures</b>		<b>\$ 62,318,702</b>	<b>\$ 67,656,043</b>	<b>\$ 71,745,914</b>	<b>\$ 71,745,914</b>	<b>\$ 4,089,871</b>	<b>6.0%</b>



## Risk Management Department — Budget Unit 132

### Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1149	Risk Mgt Admin Fund 0001	\$ 441,916	\$ 603,077	\$ 603,213	\$ 603,213	\$ 136	0.0%
1147	Workers Comp Fund 0078	38,578,462	33,309,651	37,634,647	37,634,647	4,324,996	13.0%
2310	Insur/Claims Fund 0075	23,799,686	34,197,837	34,095,326	34,095,326	(102,511)	-0.3%
1143	OSEC Fund 0001	1,255,725	1,325,972	1,293,465	1,293,465	(32,507)	-2.5%
1144	Employee Wellness Fund 0001	601,335	—	—	—	—	—
<b>Total Gross Expenditures</b>		<b>\$ 64,677,124</b>	<b>\$ 69,436,537</b>	<b>\$ 73,626,651</b>	<b>\$ 73,626,651</b>	<b>\$ 4,190,114</b>	<b>6.0%</b>

## Risk Management Department — Budget Unit 132

### Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 6,435,310	\$ 5,619,244	\$ 5,709,207	\$ 5,709,207	\$ 89,963	1.6%
Services And Supplies	47,745,454	63,817,293	65,417,444	65,417,444	1,600,151	2.5%
Other Charges	10,494,976	—	2,500,000	2,500,000	2,500,000	—
Fixed Assets	1,384	—	—	—	—	—
<b>Subtotal Expenditures</b>	<b>64,677,124</b>	<b>69,436,537</b>	<b>73,626,651</b>	<b>73,626,651</b>	<b>4,190,114</b>	<b>6.0%</b>
Expenditure Transfers	(2,358,422)	(1,780,494)	(1,880,737)	(1,880,737)	(100,243)	5.6%
<b>Total Net Expenditures</b>	<b>62,318,702</b>	<b>67,656,043</b>	<b>71,745,914</b>	<b>71,745,914</b>	<b>4,089,871</b>	<b>6.0%</b>

## Risk Management Department — Budget Unit 132

### Revenues by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1149	Risk Mgt Admin Fund 0001	\$ 421	\$ —	\$ —	\$ —	\$ —	—
1147	Workers Comp Fund 0078	34,221,468	32,527,457	37,459,265	37,459,265	4,931,808	15.2%
2310	Insur/Claims Fund 0075	21,234,934	22,322,373	24,121,774	24,121,774	1,799,401	8.1%
<b>Total Revenues</b>		<b>\$ 55,456,823</b>	<b>\$ 54,849,830</b>	<b>\$ 61,581,039</b>	<b>\$ 61,581,039</b>	<b>\$ 6,731,209</b>	<b>12.3%</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 2012 Approved Budget	3.0	\$ 173,769	\$ —
Board Approved Adjustments During FY 2012	—	2,180	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	13,917	—
Internal Service Fund Adjustments	—	(187,180)	—
Other Required Adjustments	—	(1,784)	—



**Risk Mgt Admin Fund 0001 — Cost Center 1149**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Subtotal (Current Level Budget)	3.0	\$ 902	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>3.0</b>	<b>\$ 902</b>	<b>\$ —</b>

**Workers Comp Fund 0078 — Cost Center 1147**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Worker's Compensation ISF (Fund Number 0078)</b>			
FY 2012 Approved Budget	30.0	\$ 33,309,651	\$ 32,527,457
Board Approved Adjustments During FY 2012	—	4,279,375	4,931,808
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	79,349	—
Internal Service Fund Adjustments	—	(31,625)	—
Other Required Adjustments	—	(2,103)	—
Subtotal (Current Level Budget)	30.0	\$ 37,634,647	\$ 37,459,265
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>30.0</b>	<b>\$ 37,634,647</b>	<b>\$ 37,459,265</b>

**Insur/Claims Fund 0075 — Cost Center 2310**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Liability Insurance Fund (Fund Number 0075)</b>			
FY 2012 Approved Budget	10.0	\$ 34,197,837	\$ 22,322,373
Board Approved Adjustments During FY 2012	—	—	(47,365)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	12,946	—
Internal Service Fund Adjustments	—	(114,655)	1,846,766
Other Required Adjustments	—	(802)	—
Subtotal (Current Level Budget)	10.0	\$ 34,095,326	\$ 24,121,774
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>10.0</b>	<b>\$ 34,095,326</b>	<b>\$ 24,121,774</b>

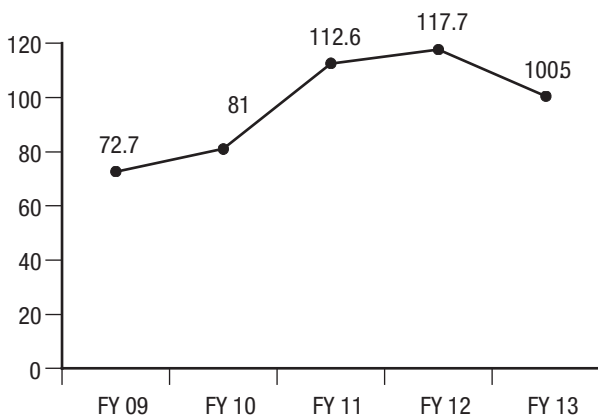
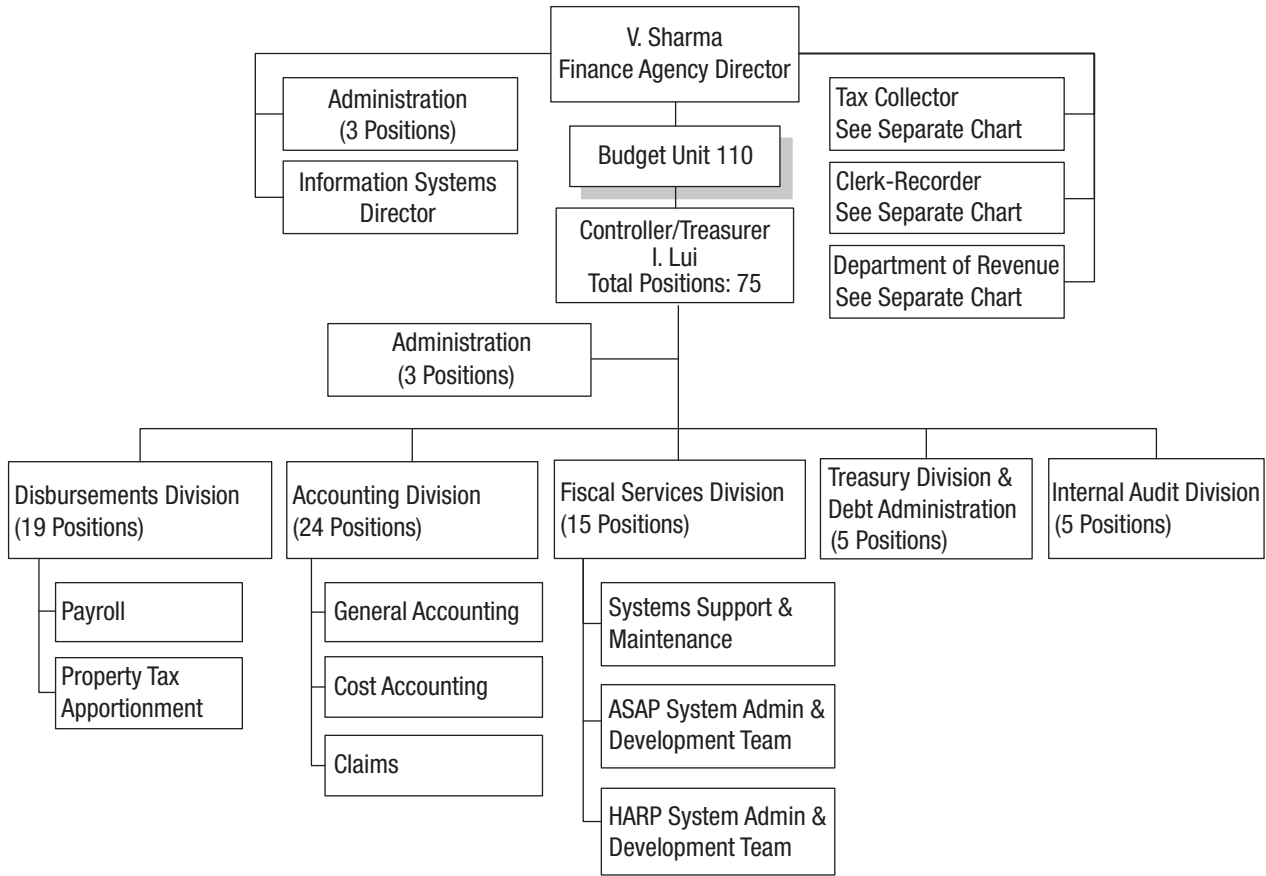


**OSEC Fund 0001 — Cost Center 1143**  
**Major Changes to the Budget**

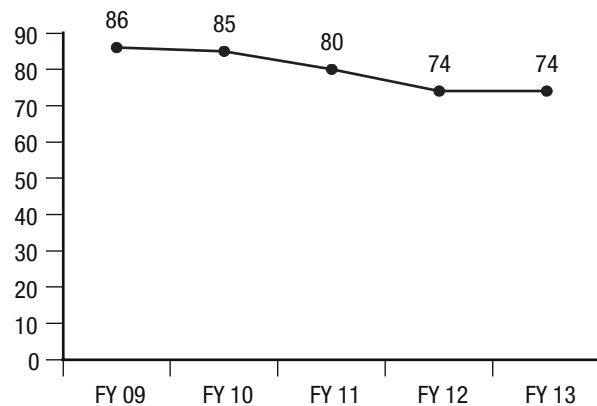
	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	7.0	\$ (25,214)	\$ —
Board Approved Adjustments During FY 2012	—	(29,523)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(13,740)	—
Internal Service Fund Adjustments	—	53,993	—
Other Required Adjustments	—	29,523	—
Subtotal (Current Level Budget)	7.0	\$ 15,039	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	7.0	\$ 15,039	\$ —



# 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).

The Staffing Trend chart does not reflect 1 new position that is recommended for the Department, as a new job classification is required. The recommended funding to support this new position is included in the Gross Appropriation Trend Chart.



## Public Purpose

- ➔ **Maintain the financial integrity of County government in order to assure the cost-effective use of taxpayer monies to support services for County residents**



## Description of Major Services

The Controller-Treasurer Department has the largest budget among the four departments within the Finance Agency. The Department has Countywide responsibility for accounting, treasury and investment, internal auditing, and accounting systems management. The Department plays a critical role in ensuring the County's financial success and on-going viability.

As the Chief Accounting Officer of the County, the Controller-Treasurer provides all traditional accounting services including payroll, accounts payable, fixed asset control, financial statement preparation, cost plan preparation, SB 90 claim coordination, fee and charge development and monitoring, property tax rate calculations and apportionments, debt structures and issuances, accounting systems administration, development and support for Countywide financial systems (SAP accounting system, Kronos time & attendance system, and PeopleSoft human resource and payroll system), and other financial functions.

### Financial Operations

#### Accounting Operations

Provide accurate, complete and timely financial records; manage and control disbursements and deposits for accuracy, timeliness and cash management. Major areas of accounting include revenue receipt and distribution, apportionment of interest earnings, support for operating departments, financial reporting, and compliance with state and

federal reporting requirements as well as generally accepted governmental accounting principles. Responsible for oversight of annual single audit and production of the Comprehensive Annual Financial Report (CAFR).

#### Cost Accounting

Responsible for SB 90 mandated cost reimbursement programs, cost allocation and fees and charges for the County, and maximizing General Fund reimbursement via the Cost Plan.

#### Disbursements

Process payment of County funds to employees and vendors on time and in accordance with laws, regulations, procedures and contractual provisions.

#### Property Tax Apportionment

Provide the independent allocation of property taxes to taxing entities including the County, school districts, cities, and special districts, and administer the Redevelopment Property Tax Trust Fund (RPTTF) in accordance with the law.

#### Investments

Invest County assets in accordance with law and investment policies. The investment function works to maximize the interest earnings on funds belonging to

the County, school districts and special districts while ensuring the safety of principal and maintenance of liquidity.

### **Debt Management**

Provide County management with ongoing analyses of the long-term debt and make accurate and timely debt service payments on the long-term debt issued by the County and the general obligation bonds issued by the school districts and special districts.

### **HaRP Development**

Serve as system administrators and developers for the County's human resource-payroll system (HaRP) and the Kronos time & attendance system. The HaRP Development Team is responsible for business process improvement analysis, problem solving, custom reports including the County's electronic report distribution (ERD) system, user training, system development and customization as well as ongoing system maintenance.

### **ASAP Development**

Serve as system administrators and developers for the County's accounting and procurement system (SAP). The ASAP Development Team is responsible for SAP business process improvement analysis and problem solving, user training, system development and ongoing system maintenance.

### **Internal Audit**

Assist County management and the Board of Supervisors in their roles of establishing and maintaining internal control systems that ensure the safeguarding of assets, reliability of financial records, compliance with laws and regulations, efficiency of operations, and the achievement of objectives.

Beginning in FY 2012, the revenue and expenditure appropriations for Internal Audit is budgeted in the Controller's main Cost Center 2113, as reflected in the budget tables in this section.

## **Current and Emerging Issues**

### **ABx1 26 Implementation**

On December 29, 2011, the California Supreme Court delivered its decision in the California Redevelopment Association (CRA) v. Matosantos case, finding ABx1 26 (the Redevelopment Dissolution Act) constitutional and ABx1 27 (the "Alternative Redevelopment Program Act") unconstitutional. As a result, all redevelopment agencies (RDAs) will be dissolved under the constitutional Dissolution Act. With the Court's decision pushing back the dissolution date from October 1, 2011 by four months, February 1, 2012 marked the day that hundreds of RDAs across the state, including those in Santa Clara County, started winding down their operations. The Dissolution Act dissolves RDAs as of February 1, 2012 and creates "Successor Agencies" and "Oversight Boards" to continue to satisfy enforceable obligations of each former RDA, and to administer the dissolution and wind down of each dissolved RDA. The law specifically establishes important roles for the County Auditor-Controller, the State Department of Finance and the State Controller's Office for the implementation of the dissolution process.

Under this bill, property tax revenues that would have been distributed to RDAs prior to their dissolution will instead be deposited by County Auditors into Redevelopment Property Tax Trust Funds (RPTTF) created in the County Treasury for each dissolved RDA. The County Auditor administers the RPTTF and disburses twice annually from this fund, pass-through payments to affected taxing entities, an amount equal to the total of obligation payments that are required to be paid from tax increment as denoted on the Recognized Obligation Payment Schedule (ROPS), and various allowed administrative fees and allowances.

Any remaining balance is then distributed by the County Auditor back to affected taxing entities under a prescribed method that accounts for pass-through payments. The County Auditor is also responsible for distributing other moneys received from the Successor Agency (from sale of assets etc.) to the affected taxing entities. Successor agencies in turn will use the amounts deposited into their respective Recognized Obligation Retirement Funds (RORF) for making payments on the principal of and interest on loans, and monies advanced to or indebtedness incurred by the dissolved redevelopment agencies (H&S §34172(d)).



Under this legislation, the county Auditor-Controller is responsible for the following activities and functions which can be classified as one-time and ongoing.

#### One-time:

- Causing or performing an “agreed upon procedures” (AUP) audit of each RDA being dissolved within the county
- Establishing new Redevelopment Property Tax Trust Fund (RPTTF) for each RDA
- Reporting

#### Ongoing:

- Calculating the amount of Property Tax Revenues that would have been due the former RDA as Tax Increment
- Administering the RPTTF, including deposits, distributions and reporting of related activities
- Distributing other monies received from the Successor Agency (proceeds for asset sales and unencumbered funds) and related reporting

With the vigorous implementation schedule and extensive reporting requirements, the Department has been appropriated with additional funding of \$750,000 in FY 2012 for the one-time implementation costs, especially for AUP audits. The additional costs for the ongoing activities from FY 2013 onwards are anticipated to be less significant.

#### Controller CLT Projects

The Controller-Treasurer Department initiated its Center for Leadership and Transformation (CLT) program as part of broader vision adopted by the Finance Agency. CLT teams were formed to address challenges which included but not limited to: (a) ways to enhance revenue for the County General Fund, and (b) improved processes that will reduce the cost of delivery of services as well as make the workload manageable for the existing staff. As a learning organization, we will operationalize the mature projects and start new ones with the same objectives - to enhance the business processes aimed at cost reduction or revenue generation.

The ePayable CLT team explored new ways to enroll the vendors in the ePayable program that resulted in meeting the FY 2012 revenue projections in April 2012,

leaving two additional months to bring more revenue to the General Fund. For FY 2013, ePayable team will be coordinating with the bank to implement an improved process making it easier for the vendors to enroll into the program and further enhancing the revenue.

The Payroll CLT team's objective was to reduce payroll adjustments by improving the processes and allowing the payroll team to focus more on analytical work, and allow the payroll manager to focus more on strategic planning. The team conducted surveys of all department timekeepers and as a result will start conducting quarterly meetings that will: promote open communication; educate timekeepers regarding the significance of the timekeeping process; provide directions/standardization of policies; and encourage sharing and promoting of best business practices. In addition, the Payroll CLT will be developing an interactive web site that will create interactive training videos, will design and implement an interactive forum for timekeepers to quickly receive feedback, and will document Frequently Asked Questions (FAQs) related to both systems and pay practices.

#### Santa Clara Valley Health Plan

In FY 2012, the Finance Agency began providing oversight to the financial management of the Santa Clara Valley Health Plan (VHP). The Controller-Treasurer staff is guiding VHP to develop a system of internal controls, financial reporting system, cost accounting and reporting system, budgets, rate reviews, and revenue projections in VHP's efforts to transition from VMC to a stand-alone enterprise-fund operation under the County's Health and Hospital System.

#### New Bond Issuance for Technology Investments

The Santa Clara County Financing Authority Lease Revenue Bonds, Series 2012 A Capital Projects (SCVHHS Enterprise Core Healthcare Information System project and various Information Technology projects) are scheduled for issuance in late July 2012. The total size of the bond issue will be approximately \$100 million, with the general assumption that \$70 million will be allocated to the SCVHHS Enterprise Core Healthcare Information System project, commonly referred to as EPIC, as described in the recommendations for Santa Clara Valley Medical Center (SCVMC) in this document. An additional \$20 million will be allocated to various Information Technology projects as described in the recommendations for the Information Services

Department in this document. A reserve fund and the cost of issuance make up the balance of the total bond issue.

Recommendations for funding both EPIC and various Information Technology projects in the Information Services Department assume receipt of bond funds. An updated presentation to the full Board of Supervisors on the bond issuance is planned for the May 22, 2012 Board of Supervisors meeting.

## 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
Accounting Operations	Yes	Mandated	Increase extra help to support review of RDA obligations.	▲
Cost Accounting	Yes	Mandated		■
Disbursements	Yes	Mandated		■
Property Tax Apportionment	Yes	Mandated		■
Investments	Yes	Mandated		■
Debt Management	Yes	Mandated	Increase appropriations to ensure funding is available to respond to the need to adjust financing.	▲
HaRP Development	Yes	Required		■
ASAP Development	Yes	Required		■
Internal Audit	Yes	Mandated		■
Admin/Support	Yes	Required	Add a Director of Information Systems - Finance Agency to assist in developing a uniform Information Technology vision for the Finance Agency's departments.	▲

Impact on Current Level of Service:

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

## County Executive's Recommendation

### ▲ Accounting Operations

**Add appropriations to support the review of the Redevelopment Agency (RDA) obligations:** Add one-time funds in the amount of \$100,000 to support hiring extra-help staff for reviewing the obligations and other transactions relating to the former RDAs which were dissolved as a result of ABx1 26. This review requirement is a legal mandate for which the County will be reimbursed.

**Service Impact:** The extra-help positions will support Accounting staff during the review of the RDA obligations and will enable an expedited review.

**Total Cost: \$0**

One-Time Cost, Salaries and Benefits: \$100,000  
One time Revenue: \$100,000

### ▲ Administration and Support

**Add appropriations to support adding a Director of Information Services for the Finance Agency:** Add

appropriations to support adding a Director of Information Services for the Finance Agency. The position will be added by salary ordinance after the position is developed by the Employee Services Agency.



**Service Impact:** As part of the Finance Agency reorganization, a Director of Information Systems Finance Agency position will assist in developing a uniform IT vision for the four Finance Agency departments and Valley Health Plan (VHP) and provide executive IT leadership, coordination and collaboration to improve service delivery and operations. This position will work with the department heads to plan, manage and coordinate information technology, systems and services, and will assist in long range strategic planning, budgeting, service delivery and enabling improved business processes through technology integration.

As the reliance on technology increases, there is a need for strategic planning, coordination and oversight. All departments within the Agency are reliant on sophisticated, mission critical information systems, such as the HR-Payroll system, Accounting and Procurement System, Clerk-Recorder, VHP patient-provider and DOR Collections systems. The position will assist departments with ongoing technical oversight, planning, system development and maintenance strategies, etc.

**Total Cost: \$213,000**

**▲ Property Tax Administration Fee (PTAF)**

**Recognize increased Property Tax Administration Fee (PTAF) revenue:** As a result of adding 16.0 FTE in the Assessor’s Office, and 12.0 FTE in the Tax Collector’s office, the County will collect an additional \$800,000 in PTAF revenue.

**Total Revenue: \$800,000**

**▲ Increase Debt Service Expense**

**Increase expenditures for debt service related to possible Moody’s downgrade of short-term credit rating for Bank of America.** Moody’s is currently conducting a ratings review of 17 major banks, including Bank of America. The possibility exists that Bank of America’s short-term credit rating may be reduced.

**Service Impact:** Bank of America provides the Letter of Credit securing the County’s \$142 million 2008 Series M Bonds which include a variable rate component and a swap component. In the event of a downgrade the County will need to adjust the structure of the 2008 Series M Bonds. The County is currently exploring four different scenarios for adjusting the financing.

One of the scenarios, which would be the long-term fix for the financing, is a fixed rate refunding which would incorporate the swap termination fee into the new fixed rate refunding. The annual impact of a fixed rate refunding could approach an additional \$1.5 million. While this is one possible solution, the County is still evaluating different financing scenarios.

**Total Cost: \$1,500,000**

**▼ Accounting Operations**

**Reduce Contract Services:** Reduce appropriations for Contract Services by \$60,265.

**Service Impact:** There will be no service impact as the result of reducing the appropriations in Contract Services. The department has identified savings in this account as a result of improved efficiencies.

**Total Savings: \$60,265**

**Controller-Treasurer — Budget Unit 110  
Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
2113	Controller-Treasurer Fund 0001	(16,554,505)	(31,250,767)	(22,557,520)	(22,457,520)	8,793,247	-28.1%
1115	Internal Audit Fund 0001	533,968	—	—	—	—	—
2116	Accounting System & Procurement Proj Fund 0001	5,130,441	4,356,642	4,685,475	4,838,210	481,568	11.1%
<b>Total Net Expenditures</b>		<b>\$ (10,890,096)</b>	<b>\$ (26,894,125)</b>	<b>\$ (17,872,045)</b>	<b>\$ (17,619,310)</b>	<b>\$ 9,274,815</b>	<b>-34.5%</b>



### Controller-Treasurer — Budget Unit 110 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
2113	Controller-Treasurer Fund 0001	22,976,899	14,658,020	15,011,950	15,111,950	453,930	3.1%
1115	Internal Audit Fund 0001	533,968	—	—	—	—	—
2116	Accounting System & Procurement Proj Fund 0001	5,130,441	4,356,642	4,685,475	4,838,210	481,568	11.1%
<b>Total Gross Expenditures</b>		<b>\$ 28,641,307</b>	<b>\$ 19,014,662</b>	<b>\$ 19,697,425</b>	<b>\$ 19,950,160</b>	<b>\$ 935,498</b>	<b>4.9%</b>

### Controller-Treasurer — Budget Unit 110 Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 9,941,731	\$ 8,992,314	\$ 9,416,815	\$ 9,729,815	\$ 737,501	8.2%
Services And Supplies	9,937,497	10,022,348	10,280,610	10,220,345	197,997	2.0%
Fixed Assets	3,914	—	—	—	—	—
Operating/Equity Transfers	8,758,165	—	—	—	—	—
<b>Subtotal Expenditures</b>	<b>28,641,307</b>	<b>19,014,662</b>	<b>19,697,425</b>	<b>19,950,160</b>	<b>935,498</b>	<b>4.9%</b>
Expenditure Transfers	(39,531,403)	(45,908,787)	(37,569,470)	(37,569,470)	8,339,317	-18.2%
<b>Total Net Expenditures</b>	<b>(10,890,096)</b>	<b>(26,894,125)</b>	<b>(17,872,045)</b>	<b>(17,619,310)</b>	<b>9,274,815</b>	<b>-34.5%</b>

### Controller-Treasurer — Budget Unit 110 Revenues by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
2113	Controller-Treasurer Fund 0001	269,742,747	267,265,826	271,507,929	272,407,929	5,142,103	1.9%
1115	Internal Audit Fund 0001	36,438	—	—	—	—	—
2114	County Land And Bldg Fund 0001	8,600,000	—	—	—	—	—
<b>Total Revenues</b>		<b>\$ 278,379,185</b>	<b>\$ 267,265,826</b>	<b>\$ 271,507,929</b>	<b>\$ 272,407,929</b>	<b>\$ 5,142,103</b>	<b>1.9%</b>

### Controller-Treasurer Fund 0001 — Cost Center 2113 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	65.0	\$ (31,250,767)	\$ 267,265,826
Board Approved Adjustments During FY 2012	-1.0	(1,781,796)	(11,761,384)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	1.0	282,987	—
Internal Service Fund Adjustments	—	10,131,424	16,003,487
Other Required Adjustments	—	60,632	—
Subtotal (Current Level Budget)	65.0	\$ (22,557,520)	\$ 271,507,929



## Controller-Treasurer Fund 0001 — Cost Center 2113

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Extra Help for RDA	—	100,000	100,000
Add funds for extra help positions for RDA, offset by revenue.			
2. Increase Property Tax Admin Fee Revenue	—	—	800,000
Increase Property Tax Admin Fee Revenue			
Subtotal (Recommended Changes)	—	\$ 100,000	\$ 900,000
<b>Total Recommendation</b>	65.0	\$ (22,457,520)	\$ 272,407,929

## 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 2012 Approved Budget	9.0	\$ 4,356,642	\$ —
Board Approved Adjustments During FY 2012	1.0	234,828	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-1.0	39,194	—
Internal Service Fund Adjustments	—	223,008	—
Other Required Adjustments	—	(168,197)	—
Subtotal (Current Level Budget)	9.0	\$ 4,685,475	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Add Director of Finance Agency IT Services Position	—	213,000	—
Add funding to support adding a new classification, Director of Finance Agency Information Technology Services Position.			
2. Reduce Object 2	—	(60,265)	—
Reduce Object 2 (Contract Services) to offset other costs associated with recommended budget proposals for the Finance Agency.			
Subtotal (Recommended Changes)	—	\$ 152,735	\$ —
<b>Total Recommendation</b>	9.0	\$ 4,838,210	\$ —

## County Debt Service — Budget Unit 810

### Net Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
2111	County Debt Service Fund 0001	\$ 23,568,852	\$ 27,115,872	\$ 24,296,464	\$ 25,796,464	\$ (1,319,408)	-4.9%
2112	POB Debt Service Fund 0079	17,904,031	20,801,692	21,656,549	21,656,549	854,857	4.1%
2117	Co Debt Serv Fund 0045	6,085,410	6,086,200	6,088,250	6,088,250	2,050	0.0%
2119	Co Debt Serv Fund 0043	853,957	1,328,208	1,171,347	1,171,347	(156,861)	-11.8%
2115	VMC Hospital Bonds Fund 0483	1,000,000	400,000	100,000	100,000	(300,000)	-75.0%
2123	MH Courthouse Inv Int Fund 0493	2,000,000	1,000,000	90,000	90,000	(910,000)	-91.0%
2125	Multiple Facilities - Projects Fund 0495	3,241	—	—	—	—	—



### County Debt Service — Budget Unit 810 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
2127	Multiple Facilities - Investment Interest F0497	1,000,000	900,000	120,000	120,000	(780,000)	-86.7%
2130	SCCFA Hospital - Project Fund 0485	498,876	—	—	—	—	—
2132	SCCFA Hospital - Investment Int Fund 0487	3,000,000	3,500,000	2,200,000	2,200,000	(1,300,000)	-37.1%
2134	Multiple Fac 2006-Projects Fund 0500	600,708	—	—	—	—	—
2136	Multiple Fac 2006 Inv Int Fund 0502	800,000	500,000	400,000	400,000	(100,000)	-20.0%
2138	SCCFA 2006 Hospital Project Fund 0504	3,451,967	—	—	—	—	—
2140	SCCFA 2006 Hospital Investment Int Fund 0506	1,800,000	800,000	550,000	550,000	(250,000)	-31.3%
2144	SCCFA 2007 Hospital - Project Fund 0510	6,247,146	—	—	—	—	—
2145	SCCFA 2007 Hospital - Cap Int Fund 0511	103,093	—	—	—	—	—
2146	Multiple Facilities 2007 Inv Int Fund 0512	—	—	150,000	150,000	150,000	—
2150	SCCFA 2007 Inv Int Fund 0515	—	700,000	30,000	30,000	(670,000)	-95.7%
2153	GO Bond Project Fund 0517	64,227,303	—	—	—	—	—
2157	1992 COPS-Reserve Fund 0094	—	—	4,168,684	4,168,684	4,168,684	—
2160	General obligation Bonds Fund 0100	31,272,935	34,050,000	16,699,000	16,699,000	(17,351,000)	-51.0%
2161	Teeter Financing Fund 0001	1,757,326	1,500,000	1,300,000	1,300,000	(200,000)	-13.3%
<b>Total Net Expenditures</b>		<b>\$ 166,174,842</b>	<b>\$ 98,681,972</b>	<b>\$ 79,020,294</b>	<b>\$ 80,520,294</b>	<b>\$ (18,161,678)</b>	<b>-18.4%</b>

### County Debt Service — Budget Unit 810 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
2111	County Debt Service Fund 0001	\$ 23,568,852	\$ 27,115,872	\$ 24,296,464	\$ 25,796,464	\$ (1,319,408)	-4.9%
2112	POB Debt Service Fund 0079	17,904,031	20,801,692	21,656,549	21,656,549	854,857	4.1%
2117	Co Debt Serv Fund 0045	6,085,410	6,086,200	6,088,250	6,088,250	2,050	0.0%
2119	Co Debt Serv Fund 0043	853,957	1,328,208	1,171,347	1,171,347	(156,861)	-11.8%
2115	VMC Hospital Bonds Fund 0483	1,000,000	400,000	100,000	100,000	(300,000)	-75.0%
2123	MH Courthouse Inv Int Fund 0493	2,000,000	1,000,000	90,000	90,000	(910,000)	-91.0%
2125	Multiple Facilities - Projects Fund 0495	3,241	—	—	—	—	—
2127	Multiple Facilities - Investment Interest F0497	1,000,000	900,000	120,000	120,000	(780,000)	-86.7%
2130	SCCFA Hospital - Project Fund 0485	498,876	—	—	—	—	—



### County Debt Service — Budget Unit 810 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
2132	SCCFA Hospital - Investment Int Fund 0487	3,000,000	3,500,000	2,200,000	2,200,000	(1,300,000)	-37.1%
2134	Multiple Fac 2006-Projects Fund 0500	600,708	—	—	—	—	—
2136	Multiple Fac 2006 Inv Int Fund 0502	800,000	500,000	400,000	400,000	(100,000)	-20.0%
2138	SCCFA 2006 Hospital Project Fund 0504	3,451,967	—	—	—	—	—
2140	SCCFA 2006 Hospital Investment Int Fund 0506	1,800,000	800,000	550,000	550,000	(250,000)	-31.3%
2144	SCCFA 2007 Hospital - Project Fund 0510	6,247,146	—	—	—	—	—
2145	SCCFA 2007 Hospital - Cap Int Fund 0511	103,093	—	—	—	—	—
2146	Multiple Facilities 2007 Inv Int Fund 0512	—	—	150,000	150,000	150,000	—
2150	SCCFA 2007 Inv Int Fund 0515	—	700,000	30,000	30,000	(670,000)	-95.7%
2153	GO Bond Project Fund 0517	64,227,303	—	—	—	—	—
2157	1992 COPS-Reserve Fund 0094	—	—	4,168,684	4,168,684	4,168,684	—
2160	General obligation Bonds Fund 0100	31,272,935	34,050,000	16,699,000	16,699,000	(17,351,000)	-51.0%
2161	Teeter Financing Fund 0001	1,757,326	1,500,000	1,300,000	1,300,000	(200,000)	-13.3%
<b>Total Gross Expenditures</b>		<b>\$ 166,174,842</b>	<b>\$ 98,681,972</b>	<b>\$ 79,020,294</b>	<b>\$ 80,520,294</b>	<b>\$ (18,161,678)</b>	<b>-18.4%</b>

### County Debt Service — Budget Unit 810 Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Services And Supplies	1,300,355	3,523,975	3,733,475	5,233,475	1,709,500	48.5%
Other Charges	79,400,623	86,361,664	66,406,661	66,406,661	(19,955,003)	-23.1%
Operating/Equity Transfers	85,473,864	8,796,333	8,880,158	8,880,158	83,825	1.0%
<b>Subtotal Expenditures</b>	<b>166,174,842</b>	<b>98,681,972</b>	<b>79,020,294</b>	<b>80,520,294</b>	<b>(18,161,678)</b>	<b>-18.4%</b>
<b>Total Net Expenditures</b>	<b>166,174,842</b>	<b>98,681,972</b>	<b>79,020,294</b>	<b>80,520,294</b>	<b>(18,161,678)</b>	<b>-18.4%</b>

### County Debt Service — Budget Unit 810 Revenues by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
2111	County Debt Service Fund 0001	\$ 5,022,565	\$ 4,765,786	\$ 7,192,200	\$ 7,192,200	\$ 2,426,414	50.9%
2112	POB Debt Service Fund 0079	20,920,875	20,801,692	21,656,549	21,656,549	854,857	4.1%
2117	Co Debt Serv Fund 0045	6,061,642	6,569,000	6,088,250	6,088,250	(480,750)	-7.3%
2119	Co Debt Serv Fund 0043	1,266,928	1,328,208	1,171,347	1,171,347	(156,861)	-11.8%
2115	VMC Hospital Bonds Fund 0483	177,209	—	—	—	—	—



## County Debt Service — Budget Unit 810

### Revenues by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
2123	MH Courthouse Inv Int Fund 0493	20,084	—	—	—	—	—
2127	Multiple Facilities - Investment Interest F0497	30,098	—	—	—	—	—
2130	SCCFA Hospital - Project Fund 0485	4,390,000	—	4,150,000	4,150,000	4,150,000	—
2132	SCCFA Hospital - Investment Int Fund 0487	115,382	—	—	—	—	—
2136	Multiple Fac 2006 Inv Int Fund 0502	66,311	—	—	—	—	—
2138	SCCFA 2006 Hospital Project Fund 0504	1,767,480	—	1,911,680	1,911,680	1,911,680	—
2140	SCCFA 2006 Hospital Investment Int Fund 0506	130,722	—	—	—	—	—
2144	SCCFA 2007 Hospital - Project Fund 0510	1,395,000	—	1,510,000	1,510,000	1,510,000	—
2146	Multiple Facilities 2007 Inv Int Fund 0512	97,209	—	—	—	—	—
2150	SCCFA 2007 Inv Int Fund 0515	17,816	—	—	—	—	—
2154	GO Bonds - Investment Interest Fund 0518	2,201,023	—	—	—	—	—
2159	VMC Hospital Bonds-Fund 0482	—	—	10,056,548	10,056,548	10,056,548	—
2160	General obligation Bonds Fund 0100	30,547,665	34,050,000	16,699,000	16,699,000	(17,351,000)	-51.0%
<b>Total Revenues</b>		<b>\$ 74,228,010</b>	<b>\$ 67,514,686</b>	<b>\$ 70,435,574</b>	<b>\$ 70,435,574</b>	<b>\$ 2,920,888</b>	<b>4.3%</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 2012 Approved Budget	—	\$ 27,115,872	\$ 4,765,786
Board Approved Adjustments During FY 2012	—	(2,894,549)	87,755
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	75,141	2,338,659
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 24,296,464	\$ 7,192,200
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Increased Debt Service Expense	—	1,500,000	—
Estimated financial impact of possible Moody's downgrade of Bank of America short term credit rating.			
Subtotal (Recommended Changes)	—	\$ 1,500,000	\$ —
<b>Total Recommendation</b>	—	\$ 25,796,464	\$ 7,192,200





**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 2012 Approved Budget	—	\$ 20,801,692	\$ 20,801,692
Board Approved Adjustments During FY 2012	—	854,857	854,857
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 21,656,549	\$ 21,656,549
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 21,656,549	\$ 21,656,549

**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 2012 Approved Budget	—	\$ 6,086,200	\$ 6,569,000
Board Approved Adjustments During FY 2012	—	2,050	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	(480,750)
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 6,088,250	\$ 6,088,250
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 6,088,250	\$ 6,088,250

**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 2012 Approved Budget	—	\$ 1,328,208	\$ 1,328,208
Board Approved Adjustments During FY 2012	—	(156,861)	(232,002)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	75,141
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 1,171,347	\$ 1,171,347



**Co Debt Serv Fund 0043 — Cost Center 2119**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 1,171,347	\$ 1,171,347

**VMC Hospital Bonds Fund 0483 — Cost Center 2115**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Hospital Bond Interest Fund (Fund Number 0483)</b>			
FY 2012 Approved Budget	—	\$ 400,000	\$ —
Board Approved Adjustments During FY 2012	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(300,000)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 100,000	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 100,000	\$ —

**MH Courthouse Inv Int Fund 0493 — Cost Center 2123**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Morgan Hill Courthouse Investment Interest Fund (Fund Number 0493)</b>			
FY 2012 Approved Budget	—	\$ 1,000,000	\$ —
Board Approved Adjustments During FY 2012	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(910,000)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 90,000	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 90,000	\$ —



### Multiple Facilities - Investment Interest F0497 — Cost Center 2127 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Multiple Facilities - Investment Interest (Fund Number 0497)</b>			
FY 2012 Approved Budget	—	\$ 900,000	\$ —
Board Approved Adjustments During FY 2012	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(780,000)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 120,000	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 120,000	\$ —

### SCCFA Hospital - Project Fund 0485 — Cost Center 2130 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>SCCFA Hospital Project Fund (Fund Number 0485)</b>			
FY 2012 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2012	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	4,150,000
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ 4,150,000
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ —	\$ 4,150,000

### 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 2012 Approved Budget	—	\$ 3,500,000	\$ —
Board Approved Adjustments During FY 2012	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(1,300,000)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 2,200,000	\$ —



**SCCFA Hospital - Investment Int Fund 0487 — Cost Center 2132**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 2,200,000	\$ —

**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 2012 Approved Budget	—	\$ 500,000	\$ —
Board Approved Adjustments During FY 2012	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(100,000)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 400,000	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 400,000	\$ —

**SCCFA 2006 Hospital Project Fund 0504 — Cost Center 2138**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>SCCFA 2006 Hospital Project Fund (Fund Number 0504)</b>			
FY 2012 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2012	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	1,911,680
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ 1,911,680
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ —	\$ 1,911,680



**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 2012 Approved Budget	—	\$ 800,000	\$ —
Board Approved Adjustments During FY 2012	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(250,000)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 550,000	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 550,000	\$ —

**SCCFA 2007 Hospital - Project Fund 0510 — Cost Center 2144**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>SCCFA 2007 Hospital Project Fund (Fund Number 0510)</b>			
FY 2012 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2012	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	1,510,000
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ 1,510,000
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ —	\$ 1,510,000

**Multiple Facilities 2007 Inv Int Fund 0512 — Cost Center 2146**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Multi Facilities 2007 Bonds - Invest Int Fund (Fund Number 0512)</b>			
FY 2012 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2012	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	150,000	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 150,000	\$ —



**Multiple Facilities 2007 Inv Int Fund 0512 — Cost Center 2146**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 150,000	\$ —

**SCCFA 2007 Inv Int Fund 0515 — Cost Center 2150**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>SCCFA 2007 Investment Interest Fund (Fund Number 0515)</b>			
FY 2012 Approved Budget	—	\$ 700,000	\$ —
Board Approved Adjustments During FY 2012	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(670,000)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 30,000	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 30,000	\$ —

**1992 COPS-Reserve Fund 0094 — Cost Center 2157**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>1992 COPS - Reserve Fund (Fund Number 0094)</b>			
FY 2012 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2012	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	4,168,684	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 4,168,684	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 4,168,684	\$ —



**VMC Hospital Bonds-Fund 0482 — Cost Center 2159**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>SCCFA Hospital Bond Project Fund (Fund Number 0482)</b>			
FY 2012 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2012	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	10,056,548
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ 10,056,548
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ —	\$ 10,056,548

**General obligation Bonds Fund 0100 — Cost Center 2160**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Obligation Bonds (Fund Number 0100)</b>			
FY 2012 Approved Budget	—	\$ 34,050,000	\$ 34,050,000
Board Approved Adjustments During FY 2012	—	(17,351,000)	(17,351,000)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 16,699,000	\$ 16,699,000
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 16,699,000	\$ 16,699,000

**Teeter Financing Fund 0001 — Cost Center 2161**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	—	\$ 1,500,000	\$ —
Board Approved Adjustments During FY 2012	—	(200,000)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 1,300,000	\$ —



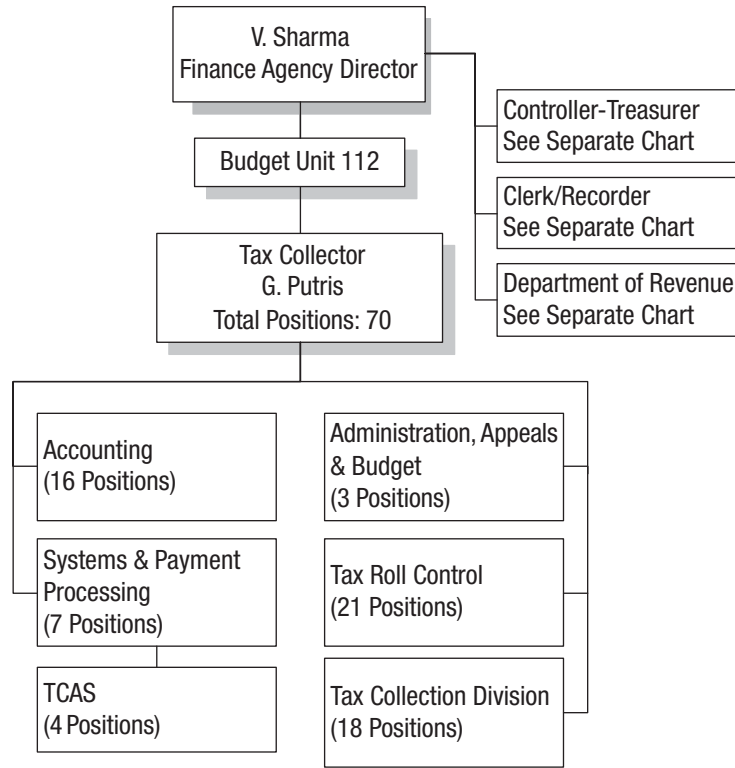
**Teeter Financing Fund 0001 — Cost Center 2161**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 1,300,000	\$ —

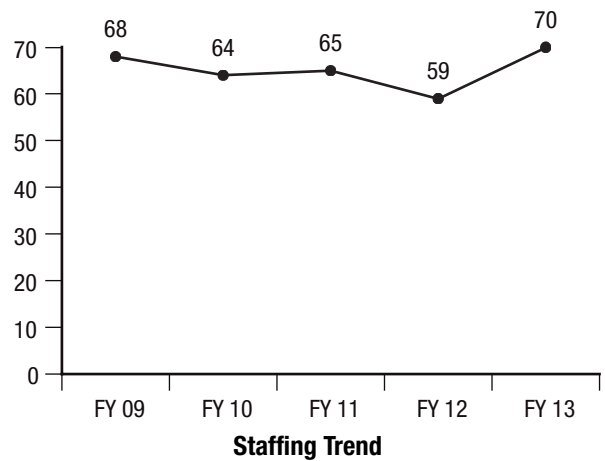
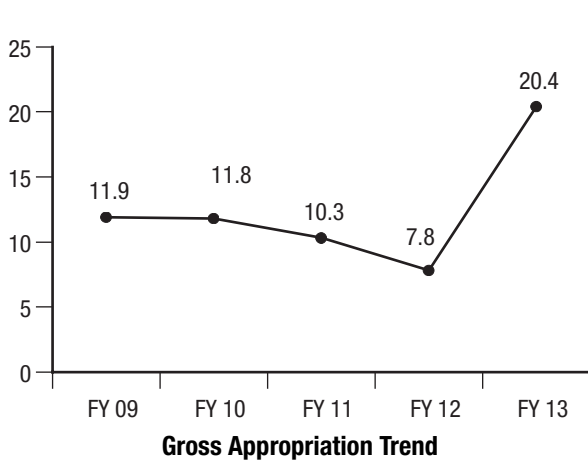




# Tax Collector's Office



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 Revenue and Taxation Code Section 2602. In Santa Clara County, the Tax Collector prepares and maintains the tax rolls in addition to collecting the property tax. Annual property tax and escaped assessments levied on real property are collected on the current Secured Tax Roll. Supplemental assessments are collected on the Supplemental Tax Roll. The Redemption Tax Roll is composed of property tax that has remained unpaid on July 1st. The Tax Collector also prepares, maintains, bills, and collects unsecured property tax assessments on the Unsecured Tax Roll (for business equipment, boats, aircraft, possessory interest, etc.). The combined 2010/11 tax charge on these four tax rolls totaled nearly four billion dollars.

The Department includes six divisions: Collections, Accounting, Systems and Payment Processing, Tax Collection and Apportionment, Tax Roll Control, and Administration.

### Tax Roll Preparation

Preparing the tax roll for billing and collection purposes is fundamental to effecting the public purpose of maximizing tax revenue for public entities. Preparing the roll requires contributions from a number of

internal and external stakeholders. The Assessor provides assessed value, exemptions, and ownership data. The Controller provides tax rates. Public entities and special districts provide special and bonded assessment information. The Tax Collector combines these various elements to prepare and issue tax bills.

### Tax Information

This service is provided via phone and public counter by professional customer service representatives. Accurate and timely information promotes high collection rates. The service includes providing general tax information, parcel-specific information, delinquent pay-off data, redemption installment plans, tax lien clearances, payment verification, and referrals to other departments and agencies. Property owners, lending institutions, appraisers, and government agencies rely on the accuracy of the Department's data to prepare financial records, develop credit reports and finalize real estate transactions.

The Department maintains a website that is operational 24 hours a day seven days a week to provide the public with information it needs to pay taxes, such as current and prior year tax charges, payment history and general instructions. The Department's web site also accepts credit card and e-check payments.

In fiscal year 2011/12, a Center for Leadership and Transformation (CLT) team was assigned the task of implementing various customer service enhancements such as providing new signage and customer flow for the front lobby, improving online communications and supplying more relevant information via the telephone system. All three areas of improvement will be finalized by fiscal year end, June 2012.

### **Accounting and Reconciliation**

The tax code requires that the department maintain tax collection statistics. The Tax Collector's Office provides accurate collection statistics to governmental agencies and special districts so that they can make informed budgetary decisions. Property owners, lending companies, title companies and other agencies also rely on these statistics to ensure that payments are credited and refunds are issued within the time prescribed by the tax code. The Department reconciles nearly four billion dollars annually. The staff also refunds duplicate and over-payments, processes returned checks, ensures the proper reflection of payments, and manages installment plans for escape assessments.

### **Refund of Duplicate Payments**

The tax code requires the Tax Collector to refund duplicate payments within sixty (60) days. The Department met this requirement.

### **Automated Payment Processing**

The Department receives payments by mail and through its Internet web portal. Developed to promote ease-of-use as well as cost-efficient collection, these procedures make it possible for the Department to receive, credit, and deposit tax payments in a relatively short time. The Department uses professional mail extraction equipment and utilizes an automated remittance system to endorse, encode, and capture tax payments. This type of processing maximizes interest earnings and ensures that the tax rolls reflect information accurately. These systems also minimize duplicate payments and improve the type of information taxpayers can access online. Credit Card payments show as paid the instant the approved authorization is posted to the Tax system. E-Check payments are shown as paid pending verification and transfer of funds similar to the receipt of a paper check.

tax roll has been adjusted, staff authenticates the results. Adherence to strict quality control standards is

### **Unsecured Field Collections**

This service is established to ensure a high rate of collection of unsecured assessments. The Collectors facilitate payment on delinquent unsecured accounts, perform site visits, review debtor's financial records, establish and monitor payment plans, record Certificates of Tax Lien, enforce checking account levies, and seize assets. This enforcement service is designed to ensure legal compliance.

### **Tax-Defaulted Property Administration (Public Auction)**

The tax code requires the Tax Collector to sell properties that are tax defaulted for five or more years. Program personnel must adhere to strict publishing and noticing deadlines, perform extensive title searches, and employ skip-tracing techniques before publishing a "Power-to-Sell" classification list. The Department complies with all legal requirements before real property is offered for sale at public auction or sold by agreement to public agencies. The Tax Office holds a public auction every two years.

### **Tax Collection and Apportionment System (TCAS)**

The Finance Agency's Tax Collection and Apportionment System (TCAS) is completing its second fiscal year in production. TCAS replaced a set of legacy applications dating back to the mid-1960s that were run on the County mainframe. TCAS automates the calculation, collection, and distribution of tax revenue. TCAS compiles and analyzes information provided by the Assessor, Clerk of the Board, State Agencies and taxing jurisdictions, enabling the Department to collect taxes efficiently and accurately. The initial deployment of the system provided basic capabilities to calculate tax rates and charges, issue tax bills, collect payments in various forms, calculate apportionment factors, and provide information for apportioning revenue among various jurisdictions.

### **Assessment Roll Corrections**

This service is performed by the Tax Roll Control unit. The integrity of the tax roll depends on accurate and timely execution of this service. Additionally, this service promotes a high collection rate. All roll corrections are audited before they are executed to verify their validity. Before and after values are inspected, and tax-rate areas are scrutinized. After the

essential for legal compliance with the tax code.



## Administration

The Administration unit is responsible for the annual preparation of the departmental budget, financial statements and revenue estimates. The unit processes and responds to all penalty appeal requests, facilities issues, purchasing matters, payroll, accounts payable and departmental personnel records. Additionally, this unit maintains training records, Form 700 filings, safety meeting minutes, workers compensation claims and fixed asset inventory records. This unit is also the custodian of petty cash and off site records.

## Information Systems

Information Systems provides for the support of all the computer systems used by the Department including TCAS, the legacy Tax Information System (TIS), the Internet Bill Presentment and Property ePayment System, the BancTec Remittance Processing System, and all desktops, printers and network equipment. Staff is committed to providing the public with a reliable and secure computing environment, which includes 24 hours a day 7 days a week access to relevant tax information.

## Current and Emerging Issues

### Economic Conditions and Impact on Property Tax Collections and Refunds

The economic downturn and the decline in the real estate market have continued to adversely affect property tax revenues. The past few years have seen an unprecedented number of negative supplemental assessments and assessment appeals. A serious backlog resulted from this downturn. Starting in FY 2011, the Department created a Center for Leadership and Transformation (CLT) team to attack the problem. The team was composed of members of the Tax Roll Control unit and the TCAS unit. Together they have significantly improved the business processes necessary to complete the roll corrections. Additionally, the TCAS unit is looking for ways to re-engineer and automate the remaining manual business processes. These improvements will positively affect other manual roll corrections. To date, the Department has reduced the negative supplemental backlog by 66 percent and the appeal backlog by 25 percent.

The pace of the economic recovery is uncertain, and is likely to create additional roll corrections. The Assessor's Office has requested additional staff to respond to these demands. In turn the Tax Collector has requested additional staff to respond to the expected increase in work coming from the Assessor.

### TCAS Improvements

A system enhancement initiative has been launched to focus on critical needs that were not addressed in the initial deployment of TCAS. The areas of focus are roll corrections, payment processing, tax bill maintenance, accounting, apportionment, and reconciliation. The Board allocated \$5.9million in FY 2012 mid-year to

provide funding for additional TCAS functionality. The effort will span approximately 24-months and eliminate many manual processes currently in place.

### Electronic Interface with Assessor and Clerk of the Board

In FY 2013, the Department is scheduled to work with both the Assessor's Office and the Clerk of the Board's Office in the development of electronic interfaces between the departments. Currently, assessment appeals and all assessed value adjustments (with the exception of supplemental assessments) are sent in paper form to the Tax Office for processing. The electronic interfaces will facilitate the processing and generation of accurate tax bills and refunds while reducing the amount of paper documents and data entry errors.

### Disaster Recovery

For FY 2013, the Department has requested resources to implement both an off-site and on-site redundancy system. This will ensure the continuation of services for customers, County departments, and Department employees, should there be a disaster.

## 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		■
Secured Collections	Yes	Mandated	Add 12.0 FTE to address Assesment Backlog	▲
Unsecured Collections	Yes	Mandated		■
Tax Roll Control	Yes	Mandated		■
Accounting	Yes	Mandated		■
Payment Processing	Yes	Mandated		■
Administration and Support	Yes	Required	Delete 1.0 FTE Director of Information Services. Department will not be negatively impacted.	◻

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

## County Executive's Recommendation

### ▲ Secured Collections

**Add 12.0 FTE, increase appropriations for Services and Supplies, and recognize revenue for the Assessment Backlog Property Tax project:** These positions are to address the increase in workload associated with the recommendation to add 16.0 FTE positions in the Assessor's Office. Adding these positions will require an increase in the appropriations for Services and Supplies, and will result in increased property tax revenue and an increase in revenue resulting from the Property Tax Administration Fee (PTAF).

The positions recommended are as follows:

- 6.0 FTE Account Clerk II
- 3.0 FTE Accountant Assistant
- 1.0 FTE Information Systems Analyst
- 1.0 FTE Supervising Account Clerk I
- 1.0 FTE Supervising Tax Collection Clerk

**Service Impact:** These positions will permit a timely process to catch up on property tax assessment workload generated by the increased positions in the Assessor's Office. Adding the combined Assessor and Tax Collector positions is expected to generate an estimated \$3.4 million in additional property tax

revenue for the General Fund. In addition to the increased property tax revenue, the County will be able to collect an additional \$800,000 in PTAF revenue to support these positions, which is budgeted in the Controller - Treasurer's budget.

**Positions Added: 12.0 FTE**

**Total Revenue: \$3,241,730**

Ongoing Salary and Benefits: \$877,284

One Time Services and Supplies: \$84,000

Ongoing Revenue: \$3,400,000

### ▼ Administration and Support

**Delete Director of Information Services:** Delete 1.0 FTE vacant Director of Information Services.

**Service Impact:** To enable an Agency focus for Information Technology, this vacant position is being deleted and a Director of Information Services for the Finance Agency will be added in the Controller-Treasurer's Office. The department will not be negatively impacted by this reduction in part because resources were added during the Mid-year budget



review for the Tax Collection and Apportionment System (TCAS), and because the department will utilize other resources available in the Finance Agency.

**Deleted Positions: 1.0 FTE**  
**Ongoing Savings: \$202,584**

**Tax Collector — Budget Unit 112**  
**Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
2212	Tax Collector Fund 0001	7,732,207	6,341,132	19,266,900	20,025,600	13,684,468	215.8%
2213	Tax Collector-AB 589 Fund 0001	7,295	6,480	6,259	6,259	(221)	-3.4%
2214	Tax Collection & Apportionment Sys Fund 0001	2,520,439	1,468,715	390,546	390,546	(1,078,169)	-73.4%
<b>Total Net Expenditures</b>		<b>\$ 10,259,941</b>	<b>\$ 7,816,327</b>	<b>\$ 19,663,705</b>	<b>\$ 20,422,405</b>	<b>12,606,078</b>	<b>161.3%</b>

**Tax Collector — Budget Unit 112**  
**Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
2212	Tax Collector Fund 0001	7,732,207	6,341,132	19,266,900	20,025,600	13,684,468	215.8%
2213	Tax Collector-AB 589 Fund 0001	7,295	6,480	6,259	6,259	(221)	-3.4%
2214	Tax Collection & Apportionment Sys Fund 0001	2,520,439	1,468,715	390,546	390,546	(1,078,169)	-73.4%
<b>Total Gross Expenditures</b>		<b>\$ 10,259,941</b>	<b>\$ 7,816,327</b>	<b>\$ 19,663,705</b>	<b>\$ 20,422,405</b>	<b>12,606,078</b>	<b>161.3%</b>

**Tax Collector — Budget Unit 112**  
**Expenditures by Object**

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 5,353,526	\$ 5,692,115	\$ 5,831,059	\$ 6,505,759	\$ 813,644	14.3%
Services And Supplies	4,906,415	2,124,212	13,832,646	13,916,646	11,792,434	555.1%
<b>Subtotal Expenditures</b>	<b>10,259,941</b>	<b>7,816,327</b>	<b>19,663,705</b>	<b>20,422,405</b>	<b>12,606,078</b>	<b>161.3%</b>
<b>Total Net Expenditures</b>	<b>10,259,941</b>	<b>7,816,327</b>	<b>19,663,705</b>	<b>20,422,405</b>	<b>12,606,078</b>	<b>161.3%</b>

**Tax Collector — Budget Unit 112**  
**Revenues by Cost Center**

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
2212	Tax Collector Fund 0001	479,057,025	470,025,000	493,740,000	497,140,000	27,115,000	5.8%
2214	Tax Collection & Apportionment Sys Fund 0001	650,000	950,000	450,000	450,000	(500,000)	-52.6%
<b>Total Revenues</b>		<b>\$ 479,707,025</b>	<b>\$ 470,975,000</b>	<b>\$ 494,190,000</b>	<b>\$ 497,590,000</b>	<b>\$ 26,615,000</b>	<b>5.7%</b>



## Tax Collector Fund 0001 — Cost Center 2212

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	56.0	\$ 6,341,132	\$ 470,025,000
Board Approved Adjustments During FY 2012	1.0	12,839,023	23,715,000
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	289,389	—
Internal Service Fund Adjustments	—	14,105	—
Other Required Adjustments	—	(216,749)	—
Subtotal (Current Level Budget)	57.0	\$ 19,266,900	\$ 493,740,000
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Assessment Backlog and Property Tax Revenue Increase	12.0	961,284	3,400,000
Add 12.0 FTE with Object 2 funds to support increased staff and recognize \$3,400,000 in increase Property Tax Revenue.			
2. Delete Director of Information Services	-1.0	(202,584)	—
Delete Vacant 1.0 FTE Director of Information Services			
Subtotal (Recommended Changes)	11.0	\$ 758,700	\$ 3,400,000
<b>Total Recommendation</b>	<b>68.0</b>	<b>\$ 20,025,600</b>	<b>\$ 497,140,000</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 2012 Approved Budget	—	\$ 6,480	\$ —
Board Approved Adjustments During FY 2012	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(221)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 6,259	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>—</b>	<b>\$ 6,259</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 2012 Approved Budget	3.0	\$ 1,468,715	\$ 950,000
Board Approved Adjustments During FY 2012	-1.0	(1,044,640)	(500,000)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(178,369)	—
Internal Service Fund Adjustments	—	—	—



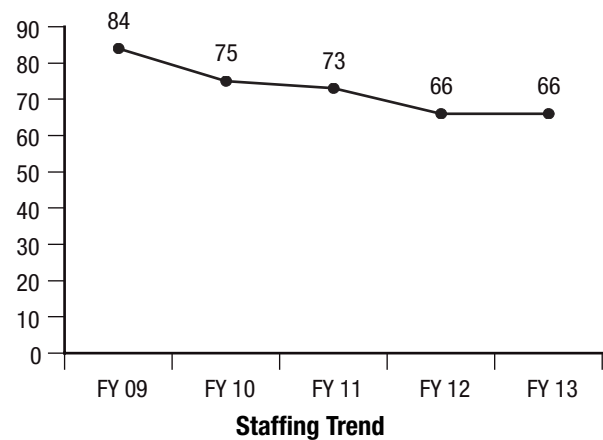
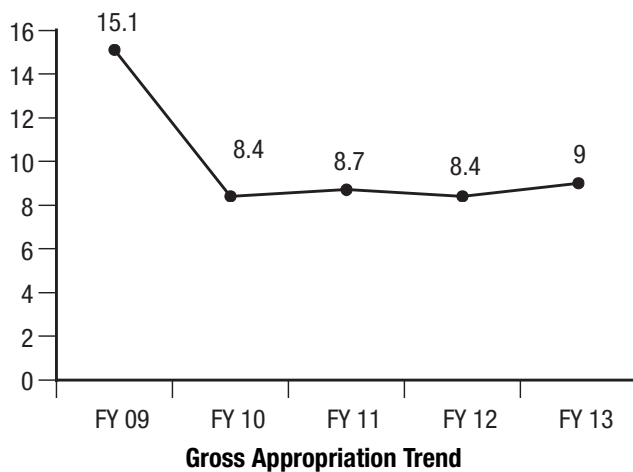
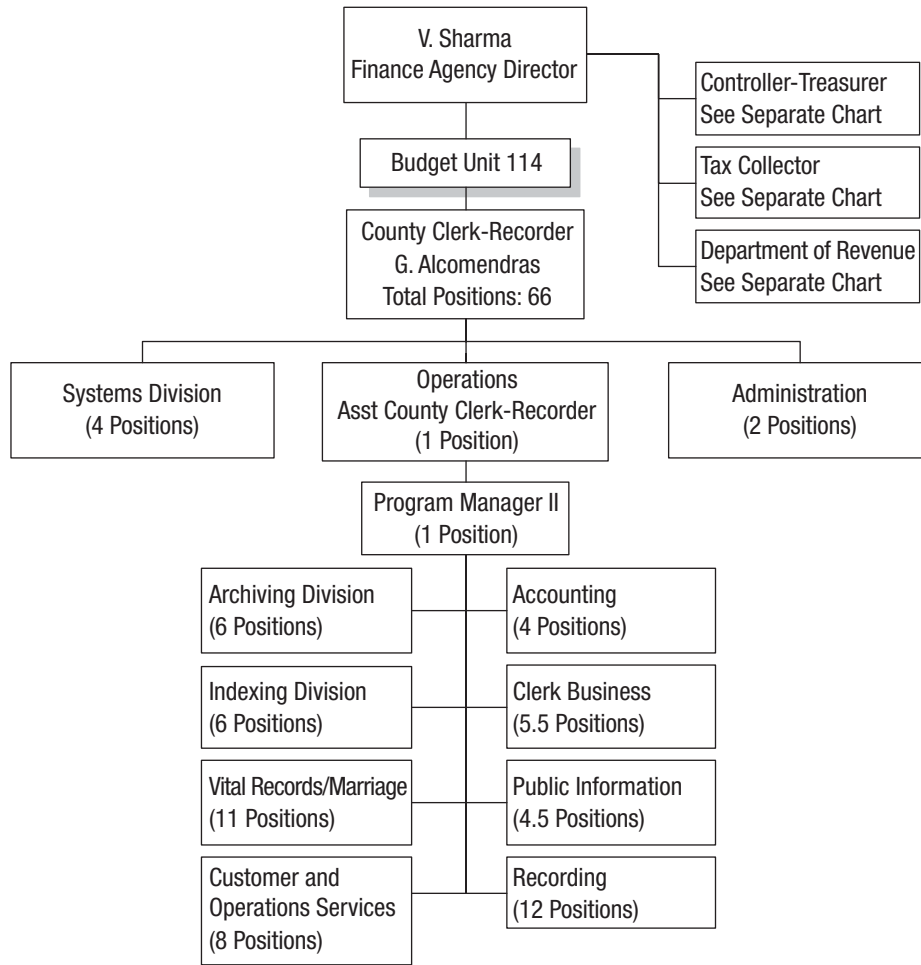
**Tax Collection & Apportionment Sys Fund 0001 — Cost Center 2214**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Other Required Adjustments	—	144,840	—
Subtotal (Current Level Budget)	2.0	\$ 390,546	\$ 450,000
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	2.0	\$ 390,546	\$ 450,000





# 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, and collects transfer taxes and other fees. The documents

may be received electronically, through the mail, or brought into the office. 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.

## **Current and Emerging Issues**

### **Electronic Recording**

The Santa Clara County Clerk-Recorder's Office has a key role in the statewide effort to build a multi-county electronic recording platform. Adopted by over a dozen California counties and implemented in Santa Clara County in 2011, the department is currently receiving over 10% of documents for recordation electronically. As the department aggressively expands the program in FY 2013, these volumes are projected to increase to 30%, improving service delivery to customers and increasing operating efficiencies.

### **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 this secure storage. Service providers for this type of storage are limited and doing business with outside vendors has been extremely problematic.

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

### **Records Research**

Official records and certain vital records are available for research and viewing by the public on dedicated computer monitors. Examples of types of records that are commonly recorded are mortgages, deeds, liens, abstracts of judgment and notices. Departmental staff is available to assist with the research process. Search methods available include computer searches and book/microfilm searches.

### **Copies of Official and Vital Records**

Plain and certified copies of official records and maps are sold, as well as certified copies of vital records. Once the required documents are identified with the assistance of staff, they are located and printed from the departmental imaging system.

1995. The collection was moved to the warehouse at Berger Drive for a number of years. Since the facility was shared with other County departments, consistent security was difficult to maintain. In 2007, the entire collection was again relocated to the Lower Level in the West Wing where a number of books were damaged by an overhead water leak.

Since this emerging issue was identified last year, the department has incorporated this project into the Finance Agency Center for Leadership and Transformation (CLT) and has identified resources to move this project forward. Working with other County departments, including Capital Programs and the County Surveyor, the department has finalized facility requirements and begun investigating different locations for the purchase of the secure facility to house the Clerk-Recorder's Office's entire records collection. The project and facility should have no impact on the County's General Fund as it will be funded by the special funds specifically designated to the Clerk-Recorder's Office.



## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Marriage Ceremonies	No	Non-Mandated		■
Passport Administration	No	Non-Mandated		■
Marriage Licenses	No	Mandated		■
Vital Records	No	Mandated		■
Document Recording	No	Mandated		■
Document Indexing	No	Mandated		■
Document Archiving	No	Mandated	Add appropriations for Book Restoration	▲
Recorded Document Copies	No	Mandated		■
Clerk Business	No	Mandated		■
Administration and Support	No	Required	Add appropriations to upgrade hardware and application for document imaging and storage.	▲

Impact on Current Level of Service:

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

## County Executive's Recommendation

### ▲ Document Archiving

**Add appropriations for book restoration (Non-General Fund):** Add appropriations in the amount of \$90,000 to restore record books.

**Service Impact:** The Department is responsible for bound records that date back to 1887 and they are protected by California law. As time has passed, the books have deteriorated. These books need to be restored by a professional restoration company that has extensive background in treating these types of documents. The complex restoration process includes testing, logging, disassembling, treatment, mending, rebinding, and quality check. The Department is proposing to restore the official records as an ongoing project funded by the Clerk-Recorder's Document Storage Fund (0027).

**Total Cost (Non-General Fund): \$90,000**

### ▲ Application Upgrade and Hardware Migration, Phase 1

**Add appropriations to support the Application and Hardware Migration, Phase 1 (Non-General Fund):** Add appropriations in the amount of \$1,073,100 to support the first phase of the application upgrade and hardware migration.

**Service Impact:** The Clerk-Recorder's Office implemented its document imaging and storage application in 1994. Over the years, the application has been extended to automate different business processes. The Department will upgrade the existing primary application environment to a modern programming framework. The current system resides on expensive proprietary hardware which requires increasingly higher maintenance costs. The hardware migration and software upgrade will increase the Department's capacity to implement improvements and enhancements to its operations including ones which improve and expand customer service delivery. Additionally, the upgrade will result in reduced operating costs and increased operating efficiencies. The Department will perform the upgrade in phases

with a multi-year project implementation. In addition to contract resources, the project budget includes unclassified positions to ensure sufficient project staffing. Since multiple business operations in the Department will benefit from the upgrade and migration, this phase is a one-time project funded

through multiple Clerk-Recorder's special funds, the Vital Statistics Fund (0024), Recorder's Modernization Fund (0026), the Electronic Recording Fund (0120), and the Social Security Number Truncation Fund (0121).

**Total Cost (Non-General Fund): \$1,073,100**

### County Recorder — Budget Unit 114 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
5650	Recorder's Vital Records Security Fund 0365	\$ 15,503	\$ 15,000	\$ 15,000	\$ 15,000	\$ —	—
5652	Recorder Electronic Record Fund 0120	453,607	408,694	411,797	452,897	44,203	10.8%
5653	SSN Truncation AB1168-2007 Fund 0121	204,320	904,694	212,797	438,847	(465,847)	-51.5%
5655	County Recorder Fund 0001	4,819,300	4,473,949	4,732,682	4,732,682	258,733	5.8%
5656	County Clerk Fund 0001	853,359	885,679	898,567	898,567	12,888	1.5%
5657	County Recorder Fund 0024	115,257	30,000	30,000	380,850	350,850	1,169.5%
5658	County Recorder Fund 0026	2,348,607	1,442,354	1,334,176	1,789,276	346,922	24.1%
5659	County Recorder Fund 0027	267,672	217,405	223,310	313,310	95,905	44.1%
<b>Total Net Expenditures</b>		<b>\$ 9,077,626</b>	<b>\$ 8,377,775</b>	<b>\$ 7,858,329</b>	<b>\$ 9,021,429</b>	<b>\$ 643,654</b>	<b>7.7%</b>

### County Recorder — Budget Unit 114 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
5650	Recorder's Vital Records Security Fund 0365	\$ 15,503	\$ 15,000	\$ 15,000	\$ 15,000	\$ —	—
5652	Recorder Electronic Record Fund 0120	453,607	408,694	411,797	452,897	44,203	10.8%
5653	SSN Truncation AB1168-2007 Fund 0121	204,320	904,694	212,797	438,847	(465,847)	-51.5%
5655	County Recorder Fund 0001	4,819,300	4,473,949	4,732,682	4,732,682	258,733	5.8%
5656	County Clerk Fund 0001	853,359	885,679	898,567	898,567	12,888	1.5%
5657	County Recorder Fund 0024	115,257	30,000	30,000	380,850	350,850	1,169.5%
5658	County Recorder Fund 0026	2,348,607	1,442,354	1,334,176	1,789,276	346,922	24.1%
5659	County Recorder Fund 0027	267,672	217,405	223,310	313,310	95,905	44.1%
<b>Total Gross Expenditures</b>		<b>\$ 9,077,626</b>	<b>\$ 8,377,775</b>	<b>\$ 7,858,329</b>	<b>\$ 9,021,429</b>	<b>\$ 643,654</b>	<b>7.7%</b>



## County Recorder — Budget Unit 114 Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 6,592,670	\$ 5,994,591	\$ 6,237,123	\$ 6,488,223	\$ 493,632	8.2%
Services And Supplies	2,382,286	2,383,184	1,621,206	2,533,206	150,022	6.3%
Fixed Assets	102,670	—	—	—	—	—
<b>Subtotal Expenditures</b>	<b>9,077,626</b>	<b>8,377,775</b>	<b>7,858,329</b>	<b>9,021,429</b>	<b>643,654</b>	<b>7.7%</b>
<b>Total Net Expenditures</b>	<b>9,077,626</b>	<b>8,377,775</b>	<b>7,858,329</b>	<b>9,021,429</b>	<b>643,654</b>	<b>7.7%</b>

## County Recorder — Budget Unit 114 Revenues by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
5650	Recorder's Vital Records Security Fund 0365	\$ 29,182	\$ —	\$ —	\$ —	\$ —	—
5652	Recorder Electronic Record Fund 0120	479,926	422,000	422,000	422,000	—	—
5653	SSN Truncation AB1168-2007 Fund 0121	485,459	423,500	423,500	423,500	—	—
5655	County Recorder Fund 0001	24,070,528	23,755,000	24,940,000	24,940,000	1,185,000	5.0%
5656	County Clerk Fund 0001	1,429,508	1,393,390	1,392,400	1,392,400	(990)	-0.1%
5657	County Recorder Fund 0024	134,243	130,000	130,000	130,000	—	—
5658	County Recorder Fund 0026	3,229,502	2,230,000	2,230,000	2,230,000	—	—
5659	County Recorder Fund 0027	482,026	421,000	421,000	421,000	—	—
	<b>Total Revenues</b>	<b>\$ 30,340,374</b>	<b>\$ 28,774,890</b>	<b>\$ 29,958,900</b>	<b>\$ 29,958,900</b>	<b>\$ 1,184,010</b>	<b>4.1%</b>

## Recorder's Vital Records Security Fund 0365 — Cost Center 5650 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Recorder's Vital Records Fund (Fund Number 0385)</b>			
FY 2012 Approved Budget	—	\$ 15,000	\$ —
Board Approved Adjustments During FY 2012	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 15,000	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 15,000	\$ —



## 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 2012 Approved Budget	1.0	\$ 408,694	\$ 422,000
Board Approved Adjustments During FY 2012	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	2,862	—
Internal Service Fund Adjustments	—	241	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	1.0	\$ 411,797	\$ 422,000
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Document Imaging and Storage	—	41,100	—
Application upgrade and hardware migration for document imaging and storage application.			
Subtotal (Recommended Changes)	—	\$ 41,100	\$ —
<b>Total Recommendation</b>	1.0	\$ 452,897	\$ 422,000

## SSN Truncation AB1168-2007 Fund 0121 — Cost Center 5653

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Clerk-Recorder's SSN Truncation Fund (Fund Number 0121)</b>			
FY 2012 Approved Budget	1.0	\$ 904,694	\$ 423,500
Board Approved Adjustments During FY 2012	—	(695,000)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	2,862	—
Internal Service Fund Adjustments	—	241	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	1.0	\$ 212,797	\$ 423,500
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Document Imaging and Storage Application	—	226,050	—
Application upgrade and hardware migration for document imaging and storage application.			
Subtotal (Recommended Changes)	—	\$ 226,050	\$ —
<b>Total Recommendation</b>	1.0	\$ 438,847	\$ 423,500

## County Recorder Fund 0001 — Cost Center 5655

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	47.0	\$ 4,473,949	\$ 23,755,000
Board Approved Adjustments During FY 2012	—	81,820	1,185,000
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	196,160	—
Internal Service Fund Adjustments	—	63,985	—



### County Recorder Fund 0001 — Cost Center 5655 Major Changes to the Budget

	Positions	Appropriations	Revenues
Other Required Adjustments	—	(83,232)	—
Subtotal (Current Level Budget)	47.0	\$ 4,732,682	\$ 24,940,000
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	47.0	\$ 4,732,682	\$ 24,940,000

### County Clerk Fund 0001 — Cost Center 5656 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	10.0	\$ 885,679	\$ 1,393,390
Board Approved Adjustments During FY 2012	—	12,494	(990)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	20,258	—
Internal Service Fund Adjustments	—	(7,370)	—
Other Required Adjustments	—	(12,494)	—
Subtotal (Current Level Budget)	10.0	\$ 898,567	\$ 1,392,400
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	10.0	\$ 898,567	\$ 1,392,400

### 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 2012 Approved Budget	—	\$ 30,000	\$ 130,000
Board Approved Adjustments During FY 2012	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 30,000	\$ 130,000
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Document Imaging and Storage	—	350,850	—
Application upgrade and hardware migration for the document imaging and storage application.			
Subtotal (Recommended Changes)	—	\$ 350,850	\$ —
<b>Total Recommendation</b>	—	\$ 380,850	\$ 130,000





### County Recorder Fund 0026 — Cost Center 5658 Major Changes to the Budget

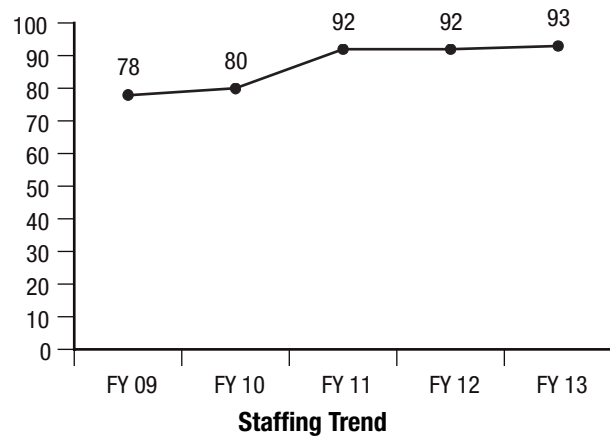
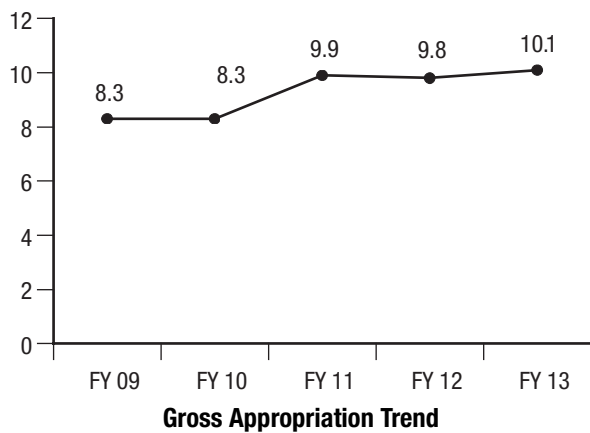
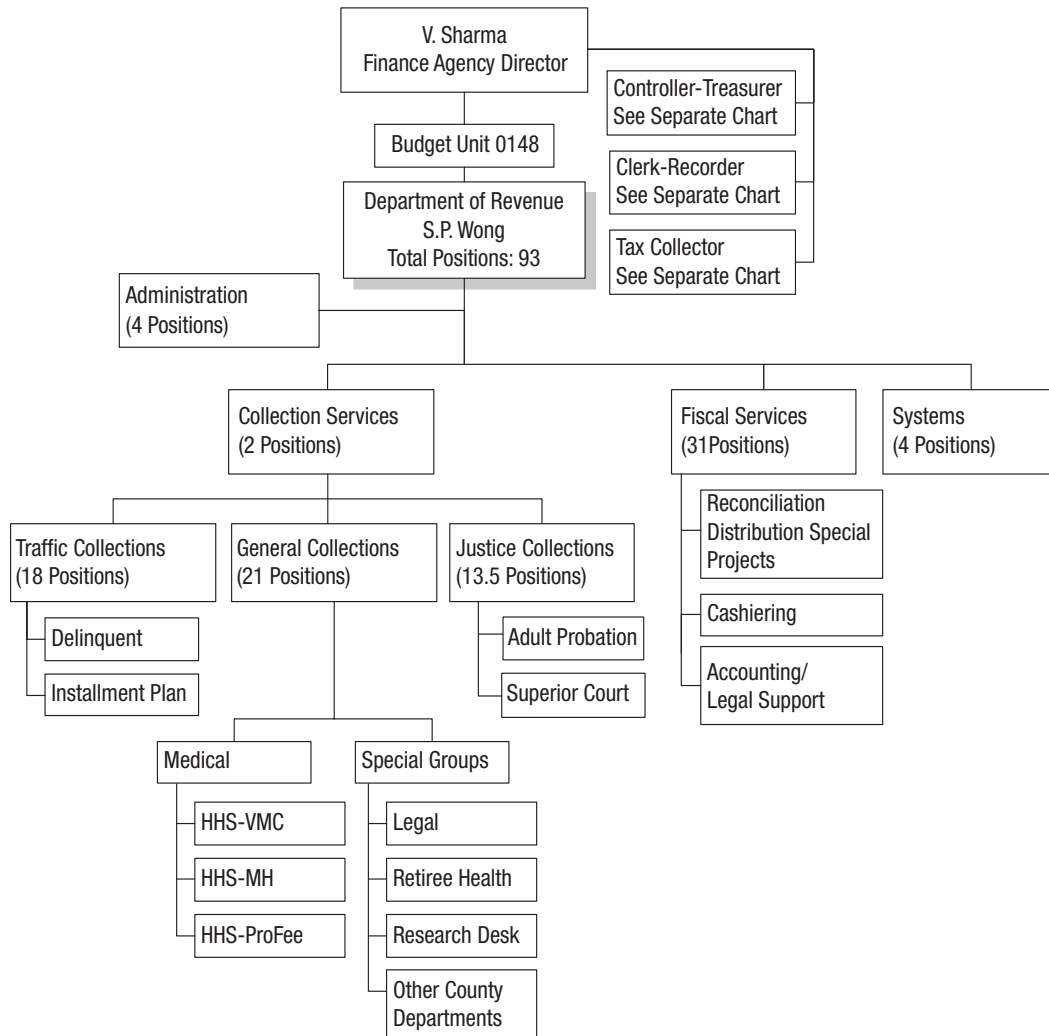
	Positions	Appropriations	Revenues
<b>Recorders Modernization Fund (Fund Number 0026)</b>			
FY 2012 Approved Budget	5.0	\$ 1,442,354	\$ 2,230,000
Board Approved Adjustments During FY 2012	—	(130,000)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	16,379	—
Internal Service Fund Adjustments	—	5,443	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	5.0	\$ 1,334,176	\$ 2,230,000
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Document Imaging and Storage	—	455,100	—
Application upgrade and hardware migration for the document imaging and storage application.			
Subtotal (Recommended Changes)	—	\$ 455,100	\$ —
<b>Total Recommendation</b>	5.0	\$ 1,789,276	\$ 2,230,000

### 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 2012 Approved Budget	2.0	\$ 217,405	\$ 421,000
Board Approved Adjustments During FY 2012	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	5,423	—
Internal Service Fund Adjustments	—	482	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	2.0	\$ 223,310	\$ 421,000
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Book Restoration	—	90,000	—
Subtotal (Recommended Changes)	—	\$ 90,000	\$ —
<b>Total Recommendation</b>	2.0	\$ 313,310	\$ 421,000



# Department of Revenue



## Public Purpose

- ➔ Maximize revenue collection to support services for County residents



## Description of Major Services

The Department of Revenue (DOR) is the County's central collections agency for both current and delinquent account collections and provides professional collection services using collection enforcement techniques comparable to those used in the private sector.

It is the mission of the Department of Revenue (DOR) to maximize revenue collection to support services for County residents, and to do so at the least possible cost, while providing quality service that is professional, respectful and courteous.

DOR seeks to collect debt owed to the County that is the legal responsibility of specific individuals and/or entities. The collections positively impact funding for numerous County agencies and departments, as well as several outside government entities. As such, this revenue supports many critical and valuable services to residents of Santa Clara County. The department's largest clients are VMC, the Probation Department and the County Superior Court.

## Department of Revenue Clients

Animal Control	Information Services Dept
Assessor's Office	Juvenile Probation Housing
Cities of Santa Clara County	Planning/Zoning
Clerk-Recorder's Office	Probation Department
Communications Department	Public Defender's Office
Controller-Treas Department	Public Guardian
County Library	Registrar of Voters
Department of Corrections	Roads and Airports
District Attorney's Office	Sheriff's Office
Employee Services Agency	State of California
Family Court Services	Superior Court
Health and Hospital Systems	Weights and Measures

Controller-Treasurer policy requires that delinquent debt accounts in departments across the County organization be referred to DOR unless exempted by the Controller-Treasurer, i.e., Tax Collector, the Social Services Agency, and Child Support Services.

In accordance with SB 940, effective January 2004, all counties must provide a collection program for delinquent court-ordered debt. Under the auspices of SB 940, DOR qualifies as a Comprehensive Collection Program (CCP) and is the designated program for Santa Clara County. Penal Code Section 1463.007 allows recovery of costs for SB 940 programs, to be offset against collected fines, penalties and fees. 49% percent of DOR resources are devoted to this mandated function.

In FY 2011, DOR total collections reached over \$91 million; of this amount, \$14.8 million was applied to DOR revenue accounts and the remaining was pass-through revenue to other departments and government entities (see table above). The ratio of total revenue collected to total expense (\$8.7 million) was \$10.54 collected for each \$1 spent.

The department maintains an Interactive Voice Response (IVR) system and a website that are operational 24 hours a day, seven days a week, to provide continuous, uninterrupted information. Credit card and e-check payments are accepted via an online service.

## Collection Services

DOR services include billing and collection pursuit and explanation of charges, court orders, civil judgments, legal obligations, and possible legal and other penalties for non-payment. In addition, DOR negotiates payment arrangements; determines ability to pay; establishes

payment plans; verifies Medi-Cal eligibility; conducts skip tracing (research and determination of a debtor's whereabouts, employment, earnings, property, liabilities, assets and ability to pay); and researches probates and liens. Collections activities also include small-claims actions and lawsuits, wage attachments, tax interception, recordation of Reimbursement Agreements and return of delinquent accounts to the Court for issuance of bench warrants, Orders to Show Cause or referral to civil collection processes. Specialized collections areas include third party payment, Workers Compensation, compromise requests, bankruptcy, and victim restitution.

## Fiscal Services

DOR Fiscal Services receives and posts payments and conducts accounting, reconciliation and distribution of collected revenue to appropriate funds and entities. Other functions of this division include the management of payments to victims of crime, review of court minute orders, coordination of support services for legal actions, bankruptcy research, supervision of incoming revenues from certain taxes and fees, and preparation of the DOR Cost Allocation Plan and other required reports. Fiscal Services also administers the contracted County parking violation collection service, the 2nd level Parking Appeals Board, and the County - San Jose State University Student Internship Agreement.

## Systems Division

This division maintains the department's data and communication systems; oversees automated payment interfaces; maintains constant review of legislative changes regarding fines, fees and new mandates/programs in order to implement and comply with related systems requirements; issues large volume monthly billing statements and delinquent notices; oversees security and HIPAA requirements; and coordinates Countywide departmental requests for Relief of Accountability in accordance with State statute.



## Current and Emerging Issues

### Traffic Collections

DOR is the designated agency for the collection of delinquent court-ordered debt in Santa Clara County, and in 2005, the collection of traffic fines was added to the department's justice collection service. All delinquent court-ordered debt collection programs are fully cost recovered from collected revenue.

In recent years, the Court has altered the traffic account mix and the volumes that are referred to DOR by establishing and adding several new account types (FTA-Failure to Appear, Payment Plans, and Stays), and re-directing recalcitrant accounts to an out sourced provider.

The Court and County agreed to proceed with outsourcing plans as long as existing DOR traffic staffing levels were sustained by the overall program growth. Per statute, the constitution of a county's court ordered debt program requires joint County-Court agreement.

A group of unclassified codes (12) were created and designated to accommodate the larger DOR traffic program, to be filled incrementally as the referral volume grows and reaches capacity. To date, 6 of these codes have been converted to classified, and 6 remain on hold, pending full implementation of stay accounts. By October 2012 these banked unclassified codes will expire, in anticipation that the account volumes will then be stable.

### DOR Expanded Hours

Beginning approximately September 2012, DOR will provide early morning and evening hour services to the public (7:30 am - 7:00 pm). This will be possible due to a County-SEIU Departmental Agreement and Alternate Hours Pilot Program which offers a 4/10 work-week to a portion of DOR employees.

Public access to DOR in the early evening, as well as during the day, will result in better customer service for debtors who find it difficult to visit or call DOR during the day and will also open evening hours for collectors to make telephone contact with debtors. It is well known that direct and personal contact is an essential component of successful collections. Efforts such as this improve customer service, enhance revenues, and may provide a number of other personal and operational benefits to the department and other staff. It is also

important to make changes which will help to maintain DOR's competitive edge with the private sector services, as outsourcing has been a recent topic of interest related to cost-benefit considerations.

### Health Care Reform and Hospital Collections

DOR collects delinquent debt for the County hospital. With the passage of national health care reform, we are seeing changes in debt patterns and obligations, as well as in the means by which medical debt may be collected from both patients and insurance.

The hospital is working on several projects which should have positive effects on medical debt collection by DOR. These efforts include streamlined front-end information gathering from patients, efficiencies in early identification of special assistance and ability-to-pay programs for patients, improvements in the debt compromise process, and implementation of the EPIC system. One possible effect may be greater collection success BEFORE referral to DOR, thus over the long term, DOR referrals and collections could decrease, though overall revenue recovery will improve.

### Statewide Justice System Changes

The California Realignment of Services plan will affect every part of the criminal justice system, including DOR which collects large portions of the County's delinquent and non-delinquent court-ordered debt. DOR is working closely with the Court and Probation Department to identify anticipated impacts, including caseload increases, process and procedural changes, new service areas, additional system interfaces, accounting and fund distribution requirements, etc. DOR is paying particularly close attention to ramifications to the Victim Restitution collections.

### DOR Center for Leadership Transformation (CLT) Projects

The Department of Revenue (DOR) has launched a CLT project to "go paperless" in its CUBS Collections System. The Department is now using a scanning application to scan and read selected supporting paper documents to CUBS. Going paperless will transform DOR's existing paper-driven manual processes, significantly improving efficiency by reducing research time and allowing staff more time for collections. It will also reduce paper costs and free up office space. The software application

ACUMEN is being installed and will allow DOR to score collection accounts, balance workload, and provide enhanced reporting capability, raising the effectiveness and efficiency of the collection process. DOR is

becoming a public sector leader, being the first public sector collection entity to use ACUMEN to transform the collection 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
General Collections	No	Non-Mandated	Add Collections Manager	▲
Justice Collections (APD-Muni)	No	Non-Mandated		■
Justice Collections (Traffic)	No	Mandated		■
Justice Collections (APD-Muni)	No	Mandated		■
Administration/Support	No	Required		■

Impact on Current Level of Service:

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

## County Executive's Recommendation

### ▲ General Collections

**Add 1.0 FTE Program Manager II and recognize associated revenue:** This position will act as a Collections Manager to manage DOR's collections. 62% of the cost of this position is deducted from non-General Fund revenue collected.

**Service Impact:** The Collections Manager position is needed to manage DOR's increasingly complex collections programs which have grown by 21 positions (+30%), and an additional 90% in collected revenue since

FY 2003 (\$91.6 million was collected in FY 2011). This position will provide support to the collection supervisors over the four collection areas.

**Total Cost: \$46,835**

Salary and Benefits: \$124,620

Revenue: \$77,785

### Department Of Revenue — Budget Unit 148

#### Net Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
2148	Revenue Fund 0001	\$ 8,653,392	\$ 9,752,760	\$ 9,945,229	\$ 10,069,849	\$ 317,089	3.3%
	<b>Total Net Expenditures</b>	\$ 8,653,392	\$ 9,752,760	\$ 9,945,229	\$ 10,069,849	\$ 317,089	3.3%



## Department Of Revenue — Budget Unit 148 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
2148	Revenue Fund 0001	\$ 8,653,392	\$ 9,752,760	\$ 9,945,229	\$ 10,069,849	\$ 317,089	3.3%
<b>Total Gross Expenditures</b>		\$ 8,653,392	\$ 9,752,760	\$ 9,945,229	\$ 10,069,849	\$ 317,089	3.3%

## Department Of Revenue — Budget Unit 148 Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 7,251,366	\$ 8,170,363	\$ 8,257,128	\$ 8,381,748	\$ 211,385	2.6%
Services And Supplies	1,393,791	1,582,397	1,688,101	1,688,101	105,704	6.7%
Fixed Assets	8,234	—	—	—	—	—
<b>Subtotal Expenditures</b>	8,653,392	9,752,760	9,945,229	10,069,849	317,089	3.3%
<b>Total Net Expenditures</b>	8,653,392	9,752,760	9,945,229	10,069,849	317,089	3.3%

## Department Of Revenue — Budget Unit 148 Revenues by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
2148	Revenue Fund 0001	\$ 14,754,183	\$ 14,492,416	\$ 14,501,916	\$ 14,579,701	\$ 87,285	0.6%
<b>Total Revenues</b>		\$ 14,754,183	\$ 14,492,416	\$ 14,501,916	\$ 14,579,701	\$ 87,285	0.6%

## Revenue Fund 0001 — Cost Center 2148 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	92.0	\$ 9,752,760	\$ 14,492,416
Board Approved Adjustments During FY 2012	—	140,574	9,500
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	80,211	—
Internal Service Fund Adjustments	—	53,204	—
Other Required Adjustments	—	(81,520)	—
Subtotal (Current Level Budget)	92.0	\$ 9,945,229	\$ 14,501,916
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Add Collections Manager Position	1.0	124,620	77,785
Add 1.0 FTE Collections Manager Position and recognize associated revenue			
Subtotal (Recommended Changes)	1.0	\$ 124,620	\$ 77,785
<b>Total Recommendation</b>	93.0	\$ 10,069,849	\$ 14,579,701







# 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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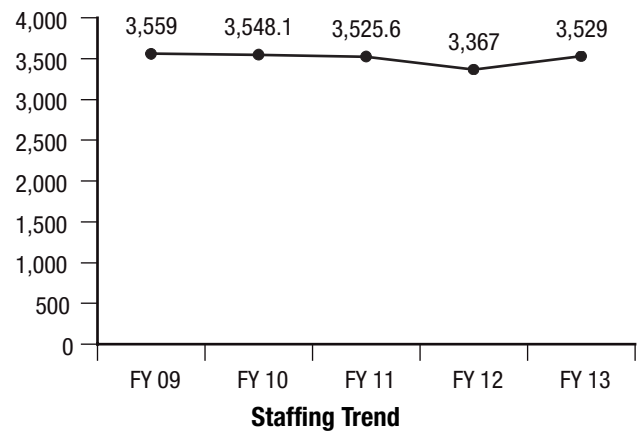
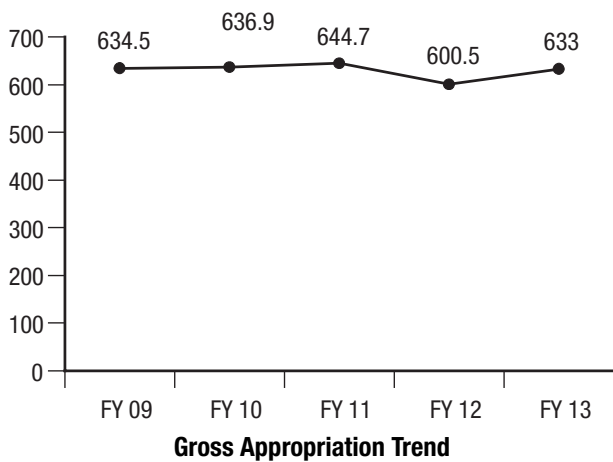
## Departments

- 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 Unit 202	Department of Correction Budget Units 235, 240
Public Defender Budget Unit 204	Probation Department Budget Unit 246
Office of Pretrial Services Budget Unit 210	Medical Examiner-Coroner Budget Unit 293
Office of the Sheriff Budget Unit 230	Criminal Justice System-Wide Costs Budget Unit 217

Section 2: Public Safety and Justice



## Net Expenditures By Department

BU	Department Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
202	District Attorney Department	\$ 86,656,294	\$ 86,630,979	\$ 90,091,957	\$ 90,484,257	\$ 3,853,279	4.4%
204	Public Defender	44,143,346	42,593,656	45,836,544	46,188,335	3,594,679	8.4%
210	Office Of Pretrial Services	5,299,978	4,882,789	5,094,457	5,094,457	211,668	4.3%
217	Criminal Justice Support	45,562,700	46,317,696	46,447,033	47,447,033	1,129,337	2.4%
230	Sheriff's Department	117,131,950	116,064,645	114,412,799	114,412,799	(1,651,846)	-1.4%
235	Sheriff's Doc Contract	114,532,478	96,588,081	104,985,410	110,359,911	13,771,830	14.3%
240	Department Of Correction	69,749,216	70,652,407	71,215,823	72,955,425	2,303,018	3.3%
246	Probation Department	127,247,437	119,211,795	127,027,655	129,298,037	10,086,242	8.5%
293	Med Exam-Coroner Fund 0001	3,567,832	3,408,301	3,432,217	3,571,381	163,080	4.8%
<b>Total Net Expenditures</b>		<b>\$ 613,891,231</b>	<b>\$ 586,350,349</b>	<b>\$ 608,543,896</b>	<b>\$ 619,811,636</b>	<b>\$ 33,461,287</b>	<b>5.7%</b>

## Gross Expenditures By Department

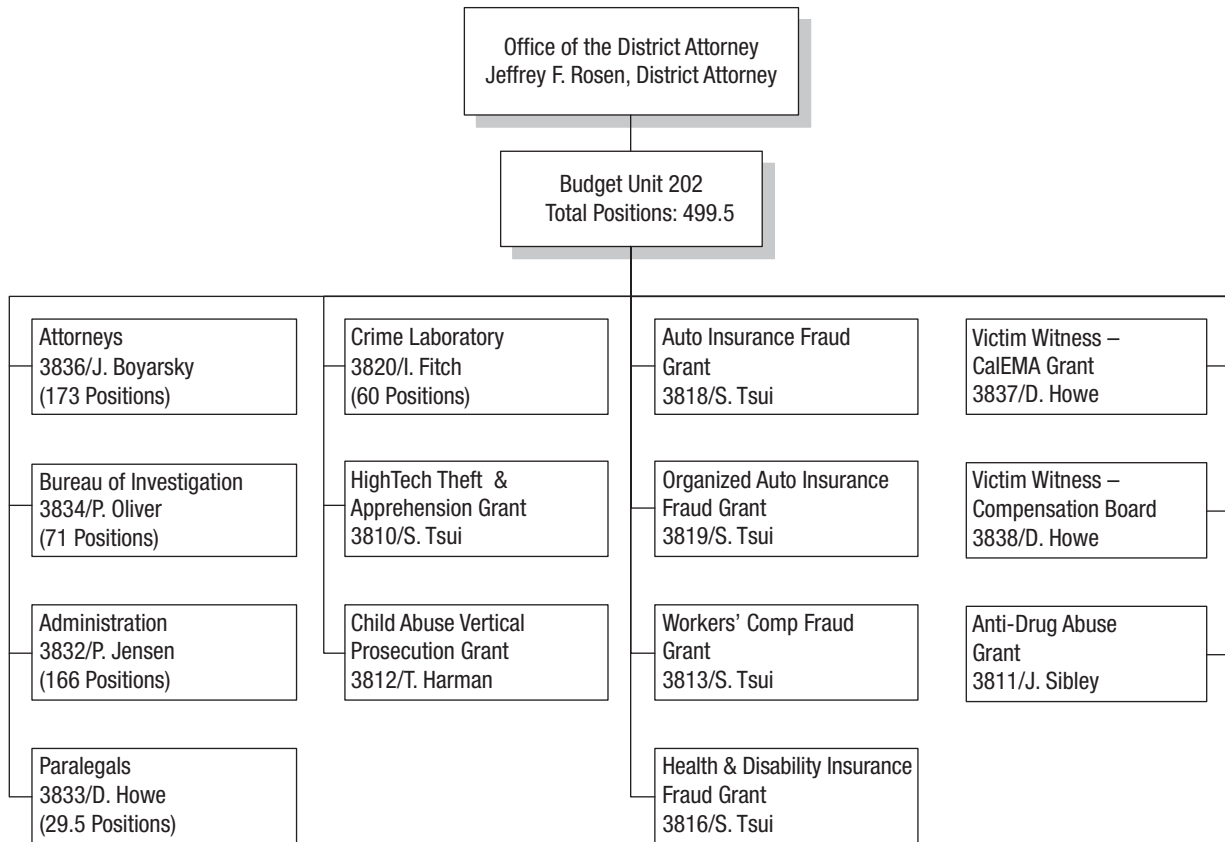
BU	Department Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
202	District Attorney Department	\$ 100,500,495	\$ 92,097,155	\$ 95,618,908	\$ 96,011,208	\$ 3,914,054	4.2%
204	Public Defender	44,489,502	42,932,113	46,175,001	46,526,792	3,594,679	8.4%
210	Office Of Pretrial Services	5,299,978	4,882,789	5,094,457	5,094,457	211,668	4.3%
217	Criminal Justice Support	45,562,700	46,317,696	46,447,033	47,447,033	1,129,337	2.4%
230	Sheriff's Department	121,759,477	123,884,455	121,203,824	121,203,824	(2,680,631)	-2.2%
235	Sheriff's Doc Contract	114,532,478	96,588,081	104,985,410	110,359,911	13,771,830	14.3%
240	Department Of Correction	69,933,118	70,823,031	71,386,447	73,126,049	2,303,018	3.3%
246	Probation Department	127,692,956	119,617,233	127,433,093	129,703,475	10,086,242	8.4%
293	Med Exam-Coroner Fund 0001	3,567,832	3,408,301	3,432,217	3,571,381	163,080	4.8%
<b>Total Gross Expenditures</b>		<b>\$ 633,338,536</b>	<b>\$ 600,550,854</b>	<b>\$ 621,776,391</b>	<b>\$ 633,044,131</b>	<b>\$ 32,493,277</b>	<b>5.4%</b>

## Revenues By Department

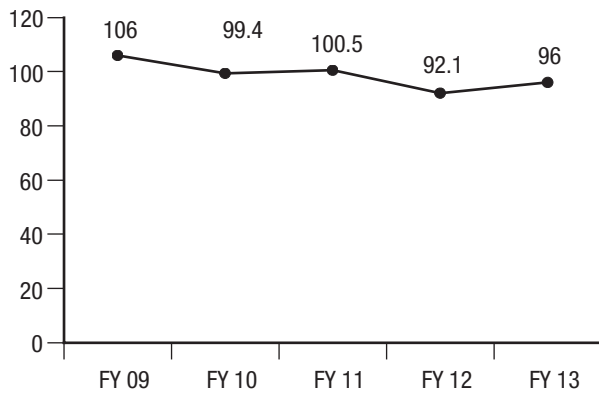
BU	Department Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
202	District Attorney Department	\$ 19,038,013	\$ 17,957,434	\$ 15,958,390	\$ 16,108,390	\$ (1,849,044)	-10.3%
204	Public Defender	434,706	574,792	791,600	791,600	216,808	37.7%
210	Office Of Pretrial Services	576,114	571,988	572,981	572,981	993	0.2%
217	Criminal Justice Support	155,869,305	169,609,000	180,540,168	181,540,168	11,931,168	7.0%
230	Sheriff's Department	54,367,127	57,426,765	53,391,586	53,391,586	(4,035,179)	-7.0%
235	Sheriff's Doc Contract	—	—	1,854,732	6,456,827	6,456,827	—
240	Department Of Correction	18,875,757	15,683,723	14,334,328	15,198,813	(484,910)	-3.1%
246	Probation Department	31,173,613	33,299,776	36,781,782	39,052,164	5,752,388	17.3%
293	Med Exam-Coroner Fund 0001	302,721	301,367	301,367	301,367	—	—
<b>Total Revenues</b>		<b>\$ 280,637,357</b>	<b>\$ 295,424,845</b>	<b>\$ 304,526,934</b>	<b>\$ 313,413,896</b>	<b>\$ 17,989,051</b>	<b>6.1%</b>



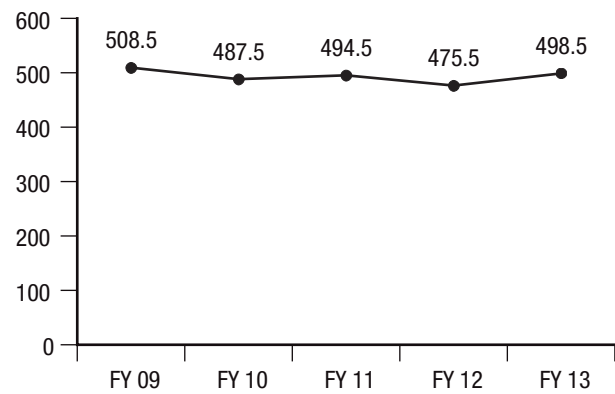
# Office of the District Attorney



Section 2: Public Safety and Justice



**Gross Appropriation Trend**



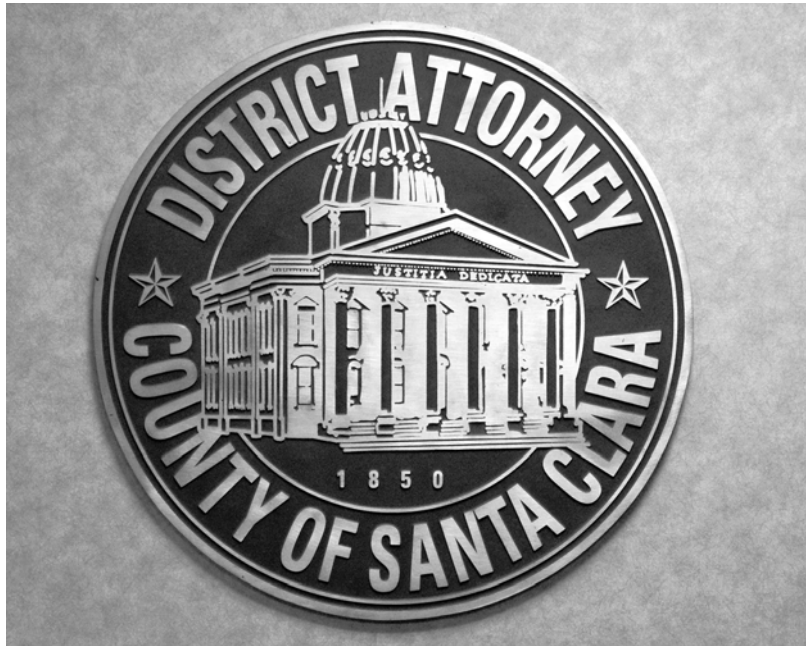
**Staffing Trend**

The Staffing Trend chart does not reflect 1 new position that is recommended for the Department, as a new job classification is required. The recommended funding to support this new position is included in the Gross Appropriation Trend Chart.



## Public Purpose

- ➔ **Constitutional Rule of Law Upheld**
- ➔ **Public Safety**



## Description of Major Services

### Criminal Prosecution

The District Attorney discharges his obligation to ensure public safety by thorough investigation, and prompt, professional prosecution leading to just verdicts and fair sentences. The legal services provided by the District Attorney contribute to the County having one of the lowest crime rates among California's large counties, and among the lowest nationally for metropolitan areas.

Attorneys prosecute and investigators investigate both felony and misdemeanor crimes throughout the County, with the help of criminalists, paralegals, clerical staff, and administrative staff. The Office is generally organized by types of crime, and utilizes both general assignments and "vertical" assignments (an approach in which one designated attorney handles a given case from start to finish, as opposed to different attorneys handling different phases of the case). The vertical assignment approach is used in units such as homicide, sexual assault and gang violence, in part because it helps the Office best serve victims and their families in those types of cases.

Below is a brief description of each of the major teams and their areas of concentration in the Office, followed by descriptions of smaller, specialized teams, along with information on other functions that support the Office's mission, such as the Bureau of Investigations and the Crime Laboratory.

### Burglary, Assault, and Theft (BAT)

The BAT Team prosecutes felony cases in the San Jose facility of the Superior Court. The unit is responsible for the prosecution of felony crimes that occur in the central portion of the County, including the cities of San Jose, Santa Clara, Campbell, Milpitas, and Los Gatos. The team currently focuses on two major areas of prosecution:

- Prosecution of property crimes, such as burglary and auto thefts.
- Prosecution of violent crimes, such as assault with a deadly weapon, felony driving under the influence, kidnapping, and robbery.

### Complaints/Issuing

This team consists of several experienced attorneys who are responsible for reviewing all non-vertical law enforcement referrals. The review process, which is

conducted under rigorous timelines because of legal requirements for prompt filing of charges, includes careful examination of police reports, associated documents and materials as well as criminal history information to determine which criminal charges, if any, should be filed in each matter.

This unit also considers whether available alternatives to criminal prosecution are an appropriate option and/or whether any available sanctions for existing supervision mechanisms (i.e. parole, probation, mandatory supervision, deferred entry of judgment or post release community supervision) would be a sufficient response to the alleged misconduct. Part of this responsibility is for pre-filing review of criminal citations, which ensures that the unit reviews all cases early for possible diversion to alternatives to the traditional criminal prosecution model.

### Consumer & Environmental Protection

In the Consumer Protection Unit, inquiries are received from consumers complaining about businesses. These complaints can be resolved through mediation services, which focus on helping individual consumers pursue informal resolution of their disputes with business entities; or through enforcement, in which the team prosecutes criminal and civil cases against those engaging in unlawful or fraudulent business practices.

The Environmental Protection Unit enforces laws intended to protect human health and the environment, and to ensure workplace safety. These laws govern such diverse areas as air pollution, asbestos, hazardous waste/materials/substances, land development, pesticide use, exposure warnings, timber protection, underground storage tanks, water pollution, streambed alterations, wildlife protection and workplace safety where fatalities or serious injuries are involved. Enforcement of these laws includes civil as well as criminal proceedings, which can result in substantial monetary penalties and recovery of damages to natural resources, as well as incarceration.

### Economic Crimes

This team prosecutes a variety of crimes related to fraud, emphasizing cases that are accomplished by lying or the breach of a trusted or fiduciary relationship with the victim as opposed to the taking of property covertly, or by force or fear. Types of fraud this team prosecutes include:

- **Elder Fraud** – These financial crimes against the elderly most often involve a perpetrator who is known to the elder victim such as a child, grandchild, friend or caregiver. Typical crimes include forged checks, unauthorized use of the elder's credit cards and good credit, embezzlement (e.g. using the elder's money to pay expenses of the perpetrator without the elder's knowledge and/or consent), and theft by false pretenses (e.g. obtaining an elder's signature on legal documents without the elder truly understanding the consequences of the subject transaction).
- **Insurance Fraud** – The business of insurance involves many transactions, each of which has potential for abuse and fraud. This team partners with a variety of law enforcement agencies to investigate and prosecute fraudulent activity in the insurance industry.
- **Major Fraud** – This team focuses on cases involving serious and complex fraud, also known as white-collar crime, where the loss exceeds \$100,000. These cases involve obtaining property through false pretenses, trickery, fraud, or embezzlement. The unit also prosecutes investment and tax fraud cases regardless of the dollar loss. The unit has a particular focus on the use of the Internet to commit fraud, which has become increasingly prevalent.
- **Real Estate Fraud** – This unit investigates and prosecutes crimes involving real estate documents and transactions. The recent focus has been on cases involving foreclosure, particularly in cases such as a fraudulent second trust deed fraud resulting in a foreclosure notice.

### Family Violence

This team reviews, files, and prosecutes crimes of domestic violence; physical abuse, endangerment, and neglect of children, elders, and dependent adults; as well as child abduction crimes.

Significant research over the last decade has shown that different types of violence in the home are interrelated and have serious consequences for the safety of all family members, as well as for the community. For children, the danger of living in a violent home is not limited to the possibility that intimate partner violence will spill over into child abuse. Unfortunately, research has shown that children who observe intimate partner violence or are physically abused tend to have higher

levels of behavioral problems as children, and as they become adults, tend to have higher levels of crime and substance abuse problems.

In addition to aggressively pursuing offender accountability, the Family Violence Team actively pursues an agenda that acknowledges that the cycle of violence begins anew when children live in violent homes. The team promotes policies and procedures designed to help these children and parents overcome the effects of violence. In this way, the District Attorney's Office helps prevent children from becoming violent adults and/or adult victims.

### **Gang Prosecution**

A gang is generally defined as a formal or informal ongoing group that has as one of its primary activities the committing of criminal acts. The adult Gang Prosecution Unit prosecutes gang-related felony offenses, including homicides. Cases are vertically prosecuted as described above. Gang Unit attorneys also prosecute violations of gang abatement court orders. The objective of the Gang Unit is:

- To maintain public order and safety.
- To respond to the crime caused by street gangs that threatens and terrorizes peaceful citizens.
- To stop this mounting criminal activity.
- To provide for increased penalties for those found guilty of criminal gang involvement and eliminate the patterns, profits, and property helping criminal street gang activity, including street gang recruitment.

### **High-Technology Crimes**

In Silicon Valley, the High-Technology Crime Unit is a must. This unit prosecutes criminal activity related to high technology, which occurs in these principal forms:

- Theft and sale of electronic items (computers, computer components and the like)
- Theft of trade secrets
- Hacking and other illicit intrusions into computer systems
- Identity theft

### **Homicide**

The Homicide Team handles the majority of murder cases that occur in Santa Clara County. Many of these cases are murders with allegations of special circumstances, which can result in imposition of the death penalty, however, the District Attorney believes that the death penalty should be rarely imposed and reserved for only the worst of the worst murderers. Moreover, the District Attorney has implemented a protocol to decide whether to seek the death penalty within six months of filing criminal charges in order to minimize expense to the County, the courts, and the Public Defender's Office.

### **Juvenile Justice**

The Juvenile Team focuses on disposition of cases involving juveniles, which may involve informal supervision, diversion, or certification to adult court for traditional prosecution. This team has created and implemented a number of specialized programs designed to meet the needs of the youthful offender while furthering the primary mission of public safety.

### **Misdemeanor Prosecution**

The Misdemeanor Team is responsible for prosecuting more than 30,000 misdemeanor offenses of all kinds per year in the central portion of the County. These include misdemeanor-level offenses related to driving under the influence, driving without a license, domestic violence, petty theft, battery, and a wide variety of other crimes. Within FY 2012, the DA's team was augmented to allow the legal representation of the People at out-of-custody misdemeanor arraignments, as described more fully in the Current and Emerging Issues section of this document.

### **Narcotics Team**

The Narcotics Unit consists of a number of specialized units.

- The Anti-Drug Abuse Unit works with the County Narcotics Task Force and with a specialized unit within the San Jose Police Department under the terms of a State grant.
- The Asset Forfeiture Unit handles all cases dealing with seized drug proceeds. This can include cars, money, jewelry and homes.
- The Drug Treatment Court Team works in collaboration with the Courts, the Offices of the Public and Alternate Defender, Probation, the



Department of Mental Health, the Department of Public Health, the Department of Alcohol and Drug Services, and the Department of Correction in order to staff specialized courts to work towards effective drug treatment for addicts prosecuted in the County.

- The General Narcotics Felony Team consists of attorneys who handle court calendars with general court appearances and trials. These cases range from possession to sales of narcotics.
- The Major Narcotic Vendor Prosecution Unit handles high-level narcotics sales, possession for sale and manufacturing cases.

### **Sexual Assault Team**

The Sexual Assault Team prosecutes felony violations of the sex registration laws, and prosecutions of sexual assaults on adult and child victims. Each year, the Sexual Assault Team handles over five hundred felony sexual assault cases and over one hundred fifty felony violations of the sex registration laws. Many of the cases prosecuted by the Sexual Assault Team carry potential life sentences mandated by the "One Strike" laws that apply to aggravated circumstances such as multiple victims, kidnapping and burglary.

### **Branch Offices and Specialized Units**

The Office has teams in the Palo Alto (North County) and San Martin (South County) court complexes. These teams prosecute felonies and misdemeanors committed in those areas of the County.

In addition to these major units, the Office has a number of smaller units focused on more specialized, but very important parts of the Office's responsibilities. A summary of these units follows.

### **Career Criminal Unit**

The Career Criminal Unit prosecutes felonies committed by serious repeat offenders. Unit attorneys handle the majority of the Three Strikes cases filed in Santa Clara County. Each of these cases is reviewed by a group of senior attorneys to determine whether the District Attorney should exercise his discretion to seek a reduction from the life sentence penalties. In cases where this is done, the reasons are stated on the record in open court. Cases that are not reduced are assigned to unit attorneys who specialize in Three Strikes prosecutions and handle the cases from start to finish.

In addition to Three Strikes cases, unit attorneys prosecute serious and complex cases that benefit from having the same deputy district attorney handle the case from beginning to end.

### **Cold Case Unit**

The Cold Case Unit takes a fresh look at serious cases that were previously unsolved. In many instances this entails use of new technologies, such as DNA analysis, that were not available at the time the crime was committed. In addition to technological advances, often the re-analysis of existing evidence by a different seasoned investigator and prosecutor can identify leads not identified initially. Regardless of the age of a case it is a central focus of the Office to bring the perpetrators of crime to justice and to provide comfort and closure to victims.

### **Conviction Integrity Unit**

Conviction integrity is central to the District Attorney's mission. The unit is responsible for evaluating and implementing policies and protocols that assure convictions are based upon the highest levels of ethics and accuracy. In addition to implementing reforms, this unit is responsible for office training and error prevention. Finally, the unit cooperates with post-conviction investigations by outside counsel, and when appropriate, the evaluation and investigation of past convictions where reasonable concerns have been raised of actual innocence.

### **Public Integrity Unit**

The Public Integrity Unit supervises the investigation of cases involving corruption of public officials and employees in their official capacities or in the performance of their duties and initiates criminal charges when appropriate, generally by grand jury indictment. Crimes include theft, embezzlement or misappropriation of public funds; and removal, alteration, destruction or falsification of public records. Other duties of the unit are enforcement of Political Reform Act provisions that relate to campaign filings and practices, enforcement of the Elections Code, and review of issues relating to the Brown Act, California's open public meeting law.

## Victim-Witness Assistance Program

The Office provides a variety of services to victims and witnesses of crime, both directly and through a contract relationship with Silicon Valley FACES, a non-profit agency. These services include:

- Crisis counseling
- Emergency assistance
- Resource & referral to other agencies
- Follow-up counseling
- Assistance with return of property taken as evidence
- Court assistance, accompaniment and support
- Victim compensation applications
- Information/orientation to the criminal justice system
- Restitution computation

If eligible, compensation is available for medical and dental losses due to crime, psychological counseling for the victim and immediate family members for emotional trauma due to crime, assistance with relocation for domestic violence victims and sexual assault victims, and home security assistance if the victim is in danger of harm from the offender.

## Prosecutorial Support

As mentioned above, a variety of staff members in the Office have roles in support of the attorneys who are part of the teams described above. These employees bring their own professional skills and experience to these roles, all of which contribute to meeting the Office's overarching goals of upholding safety and ensuring justice. These groups are described below.

## Bureau of Investigation

The Bureau of Investigation is the peace officer unit of the District Attorney's Office, performing a variety of functions that are integral to the success of the Office's prosecutorial duties. Bureau investigators have the same powers as police officers. The District Attorney's Bureau of Investigation has statutory or customary original investigative jurisdiction in several subject matters, such as parental child abduction and child stealing, conflict of interest, public corruption, police misconduct, conviction integrity, and many white-collar crimes such as elder fraud, real estate fraud, major fraud, consumer fraud, and environmental fraud. With a

grant from the Department of Insurance, the Bureau of Investigation also conducts original investigations into workers' compensation fraud, auto insurance fraud and urban organized auto insurance fraud.

Investigators also provide support to prosecutors in preparing cases for prosecution after charges have been filed in cases such as homicide, cold case homicide, gangs, sexual assault, domestic violence, burglary, assault and misdemeanors as well as providing forensic analysis of computers, cell phones and videos. The Bureau also participates in the Regional Auto Theft Task Force (RATTF) and runs the Rapid Enforcement Allied Computer Team (REACT), which is a high-tech task force that supports five Bay Area counties.

The Bureau of Investigation also participates in a number of other programs such as the Witness Relocation Program, the Bad Checks Program, and the Certificate of Rehabilitation Program. Finally, the Bureau of Investigation is responsible for providing investigative support for all cases involving death or serious injury to a child in Santa Clara County, as well as monitoring all officer-involved shooting cases or cases where the use of force by an officer results or is likely to result in another's death.

## Crime Laboratory

The District Attorney's Crime Laboratory is a nationally accredited forensic laboratory serving all criminal justice agencies in Santa Clara County. Examiners evaluate and analyze evidence, interpret results, provide expert testimony related to the full spectrum of physical evidence recovered from crime scenes, and offer technical assistance and training to all user agencies. Service is provided in the major analytical disciplines of controlled substance analysis, firearms/toolmarks, forensic biology (DNA), forensic toxicology, latent print processing, questioned documents, trace evidence and computer crimes. The lab employs criminalists, criminal investigators, and support staff, and analyzes thousands of evidence items each year.

The Crime Laboratory is accredited by the American Society of Crime Laboratory Directors Laboratory Accreditation Board. The accreditation is in the disciplines of DNA, firearms/toolmarks, trace evidence, questioned documents, controlled substances, toxicology, and digital and multimedia evidence.

## Paralegals

The Office's paralegal staff is a valued and important cost-effective support mechanism for the attorney staff and other office operations. Paralegals, working under the supervision of one or more attorneys, may perform several key tasks, including: legal research; drafting and analyzing legal documents; case development; organization of evidence; preparation and dissemination of discovery; and courtroom assistance during litigation. Within the Office, paralegals often have the opportunity to develop specialized knowledge in specific areas of the law, which enhances the

Department's ability to serve the public, particularly in case types that involve recurring issues and also emerging or trending areas of criminality.

The Office also has legal support staff who handle a large volume of clerical functions to assist the legal staff. Generally, these employees are assigned within the teams described above.

In addition, the Office has centralized staff focused on such areas as media coordination and public outreach, fiscal and human resources business functions, and information technology services.

## Current and Emerging Issues

### Public Safety Realignment

The Office of the District Attorney has a number of important roles related to realignment, the State's effort to reduce prison overcrowding, recidivism, and the resulting costs. The Office's primary role is in providing legal representation for the People of the State of California in revocation hearings for Post Release Community Supervision and Mandatory Supervision offenders. Revocation hearings are now held weekly, and it is anticipated that the volume of this work will increase over time. This work volume will be monitored to ensure that the Office retains sufficient capacity to address it.

In addition, the Office must now review all charges along with defendants' criminal histories to determine eligibility for the sentencing options available under realignment. The Office is committed to supporting this new direction for California's criminal justice system while continuing to ensure that the public safety of our County's residents is preserved.

### Legal Representation at Out-of-Custody Misdemeanor Arraignments

In October 2011, the Board of Supervisors approved funding for staff in the Offices of the District Attorney and the Public Defender to ensure that arraignments of out-of-custody misdemeanor defendants are staffed by attorneys representing the People and the defendant. The Office has worked closely with the courts and the

Public Defender's Office to implement this initiative, which has allowed legal representation at such hearings for the first time in the County's history.

After a successful pilot program in a single court, the program is now being implemented in all misdemeanor arraignments in San Jose, and is expected to begin in the North and South County courts in May 2012. The District Attorney's Office has instituted a new "Open Discovery" policy for these hearings, at which the Office's attorneys bring their files to court and literally leave them open for defense attorneys to review in preparation for arraignment. This approach ensures that critical information is available to all parties as early as possible in the process, and it is designed to move cases more quickly to a just resolution, reducing bench warrants, custodial time, and costs.

### Information Technology Improvements

The Office has made recent improvements in its information technology capabilities and continues to look for innovations that would add capacity to Department staff by giving them access to more information in more locations than previously possible. The Office recently completed a significant upgrade to its case management software and continues to make strides toward the goal of a paperless approach.

A necessary part of that strategy (which has already allowed the Department the ability to convert a law library into usable space for staff) is to consider ways to increase the mobile computing capability of staff,

particularly for attorneys in court and investigators in the field. The Office's IT staff works collaboratively with ISD, along with other County and law enforcement

agencies, to ensure that system development progresses smoothly, emphasizing usability, compatibility, and security.

## 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	Add Forensic Accountant classification and reduce contract services.	▣
Crime Lab Administration and Support	Yes	Required	Increased fees to user agencies to cover increased maintenance costs.	▲
Information Technology	Yes	Non-Mandated		■
Restitution Services	No	Mandated		■
AIDS Litigation	Yes	Mandated		■
Anti-Drug Abuse Enforcement	No	Mandated		■
Asset Forfeiture	No	Mandated		■
Bureau of Investigation	Yes	Mandated		■
Burglary, Assault, Theft	Yes	Mandated		■
Career Criminal	Yes	Mandated		■
Child Sexual Assault Vertical Prosecution	No	Mandated		■
Cold Case Investigation & Prosecution	Yes	Mandated		■
Complaint Unit	Yes	Mandated		■
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		■
Public Integrity	Yes	Mandated		■
High Tech Crimes	Yes	Mandated		■
Insurance Fraud	No	Mandated		■
Juvenile Wards	Yes	Mandated		■
Life Sentence Hearings	Yes	Mandated		■
Major Cases	Yes	Mandated		■
Major Fraud	Yes	Mandated		■

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
Misdemeanors	Yes	Mandated		■
Motions, Writs and Appeals	Yes	Mandated		■
Narcotics	Yes	Mandated		■
North County Prosecution	Yes	Mandated		■
Preliminary Hearings	Yes	Mandated		■
Probation Violation Calendar	Yes	Mandated		■
Public Safety Realignment	No	Mandated		■
Real Estate Fraud	Yes	Mandated		■
Regional Auto-Theft Task Force	Yes	Mandated		■
Safe Neighborhoods Project	No	Mandated		■
Sex Offender Registration	Yes	Mandated		■
Sexual Assault Team	Yes	Mandated		■
South County Prosecution	Yes	Mandated		■
Truancy Abatement	Yes	Mandated		■
Victim Witness Services	No	Mandated		■
Crime Lab-Toxicology	Yes	Non-Mandated		■
Crime Lab-Chemistry	Yes	Non-Mandated		■
Crime Lab 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	Add a position for digital and multimedia evidence services and one-time funds for computer workstation replacement.	▲
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

### Forensic Accounting Services

**Reallocate existing resources for contract forensic accounting services to fund the development of an ongoing County staff resource for this function:** The Economic Crime Group in the District Attorney's Office

prosecutes major economic fraud and embezzlement, including areas such as real estate, securities, trade secrets, and elder financial abuse. A major portion of this work involves examining financial reports and records to determine whether they are hiding illegal activities, which is known as forensic accounting.



The Office currently contracts for forensic accounting services related to the types of crimes described above. Current expenditures for the General Funded contractual services are approximately \$105,000 annually. In addition, Investigators do additional work to supplement the work of the contractor because the contract amount is not enough to cover the volume of General Funded work in this area.

**Service Impact:** This action will add 1.0 FTE Forensic Accountant position, which is a new classification. The Department will work with ESA to establish job specifications and an appropriate pay rate. Based on the salaries paid to Forensic Accountants in Orange and San Diego Counties, the position costs for a coded position would be considerably lower than the rate being paid now for the contractor. It will also allow the Department to consolidate these duties with one well-qualified employee, ensuring consistency in the work, and increasing capacity by reducing hourly costs.

**Position Added: 1.0 FTE**  
**Ongoing Cost: \$0**

Reduce Contract Services: \$105,000  
Add Salaries without Benefits Allocation: \$105,000

### ▲ Crime Laboratory Equipment & Building Maintenance

**Increase Crime Laboratory fees to defray additional operating costs:** When the new Crime Laboratory facility was completed in 2008, a portion of the construction project funded updated equipment to support the work of the laboratory in analysis of biological, chemical, and toxicological evidence for criminal cases, along with its work related to firearms, fingerprints, and digital and multimedia forensics. Because of the nature of the work being performed, there are also built-in building systems that are more complex than the building systems found in conventional office buildings.

While there was construction project funding to purchase these systems, there was no ongoing funding source created to pay for the maintenance of this equipment. While this could be managed during the first few years of the Laboratory's existence by relying on warranties, those warranties have now expired. Because of the highly-specialized nature of the building systems, Facilities and Fleet is unable to support those maintenance needs, although it can and does provide

portions of the building maintenance. Similarly, maintenance of the free-standing equipment is very expensive due to its specialized nature.

**Service Impact:** This action would add \$100,000 in ongoing services and supplies funding to support the maintenance of this equipment. The Crime Laboratory has already worked with its partners in city police departments in the County, along with other counties to whom service is occasionally provided on a cost-recovery basis, to develop the user agency charges for FY2013. Based on projected activity levels, revenues from these charges will increase by \$150,000 in FY 2013. The Department will use \$100,000 of this revenue to defray the cost of the additional expenditures.

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

**Ongoing Expenditure: \$100,000**

Remaining \$50,000 will defray a portion of Digital Evidence Services

### ▲ Crime Laboratory Digital and Multimedia Evidence Services

**Add 1.0 FTE Criminal Investigator position**

**Allocate \$163,000 in one-time funds to replace outdated workstations:** The fastest evolving forensic discipline in the Crime Laboratory is that of Digital and Multimedia Evidence (DMME), which includes Computer Forensics (including cellular phones) and Audio/Video Analysis. Over the last few years, the workload in this unit has increased dramatically for a number of reasons:

- Increased data storage in computers and cellular telephones/mobile devices. Because these devices store more data, the workload associated with the search and analysis of them has increased.
- Reduced capacity in other local agencies has caused an increase in the amount of work being referred to the Crime Laboratory.
- Increased use of computer technology in the commission of crimes necessitates more analysis work for the DMME Unit.
- Increased awareness of the potential existence and value of digital evidence by prosecutors, defense attorneys and judges, is causing more requests for analysis of this digital evidence.

In addition to an increase in workload, there is also a need for the DMME Unit to adapt in order to keep up with advances and other changes in the field. Computer forensic software is evolving rapidly, as are the capacity

requirements of the hardware needed to use it. The computer workstations in the unit are projected to fall short of the minimum specifications needed for current forensic software by the end of the calendar year.

**Service Impact:** Improved ability to keep up with trends in the field.

**Position Added: 1.0 FTE**  
**Ongoing Cost: \$129,300**  
 Ongoing Offsetting Revenue: \$50,000  
 Net Ongoing Cost: \$79,300  
**One-time Cost: \$163,000**

### District Attorney Department — Budget Unit 202 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
3810	HiTech React Grant Fund 0001	\$ 1,391,259	\$ 2,203,310	\$ 1,996,440	\$ 1,996,440	\$ (206,870)	-9.4%
3811	Anti-Drug Abuse Enforcement Prog Fund 0001	751,501	410,181	410,181	410,181	—	—
3813	DA - Workers' Comp Fraud Grant Fund 0001	2,174,579	2,153,365	2,321,853	2,321,853	168,488	7.8%
3812	Child Abuser Vertical Prosecution Fund 0001	117,924	378,203	—	—	(378,203)	-100.0%
3816	Dis & Health Ins Grant Fund 0001	190,000	190,000	190,000	190,000	—	—
3818	DA-Auto Insur Grant Fund 0001	750,000	750,000	785,000	785,000	35,000	4.7%
3819	DA - Urban Grant Fund 0001	757,606	954,106	969,097	969,097	14,991	1.6%
3820	Laboratory Of Criminalistics Fund 0001	9,153,368	8,778,642	9,071,797	9,464,097	685,455	7.8%
3825	DA Realignment	—	—	296,808	296,808	296,808	—
3831	IHSS Fraud Investigation Fund 0001	(516,919)	—	—	—	—	—
3832	Administrative Svcs Fund 0001	18,642,289	17,371,831	18,637,135	18,637,135	1,265,304	7.3%
3833	Paralegal Services Fund 0001	2,821,468	2,534,315	2,858,667	2,858,667	324,352	12.8%
3834	Legal Spt Svcs Fund 0001	10,181,916	10,399,801	10,190,014	10,190,014	(209,787)	-2.0%
3835	Welfare Fraud Investigations Fund 0001	(597,063)	—	—	—	—	—
3836	Attorneys Fund 0001	39,229,045	38,783,400	40,514,261	40,514,261	1,730,862	4.5%
3837	VW-CalEMA	840,604	646,384	773,263	773,263	126,879	19.6%
3838	Victim Witness-BOC	1,092,731	1,077,442	1,077,442	1,077,442	—	—
3839	Parent Lcoate Search Fund 0001	(324,013)	—	—	—	—	—
<b>Total Net Expenditures</b>		<b>\$ 86,656,294</b>	<b>\$ 86,630,979</b>	<b>\$ 90,091,957</b>	<b>\$ 90,484,257</b>	<b>\$ 3,853,279</b>	<b>4.4%</b>



## District Attorney Department — Budget Unit 202

### Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
3810	HiTech React Grant Fund 0001	\$ 1,391,259	\$ 2,203,310	\$ 1,996,440	\$ 1,996,440	\$ (206,870)	-9.4%
3811	Anti-Drug Abuse Enforcement Prog Fund 0001	751,501	410,181	410,181	410,181	—	—
3813	DA - Workers' Comp Fraud Grant Fund 0001	2,174,579	2,153,365	2,321,853	2,321,853	168,488	7.8%
3812	Child Abuser Vertical Prosecution Fund 0001	117,924	378,203	—	—	(378,203)	-100.0%
3816	Dis & Health Ins Grant Fund 0001	190,000	190,000	190,000	190,000	—	—
3818	DA-Auto Insur Grant Fund 0001	750,000	750,000	785,000	785,000	35,000	4.7%
3819	DA - Urban Grant Fund 0001	757,606	954,106	969,097	969,097	14,991	1.6%
3820	Laboratory Of Criminalistics Fund 0001	9,511,725	9,204,859	9,504,907	9,897,207	692,348	7.5%
3825	DA Realignment	—	—	296,808	296,808	296,808	—
3831	IHSS Fraud Investigation Fund 0001	16,492	—	—	—	—	—
3832	Administrative Svcs Fund 0001	19,815,127	17,935,726	19,294,246	19,294,246	1,358,520	7.6%
3833	Paralegal Services Fund 0001	3,295,336	3,069,905	3,291,458	3,291,458	221,553	7.2%
3834	Legal Spt Svcs Fund 0001	15,342,620	12,737,026	12,689,375	12,689,375	(47,651)	-0.4%
3835	Welfare Fraud Investigations Fund 0001	3,957,903	—	—	—	—	—
3836	Attorneys Fund 0001	40,492,657	40,386,649	42,018,839	42,018,839	1,632,191	4.0%
3837	VW-CalEMA	840,604	646,384	773,263	773,263	126,879	19.6%
3838	Victim Witness-BOC	1,092,731	1,077,442	1,077,442	1,077,442	—	—
3839	Parent Lcoate Search Fund 0001	2,431	—	—	—	—	—
<b>Total Gross Expenditures</b>		<b>\$ 100,500,495</b>	<b>\$ 92,097,155</b>	<b>\$ 95,618,908</b>	<b>\$ 96,011,208</b>	<b>\$ 3,914,054</b>	<b>4.2%</b>

## District Attorney Department — Budget Unit 202

### Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 80,744,438	\$ 77,625,918	\$ 80,720,420	\$ 80,954,720	\$ 3,328,802	4.3%
Services And Supplies	19,722,900	14,471,237	14,898,488	14,893,488	422,252	2.9%
Other Charges	100	—	—	—	—	—
Fixed Assets	33,057	—	—	163,000	163,000	—
<b>Subtotal Expenditures</b>	<b>100,500,495</b>	<b>92,097,155</b>	<b>95,618,908</b>	<b>96,011,208</b>	<b>3,914,054</b>	<b>4.2%</b>
Expenditure Transfers	(13,844,201)	(5,466,176)	(5,526,951)	(5,526,951)	(60,775)	1.1%
<b>Total Net Expenditures</b>	<b>86,656,294</b>	<b>86,630,979</b>	<b>90,091,957</b>	<b>90,484,257</b>	<b>3,853,279</b>	<b>4.4%</b>





## District Attorney Department — Budget Unit 202

### Revenues by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
3810	HiTech React Grant Fund 0001	\$ 1,391,259	\$ 2,205,425	\$ 1,996,440	\$ 1,996,440	\$ (208,985)	-9.5%
3811	Anti-Drug Abuse Enforcement Prog Fund 0001	751,499	410,181	410,181	410,181	—	—
3813	DA - Workers' Comp Fraud Grant Fund 0001	2,153,365	2,153,365	2,321,853	2,321,853	168,488	7.8%
3812	Child Abuser Vertical Prosecution Fund 0001	117,924	378,203	—	—	(378,203)	-100.0%
3816	Dis & Health Ins Grant Fund 0001	190,000	190,000	190,000	190,000	—	—
3818	DA-Auto Insur Grant Fund 0001	750,000	750,000	785,000	785,000	35,000	4.7%
3819	DA - Urban Grant Fund 0001	757,606	954,106	969,097	969,097	14,991	1.6%
3820	Laboratory Of Criminalistics Fund 0001	4,676,530	4,303,742	4,174,946	4,324,946	21,204	0.5%
3825	DA Realignment	—	—	296,808	296,808	296,808	—
3832	Administrative Svcs Fund 0001	3,127,712	2,286,409	2,211,240	2,211,240	(75,169)	-3.3%
3833	Paralegal Services Fund 0001	254,364	217,365	99,511	99,511	(117,854)	-54.2%
3834	Legal Spt Svcs Fund 0001	121,689	109,563	109,563	109,563	—	—
3836	Attorneys Fund 0001	2,812,731	2,275,249	543,046	543,046	(1,732,203)	-76.1%
3837	VW-CalEMA	840,603	646,384	773,263	773,263	126,879	19.6%
3838	Victim Witness-BOC	1,092,731	1,077,442	1,077,442	1,077,442	—	—
<b>Total Revenues</b>		<b>\$ 19,038,013</b>	<b>\$ 17,957,434</b>	<b>\$ 15,958,390</b>	<b>\$ 16,108,390</b>	<b>\$ (1,849,044)</b>	<b>-10.3%</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 2012 Approved Budget	—	\$ 2,203,310	\$ 2,205,425
Board Approved Adjustments During FY 2012	—	(213,219)	(2,205,425)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	6,349	1,996,440
Other Required Adjustments	—	0	—
Subtotal (Current Level Budget)	—	\$ 1,996,440	\$ 1,996,440
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 1,996,440	\$ 1,996,440



### 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 2012 Approved Budget	—	\$ 410,181	\$ 410,181
Board Approved Adjustments During FY 2012	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 410,181	\$ 410,181
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 410,181	\$ 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 2012 Approved Budget	—	\$ 2,153,365	\$ 2,153,365
Board Approved Adjustments During FY 2012	—	75,333	168,488
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	93,155	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 2,321,853	\$ 2,321,853
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 2,321,853	\$ 2,321,853

### 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 2012 Approved Budget	—	\$ 378,203	\$ 378,203
Board Approved Adjustments During FY 2012	—	—	(378,203)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(378,203)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ —



### Child Abuser Vertical Prosecution Fund 0001 — Cost Center 3812 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ —	\$ —

### 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 2012 Approved Budget	—	\$ 190,000	\$ 190,000
Board Approved Adjustments During FY 2012	—	(2,441)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	2,441	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 190,000	\$ 190,000
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 190,000	\$ 190,000

### 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 2012 Approved Budget	—	\$ 750,000	\$ 750,000
Board Approved Adjustments During FY 2012	—	2,580	35,000
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	32,420	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 785,000	\$ 785,000
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 785,000	\$ 785,000



## DA - Urban Grant Fund 0001 — Cost Center 3819

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	—	\$ 954,106	\$ 954,106
Board Approved Adjustments During FY 2012	—	500	14,991
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	14,491	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 969,097	\$ 969,097
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 969,097	\$ 969,097

## Laboratory Of Criminalistics Fund 0001 — Cost Center 3820

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	59.0	\$ 8,778,642	\$ 4,303,742
Board Approved Adjustments During FY 2012	—	99,311	71,204
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	262,069	—
Internal Service Fund Adjustments	—	(40,118)	(200,000)
Other Required Adjustments	—	(28,107)	—
Subtotal (Current Level Budget)	59.0	\$ 9,071,797	\$ 4,174,946
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Crime Laboratory Digital and Multimedia Evidence Services	1.0	292,300	50,000
This action adds 1.0 FTE Criminal Investigator position and one-time funds to replace outdated workstations. \$50,000 in revenue from increased user agency fees will defray a portion of the ongoing position costs.			
2. Crime Laboratory Equipment and Building Maintenance	—	100,000	100,000
This action increases charges to user agencies for unavoidable cost increases related to operating the Crime Laboratory. This revenue will be used to defray the additional operating costs.			
Subtotal (Recommended Changes)	1.0	\$ 392,300	\$ 150,000
<b>Total Recommendation</b>	60.0	\$ 9,464,097	\$ 4,324,946

## DA Realignment — Cost Center 3825

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2012	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—



## DA Realignment — Cost Center 3825

### Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	296,808	296,808
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 296,808	\$ 296,808
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 296,808	\$ 296,808

## Administrative Svcs Fund 0001 — Cost Center 3832

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	155.0	\$ 17,371,831	\$ 2,286,409
Board Approved Adjustments During FY 2012	10.0	900,135	(32,446)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	708,991	—
Internal Service Fund Adjustments	—	54,002	(42,723)
Other Required Adjustments	—	(397,824)	—
Subtotal (Current Level Budget)	165.0	\$ 18,637,135	\$ 2,211,240
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Add 1.0 FTE Forensic Accountant	—	—	—
This action would add 1.0 FTE Forensic Accountant position and reduce currently budgeted professional services expenses to offset position costs.			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	165.0	\$ 18,637,135	\$ 2,211,240

## Paralegal Services Fund 0001 — Cost Center 3833

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	28.5	\$ 2,534,315	\$ 217,365
Board Approved Adjustments During FY 2012	1.0	90,981	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	221,553	—
Internal Service Fund Adjustments	—	102,799	(117,854)
Other Required Adjustments	—	(90,981)	—
Subtotal (Current Level Budget)	29.5	\$ 2,858,667	\$ 99,511
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	29.5	\$ 2,858,667	\$ 99,511



### Legal Spt Svcs Fund 0001 — Cost Center 3834 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	68.0	\$ 10,399,801	\$ 109,563
Board Approved Adjustments During FY 2012	3.0	(200,795)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(349,263)	—
Internal Service Fund Adjustments	—	(92,826)	—
Other Required Adjustments	—	433,097	—
Subtotal (Current Level Budget)	71.0	\$ 10,190,014	\$ 109,563
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	71.0	\$ 10,190,014	\$ 109,563

### Attorneys Fund 0001 — Cost Center 3836 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	165.0	\$ 38,783,400	\$ 2,275,249
Board Approved Adjustments During FY 2012	8.0	1,071,062	(15,000)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	1,011,679	—
Internal Service Fund Adjustments	—	97,453	(1,717,203)
Other Required Adjustments	—	(449,332)	—
Subtotal (Current Level Budget)	173.0	\$ 40,514,261	\$ 543,046
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	173.0	\$ 40,514,261	\$ 543,046

### VW-CaIEMA — Cost Center 3837 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	—	\$ 646,384	\$ 646,384
Board Approved Adjustments During FY 2012	—	126,879	126,879
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 773,263	\$ 773,263



**VW-CaIEMA — Cost Center 3837**  
**Major Changes to the Budget**

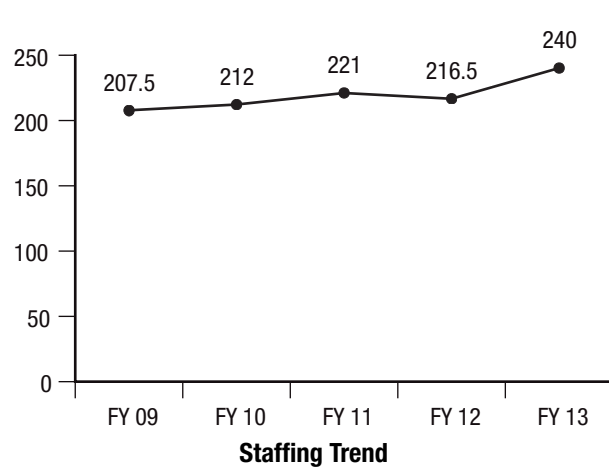
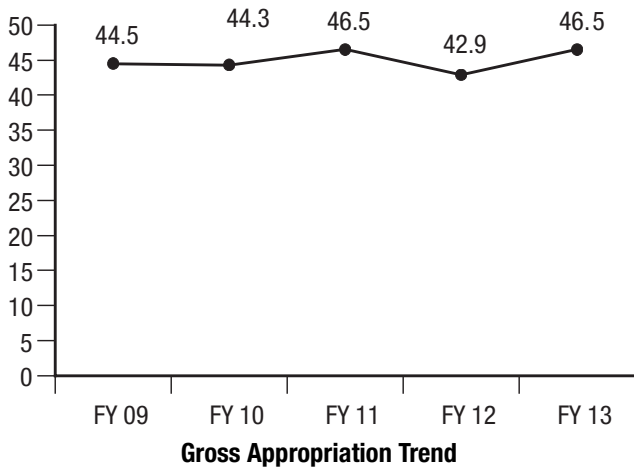
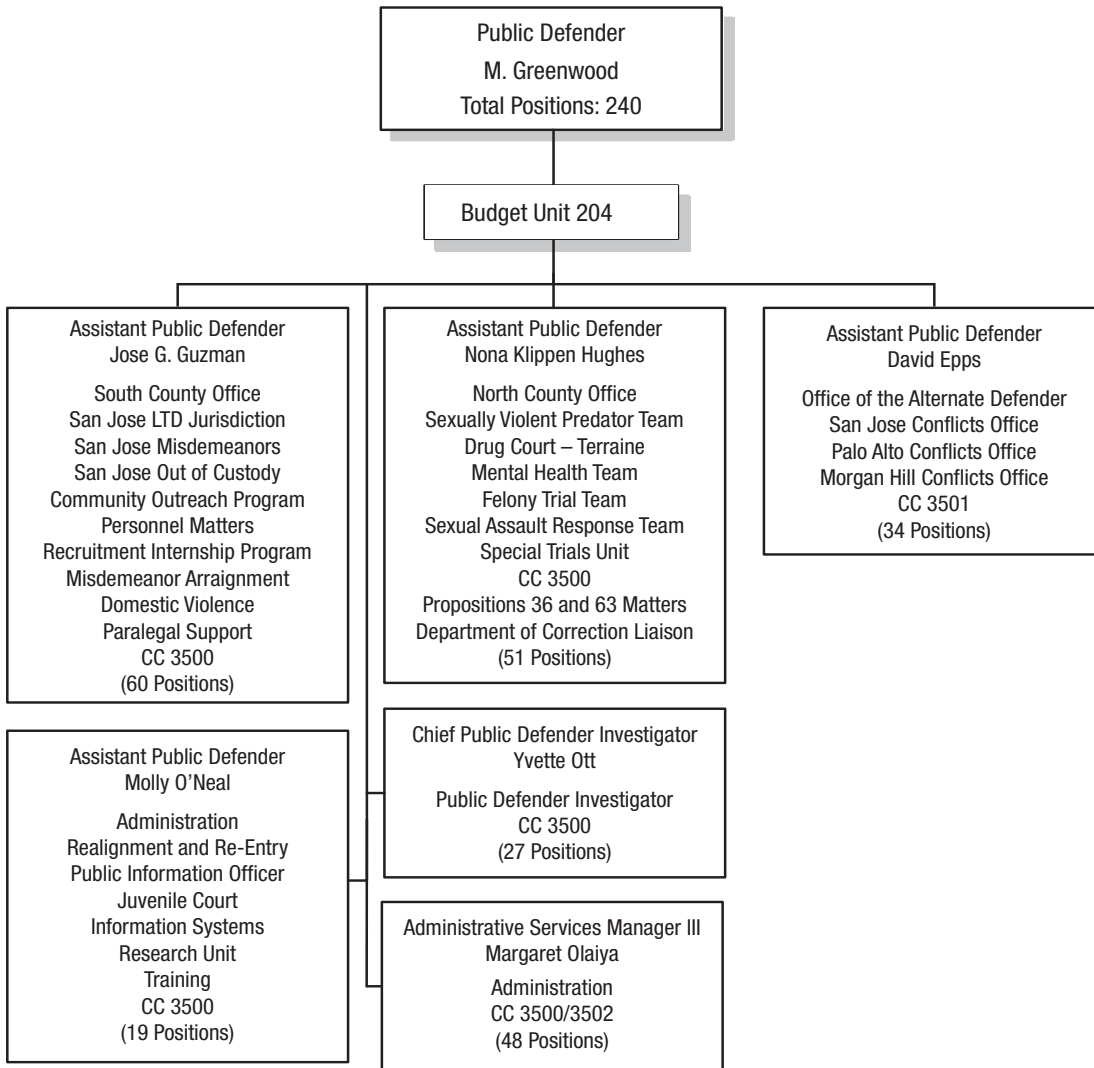
	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 773,263	\$ 773,263

**Victim Witness-BOC — Cost Center 3838**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	—	\$ 1,077,442	\$ 1,077,442
Board Approved Adjustments During FY 2012	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 1,077,442	\$ 1,077,442
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 1,077,442	\$ 1,077,442



# 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 Lanterman–Petris–Short (LPS) Act, developmentally disabled persons and mentally impaired elders under the Probate Code. Sexually Violent Predators are also represented pursuant to Welfare and Institutions Code section 6602.

### Effective Representation

The mandate to provide representation for indigent criminal clients originates from the Sixth Amendment to the United States Constitution as well as related California Constitution provisions. The United States Supreme Court case of *Gideon v. Wainwright* (1963) 372 U.S. 335 established that an indigent criminal defendant who is facing a penalty of incarceration is entitled to that representation at public expense. Therefore, a criminal defendant is entitled to counsel at all critical stages of the proceedings against him or her. In all instances the Office of the Public Defender seeks to

provide high quality, vigorous representation for its clients. This effort is in accord with the standard of care established by the California Supreme Court requiring that competent counsel act as a “diligent and conscientious advocate” for his or her client. The Office has developed an in-house training program to provide its attorneys, investigators and paralegals with the information, strategies and advice to assist them in effective advocacy for the clients.

### Client Intake

A substantial number of clients represented by the Public Defender are incarcerated. From the time of initial arrest, a series of constitutional and statutory provisions designed to safeguard clients’ rights mandate that the Office quickly identify, interview and undertake representation of these defendants. Failure to initiate these actions promptly may jeopardize a criminal defendant’s Sixth Amendment right to counsel and a speedy trial.

### A New Presence in Misdemeanor Arraignments

An arraignment is the first step in the court process. At arraignment a criminal defendant is advised of the charges filed against them, as well as their constitutional rights. If in custody, the individual has the right to address bail or other methods or release from custody. Historically the Public Defender always

appeared at arraignments in felony cases, but was not staffed to represent clients on misdemeanor arraignment appearances. As a result, many defendants pleaded guilty to misdemeanor criminal charges without consulting with an attorney. Recognizing the increased complexity of misdemeanors, the serious consequences of a misdemeanor conviction, and the opportunity for justice system efficiencies, the Board of Supervisors provided resources for the Public Defender to staff in custody misdemeanor arraignments in 2010. After the established success of this program, the Board extended the program in 2012 to include all out-of-custody misdemeanor arraignment calendars in Santa Clara County.

This historic expansion of services to the indigent accused now guarantees that any person who seeks Public Defender services on a misdemeanor case will be screened for financial eligibility and interviewed at the Courthouse by PDO paralegal staff in space provided by the Court. Deputy Public Defenders are present in court to appear with and advise qualifying defendants of their rights, options and best case strategy. With the presence of Deputy District Attorneys, many clients are able to obtain just results in one court appearance, whether by plea or dismissal. Justice system efficiencies are also realized by a streamlined information exchange with Deputy District Attorneys at this first court appearance. Justice system partners anticipate that the time to final resolution of misdemeanor cases throughout the County court system should shorten as investigation and trial preparation of contested cases is started earlier in the court process.

### **Case Investigation**

An independent investigation of the facts and assumptions underlying a law enforcement case against the client is perhaps the single most critical service that a defender can provide. It is the Public Defender's obligation to take a fresh look at the client's case and to test the State's premises for prosecution. Prompt and effective investigation of the facts of the case by Public Defender staff provides the attorney with information critical to the preparation of the best defense for the client. Undertaking investigation at the onset of a case is invaluable in determining whether witnesses should be subpoenaed and the case should proceed to trial or whether a favorable early settlement of the case should be attempted through one of the court's early resolution options.

### **Presentation of Alternatives to Incarceration**

While the goal is to obtain an acquittal for clients where possible, careful development of mitigating factors which can impact sentencing alternatives is also an important and mandated aspect of quality criminal defense services. Representation does not end with a plea of guilty or a conviction at trial. The Office of the Public Defender must strive to lessen the impact of sentencing on the clients where possible, by exploring available alternatives to incarceration and presenting such alternatives to the Court. The lawyers and paralegal staff work with a variety of community programs in an attempt to find the right resource for each client, and present a sentencing plan that takes into account the needs of the individual.

### **County Collaborative Efforts**

The Office of the Public Defender is involved in many collaborative projects that reflect commitment to improve County services for the indigent and mentally ill, as well as the justice system. These projects include the Santa Clara County Superior Court's Criminal Courts Systems Committee, CJIC Steering Committee, Juvenile Justice System Collaborative efforts, La Raza Roundtable Collaborative, Public Safety Realignment/Re-Entry 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 mock trial coaching and judging at local high schools designed to teach high school students about the court system, 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 (ADO) is distinct and separate from the Public Defender Office (PDO) and performs the duties of the Public Defender when there is a conflict in a felony or juvenile case. An “ethical wall” separates the two offices pursuant to the mandate of *People v. Christian* (1996) 41 Cal.App.4th 986. The physical offices are separate, as are the case management systems, files, telephones and emails. The ADO provides defense services to indigent defendants and minors who the Public Defender cannot represent because of a legal conflict of interest. This successful and innovative approach to assignment of conflict cases has resulted in effective, high quality representation in multiple defendant and juvenile cases.

## Juvenile Court

Juvenile delinquency matters comprise an important part of the Public Defender’s overall caseload. The Office’s commitment is to provide representation to youth which maximizes their potential for re-entry into the community and minimizes the use of the Division of Juvenile Justice. The Public Defender’s involvement in various Juvenile Court programs has convinced the organization that mental health and drug treatment needs of minors must be addressed at the earliest possible point of entry into the justice system in order to avoid a cycle of failure and incarceration.

The Public Defender actively participates in the Juvenile Justice Systems Collaborative and chairs the Prevention and Programs work group, which focuses on solutions to prevent youth from entering the juvenile justice system. The Office is also working on issues related to disproportionate minority confinement in the juvenile system. The Public Defender is currently working on a collaborative project to offer alternatives to suspension in high risk middle and high schools. The Office participates in Juvenile Mental Health Court to increase delivery of mental health services to juvenile offenders accused of less serious offenses and in Juvenile Treatment Court.

## Record Reduction & Expungement Services

Through an 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. The Public Defender Office constantly seeks opportunities to extend this service to those who seek record clearance who are not CalWorks clients. Currently the department works with San Jose State University and Santa Clara University Law School to provide this service to a limited number of applicants.

## Sexually Violent Predator (SVP) Cases

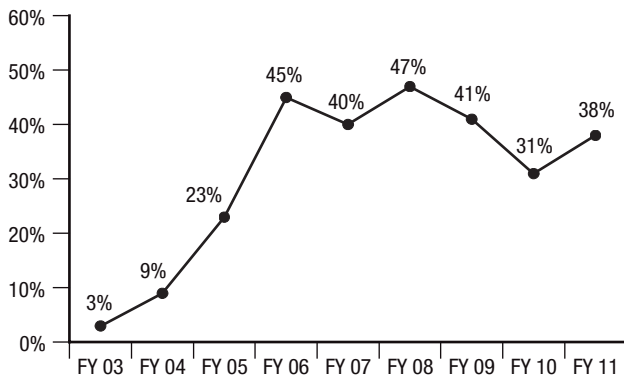
Sexually Violent Predators (SVP) are individuals who have completed prison terms for sex offenses, and for whom the District Attorney now seeks a civil commitment in a state hospital. When the Jessica’s Law initiative was passed in 2006, the law changed so that persons determined to be SVP could be committed for an indeterminate (i.e., life) term, rather than having a right to a jury trial every two years.

## Caseload Increase

Since 2002, the caseload of the office has increased nearly 25%. There has been a 38% increase in new cases opened per attorney between FY 2003 and FY 2011. The following chart reflects a peak increase of 47% in FY 2008 in new cases opened per attorney relative to FY 2003. In addition, the department estimates that the Public Defender will open an additional 12,000 to 14,000 cases in calendar year 2012 as a result of the new misdemeanor arraignment projects. Of note, the



PDO/ADO represents clients in excess of 80% of the cases filed in the Santa Clara County criminal justice system.



Indigent defense workloads are driven by two dynamics: caseload and court coverage demands. The Public Defender is obligated by law to provide service to the client in two ways: by preparing the case to a constitutionally adequate standard at minimum (caseload), and by effectively advocating for the client in court (court coverage demands). The Office monitors both attorney caseloads and workloads regularly to ensure that constitutional standards are met. The Public Defender communicates 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. The Public Defender actively seeks out fellowships and collaboration with nationally recognized law schools

such as Yale University Law School, UCLA, and Stanford University Law School. Other 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 and Stanford 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, Department of Correction, Pretrial Services, Information Services Department and Probation Department 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. A continuing effort is being made to coordinate and streamline the system to respect the resources of all of the partners involved while fulfilling the mandates of each partner.

## Current and Emerging Issues

### Case Management System

The Office of the Public Defender has an obsolete case management system (Scales) and an aging infrastructure. Computers run very slowly throughout the offices. IT staff has informed management that Scales has a lifecycle of approximately 24 to 36 months before complete failure. The office suffered a complete failure of our legacy system JLAN in August 2011 and lost all case-related data prior to 2001. In January 2012 Scales suffered the failure of two hard drives. The Information Services Department (ISD) is working with

the Office to embark on the procurement process to replace Scales. The request for information will be released in spring 2012. The request for proposal is expected to be released in January 2013.

The Scales case management system provides the backbone of the PDO/ADO workload structure. Without this system, staff cannot track individual cases, cannot inform lawyers and clients of upcoming court appearances, and cannot maintain case files in compliance with the rules of the State Bar of California. Recognizing this situation as a "burning platform," the

Office has been working for the last two years with ISD staff to determine the current business needs of the organization, and, more importantly, to identify the Office's needs for the next five to ten years. These features are critical: a robust case management system with business intelligence capacity, document creation and management features, compatibility with other justice system partners where feasible, and paperless as much as possible.

### Immigration Attorney

Under the United States Supreme Court case of *Padilla v. Kentucky* (2009) 130 S.Ct. 1473, criminal defense attorneys are required to advise clients regarding the immigration consequences of any guilty plea to criminal charges. The significance of a guilty plea or a finding of guilt following jury trial to noncitizen defendants is now well recognized by the Courts. For example, the consequences of a guilty plea might be deportation, denial of naturalization or prohibition from obtaining a green card or re-entry into the United States. Immigration law is a specialized and complex practice, and analyzing each scenario carefully and properly is of paramount importance. The Public Defender Office has been working with immigration law non-profit organizations to obtain needed training and consultation, with some success. PDO administration is

studying best practices throughout the state to meet this newly developed mandate. It is likely that the Office will need an immigration law specialist to stay abreast of legal developments, provide training and consult with attorneys on individual cases. Currently, staffing limitations prevent the Office from retaining such an attorney.

### Public Safety Realignment – AB 109

The Public Defender anticipates expending significant administrative and legal support resources in FY 2013 with the implementation of AB 109, otherwise known as "realignment." Under the terms of AB 109, the Public Defender is funded for one attorney and one clerical support position for the purpose of representing defendants in Court who return from State prison to probation supervision and who allegedly violate the terms of their release ("PRCS" clients). This allocation does not cover the administrative time dedicated to AB 109 issues, nor the handling of conflicts which may require the referral of clients to the Alternate Defender Office, ongoing training for attorneys and other staff regarding continuing changes in the law, and data collection. The Office will continue to monitor the effect of the statute's implementation on existing resources in FY 2013.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Early Settlement	Yes	Mandated		■
Public Defender Office (PDO) Felony Trials	Yes	Mandated		■
Administration and Support	Yes	Required		■
PDO Investigation	Yes	Mandated	Adding 1.0 FTE Supervising Investigator will improve completion of investigations.	▲
Information Technology	Yes	Non-Mandated		■
Record Expungement	No	Non-Mandated		■
PDO Drug Court Cases	Yes	Mandated		■
PDO Outlying Courts	Yes	Mandated		■
PDO Mental Health Cases	Yes	Mandated	Funding a Paperless Management Pilot Project will reduce the number of unnecessary continuances and increase staff response to case related inquiries.	▲

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
PDO Special Trials	Yes	Mandated		■
PDO Probation Violations	Yes	Mandated		■
PDO Sexually Violent Predators	Less than 5%	Mandated		■
PDO Sexual Assault Response Team Video Project				■
PDO Research	Yes	Mandated		■
PDO SJ Misdemeanors	Yes	Mandated		■
PDO Juvenile Cases	Yes	Mandated		■
PDO Domestic Violence	Yes	Mandated		■
Alternative Defender Office (ADO) SJ Homicide	Yes	Mandated		■
ADO SJ Felonies	Yes	Mandated		■
ADO SJ Terraine	Yes	Mandated		■
ADO SJ Paralegal	Yes	Mandated		■
ADO SJ Investigation	Yes	Mandated	Restructuring existing staffing will address the delayed investigation requests and create efficiencies in the juvenile justice courts.	▲
ADO Administration and Support	Yes	Mandated	Adding an Office Management Coordinator will guarantee appropriate supervision, evaluation, training, and compliance with merit system rules of discipline.	▲
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

### ▲ ADO Investigation Unit

**Delete 0.5 FTE Public Defender Investigator and Add 1.0 FTE Public Defender Investigator:** The Public Defender Investigator is responsible for providing independent investigation of the facts and information critical to the preparation of the best defense for the client.

**Background:** In FY 2009 the Alternative Defender Office (ADO) was tasked with providing representation to minors in juvenile justice delinquency proceedings where the Public Defender Office (PDO) had a conflict of law. This successful program resulted in a vastly improved quality of service to youth and their parents according to the Court, clients, and other justice system partners. However, the addition of these cases has also

increased investigation needs at the ADO which were not included in the original juvenile expansion. With three years of ADO juvenile court experience now evaluated, the addition of this position is needed to handle the shorter statutory timeframe for investigation of juvenile cases, as well as additional activity associated with the increased caseload. Originally estimated to assume representation in 787 delinquency cases annually, the ADO has represented minors in numbers ranging from 838 to 1053 annually. The caseload increase as well as unanticipated workload for ADO investigators has created a critical need for this additional investigative resource. Currently ADO cases are continued due to delay in completion of investigation.

**Service Impact:** The addition of a full-time Public Defender Investigator will address the delayed investigation requests and create efficiencies in the juvenile justice courts.

**Net Positions Added: 0.5 FTE**  
**Ongoing Cost: \$63,384**

**Delete 1.0 FTE Public Defender Investigator and Add 1.0 FTE Supervising Public Defender Investigator:** The Lead Public Defender Investigator is responsible for overseeing assignment of investigative duties and guaranteeing quality investigation work, but is unable to provide better case management and impose discipline or evaluate the investigative workload.

**Service Impact:** The restructuring of staffing will improve the level of service by having ADO investigators consistently supervised and evaluated, consistent with County policy and merit system rules. The ADO will absorb this cost by reducing services and supplies.

**Net Position Change: 0 FTE**  
**Ongoing Cost: \$0**

### ▲ ADO Administration and Support

**Add 1.0 FTE Office Management Coordinator and \$6,000 in Services and Supplies:** Currently, the administrative supervision of clerical and paralegal staff at the ADO is performed by the Administrative Services Manager (ASM), who is located in a separate facility and can only access limited public case information connected with ADO cases. There is no support staff supervisor on site in the Miller Street facility. This situation poses the potential to create an ethical wall violation should the Office's structure be challenged.

**Service Impact:** The addition of an Office Management Coordinator (OMC) will provide additional safeguards and dispel any appearance of a conflict of interest due to the ASM's direct supervision of ADO staff. Additionally, the OMC will guarantee appropriate supervision, evaluation, training and compliance with merit system rules of discipline, as well as encourage improved work quality of ADO support staff. The number of employees supervised by this OMC will be four. The OMC will be responsible for providing support for the day-to-day administrative and business operations of the office. The OMC will be responsible for the training, assignment and supervision of clerical staff in the office, have access to ADO case files, provide appropriate

progressive discipline where required, review assignments and approve staff coverage for the paralegal desks, and report and follow-up on repair/maintenance for the office.

**Positions Added: 1.0 FTE**  
**Ongoing Cost: \$97,332**

### ▲ PDO Investigation

**Delete 1.0 FTE Public Defender Investigator and Add 1.0 FTE Supervising Public Defender Investigator:** Currently, an Assistant Public Defender is supervising the Investigation Unit and is unable to consistently supervise and evaluate the Public Defender Investigators. The FY2012 Recommended Budget deleted a 1.0 FTE Supervising Public Defender Investigator that was responsible for providing case management assignment, tracking and data management, impose discipline and perform evaluation of investigative workload. Significant negative service and supervision impacts have resulted from this deletion.

**Service Impact:** The restructuring of staffing will improve the level of service by having PDO investigators consistently supervised and evaluated consistent with County policy and merit system rules. The PDO will partially absorb this cost by reducing services and supplies in an amount of \$9,528.

**Net Position Change: 0 FTE**  
**Ongoing Cost: \$41,076**

### ▲ PDO Mental Health Cases

**Allocate \$150,000 in One-time Funding for Paperless Management Pilot Project:** The funding will allow the scanning of existing Mental Health Court case files by a local vendor into the PDO network system in order for Mental Health Court attorneys to use their laptops in the courtroom to have immediate access to each client's entire file.

**Background:** The Mental Health Court in Department 64 is an optimum environment in which to pilot a paperless system that will reap immediate tangible benefits for the Court, PDO clients, their families, and the County. It is anticipated that paperless file management in Department 64 will help to minimize unnecessary continuances, expedite the release of



mentally ill and drug addicted defendants from jail to community-based treatment, improve attorney access in court to critical confidential records, increase PDO staff productivity, conserve limited PDO resources (staff as well as space) and improve PDO staff ability to respond to client family member requests for information. This project will also inform critical choices and decisions throughout the procurement, design and development of the PDO's major project to replace the obsolete Case Management System.

Currently, the PDO represents clients in approximately 2,000 active cases in Mental Health Court appearing on behalf of an average of 100 clients daily. Most, if not all, defendants appearing in Department 64 are drug-addicted, mentally ill, or dually diagnosed for both substance abuse and mental illness. Many defendants have several cases and multiple files, often containing hundreds of pages of medical and mental health records.

Most of the cases in Mental Health Court have already been adjudicated. However, it is not unusual for defendants in this court to remain on probation under the supervision of the court for months and often years after being sentenced. As a result, PDO case files contain records documenting years of mental health treatment, client progress under various treatment modalities, and any history of periodic incarceration and/or hospitalization. Historical perspective is particularly important in this department where justice system partners and treatment providers monitor and evaluate a defendant's progress over the course of many months.

Maintenance and management of hard copy files for these cases is on the verge of becoming unmanageable for PDO attorneys and staff. The files are too bulky and voluminous to be transported back and forth to court twice a day for morning and afternoon sessions. To cope with this problem, attorneys have created skeletal case files that are easier to manage in court, but often don't contain information necessary to move the cases forward in court. This results in unnecessary continuances.

The volume alone leads to files frequently being lost or misplaced, resulting in the needless expenditure of limited staff resources looking for, and/or reconstructing misplaced files and matching skeletal files with complete files. Hard case files have outgrown their designated space in the office many times over, resulting in files being relocated to several different areas within the PDO, further contributing to the difficulty in locating complete hard copy files. The maintenance of files for a caseload of this magnitude, where most clients appear in court every few weeks, is particularly arduous for staff.

**Service Impact:** The current level of service will be improved by reducing the number of unnecessary continuances, releasing mentally ill clients sooner from the jail to community-based treatment, and increasing staff response to case-related inquiries

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

### Public Defender — Budget Unit 204 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
3500	Public Defender Fund 0001	\$ 37,015,975	\$ 35,731,591	\$ 38,705,051	\$ 38,896,127	\$ 3,164,536	8.9%
3501	Alternate Public Defender Fund 0001	7,127,371	6,862,065	6,834,685	6,995,400	133,335	1.9%
3502	AB109 Realignment	—	—	296,808	296,808	296,808	—
<b>Total Net Expenditures</b>		<b>\$ 44,143,346</b>	<b>\$ 42,593,656</b>	<b>\$ 45,836,544</b>	<b>\$ 46,188,335</b>	<b>\$ 3,594,679</b>	<b>8.4%</b>





## Public Defender — Budget Unit 204 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
3500	Public Defender Fund 0001	\$ 37,362,131	\$ 36,070,048	\$ 39,043,508	\$ 39,234,584	\$ 3,164,536	8.8%
3501	Alternate Public Defender Fund 0001	7,127,371	6,862,065	6,834,685	6,995,400	133,335	1.9%
3502	AB109 Realignment	—	—	296,808	296,808	296,808	—
<b>Total Gross Expenditures</b>		<b>\$ 44,489,502</b>	<b>\$ 42,932,113</b>	<b>\$ 46,175,001</b>	<b>\$ 46,526,792</b>	<b>\$ 3,594,679</b>	<b>8.4%</b>

## Public Defender — Budget Unit 204 Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 40,309,025	\$ 38,901,478	\$ 41,919,351	\$ 42,134,199	\$ 3,232,721	8.3%
Services And Supplies	4,167,379	4,030,635	4,255,650	4,392,593	361,958	9.0%
Fixed Assets	13,097	—	—	—	—	—
<b>Subtotal Expenditures</b>	<b>44,489,502</b>	<b>42,932,113</b>	<b>46,175,001</b>	<b>46,526,792</b>	<b>3,594,679</b>	<b>8.4%</b>
Expenditure Transfers	(346,156)	(338,457)	(338,457)	(338,457)	—	—
<b>Total Net Expenditures</b>	<b>44,143,346</b>	<b>42,593,656</b>	<b>45,836,544</b>	<b>46,188,335</b>	<b>3,594,679</b>	<b>8.4%</b>

## Public Defender — Budget Unit 204 Revenues by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
3500	Public Defender Fund 0001	\$ 434,706	\$ 574,792	\$ 494,792	\$ 494,792	\$ (80,000)	-13.9%
3502	AB109 Realignment	—	—	296,808	296,808	296,808	—
<b>Total Revenues</b>		<b>\$ 434,706</b>	<b>\$ 574,792</b>	<b>\$ 791,600</b>	<b>\$ 791,600</b>	<b>\$ 216,808</b>	<b>37.7%</b>

## Public Defender Fund 0001 — Cost Center 3500 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	184.0	\$ 35,731,591	\$ 574,792
Board Approved Adjustments During FY 2012	20.0	2,071,292	(80,000)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-2.0	1,696,292	—
Internal Service Fund Adjustments	—	120,608	—
Other Required Adjustments	2.0	(914,732)	—
Subtotal (Current Level Budget)	204.0	\$ 38,705,051	\$ 494,792
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			



## Public Defender Fund 0001 — Cost Center 3500

### Major Changes to the Budget

	Positions	Appropriations	Revenues
1. Adjust Resources for PDO Investigations	—	41,076	—
◆ Delete 1.0 FTE Investigator and Add 1.0 FTE Supervising Investigator and reduce services & supplies for a cost of \$41,076.			
2. Allocate one-time funding	—	150,000	—
◆ Allocate one-time funding in the amount of \$150,000 to pilot a paperless system in Department 64 Mental Health Court.			
Subtotal (Recommended Changes)	—	\$ 191,076	\$ —
<b>Total Recommendation</b>	204.0	\$ 38,896,127	\$ 494,792

## Alternate Public Defender Fund 0001 — Cost Center 3501

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	32.5	\$ 6,862,065	\$ —
Board Approved Adjustments During FY 2012	—	1,063	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(28,411)	—
Internal Service Fund Adjustments	—	1,031	—
Other Required Adjustments	—	(1,063)	—
Subtotal (Current Level Budget)	32.5	\$ 6,834,685	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Adjust Resources for ADO Administration	1.0	97,332	—
◆ Add 1.0 FTE Office Management Coordinator and increase services & supplies.			
2. Adjust Resources for ADO Investigations	—	(1)	—
◆ Delete 1.0 FTE Investigator and Add 1.0 FTE Supervising Investigator and reduce services & supplies for a net zero cost.			
3. Adjust Resources for ADO Investigations	0.5	63,384	—
◆ Delete 0.5 FTE Investigator and Add 1.0 FTE Investigator for a cost of \$63,384.			
Subtotal (Recommended Changes)	1.5	\$ 160,715	\$ —
<b>Total Recommendation</b>	34.0	\$ 6,995,400	\$ —

## AB109 Realignment — Cost Center 3502

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2012	2.0	296,808	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	2.0	133,791	—
Internal Service Fund Adjustments	—	—	296,808
Other Required Adjustments	-2.0	(133,791)	—
Subtotal (Current Level Budget)	2.0	\$ 296,808	\$ 296,808

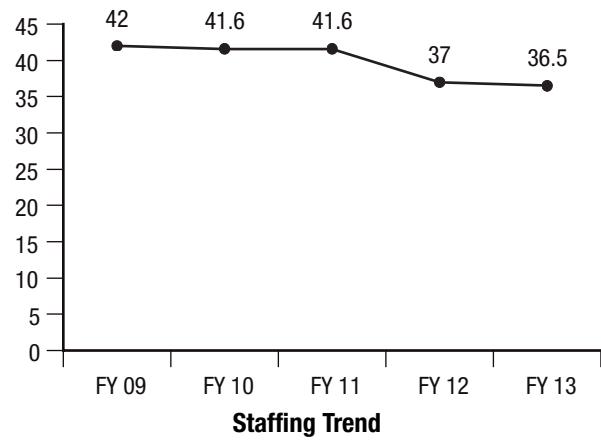
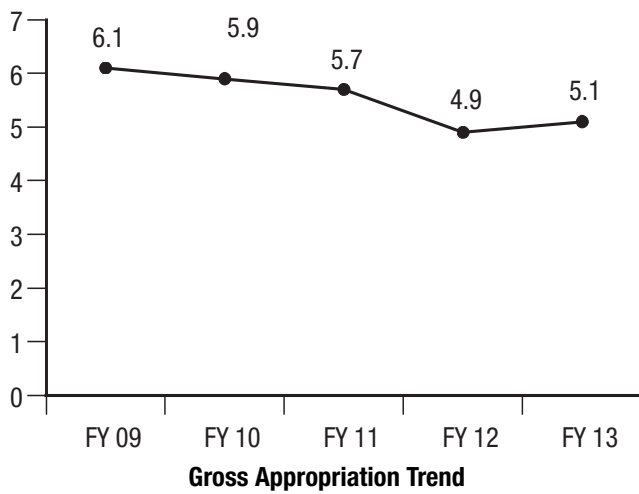
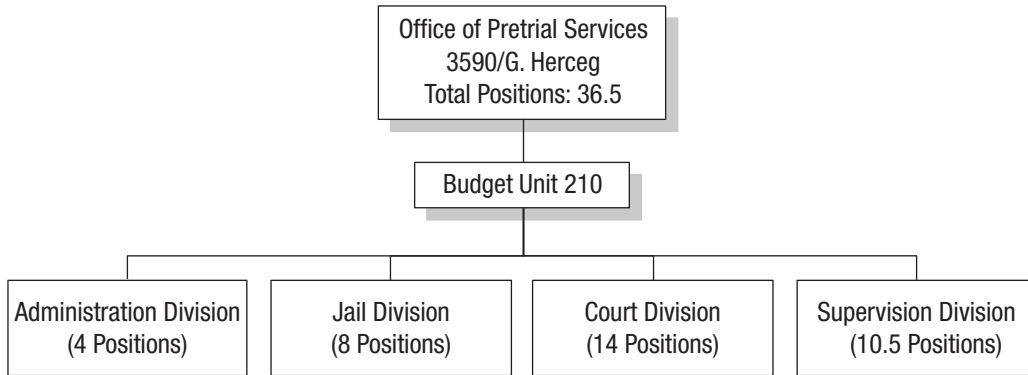


**AB109 Realignment — Cost Center 3502**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	2.0	\$ 296,808	\$ 296,808



# Office of Pretrial Services



## Public Purpose

- **Public Safety**
- **Social & Financial Benefits to the Community**
- **Equitable Treatment of the Accused**



## Description of Major Services

Pretrial Services assists the criminal courts in the release and detention decision process by providing investigative reports and recommendations to judicial officers. In addition, Pretrial Services monitors and supervises pretrial defendants who have been released on court-ordered conditions which address compliance, court appearance, and public safety. A varied group of Pretrial Services customers includes the Courts, the Department of Correction, other law and justice agencies, criminal defendants, and their families. Pretrial Services is a small organization with a wide scope of responsibilities, including providing 24-hour, 7-day-a-week service.

### Pretrial Services has three divisions:

#### Jail Unit

The Jail Unit interviews felony arrestees to determine eligibility for own recognizance release consideration. This unit also performs tasks which facilitate determination by the court of whether there is probable cause for arrest and detention. In addition, this unit facilitates bail setting and probable cause determinations for appropriate misdemeanor cases.

#### Court Unit

The Court Unit provides information and recommendations regarding pretrial defendants to all court arraignment calendars, and the after-arraignment calendar. This unit also receives requests from the Court for additional formal reports after the case has proceeded beyond the arraignment process, for those cases where further information is required to make an informed decision on release.

#### Supervision Unit

The Supervision Unit monitors release conditions for all individuals released on Supervised Own Recognizance Release Program (SORP) to ensure that they comply with release conditions. This involves directing the client to various services available in the community, such as drug or psychological counseling, and scheduling and monitoring client drug testing, a service also provided by the Office. 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 Office 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 Office 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

Since 2002, Pretrial Services has had a MOU with Superior Court in which the department provides criminal background record checks to Family Court, which assists the Court in their decision making. This MOU is approved annually and revenue from this agreement fully supports four FTE positions within the Office. This is a non-mandated function for the Office and if the Court determines they must either reduce or eliminate funding, it will be necessary for the Office to

delete up to four FTE positions; two Pretrial Service Officer I/II positions and two Justice System Clerks I/II positions. All of these positions are currently filled.

As of April 2012, the Office has not been informed that the Court will discontinue supporting this program for FY2012 in the amount of \$410,832, however, this is subject to the State finalizing its budget.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Administration and Support	No	Non-Mandated		■
Court Contract	No	Non-Mandated		■
Court Unit	Yes	Mandated		■
Supervision Unit	Yes	Mandated	Increase efficiency in operations and provide a better service delivery to the clients by reallocating resources with no impact to the General Fund.	▲
Jail Unit	Yes	Mandated		■

Impact on Current Level of Service:

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

## County Executive's Recommendation

The Office of Pretrial Services' recommendations will not have a General Fund Impact.

### ▲ Supervision Unit

**Delete 1.0 FTE Pretrial Service Technician and Add 0.5 FTE Pretrial Service Technician:** The Supervision Unit consists of two Pretrial Service Technicians responsible for staffing the Drug Testing Station.

**Service Impact:** The deletion of a full-time position and adding a half-time position will allow for female testing 5 days per week for only 4 hours per day to respond to the fact that drug testing has an average of 23% female testing clients versus on average of 77% male testing clients.

**Net Positions Deleted: 0.5 FTE  
Net Ongoing Savings: \$41,640**



**Delete 1.0 FTE Justice System Clerk II:** The Office has six Justice System Clerks responsible for providing clerical support of Pretrial Service Officers.

**Service Impact:** The deletion of this full-time position will not have a service impact since existing staff will absorb the duties of this position.

**Positions Deleted: 1.0 FTE**  
**Ongoing Savings: \$92,988**

**Add 1.0 FTE Pretrial Service Officer II:** The Supervision Unit consists of five Pretrial Service Officers II responsible for monitoring individuals released on Supervised own Recognizance (SORP).

**Service Impact:** The addition of a full-time position will reduce the caseload of officers to a more manageable distribution of clients that is closer to the state average compared to other pretrial agencies. On average during 2011 each Officer caseload consisted of 80 clients. This is an increase of about 15-20 clients per Officer over the

Office's historical average. Adding this position will address the increase in Pretrial Release population due to the implementation of a validated risk assessment tool during 2011, and enable the Officers to better manage and monitor extremely challenging terms of compliance.

**Positions Added: 1.0 FTE**  
**Ongoing Cost: \$109,296**

**Increase Funding for Drug Testing:** A recent management audit recommended the Office to shift drug testing lab services from the current vendor to Valley Medical Center in order to decrease the turnaround time for receiving lab testing reports. This will also lead to quicker intervention and referrals for substance abuse services for pretrial clients. This recommendation transfers the savings from the staffing recommendations above to cover the projected increased costs of drug testing lab services.

**Ongoing Cost: \$25,332**

#### Office Of Pretrial Services — Budget Unit 210 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
3590	Office Of Pretrial Svcs Fund 0001	\$ 5,299,978	\$ 4,882,789	\$ 5,094,457	\$ 5,094,457	\$ 211,668	4.3%
<b>Total Net Expenditures</b>		<b>\$ 5,299,978</b>	<b>\$ 4,882,789</b>	<b>\$ 5,094,457</b>	<b>\$ 5,094,457</b>	<b>\$ 211,668</b>	<b>4.3%</b>

#### Office Of Pretrial Services — Budget Unit 210 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
3590	Office Of Pretrial Svcs Fund 0001	\$ 5,299,978	\$ 4,882,789	\$ 5,094,457	\$ 5,094,457	\$ 211,668	4.3%
<b>Total Gross Expenditures</b>		<b>\$ 5,299,978</b>	<b>\$ 4,882,789</b>	<b>\$ 5,094,457</b>	<b>\$ 5,094,457</b>	<b>\$ 211,668</b>	<b>4.3%</b>



## Office Of Pretrial Services — Budget Unit 210 Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 4,521,912	\$ 4,145,175	\$ 4,294,026	\$ 4,268,694	\$ 123,519	3.0%
Services And Supplies	751,440	737,614	800,431	825,763	88,149	12.0%
Fixed Assets	26,626	—	—	—	—	—
<b>Subtotal Expenditures</b>	5,299,978	4,882,789	5,094,457	5,094,457	211,668	4.3%
<b>Total Net Expenditures</b>	5,299,978	4,882,789	5,094,457	5,094,457	211,668	4.3%

## Office Of Pretrial Services — Budget Unit 210 Revenues by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
3590	Office Of Pretrial Svcs Fund 0001	\$ 576,114	\$ 571,988	\$ 572,981	\$ 572,981	\$ 993	0.2%
	<b>Total Revenues</b>	\$ 576,114	\$ 571,988	\$ 572,981	\$ 572,981	\$ 993	0.2%

## 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 2012 Approved Budget	37.0	\$ 4,882,789	\$ 571,988
Board Approved Adjustments During FY 2012	—	30,285	993
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	141,646	—
Internal Service Fund Adjustments	—	62,817	—
Other Required Adjustments	—	(23,080)	—
Subtotal (Current Level Budget)	37.0	\$ 5,094,457	\$ 572,981
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Adjust Resources for Drug Testing Station	-0.5	(41,640)	—
◆ Delete 1.0 FTE Pretrial Service Technician and Add 0.5 FTE Pretrial Service Technician.			
2. Adjust Resources for Clerical Support	-1.0	(92,988)	—
◆ Delete 1.0 FTE Justice System Clerk II.			
3. Adjust Resources for Supervision Unit	1.0	109,296	—
◆ Add 1.0 FTE Pretrial Service Officer II in the Supervision Unit.			
4. Reallocate Object One Savings for Drug Testing Lab Services	—	25,332	—
◆ Reallocate savings from salaries & benefits as a result of staffing changes to services & supplies in order to cover the projected increased costs of drug testing lab services.			
Subtotal (Recommended Changes)	-0.5	\$ —	\$ —
<b>Total Recommendation</b>	<b>36.5</b>	<b>\$ 5,094,457</b>	<b>\$ 572,981</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

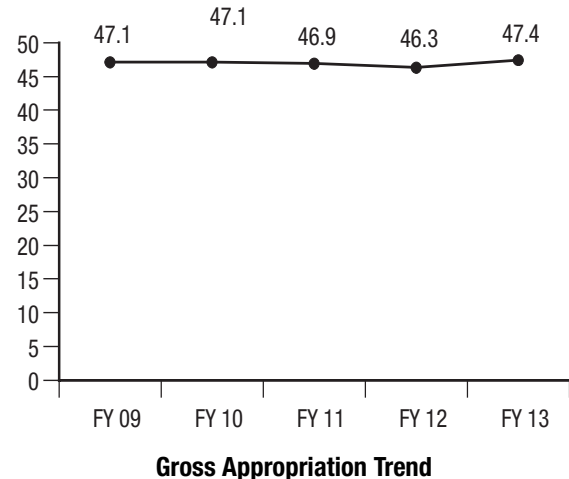
The Trial Court Funding Act of 1997 required Santa Clara County to meet a \$40,324,363 maintenance of effort (MOE) requirement in support of trial court operations. The original MOE requirement consisted of two components:

- 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 was mitigated, over time, by a reduction in the County's MOE. By FY 2010 this revenue sweep was fully mitigated and no further reductions to the MOE are anticipated.

The total FY 2013 MOE requirement is \$39,650,742.



## Other Court Related Costs

Under the provisions of the Trial Court Funding Act and subsequent legislation, counties are fiscally responsible for court facilities until those facilities are transferred to the State. After a facility is transferred to the State the county remains responsible for a court facility payment (CFP) as a maintenance of effort contribution to the State, while future increased costs are the responsibility of the State. The CFP is budgeted in the Facilities and Fleet Department budget.

Lease and insurance costs for Court facilities that have not yet been transferred to the State are budgeted here at \$4.6 million for FY 2013.

An additional \$1.8 million is budgeted to meet the County's fiscal obligation for a variety of expenses incurred by the Court on the County's behalf (e.g., Grand Jury expenses, local judicial benefits).

## Unmet Civil Legal Needs

The Unmet Civil Legal Services Program was created in FY 2002 to address the unmet non-criminal legal needs of indigent and near poor residents of the County. This program was funded at \$256,500 in FY 2012 and will remain at this amount for FY 2013 as part of a three-year agreement with service providers.



## 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 2013, the Administration is estimating that collections will total \$164 million, a 9.6% increase over anticipated FY 2012 collections of \$157 million.

Maintenance of effort legislation requires the County to increase appropriations in Public Safety and Justice programs at a rate similar to the growth in this revenue account. The Controller's Office has done a preliminary estimate of the MOE for FY 2013 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.

## Public Safety Realignment Program – AB 109

The Public Safety Realignment Act (AB 109) was signed into law on April 4, 2011 with subsequent provisions outlined in AB 117. This Act shifts the responsibility for managing certain adult offenders to local jurisdictions by requiring them to serve their sentence in local jails rather than state prisons and serve their post-release supervision with local agencies. Realignment is funded with a newly dedicated portion of existing state sales tax revenue and Vehicle License Fees (VLF). In FY 2012 the County anticipates to receive \$14.1 million, of which \$12.6 million was for AB 109 programs and services.

For FY 2013 the Governor's budget has allocated additional funding, and even though final allocations have not been made, the County expects to receive at least twice the FY 2012 amount. The Administration is recommending \$13.2 million in AB 109 programs and services and \$1 million in reserve for unanticipated program needs for FY 2013 which will bring the total AB 109 program to \$26.4 million. Additionally, the Governor's initiative to protect the revenues that fund 2011 Realignment is currently gathering signatures to get on the November 2012 ballot.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Unmet Civil Legal Needs	No	Non-Mandated		■
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		■
California Identification System	Yes			■
Public Safety Realignment Program - AB 109	No	Mandated	Allocate \$1,000,000 in reserve for FY 2013 unanticipated program needs. This reserve is offset by a transfer in from AB 109 state funding.	▲

Impact on Current Level of Service:

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

## County Executive's Recommendation

### Public Safety Realignment Program - AB 109

**Allocate \$1,000,000 One-time Funding:** This proposal is to allocate \$1 million for the Public Safety Realignment Program unanticipated program needs during FY 2013. The Administration will evaluate actual experiences over the course of the fiscal year and make adjustments

in the strategies identified in the Public Safety Realignment Implementation Plan adopted by the Board of Supervisors on September 27, 2011.

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

Total Cost offset by a Transfer-in from AB 109 Fund

### Criminal Justice Support — Budget Unit 217

#### Net Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
3217	Courts & Conflicts Spt Fund 0001	\$ 45,562,700	\$ 46,317,696	\$ 46,447,033	\$ 47,447,033	\$ 1,129,337	2.4%
<b>Total Net Expenditures</b>		\$ 45,562,700	\$ 46,317,696	\$ 46,447,033	\$ 47,447,033	\$ 1,129,337	2.4%

### Criminal Justice Support — Budget Unit 217

#### Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
3217	Courts & Conflicts Spt Fund 0001	\$ 45,562,700	\$ 46,317,696	\$ 46,447,033	\$ 47,447,033	\$ 1,129,337	2.4%
<b>Total Gross Expenditures</b>		\$ 45,562,700	\$ 46,317,696	\$ 46,447,033	\$ 47,447,033	\$ 1,129,337	2.4%

### Criminal Justice Support — Budget Unit 217

#### Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Services And Supplies	45,562,700	46,317,696	46,447,033	46,447,033	129,337	0.3%
Reserves	—	—	—	1,000,000	1,000,000	—
<b>Subtotal Expenditures</b>	45,562,700	46,317,696	46,447,033	47,447,033	1,129,337	2.4%
<b>Total Net Expenditures</b>	45,562,700	46,317,696	46,447,033	47,447,033	1,129,337	2.4%

### Criminal Justice Support — Budget Unit 217

#### Revenues by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
3217	Courts & Conflicts Spt Fund 0001	\$ 155,869,305	\$ 169,609,000	\$ 180,540,168	\$ 181,540,168	\$ 11,931,168	7.0%
<b>Total Revenues</b>		\$ 155,869,305	\$ 169,609,000	\$ 180,540,168	\$ 181,540,168	\$ 11,931,168	7.0%

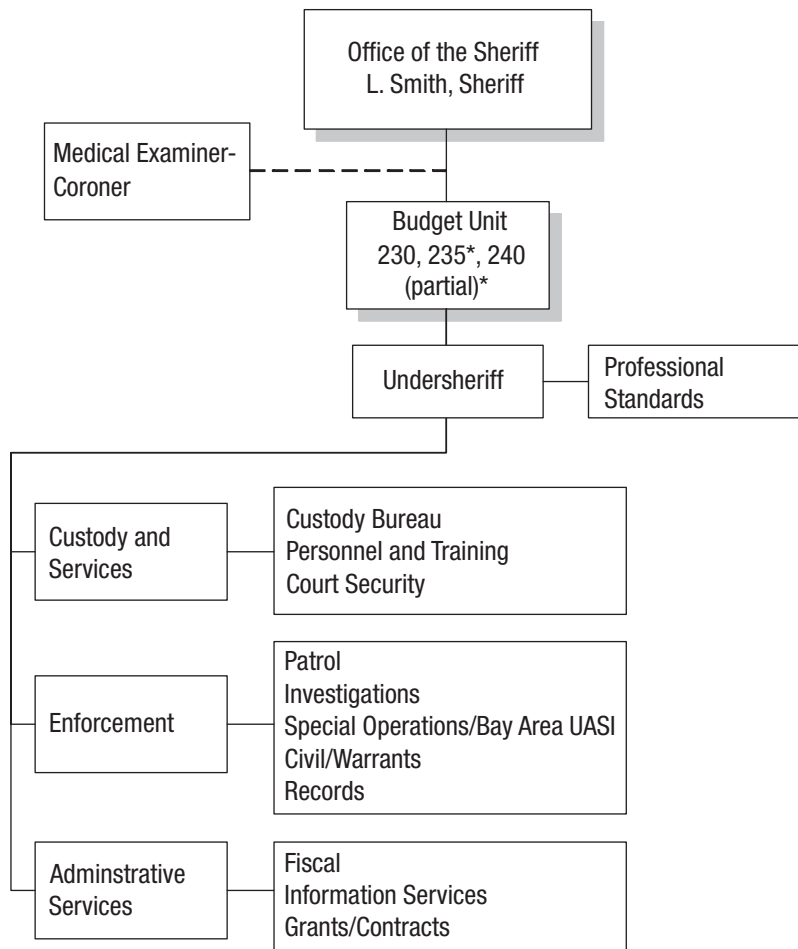


**Courts & Conflicts Spt Fund 0001 — Cost Center 3217**  
**Major Changes to the Budget**

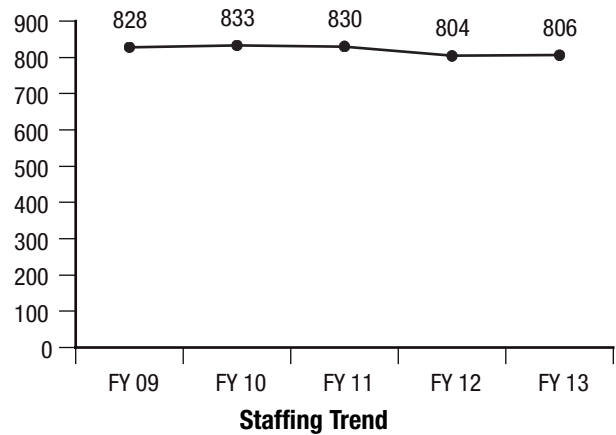
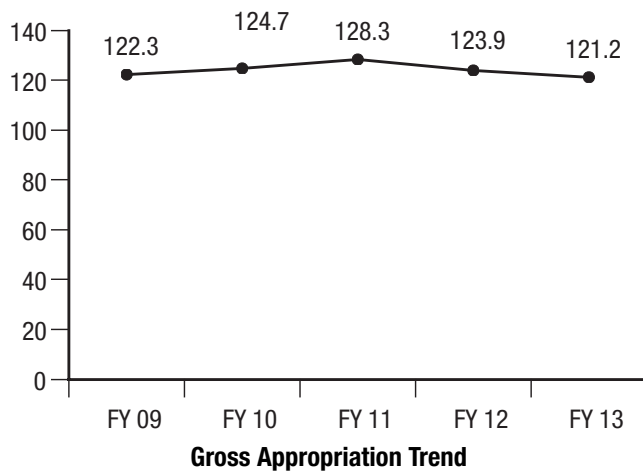
	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	—	\$ 46,317,696	\$ 169,609,000
Board Approved Adjustments During FY 2012	—	3,504	8,584,168
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	125,833	2,347,000
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 46,447,033	\$ 180,540,168
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
AB 109 Revenue for One-time Reserve	—	—	1,000,000
Decision Packages			
1. Total Amount for Reserve for AB 109 FY13 Unanticipated Needs	—	1,000,000	—
◆ Set aside \$1,000,000 for unanticipated needs related to the Public Safety Realignment Program - AB 109.			
Subtotal (Recommended Changes)	—	\$ 1,000,000	\$ 1,000,000
<b>Total Recommendation</b>	—	\$ 47,447,033	\$ 181,540,168



# Office of the Sheriff



Section 2: Public Safety and Justice



In addition to the 806 positions above, the Sheriff has assigned an additional 740 jail detention services personnel to work at the Department of Correction.



## Public Purpose

### ➔ Public Safety



## Description of Major Services

The Office of the Sheriff is responsible for enforcing the law in the unincorporated areas of Santa Clara County, and serves as the municipal police department in three contract cities: Cupertino, Los Altos Hills and Saratoga. Contractual law enforcement services are also provided to:

- County Parks and Recreation Department
- County Jails
- Superior Court system
- Social Services Agency
- Stanford University
- Santa Clara County Fair Association
- Santa Clara Valley Transportation Authority (VTA)
- Department of Child Support Services
- County Counsel

On July 1, 2010, the Board of Supervisors approved an administrative restructuring of the Department of Correction (DOC), wherein the Sheriff's Office and the DOC work in conjunction and cooperation regarding the daily jail functions. The Sheriff is the appointing authority for the badge positions, Custody Support Assistants, and non-badge administrative staff, such as fiscal and information technology. The Chief of

Correction is the appointing authority for specified non-badge operational staff in Food Services, Administrative Booking, Inmate Laundry, and Warehouse.

The Sheriff's Office has been responsible for the administrative management of the Medical Examiner - Coroner's 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 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.

## Administrative Booking and Records Services

The Administrative Booking unit 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 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).

## 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 850 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. In addition, the Division provides law enforcement services to the communities of Aldercroft Heights, Chemeketa Park, Redwood Estates, Holy City, Loma Prieta and the military housing area located at Moffett Field. Law enforcement services are provided on a contractual basis to the cities of Cupertino, Saratoga, and Los Altos Hills. The West Valley Patrol division also provides traffic enforcement services, traffic investigations, and school and neighborhood resource officers for all areas served.

## Special Operations

The Sheriff's Office takes pride in being able to provide the necessary resources throughout the County to address public safety needs. In order to accomplish this, there are various specialized response teams such as the Bomb Squad, Hostage Negotiation Team, Tactical SERT Team, Underwater Search Dive Team, Crowd Control Unit, Off Road Motorcycle Team, Air Support Unit and Canine Unit which all reside within the Special Operations Division. In addition to these highly specialized teams, this division is also the home of the Multi-Jurisdictional Methamphetamine Enforcement Team, Marijuana Eradication Team, Northern California Regional Intelligence Center Liaison Detective, Vice and Intelligence Unit, County Multi-



Discipline Task Force, and the County Mutual Aid Coordinator. The vast level of expertise and experience within this division not only supplements the daily operations of several other divisions within the Sheriff’s Office, but also works in collaboration with multiple first responder agencies throughout Santa Clara County. 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 12,000 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.

**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-eight (68), and vacancies are an ongoing challenge for the Department. With an aging workforce, the Department is

anticipating many retirements in the next few years. The Office of the Sheriff continues to develop new and innovative methods to recruit top applicants.

**Expansion of Regional Services**

Since the opening of the Santa Clara County Justice Training Center in 2005, the Department has been working to expand the number of training classes, as well as increase enrollment from outside agencies in the Academy. The Sheriff’s Office also maintains an outside Firing Range that is used by the Sheriff’s Office and other law enforcement agencies for training and mandated firearms qualifications. The Sheriff’s Office is developing the Range into a regional training center, and plans to include a Situational Training Facility which will be utilized by the Sheriff’s Office as well as other law enforcement agencies. The purpose of the facility is to provide real world training for law enforcement officers.

**Programs and Functions**

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Personnel and Training	Yes	Mandated		■
Custody Bureau	Yes	Mandated		■
Investigations	Yes	Mandated		■
Civil/Warrants	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
Patrol	Yes	Mandated		■
Special Operations/Bay Area UASI	Yes	Mandated		■
Records	Yes	Mandated		■
Court Security	Less than 5%	Mandated		■
VMC Security	Yes	Mandated		■
Internal Affairs	Yes	Mandated		■
Administrative Services	Yes	Mandated		■
Transit Patrol	No	Non-Mandated		■
Parks Patrol	Yes	Mandated		■
Coroner Operations	Yes	Mandated		■
Reserves/Community Services	Yes	Non-Mandated		■
Air Support Unit	No	Non-Mandated		■
Stanford University Department of Public Safety	No	Non-Mandated		■

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

## County Executive's Recommendation

Maintain the current level budget for FY 2013.

### Sheriff's Department — Budget Unit 230 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
23001	Administration Fund 0001	\$ 4,851,229	\$ 4,561,755	\$ 4,968,305	\$ 4,968,305	\$ 406,550	8.9%
23002	Administrative Svcs Fund 0001	17,014,688	18,157,017	18,393,426	18,393,426	236,409	1.3%
23003	Field Enforcement Bureau Fund 0001	45,433,819	44,516,755	42,873,530	42,873,530	(1,643,225)	-3.7%
23004	Services Bureau Fund 0001	49,097,753	48,118,930	47,498,532	47,498,532	(620,398)	-1.3%
23005	Internal Affairs Fund 0001	734,460	710,188	679,006	679,006	(31,182)	-4.4%
<b>Total Net Expenditures</b>		<b>\$ 117,131,950</b>	<b>\$ 116,064,645</b>	<b>\$ 114,412,799</b>	<b>\$ 114,412,799</b>	<b>\$ (1,651,846)</b>	<b>-1.4%</b>



### Sheriff's Department — Budget Unit 230 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
23001	Administration Fund 0001	\$ 4,878,951	\$ 4,561,755	\$ 4,968,305	\$ 4,968,305	\$ 406,550	8.9%
23002	Administrative Svcs Fund 0001	17,285,220	21,404,089	21,466,414	21,466,414	62,325	0.3%
23003	Field Enforcement Bureau Fund 0001	48,545,119	48,066,668	45,946,962	45,946,962	(2,119,706)	-4.4%
23004	Services Bureau Fund 0001	49,970,010	48,773,755	47,775,137	47,775,137	(998,618)	-2.0%
23005	Internal Affairs Fund 0001	1,080,178	1,078,188	1,047,006	1,047,006	(31,182)	-2.9%
<b>Total Gross Expenditures</b>		<b>\$ 121,759,477</b>	<b>\$ 123,884,455</b>	<b>\$ 121,203,824</b>	<b>\$ 121,203,824</b>	<b>\$ (2,680,631)</b>	<b>-2.2%</b>

### Sheriff's Department — Budget Unit 230 Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 106,578,600	\$ 110,344,408	\$ 107,580,961	\$ 107,580,961	\$ (2,763,447)	-2.5%
Services And Supplies	13,457,870	13,506,543	13,622,863	13,622,863	116,320	0.9%
Fixed Assets	343,008	—	—	—	—	—
Operating/Equity Transfers	1,380,000	—	—	—	—	—
Reserves	—	33,504	—	—	(33,504)	-100.0%
<b>Subtotal Expenditures</b>	<b>121,759,477</b>	<b>123,884,455</b>	<b>121,203,824</b>	<b>121,203,824</b>	<b>(2,680,631)</b>	<b>-2.2%</b>
Expenditure Transfers	(4,627,527)	(7,819,810)	(6,791,025)	(6,791,025)	1,028,785	-13.2%
<b>Total Net Expenditures</b>	<b>117,131,950</b>	<b>116,064,645</b>	<b>114,412,799</b>	<b>114,412,799</b>	<b>(1,651,846)</b>	<b>-1.4%</b>

### Sheriff's Department — Budget Unit 230 Revenues by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
23001	Administration Fund 0001	\$ 866,221	\$ 529,552	\$ 288,000	\$ 288,000	\$ (241,552)	-45.6%
23002	Administrative Svcs Fund 0001	1,538,083	2,233,076	1,545,914	1,545,914	(687,162)	-30.8%
23003	Field Enforcement Bureau Fund 0001	18,690,376	19,516,849	19,466,242	19,466,242	(50,607)	-0.3%
23004	Services Bureau Fund 0001	33,272,448	35,147,288	32,091,430	32,091,430	(3,055,858)	-8.7%
<b>Total Revenues</b>		<b>\$ 54,367,127</b>	<b>\$ 57,426,765</b>	<b>\$ 53,391,586</b>	<b>\$ 53,391,586</b>	<b>\$ (4,035,179)</b>	<b>-7.0%</b>

### Administration Fund 0001 — Cost Center 23001 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	18.0	\$ 4,561,755	\$ 529,552
Board Approved Adjustments During FY 2012	—	14,216	(241,552)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	1.0	291,739	—



### Administration Fund 0001 — Cost Center 23001 Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	31,181	—
Other Required Adjustments	—	69,414	—
Subtotal (Current Level Budget)	19.0	\$ 4,968,305	\$ 288,000
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	19.0	\$ 4,968,305	\$ 288,000

### Administrative Svcs Fund 0001 — Cost Center 23002 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	208.0	\$ 18,157,017	\$ 2,233,076
Board Approved Adjustments During FY 2012	—	(671,798)	(887,162)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	3.0	296,382	—
Internal Service Fund Adjustments	—	479,456	200,000
Other Required Adjustments	—	132,369	—
Subtotal (Current Level Budget)	211.0	\$ 18,393,426	\$ 1,545,914
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	211.0	\$ 18,393,426	\$ 1,545,914

### Field Enforcement Bureau Fund 0001 — Cost Center 23003 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	265.0	\$ 44,516,755	\$ 19,516,849
Board Approved Adjustments During FY 2012	1.0	(1,397,699)	(1,400,976)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-7.0	(2,418,226)	—
Internal Service Fund Adjustments	—	255,541	1,350,369
Other Required Adjustments	—	1,917,159	—
Subtotal (Current Level Budget)	259.0	\$ 42,873,530	\$ 19,466,242
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	259.0	\$ 42,873,530	\$ 19,466,242



**Services Bureau Fund 0001 — Cost Center 23004**  
**Major Changes to the Budget**

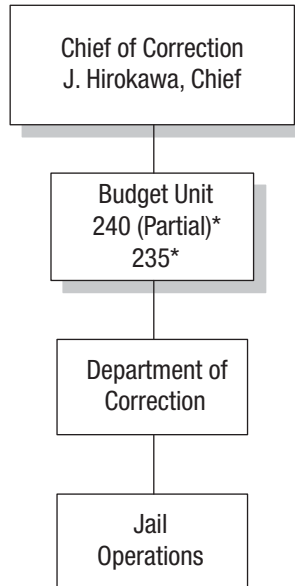
	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	307.0	\$ 48,118,930	\$ 35,147,288
Board Approved Adjustments During FY 2012	1.0	(2,364,854)	(33,128,573)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	3.0	(1,392,924)	—
Internal Service Fund Adjustments	—	522,757	30,072,715
Other Required Adjustments	—	2,614,623	—
Subtotal (Current Level Budget)	311.0	\$ 47,498,532	\$ 32,091,430
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>311.0</b>	<b>\$ 47,498,532</b>	<b>\$ 32,091,430</b>

**Internal Affairs Fund 0001 — Cost Center 23005**  
**Major Changes to the Budget**

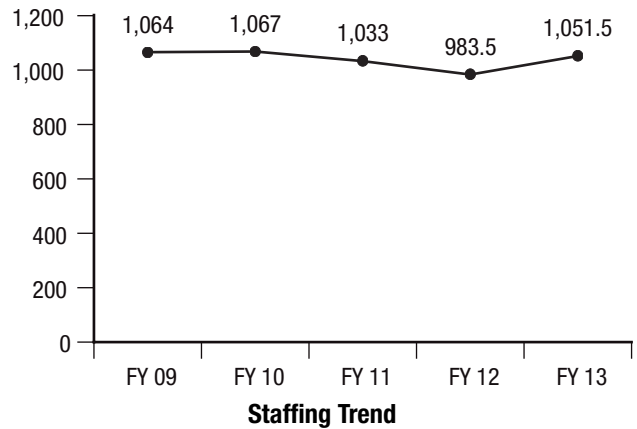
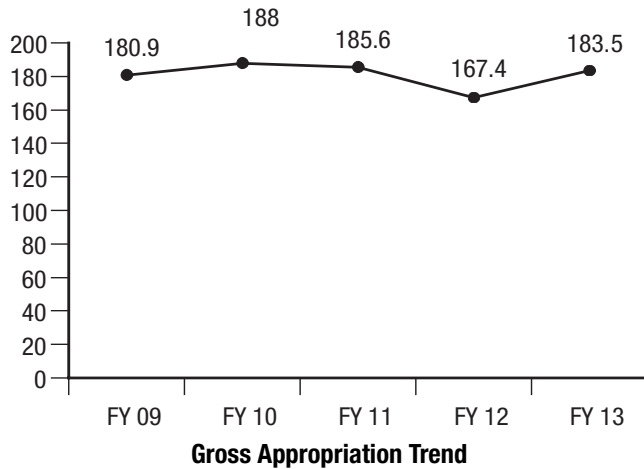
	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	6.0	\$ 710,188	\$ —
Board Approved Adjustments During FY 2012	—	(45,456)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(34,251)	—
Internal Service Fund Adjustments	—	3,069	—
Other Required Adjustments	—	45,456	—
Subtotal (Current Level Budget)	6.0	\$ 679,006	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>6.0</b>	<b>\$ 679,006</b>	<b>\$ —</b>



# Department of Correction



Section 2: Public Safety and Justice



Of the above 1,051.5 positions, the Sheriff has authorized the assignment of 740 jail detention services personnel to work at the Department of Correction.



## Public Purpose

- ➔ **Public Safety**
- ➔ **Compliance with Mandates**
- ➔ **Provide Programs to Enhance Inmate Reintegration into the Community**



## Description of Major Services

The Department of Correction (DOC), in conjunction, collaboration, and cooperation with the Sheriff's Office, operates the County jails with correctional staff, as well as with contract staff and County staff providing ancillary services, institutional care, custody, treatment and rehabilitation to pre-sentenced and sentenced inmates. The DOC serves and protects citizens of the County by detaining, treating and rehabilitating inmates in a safe and secure environment, while providing humane care. The County maximizes opportunities for offenders to participate in programs designed to reduce criminal behavior and enhance reintegration into the community.

### Custody

To properly house inmates in safe and secure facilities and in the least restrictive environment, the following services include:

**Intake Booking:** All Intake Booking is done at the Main Jail and initiates the County custody process for most inmates. Approximately, 59,000 arrestees were accepted and processed at the County jail facilities in Fiscal Year 2011.

**Release:** Inmates who are scheduled for release are released in a timely manner.

**Classify Inmates:** The classification process is designed to identify the individual characteristics of each inmate based on behavior, criminal history, in-custody history, judicial status, and the individual or special needs of the

inmate. Once compiled, the information is used to determine the inmate's security level and housing placement.

**Inmate Labor Management:** All sentenced inmates are required to work. The inmates are selected by the Assignment Officer, screened and approved by Classification and Medical to work. The management of inmate labor augments the work force in the jail and assists the inmates in preparing themselves to integrate into the community with some work experience and skills.

**Alternative Sentencing:** The Inmate Screening Unit located at the Elmwood Complex screens the inmates for the Public Service Program.

### Housing

To provide effective custody of inmates in a safe and controlled environment, to reduce inmate claims, and to meet required mandates. The following service areas include:

**Provide Shelter:** All inmates are housed in an environment that meets California Code of Regulations Title 15 and 24 Environmental Health standards. Inmates are provided a bed, furnishings to enable them to conduct daily activities, access to personal hygiene facilities, and access to recreational areas.

**Provide Nutritious Food:** The Food Service Division provides satisfying, nutritious and cost-effective meals in accordance with State mandates. The Food Service Division provides about 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 the opportunity for two half-hour visits each week and the Main Jail Complex provides opportunity for two one-hour visits each week.

**Provide Clean Laundry:** The DOC projects it will wash approximately 1.8 million pounds of inmate laundry and handle approximately 50,000 pounds of homeless laundry annually for various local homeless shelters in Fiscal Year 2012.

**Provide Access to Religious Services:** All inmates are allowed to participate in religious services and counseling available in their housing areas on a voluntary basis.

**Provide Access to Telephones:** All inmates are provided reasonable access to use telephones beyond those telephone calls required by Section 851.5 of the Penal Code.

**Provide Access to Courts:** All inmates are provided access to the Court and to legal counsel via mail, telephone and confidential consultation with attorneys. Inmates are also provided access to legal documents via access to a contracted legal research services provider.

**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 commanders and the State Board of Corrections.

## Medical Care

The DOC, through Custody Health Services, provides for reasonable standard care in order to achieve the appropriate level of health care. This includes medical, dental, mental health services and counseling.

## Inmate Programs

Educational and treatment programs are designed to provide positive and productive opportunities for inmates, and to facilitate successful reintegration into the community.

Services include:

### Comprehensive Substance Abuse Recovery Programs:

Several intensive substance abuse recovery programs are available for inmates who are court-ordered into a program or who voluntarily seek assistance. Staff works closely with the Courts to intake, screen, enroll, monitor and report on the progress of inmates who are ordered by the Court to attend these programs.

### Primary and Secondary Academic and Literacy Programs:

Milpitas Adult Education (MAE) provides a variety of academic classes to inmates including General Education Development (GED), English-as-a-Second Language (ESL), basic study skills, math and English review, and art.

### Vocational, Job Readiness and Exit Planning Classes:

The County contracts with MAE to provide a variety of vocational skill and job preparation classes. Through the Correctional Industries program, inmates are instructed in areas such as welding, cabinet making, carpentry, upholstery, blueprint reading, applied vocational math, and industrial safety.

**Life Skills Classes:** A variety of classes that are focused on individual topics related to criminal behavior and substance abuse are provided to inmates.

## Current and Emerging Issues

### State Realignment

The Governor's 2011 Public Safety Realignment proposal (AB 109) transferred a number of services currently provided by the State to the local government. The most significant of the realignment proposals for the Department of Correction was to assume

responsibility for offenders without any current or prior serious or violent or sex convictions. This shift of inmates is gradually increasing the jail population, as well as impacting the jail's ability to accept voluntary revenue-generating inmates from other jurisdictions.

## Protective Custody Population

Protective custody is a classification that may be assigned to inmates who are affiliated with a gang, have committed certain violent crimes, whose case has a high degree of notoriety, or who, for some reasons, have been determined to be at risk of victimization. Over the past several years, there has been a dramatic increase in inmates requiring protective custody, primarily due to affiliation with gangs. It is a challenge to provide the physical segregation required for these inmates.

## Physical and Mental Health of Inmates

In this decade, the percentage of inmates 55 years of age or older has increased from 2% to almost 4%, and from an Average Daily Population (ADP) of 88 to 180. Additionally, individual inmates are experiencing

multiple health issues with significant pathology and disabilities. There is a strain on the availability of infirmary beds which must be triaged every shift to accommodate the sickest inmates. This situation is further constricted by the AB 109 inmates, because their length of stay is longer and many have chronic physical and mental health issues.

## 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. Adding to this issue is the increasing population of AB 109 inmates who have longer lengths of stay and therefore, add to the wear and tear on the facilities.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Elmwood Complex	Yes	Mandated		■
Main Jail Complex	Yes	Mandated		■
Programs	Yes	Required	Increases in variety of available programs as a result of increased staff and security.	▲
Food Services	Yes	Mandated	Increases safety and security of staff and inmate workers and replaces aging equipment.	▲
Custody Health	Yes	Mandated		■
Administrative Booking	Yes	Mandated		■
PC 4025 IWF Programs	Yes	Mandated		■
Administrative Services	Yes	Required		■
Weekend Work Program	Yes	Mandated		■
Academy	Yes	Non-Mandated	Provides process to ensure adequate staffing levels in the jails and reduces overtime expenditures.	▲
Food Service Officer's Dining Room	Yes	Non-Mandated		■
Facility Maintenance	Yes	Mandated		■
Internal Affairs	Yes	Mandated		■
Inmate Visits	Yes	Non-Mandated		■
Laundry	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
Public Safety Realignment - AB109 - Custodial Supervision and Direct Inmate Services	No	Mandated	Improve and enhance Re-entry related services and programs.	▲
Public Safety Realignment - AB109 - Custodial Alternatives and Programs	No	Mandated	Improve and enhance Re-entry related services and programs.	▲

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

## County Executive's Recommendation

### ▲ Food Services

**Allocate One-time Funding in the amount of \$193,500 for Kitchen Equipment:**

Item	Amount
Cameras in Food Services-Video Surveillance (2)	\$3,000
Hand Wash Sinks (2)	\$15,000
Cage for Walk-in Refrigerator	\$3,000
Cold Tray Line	\$70,000
Dough Molder - Loaves	\$55,000
Dough Molder - Rolls	\$40,000
Cambro Carts (meal reheating carts)	\$7,500
<b>Total</b>	<b>\$193,500</b>

**Service Impact:** The Food Services Unit prepares up to 15,000 meals daily for inmates and staff. This recommendation would increase the safety and security of the staff and inmate workers, bring the kitchen further into compliance with health inspections, and replace aging equipment that needs constant repair.

**Total One-time Cost: \$193,500**

### ▲ Academy

**Allocate Ongoing Funding for a Correctional Cadet Academy.**

**Service Impact:** As part of the Fiscal Year 2012 Recommended Budget reduction, the Board of Supervisors approved the elimination of funding for the Correctional Cadet Academy. Currently, the Department is experiencing a high rate of employee attrition and retirements, which raises major concerns

regarding the authorized staffing levels in the jails, and an increase in overtime expenditures. This recommendation would allow for more effective planning, strategic recruiting, and planning expenses for the extensive background investigation process that is required before the academy even commences.

**Total Net Cost: \$796,791**

Total Cost: \$1,096,791

Total Cost offset by Transfer-in from AB 109 Fund: \$300,000

### ▲ Standards and Training

**Allocate Ongoing Funding for Overtime Related to Standards and Training for Corrections Training.**

**Service Impact:** As part of the Fiscal Year 2012 Recommended Budget, the Board of Supervisors approved the proposal to alter the 12-Plan work schedule in the jails and eliminate squad briefings, saving the County \$6.3 million. That action reduced the pay period hours for Correctional Officer/Deputies from 85.75 to 80 hours and the operational impact was significant: a loss of approximately 100,000 working hours per year.

This has significantly impacted the Department's ability to provide the 24 hours of State mandated training for each Correctional Officer/Deputy per year, while the employee is on duty. This recommendation would fund overtime for 16 of the required 24 hours, so that the training could be provided off-duty and thereby not impact the already reduced number of working hours.



Since the Department receives State reimbursement for 8 of the 24 hours, funding is needed for the remaining 16 hours.

**Total Net Cost: \$657,232**

Total Cost: \$755,232

Total Cost offset by Transfer-in from AB 109 Fund: \$98,000

## ▲ Public Safety Realignment – AB 109 – Custodial Supervision and Direct Inmate Services

### Main Jail Complex

**Increase Staff in the Classification Unit:** Add 1.0 FTE Sheriff's Correctional Deputy position.

**Service Impact:** The AB 109 inmates that are now serving sentences in the jail are individuals who, in the past, have been sent to State prisons and are more sophisticated. This has resulted in increased challenges for the inmate classification process. This recommendation will allow the Department to more effectively complete the classification process, and contribute to ensuring that inmates are housed in appropriate areas of the jail. Inmate classification helps prevent in-custody assaults and the victimization of less sophisticated inmates.

**Positions Added: 1.0 FTE**

**Total Cost: \$114,684**

Total Cost offset by a Transfer-in from the AB 109 Fund.

**Increase Staff for Inmate Escort:** Add 14.0 FTE Sheriff's Correctional Deputy positions (3 Posts).

**Service Impact:** A key principal in managing a direct supervision module is the fact that inmates housed in a positive, less restrictive environment with access to effective programs and adequate out-of-cell time are less disruptive and have a much better chance of successful reintegration back into the community. In order to ensure adequate inmate out-of-cell time and access to services and programs, an adequate level of staffing is required.

The increase in inmate population resulting from AB 109 will continue to expand the number of medium and maximum security inmate beds needed at the Main Jail. Since October 2011, the Main Jail is gaining an average of ten (10) high-medium to maximum security AB 109 inmates each month. The increases in the number of these inmates will become problematic if

they are housed under the current, more restrictive environment for extended periods of time. The level of sophistication of these inmates and their knowledge of state institutional operations may result in disruptions to operation of the jail and unwanted litigation.

This recommendation will ensure that sentenced AB 109 inmates are provided with programs, necessary supervision with limited interruption to the delivery of mandated and non-mandated services, and medical and mental health care.

**Positions Added: 14.0 FTE**

**Total Cost: \$1,605,576**

Total Cost offset by a Transfer-in from the AB 109 Fund.

### Elmwood Complex

**Increase Staff for Perimeter Security:** Add 5.0 FTE Sheriff's Correctional Deputy positions (1 Post).

**Service Impact:** Currently, staffing at the Elmwood Complex, a 60 acre correctional facility, does not support an adequate number of scheduled patrols of the perimeter fence. The condition of the facility, its size, and current increases in population due to the implementation of AB 109 are all factors that contribute to the need for routine scheduled patrols of the facility perimeter. This recommendation will allow the Department to increase the security of the facility and the surrounding high population density community.

**Positions Added: 5.0 FTE**

**Total Cost: \$533,520**

Total Cost offset by a Transfer-in from the AB 109 Fund.

**Increase Staff for the Elmwood Kitchen:** Add 2.0 FTE Sheriff's Correctional Deputy positions.

**Service Impact:** This recommendation will provide supervision and security for inmates participating in the Food Service Inmate Vocational Program. These positions will augment the current supervision to allow for the use of inmates sentenced under 1170h as part of AB 109 to serve as kitchen inmate workers, where they can acquire vocational skills in food preparation. Also, due to their extended incarceration periods, they can become lead inmate workers. Without this additional supervision, the Department could not risk using this type of inmate in the kitchen for long periods of time. Additionally, these positions will ensure course participation by inmates, track inmates' attendance,

enforce certification mandates (Serve Safe), monitor educational and hands-on work activities, count for kitchen tools, prevent theft, and actively seek new participants for the program.

**Positions Added: 2.0 FTE**  
**Total Cost: \$263,328**

Total Cost offset by a Transfer-in from the AB 109 Fund.

**Increase Staff for Elmwood Visiting:** Add 4.0 FTE Sheriff's Correctional Deputy positions.

**Service Impact:** Implementation of AB 109 is resulting in an increase to the population of inmates who have a longer length of stay and a higher level of sophistication. Many of the AB 109 inmates are housed at Elmwood. Visits help reduce stressful conditions for these inmates who are serving longer sentences. Also, the increase in AB 109 inmates brings a higher community demand for inmate visits.

**Positions Added: 4.0 FTE**  
**Total Cost: \$533,520**

Total Cost offset by a Transfer-in from the AB 109 Fund.

**Increase Staff for the Elmwood Minimum Camp:** Add 3.0 FTE Sheriff's Correctional Deputy positions.

**Service Impact:** Some of the AB 109 inmates are being housed (based on eligibility) on the minimum camp at Elmwood. Recently, the population there has been rising following the placement of these AB 109 inmates on the camp. As a result, barracks which were previously closed have now been opened, however staffing has not been increased. This recommendation allows the Department to establish the ratio of inmates per deputy/officer at a safe and acceptable level.

**Positions Added: 3.0 FTE**  
**Total Cost: \$309,924**

Total Cost offset by a Transfer-in from the AB 109 Fund.

**Increase Staff in the Elmwood Operations/Industries Unit:** Add 2.0 FTE Sheriff's Correctional Deputy positions.

**Service Impact:** The Operations/Industries Unit provides a wide variety of inmate educational and vocational training opportunities to a growing current population of inmates. However, following reductions in July 2011, only one Correctional Deputy/Officer position remains to oversee this program, making it exceptionally difficult to provide consistent, close supervision. The number of inmate workers in this area

is growing due to AB 109. This recommendation will help the Department restore the integrity of the Industries Program, allowing it to continue its contribution to reductions in recidivism and increased vocational training.

**Positions Added: 2.0 FTE**  
**Total Cost: \$148,692**

Total Cost offset by a Transfer-in from the AB 109 Fund.

**Increase Staff for the Elmwood Minimum Camp Grounds Crew Supervision:** Add 1.0 FTE Sheriff's Correctional Deputy position.

**Service Impact:** Some newly sentenced AB 109 inmates are being housed on the Elmwood Complex minimum camp. As the number of these inmates increases, staff continues to seek vocational training and work assignments for them, including assignment to the Grounds Crew. These crews provide maintenance of the grounds, and help to mitigate and prevent trip hazards, safety issues, and rodent problems (rats, mice and squirrels). This recommendation would add additional staff to supervise this maintenance which will allow for more frequent and regular attention of the facility grounds, thereby preventing accelerated destruction of the grounds. This will also enable inmate ground crews to learn valuable vocational landscaping skills.

**Positions Added: 1.0 FTE**  
**Total Cost: \$148,692**

Total Cost offset by a Transfer-in from the AB 109 Fund.

**Allocate One-time Funding for Outdoor Metal Detector in the Industries Area at Elmwood.**

**Service Impact:** Inmates assigned to the Industries shops areas have access to many possible contraband items and materials that most other inmates do not have, such as saws, wire cutters, screwdrivers, and cut metal. Items and materials of this kind pose a great threat to the safety and security of the facility in the event that they are smuggled back to a housing area and used as a weapon. A walk-through metal detector will complement the current security measures that exist as a result of an increase in the number of AB 109 inmates assigned to vocational classes in the Industries area. The AB 109 inmates are generally more sophisticated than other inmates, which necessitates heightened security measures within the shops.

**Total One-time Cost: \$10,000**

Total One-time Cost will be offset by a Transfer-in from the AB 109 Fund.



## Public Safety Realignment - AB 109 - Custodial Alternatives and Programs

### Re-entry Resource Center

**Increase Staff at the Center:** Add 1.0 FTE Sheriff's Correctional Deputy position and 1.0 FTE Data Processing Control Technician II/I position.

**Service Impact:** An effective Re-entry Program results in a lower-custody population, and enhances community re-entry opportunities for inmates. In February 2012, one Sheriff's Correctional Deputy position was added to the Re-entry Center to provide security. One position can provide security during a normal 40-hour work week. Some departments occupying the Center may be providing services in the evening or on the weekends. Additional staffing will continue the security for these departments and staff that provide services beyond the standard work hours.

The Re-entry Center is a relatively new facility in which Sheriff/Correctional personnel require access to voice, data, and internet communications. This facility will also require upgrades from Cat5 to Cat6 cables to allow faster throughput of data and voice communications from the main point of entry to endpoints in cubicles and report writing rooms. The Department is also endeavoring to improve communications throughput, by using high speed fiber optic cabling and improved routing and switching equipment. There are other facilities that also have deficient cabling, including the Main Jail North and Main Jail South buildings and the Elmwood Complex. Due to limitations in available staff, cabling requests can take months to be completed unless they are designated as an emergency. The addition of the Data Processing Control Tech position will facilitate timely, cost effective completion of ongoing information system tasks and cabling requirements.

**Positions Added: 2.0 FTE**

**Total Cost: \$189,564**

Total Cost offset by a Transfer-in from the AB 109 Fund.

### Allocate Ongoing Funding for Drug Testing at the Center.

**Service Impact:** The implementation of AB 109 has resulted in an increase to the number of participants in re-entry programs at the Re-entry Center. A large

number of these individuals will require ongoing bi-weekly drug testing while they are assigned to programs operated and managed from the Center. The testing process requires sample collection, recording receipt of samples, and forwarding samples to a lab for testing. The Re-entry Center projects a requirement for approximately 100 participants annually, requiring drug testing twice weekly.

**Total Cost: \$40,000**

Total Cost offset by a Transfer-in from the AB 109 Fund.

### Allocate One-time Funding for Bus Passes.

**Service Impact:** The Department recognizes that many AB 109 clients have limited resources which include access to personal transportation. A funding allocation of \$30,000 for bus passes is critical for AB 109 clients to access needed and mandated programs and services at the Re-entry Center and within the community.

**Total One-time Cost: \$30,000**

Total One-time Cost offset by a Transfer-In from the AB 109 Fund.

## General Programs

**Increase Staff for Programs:** Add 4.0 FTE Rehabilitation Officer I positions.

**Service Impact:** AB 109 is resulting in an increase to the number of inmates sentenced to serve time in County jail facilities. At the same time, new initiatives targeting inmate rehabilitation and preparation for re-entry to the community have begun. Together, these have resulted in an increased workload for Rehabilitation Officers (ROs). ROs are directly focused on improving the chances for released individuals to become productive, law-abiding members of the community.

This recommendation would add ROs for Women's Programs, Main Jail Programs, Vocational Training, and the Roadmap to Recovery Program. These positions would assess all newly housed inmates for needs and program placement, coordinate program classes and schedules, case-manage program participants, and develop and implement effective transition plans for suitable participants.

**Positions Added: 4.0 FTE**

**Total Cost: \$452,976**

Total Cost is offset by a Transfer-in from the AB 109 Fund.

## Elmwood Programs

**Increase Staff for the Elmwood M8 Programming Housing Unit:** Add 4.0 FTE Sheriff Correctional Deputy positions.

**Service Impact:** The M8 Housing Unit at Elmwood provides a wide variety of inmate programming opportunities to a growing current population of inmates. However, reductions in July 2011 decreased the number of Correctional deputies to the extent that inmates' ability to participate in programs was impacted. Fewer Correctional deputies/officers were available to oversee programs. Adding these positions will also improve inmate access to programming opportunities and thereby contribute to reductions in recidivism.

**Positions Added: 4.0 FTE**  
**Total Cost: \$458,736**

Total Cost is offset by a Transfer-in from the AB 109 Fund.

**Increase Staff for the Men's and Women's Re-entry Corrections Programs:** Add 2.0 FTE Sheriff's Correctional Deputy positions.

**Positions Added: 2.0 FTE**  
**Total Cost: \$229,368**

Total Cost is offset by a Transfer-in from the AB 109 Fund.

## Sheriff's Doc Contract — Budget Unit 235 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
3106	Academy Fund 0001	\$ 539	\$ —	\$ —	\$ 158,545	\$ 158,545	—
3107	Professional Compliance Audit Unit Fund 0001	569	(4,826)	—	—	4,826	-100.0%
3124	Training And Staff Dev Fund 0001	8,967	14,968	19,917	19,917	4,949	33.1%
3133	Inmate Screening Unit Fund 0001	193,467	195,097	205,938	205,938	10,841	5.6%
23503	Main Jail Complex Fund 0001	52,884,278	45,967,292	49,432,139	51,152,399	5,185,107	11.3%
3136	Elmwood Men's Facility Fund 0001	54,677,327	44,609,908	48,439,458	51,293,718	6,683,810	15.0%
3135	Classification Fund 0001	3,993,709	3,361,938	3,715,147	3,829,831	467,893	13.9%
3142	Custodial Alternative Supervision Fund 0001	—	—	654,348	654,348	654,348	—
3146	Inmate Progs-Psp Fund 0001	2,087,822	1,907,015	1,938,201	2,167,569	260,554	13.7%
23509	Central Services Fund 0001	305,856	0	0	297,384	297,384	—
3112	Internal Affairs Fund 0001	379,944	536,689	580,262	580,262	43,573	8.1%
<b>Total Net Expenditures</b>		<b>\$ 114,532,478</b>	<b>\$ 96,588,081</b>	<b>\$ 104,985,410</b>	<b>\$ 110,359,911</b>	<b>\$ 13,771,830</b>	<b>14.3%</b>

**Service Impact:** The Programs Unit at Elmwood provides a wide variety of inmate programming opportunities to a growing current population of approximately 2,500 inmates. One of the most comprehensive programs is the Re-entry Correctional Program (RCP), Phase I. This intensive program provides educational programming, case management, and close supervision. There are currently 125 men and women enrolled in this program. Due to budget reductions in July 2011, only one Correctional deputy/officer remains to oversee this program at both the Women's Facility and the Men's Facility, making it exceptionally difficult to provide consistent, close supervision. The recently published Recidivism Study indicated that the RCP Phase I program reduced re-arrests and reconvictions. Adding these positions will support the recommendations on core programming from the recent Recidivism Study, and will help the Department accomplish the objectives of the Re-entry Network.



### Sheriff's Doc Contract — Budget Unit 235 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
3106	Academy Fund 0001	\$ 539	\$ —	\$ —	\$ 158,545	\$ 158,545	—
3107	Professional Compliance Audit Unit Fund 0001	569	(4,826)	—	—	4,826	-100.0%
3124	Training And Staff Dev Fund 0001	8,967	14,968	19,917	19,917	4,949	33.1%
3133	Inmate Screening Unit Fund 0001	193,467	195,097	205,938	205,938	10,841	5.6%
23503	Main Jail Complex Fund 0001	52,884,278	45,967,292	49,432,139	51,152,399	5,185,107	11.3%
3136	Elmwood Men's Facility Fund 0001	54,677,327	44,609,908	48,439,458	51,293,718	6,683,810	15.0%
3135	Classification Fund 0001	3,993,709	3,361,938	3,715,147	3,829,831	467,893	13.9%
3142	Custodial Alternative Supervision Fund 0001	—	—	654,348	654,348	654,348	—
3146	Inmate Progs-Psp Fund 0001	2,087,822	1,907,015	1,938,201	2,167,569	260,554	13.7%
23509	Central Services Fund 0001	305,856	0	0	297,384	297,384	—
3112	Internal Affairs Fund 0001	379,944	536,689	580,262	580,262	43,573	8.1%
<b>Total Gross Expenditures</b>		<b>\$ 114,532,478</b>	<b>\$ 96,588,081</b>	<b>\$ 104,985,410</b>	<b>\$ 110,359,911</b>	<b>\$ 13,771,830</b>	<b>14.3%</b>

### Sheriff's Doc Contract — Budget Unit 235 Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 114,532,478	\$ 96,588,081	\$ 104,985,410	\$ 110,359,911	\$ 13,771,830	14.3%
<b>Subtotal Expenditures</b>	<b>114,532,478</b>	<b>96,588,081</b>	<b>104,985,410</b>	<b>110,359,911</b>	<b>13,771,830</b>	<b>14.3%</b>
<b>Total Net Expenditures</b>	<b>114,532,478</b>	<b>96,588,081</b>	<b>104,985,410</b>	<b>110,359,911</b>	<b>13,771,830</b>	<b>14.3%</b>

### Sheriff's Doc Contract — Budget Unit 235 Revenues by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
23503	Main Jail Complex Fund 0001	—	—	105,516	105,516	105,516	—
3136	Elmwood Men's Facility Fund 0001	—	—	844,128	5,446,223	5,446,223	—
3135	Classification Fund 0001	—	—	105,516	105,516	105,516	—
3142	Custodial Alternative Supervision Fund 0001	—	—	664,704	664,704	664,704	—
3146	Inmate Progs-Psp Fund 0001	—	—	134,868	134,868	134,868	—
<b>Total Revenues</b>		<b>\$ —</b>	<b>\$ —</b>	<b>\$ 1,854,732</b>	<b>\$ 6,456,827</b>	<b>\$ 6,456,827</b>	<b>—</b>



### Academy Fund 0001 — Cost Center 3106 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2012	—	—	—
<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 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Adjust Funding for Correctional Cadet Academy	—	115,174	—
Increase ongoing funding for Correctional Cadet Academy in the amount of \$115,174. This represents a portion of the total amount as a Public Safety Realignment funding allocation is also being recommended.			
2. AB109 - Correctional Cadet Academy	—	43,371	—
Allocate ongoing funding in the amount of \$43,371 to fund a portion of the Correctional Cadet Academy.			
Subtotal (Recommended Changes)	—	\$ 158,545	\$ —
<b>Total Recommendation</b>	—	\$ 158,545	\$ —

### 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 2012 Approved Budget	—	\$ (4,826)	\$ —
Board Approved Adjustments During FY 2012	—	4,826	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	4,826	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(4,826)	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</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 2012 Approved Budget	—	\$ 14,968	\$ —
Board Approved Adjustments During FY 2012	—	4,949	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	4,949	—



### Training And Staff Dev Fund 0001 — Cost Center 3124 Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(4,949)	—
Subtotal (Current Level Budget)	—	\$ 19,917	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 19,917	\$ —

### Inmate Screening Unit Fund 0001 — Cost Center 3133 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	1.0	\$ 195,097	\$ —
Board Approved Adjustments During FY 2012	—	14,969	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	10,841	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(14,969)	—
Subtotal (Current Level Budget)	1.0	\$ 205,938	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	1.0	\$ 205,938	\$ —

### Main Jail Complex Fund 0001 — Cost Center 23503 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	326.0	\$ 45,967,292	\$ —
Board Approved Adjustments During FY 2012	1.0	4,072,323	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	3.0	3,378,142	—
Internal Service Fund Adjustments	—	—	105,516
Other Required Adjustments	—	(3,985,618)	—
Subtotal (Current Level Budget)	330.0	\$ 49,432,139	\$ 105,516
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. AB109 - Main Jail North and Re-Entry Center	15.0	1,720,260	—
Add 14.0 FTE Sheriff's Correctional Deputy positions (T84) to Main Jail North for inmate escort and Add 1.0 FTE Sheriff's Correctional Deputy position (T84) to the County's Re-Entry Resource Center.			
Subtotal (Recommended Changes)	15.0	\$ 1,720,260	\$ —
<b>Total Recommendation</b>	345.0	\$ 51,152,399	\$ 105,516





## 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 2012 Approved Budget	318.0	\$ 44,609,908	\$ —
Board Approved Adjustments During FY 2012	8.0	4,747,123	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-1.0	3,023,195	—
Internal Service Fund Adjustments	—	—	844,128
Other Required Adjustments	—	(3,940,768)	—
Subtotal (Current Level Budget)	325.0	\$ 48,439,458	\$ 844,128
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Transfer AB109 ongoing allocation to support Public Safety Realignment activities	—	—	4,602,095
Decision Packages			
1. Adjust Funding related to Standards and Training for Corrections Training	—	657,232	—
Increase ongoing funding related to Standards and Training for Corrections Training in the amount of \$657,232. This represents a portion of the total amount as a Public Safety Realignment funding allocation is also being recommended.			
2. AB109 - Elmwood and STCT	18.0	2,197,028	—
Add ongoing funding in the amount of \$98,000 for overtime related to Standards and Training for Corrections Training and Add the following positions:			
◆ Add 5.0 FTE Sheriff's Correctional Deputy positions (T84) for Perimeter Security at Elmwood			
◆ Add 2.0 FTE Sheriff's Correctional Deputy positions (T84) for Elmwood Kitchen			
◆ Add 4.0 FTE Sheriff's Correctional Deputy positions (T84) for Elmwood Visiting			
◆ Add 3.0 FTE Sheriff's Correctional Deputy positions (T84) for Elmwood Minimum Camp			
◆ Add 4.0 FTE Sheriff's Correctional Deputy positions (T84) for Elmwood M8 Programs Housing			
Subtotal (Recommended Changes)	18.0	\$ 2,854,260	\$ 4,602,095
<b>Total Recommendation</b>	<b>343.0</b>	<b>\$ 51,293,718</b>	<b>\$ 5,446,223</b>

## Classification Fund 0001 — Cost Center 3135

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	23.0	\$ 3,361,938	\$ —
Board Approved Adjustments During FY 2012	1.0	408,853	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	250,402	—
Internal Service Fund Adjustments	—	—	105,516
Other Required Adjustments	—	(306,046)	—
Subtotal (Current Level Budget)	24.0	\$ 3,715,147	\$ 105,516
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			



### Classification Fund 0001 — Cost Center 3135 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Decision Packages</b>			
1. AB109 - Classification Unit	1.0	114,684	—
Add 1.0 FTE Sheriff's Correctional Deputy position (T84) in the Classification Unit.			
Subtotal (Recommended Changes)	1.0	\$ 114,684	\$ —
<b>Total Recommendation</b>	25.0	\$ 3,829,831	\$ 105,516

### Custodial Alternative Supervision Fund 0001 — Cost Center 3142 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2012	6.0	654,348	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	6,321	—
Internal Service Fund Adjustments	—	—	664,704
Other Required Adjustments	—	(6,321)	—
Subtotal (Current Level Budget)	6.0	\$ 654,348	\$ 664,704
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
<b>Decision Packages</b>			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	6.0	\$ 654,348	\$ 664,704

### Inmate Progs-Psp Fund 0001 — Cost Center 3146 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	13.0	\$ 1,907,015	\$ —
Board Approved Adjustments During FY 2012	1.0	275,083	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-2.0	(19,766)	—
Internal Service Fund Adjustments	—	—	134,868
Other Required Adjustments	—	(224,131)	—
Subtotal (Current Level Budget)	12.0	\$ 1,938,201	\$ 134,868
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
<b>Decision Packages</b>			
1. AB109 - Re-Entry Corrections Programs	2.0	229,368	—
Add 2.0 FTE Sheriff's Correctional Deputy positions (T84) to the Men's and Women's Re-Entry Corrections Programs (one position to each).			
Subtotal (Recommended Changes)	2.0	\$ 229,368	\$ —
<b>Total Recommendation</b>	14.0	\$ 2,167,569	\$ 134,868



## Central Services Fund 0001 — Cost Center 23509 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	—	\$ 0	\$ —
Board Approved Adjustments During FY 2012	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 0	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. AB109 - Elmwood Industries and Minimum Camp	3.0	297,384	—
Add 2.0 FTE Sheriff's Correctional Deputy positions (T84) to Elmwood Industries Division and Add 1.0 FTE Sheriff's Correctional Deputy positions (T84) to Elmwood Minimum Camp.			
Subtotal (Recommended Changes)	3.0	\$ 297,384	\$ —
<b>Total Recommendation</b>	<b>3.0</b>	<b>\$ 297,384</b>	<b>\$ —</b>

## Internal Affairs Fund 0001 — Cost Center 3112 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	3.0	\$ 536,689	\$ —
Board Approved Adjustments During FY 2012	—	43,441	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	43,573	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(43,441)	—
Subtotal (Current Level Budget)	3.0	\$ 580,262	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>3.0</b>	<b>\$ 580,262</b>	<b>\$ —</b>

## Department Of Correction — Budget Unit 240 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
3400	Administration Fund 0001	\$ 4,436,741	\$ 3,689,959	\$ 4,264,737	\$ 4,264,737	\$ 574,778	15.6%
3406	Academy Fund 0001	54	0	54	938,300	938,300	—
24002	Administrative Services Bureau Fund 0001	3,078,139	3,965,270	3,962,140	4,037,020	71,750	1.8%
24003	Main Jail Complex Fund 0001	21,270,474	23,693,183	23,665,457	23,665,457	(27,726)	-0.1%
3436	Elmwood Men's Facility Fund 0001	20,292,536	19,553,903	18,932,320	18,962,320	(591,583)	-3.0%
3432	Admin Booking Fund 0001	3,365,709	3,740,059	3,923,179	3,923,179	183,120	4.9%



### Department Of Correction — Budget Unit 240 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
3435	Classification Fund 0001	898,729	631,316	907,510	907,510	276,194	43.7%
3442	Custodial Alternative Supervision Fund 0001	—	—	—	40,000	40,000	—
24008	Inmate Program Fund 0001	2,388,057	2,167,293	2,419,920	2,872,896	705,603	32.6%
24009	Central Services Fund 0001	13,818,250	12,962,622	12,884,175	13,087,675	125,053	1.0%
3412	Internal Affairs Fund 0001	200,525	248,802	256,331	256,331	7,529	3.0%
<b>Total Net Expenditures</b>		<b>\$ 69,749,216</b>	<b>\$ 70,652,407</b>	<b>\$ 71,215,823</b>	<b>\$ 72,955,425</b>	<b>\$ 2,303,018</b>	<b>3.3%</b>

### Department Of Correction — Budget Unit 240 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
3400	Administration Fund 0001	\$ 4,454,056	\$ 3,689,959	\$ 4,264,737	\$ 4,264,737	\$ 574,778	15.6%
3406	Academy Fund 0001	54	0	54	938,300	938,300	—
24002	Administrative Services Bureau Fund 0001	3,078,139	3,965,270	3,962,140	4,037,020	71,750	1.8%
24003	Main Jail Complex Fund 0001	21,270,474	23,693,183	23,665,457	23,665,457	(27,726)	-0.1%
3436	Elmwood Men's Facility Fund 0001	20,292,536	19,553,903	18,932,320	18,962,320	(591,583)	-3.0%
3432	Admin Booking Fund 0001	3,365,709	3,740,059	3,923,179	3,923,179	183,120	4.9%
3435	Classification Fund 0001	898,729	631,316	907,510	907,510	276,194	43.7%
3442	Custodial Alternative Supervision Fund 0001	—	—	—	40,000	40,000	—
24008	Inmate Program Fund 0001	2,388,057	2,167,293	2,419,920	2,872,896	705,603	32.6%
24009	Central Services Fund 0001	13,984,837	13,133,246	13,054,799	13,258,299	125,053	1.0%
3412	Internal Affairs Fund 0001	200,525	248,802	256,331	256,331	7,529	3.0%
<b>Total Gross Expenditures</b>		<b>\$ 69,933,118</b>	<b>\$ 70,823,031</b>	<b>\$ 71,386,447</b>	<b>\$ 73,126,049</b>	<b>\$ 2,303,018</b>	<b>3.3%</b>

### Department Of Correction — Budget Unit 240 Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 26,459,177	\$ 25,241,557	\$ 26,300,505	\$ 27,578,107	\$ 2,336,550	9.3%
Services And Supplies	43,404,719	45,581,474	45,085,942	45,344,442	(237,032)	-0.5%
Fixed Assets	69,222	—	—	203,500	203,500	—
<b>Subtotal Expenditures</b>	<b>69,933,118</b>	<b>70,823,031</b>	<b>71,386,447</b>	<b>73,126,049</b>	<b>2,303,018</b>	<b>3.3%</b>
Expenditure Transfers	(183,902)	(170,624)	(170,624)	(170,624)	—	—
<b>Total Net Expenditures</b>	<b>69,749,216</b>	<b>70,652,407</b>	<b>71,215,823</b>	<b>72,955,425</b>	<b>2,303,018</b>	<b>3.3%</b>



## Department Of Correction — Budget Unit 240

### Revenues by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
3400	Administration Fund 0001	\$ 4,485,987	\$ 3,350,245	\$ 3,254,272	\$ 3,254,272	\$ (95,973)	-2.9%
24002	Administrative Services Bureau Fund 0001	960,693	407,908	339,215	339,215	(68,693)	-16.8%
24003	Main Jail Complex Fund 0001	9,197,014	8,680,992	7,793,944	7,793,944	(887,048)	-10.2%
3436	Elmwood Men's Facility Fund 0001	1,881,733	1,301,065	1,306,050	2,170,535	869,470	66.8%
3432	Admin Booking Fund 0001	73,965	66,568	54,090	54,090	(12,478)	-18.7%
3435	Classification Fund 0001	153,855	138,468	145,941	145,941	7,473	5.4%
24008	Inmate Program Fund 0001	1,780,279	1,569,306	1,251,041	1,251,041	(318,265)	-20.3%
24009	Central Services Fund 0001	341,763	169,171	189,775	189,775	20,604	12.2%
3412	Internal Affairs Fund 0001	469	—	—	—	—	—
<b>Total Revenues</b>		<b>\$ 18,875,757</b>	<b>\$ 15,683,723</b>	<b>\$ 14,334,328</b>	<b>\$ 15,198,813</b>	<b>\$ (484,910)</b>	<b>-3.1%</b>

### Administration Fund 0001 — Cost Center 3400

#### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	6.0	\$ 3,689,959	\$ 3,350,245
Board Approved Adjustments During FY 2012	1.0	163,129	(621,525)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	86,974	—
Internal Service Fund Adjustments	—	396,950	525,552
Other Required Adjustments	—	(72,275)	—
Subtotal (Current Level Budget)	7.0	\$ 4,264,737	\$ 3,254,272
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>7.0</b>	<b>\$ 4,264,737</b>	<b>\$ 3,254,272</b>

### Academy Fund 0001 — Cost Center 3406

#### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	50.0	\$ 0	\$ —
Board Approved Adjustments During FY 2012	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(524,923)	—
Internal Service Fund Adjustments	—	54	—
Other Required Adjustments	—	524,923	—
Subtotal (Current Level Budget)	50.0	\$ 54	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments	—	—	—



### Academy Fund 0001 — Cost Center 3406 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Decision Packages</b>			
1. Adjust Funding for Correctional Cadet Academy	—	681,617	—
Increase ongoing funding for the Correctional Cadet Academy in the amount of \$681,617. This is a portion of the total amount as a Public Safety Realignment funding allocation is also being recommended.			
2. AB109 - Correctional Academy	—	256,629	—
Allocate ongoing funding in the amount of \$256,629 to fund a portion of the Correctional Cadet Academy.			
Subtotal (Recommended Changes)	—	\$ 938,246	\$ —
<b>Total Recommendation</b>	50.0	\$ 938,300	\$ —

### Administrative Services Bureau Fund 0001 — Cost Center 24002 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	31.0	\$ 3,965,270	\$ 407,908
Board Approved Adjustments During FY 2012	—	(5,146)	(68,693)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(17,313)	—
Internal Service Fund Adjustments	—	14,183	—
Other Required Adjustments	—	5,146	—
Subtotal (Current Level Budget)	31.0	\$ 3,962,140	\$ 339,215
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. AB109 - Increase Information Technology Staff	1.0	74,880	—
Add 1.0 FTE Data Processing Control Technician II/I (D12/D31) to assist the Custodial Alternative Supervision Unit (CASU) at the County's Re-Entry Resource Center.			
Subtotal (Recommended Changes)	1.0	\$ 74,880	\$ —
<b>Total Recommendation</b>	32.0	\$ 4,037,020	\$ 339,215

### Main Jail Complex Fund 0001 — Cost Center 24003 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	42.0	\$ 23,693,183	\$ 8,680,992
Board Approved Adjustments During FY 2012	—	62,479	(866,032)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	86,585	—
Internal Service Fund Adjustments	—	(114,311)	(21,016)
Other Required Adjustments	—	(62,479)	—
Subtotal (Current Level Budget)	42.0	\$ 23,665,457	\$ 7,793,944
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	42.0	\$ 23,665,457	\$ 7,793,944



### 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 2012 Approved Budget	32.0	\$ 19,553,903	\$ 1,301,065
Board Approved Adjustments During FY 2012	—	139,061	(664,066)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-1.0	29,776	—
Internal Service Fund Adjustments	—	(751,437)	669,051
Other Required Adjustments	1.0	(38,983)	—
Subtotal (Current Level Budget)	32.0	\$ 18,932,320	\$ 1,306,050
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Transfer AB109 Ongoing Allocation to support Public Safety Realignment activities	—	—	824,485
Transfer AB109 One-time Allocation to support Public Safety Realignment activities	—	—	40,000
Decision Packages			
1. AB109 - Bus Passes	—	30,000	—
Allocate one-time funding in the amount of \$30,000 for bus passes for AB109 and Re-Entry Center Clients.			
Subtotal (Recommended Changes)	—	\$ 30,000	\$ 864,485
<b>Total Recommendation</b>	<b>32.0</b>	<b>\$ 18,962,320</b>	<b>\$ 2,170,535</b>

### Admin Booking Fund 0001 — Cost Center 3432 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	37.5	\$ 3,740,059	\$ 66,568
Board Approved Adjustments During FY 2012	3.0	187,212	(12,478)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(7,166)	—
Internal Service Fund Adjustments	—	2,636	—
Other Required Adjustments	—	438	—
Subtotal (Current Level Budget)	40.5	\$ 3,923,179	\$ 54,090
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>40.5</b>	<b>\$ 3,923,179</b>	<b>\$ 54,090</b>

### Classification Fund 0001 — Cost Center 3435 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	5.0	\$ 631,316	\$ 138,468
Board Approved Adjustments During FY 2012	—	27,470	7,473
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	1.0	272,895	—



### Classification Fund 0001 — Cost Center 3435 Major Changes to the Budget

	Positions	Appropriations		Revenues	
Internal Service Fund Adjustments	—		3,299		—
Other Required Adjustments	—		(27,470)		—
Subtotal (Current Level Budget)	6.0	\$	907,510	\$	145,941
<b>Recommended Changes for FY 2013</b>					
Internal Service Fund Adjustments					
Decision Packages					
Subtotal (Recommended Changes)	—	\$	—	\$	—
<b>Total Recommendation</b>	6.0	\$	907,510	\$	145,941

### Custodial Alternative Supervision Fund 0001 — Cost Center 3442 Major Changes to the Budget

	Positions	Appropriations		Revenues	
<b>General Fund (Fund Number 0001)</b>					
FY 2012 Approved Budget	—	\$	—	\$	—
Board Approved Adjustments During FY 2012	—		—		(65,680)
<b>Cost to Maintain Current Program Services</b>					
Salary and Benefit Adjustments	—		—		—
Internal Service Fund Adjustments	—		—		65,680
Other Required Adjustments	—		—		—
Subtotal (Current Level Budget)	—	\$	—	\$	—
<b>Recommended Changes for FY 2013</b>					
Internal Service Fund Adjustments					
Decision Packages					
1. AB109 Allocation for Drug Testing	—		40,000		—
Allocate ongoing funding in the amount of \$40,000 for drug testing at the County's Re-Entry Resource Center.					
Subtotal (Recommended Changes)	—	\$	40,000	\$	—
<b>Total Recommendation</b>	—	\$	40,000	\$	—

### Inmate Program Fund 0001 — Cost Center 24008 Major Changes to the Budget

	Positions	Appropriations		Revenues	
<b>General Fund (Fund Number 0001)</b>					
FY 2012 Approved Budget	15.0	\$	2,167,293	\$	1,569,306
Board Approved Adjustments During FY 2012	3.0		204,863		(318,265)
<b>Cost to Maintain Current Program Services</b>					
Salary and Benefit Adjustments	1.0		71,805		—
Internal Service Fund Adjustments	—		47,573		—
Other Required Adjustments	-1.0		(71,614)		—
Subtotal (Current Level Budget)	18.0	\$	2,419,920	\$	1,251,041
<b>Recommended Changes for FY 2013</b>					
Internal Service Fund Adjustments					





### Inmate Program Fund 0001 — Cost Center 24008 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Decision Packages</b>			
1. AB109 - Increase Staff for Programs	4.0	452,976	—
Add 4.0 Rehabilitation Officer I positions (X92) for varied Correctional Programs.			
Subtotal (Recommended Changes)	4.0	\$ 452,976	\$ —
<b>Total Recommendation</b>	22.0	\$ 2,872,896	\$ 1,251,041

### Central Services Fund 0001 — Cost Center 24009 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	78.0	\$ 12,962,622	\$ 169,171
Board Approved Adjustments During FY 2012	2.0	(44,806)	20,604
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-1.0	(101,345)	—
Internal Service Fund Adjustments	—	76,594	—
Other Required Adjustments	—	(8,890)	—
Subtotal (Current Level Budget)	79.0	\$ 12,884,175	\$ 189,775
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
<b>Decision Packages</b>			
1. Purchase Fixed Assets	—	193,500	—
Purchase equipment for the Food Services Unit in the total amount of \$193,500, as follows:			
◆ Video Surveillance Cameras - \$3,000			
◆ Hand Wash Sinks - \$15,000			
◆ Cage for Walk-in Refrigerator - \$3,000			
◆ Cold Tray Line - \$70,000			
◆ Dough Molder-Loaves - \$55,000			
◆ Dough Molder-Rolls - \$40,000			
◆ Cambro Carts - \$7,500			
2. AB109 - Industries	—	10,000	—
Allocate one-time funding in the amount of \$10,000 for an Outdoor Metal Detector for the Industries Division at Elmwood.			
Subtotal (Recommended Changes)	—	\$ 203,500	\$ —
<b>Total Recommendation</b>	79.0	\$ 13,087,675	\$ 189,775

### Internal Affairs Fund 0001 — Cost Center 3412 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	1.0	\$ 248,802	\$ —
Board Approved Adjustments During FY 2012	—	4,902	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	7,978	—
Internal Service Fund Adjustments	—	(449)	—

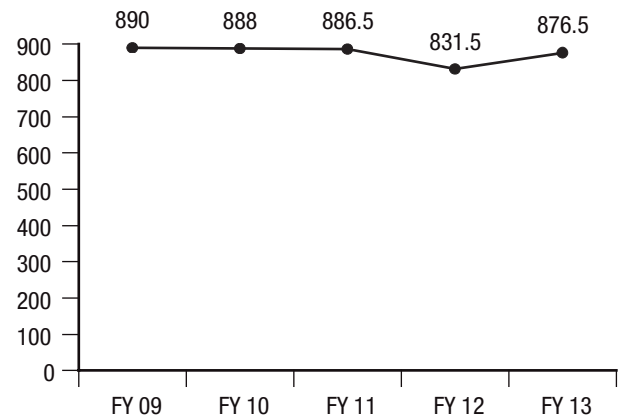
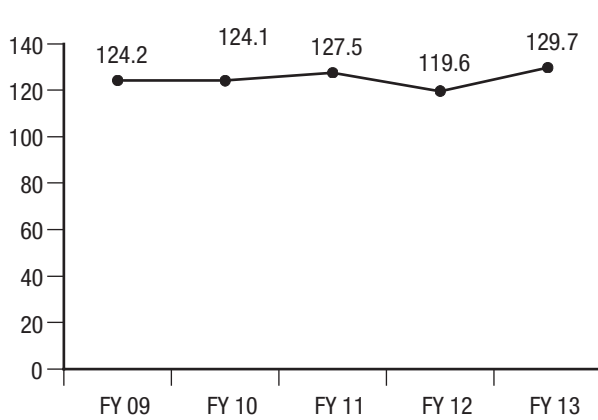
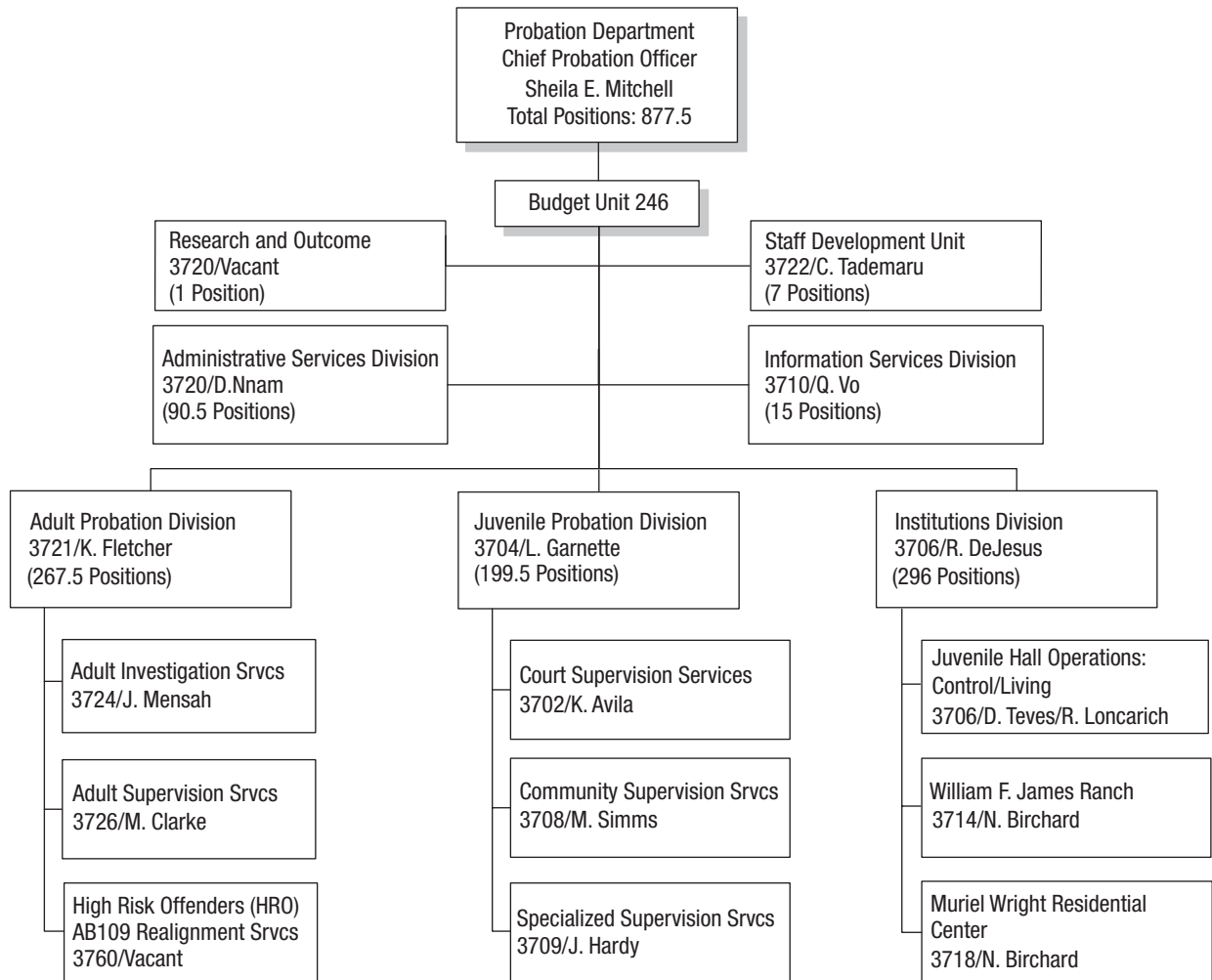


**Internal Affairs Fund 0001 — Cost Center 3412**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Other Required Adjustments	—	(4,902)	—
Subtotal (Current Level Budget)	1.0	\$ 256,331	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	1.0	\$ 256,331	\$ —



# Probation Department



The Staffing Trend chart does not reflect 1 new position that is recommended for the Department, as a new job classification is required. The recommended funding to support this new position is included in the Gross Appropriation Trend Chart.



## Public Purpose

- Protection of the Community
- Reduction of Crime
- Prevention of Repeat Offenders



## Performance-based Budget Information

**Service Area:** Public Safety and Justice

### Desired Results

1. Increase the number of clients who successfully complete probation.
2. Increase the number of clients who complete payment of restitution to victims of crimes
3. Increase the number of clients who complete their community service work
4. Increase the number of clients who are enrolled in school, training, or employed
5. Decrease the number of clients who are repeat offenders

**Background:** There are numerous desired results that have a significant impact upon accomplishing the Probation Department mission and public purpose. Some desired results must be achieved first, in order to accomplish higher level goals. The above desired results represent a balance of higher level and lower level results that are achievable and measurable. Other desired results for the department include: "Holding Offenders Accountable," "Quality Support to the Courts," "Lowest Level Effective Sanctions," "Restoration of Losses to Victims and the Community," "Increase Competency Development," and "Safe Custodial Care."

Performance Indicators	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 (YTD)
<b>Context Measures</b>					
1. Unemployment Rate for Adults	5.1%	8.6%	11.6%	10.9%	9.3%
<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.					
2. Juvenile Population in Santa Clara County	475,288	484,177	490,326	495,229	498,745
<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 correlate directly to an increase in referrals to juvenile probation. The 2000 data comes from the Census and the data for subsequent years are projections derived from the California Department of Finance projections.					



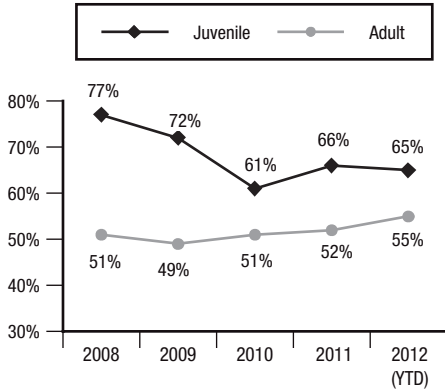
## Performance-based Budget Information

<b>Service Area: Public Safety and Justice</b>					
	<b>FY 2008 Actual</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 (YTD)</b>
<b>Workload Measures</b>					
1. Number of New Probation Supervision Cases (Avg./Month) (Adult)	497	470	501	408	464
2. Number of New Probation Supervision Cases (Avg./Month) (Juvenile)	284	314	309	182	114
3. Number of Active Probation Supervision Cases (Avg./Month) (Adult)	11,263	10,548	10,129	9,818	9,738
4. Number of Active Probation Supervision Cases (Avg./Month) (Juvenile)	2,383	2,323	2,287	2,015	1,564
<b>Note:</b> YTD = 7/1/11 to 02/29/12					
	<b>FY 2008 Actual</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 (YTD)</b>
<b>Outcome Measures</b>					
1a. Rate of Successful Completion of Probation (Adult)	51%	49%	51%	55%	55%
1b. Rate of Successful Completion of Probation (Juvenile)	77%	72%	61%	66%	66%
<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)	53%	51%	55%	54%	56%
2b. Rate of Payment of Restitution to Victims (Juvenile)	58%	60%	49%	41%	41%
<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)	57%	56%	54%	60%	58%
3b. Rate of Completion of Community Service Work (Juvenile)	81%	80%	74%	72%	71%
<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)	43%	44%	42%	41%	42%
4b. Rate of Successful Enrollment in School, Training, or Employment (Juvenile)	81%	76%	74%	71%	67%
<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)	51%	51%	49%	48%	45%
6. Rate of Clients with New Sustained Petitions (Juvenile)	33%	43%	42%	48%	51%
<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.					

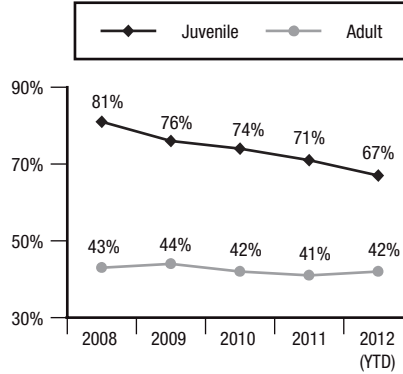


## Desired Results

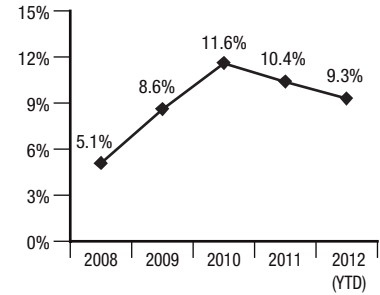
**Successful Completion of Probation**, which the Department promotes by providing appropriate assessment and level of supervision, monitoring offender compliance with court orders, providing appropriate restitution and community service, and supporting educational and vocational success.



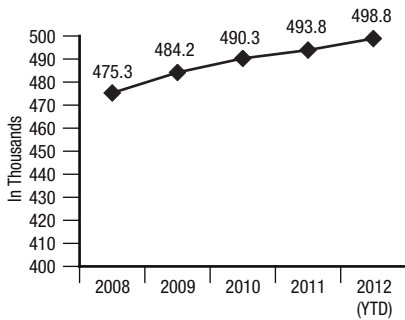
**Percent Successful Completion of Probation (Adult & Juvenile)**



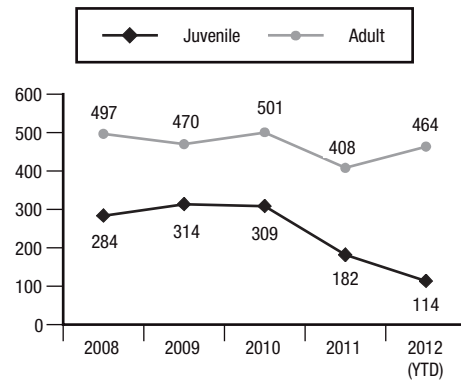
**Percent in Education/Training or Employed at Exit (Adult & Juvenile)**



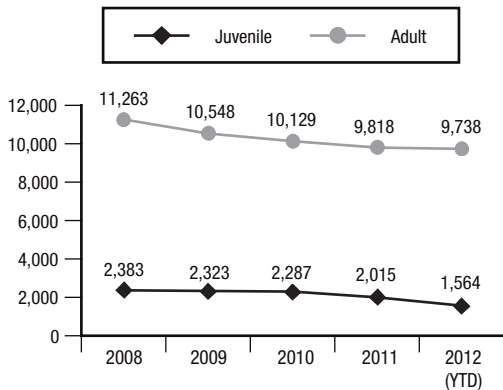
**County Adult Unemployment Rate**



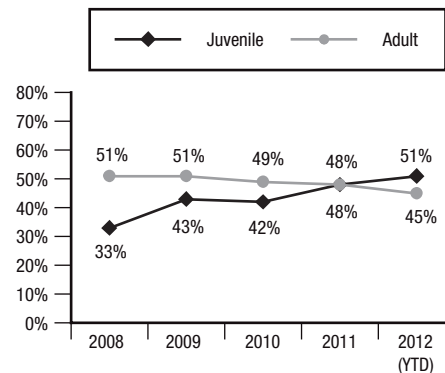
**County Total Juvenile Population**



**New Supervision Cases (Avg/Month)**



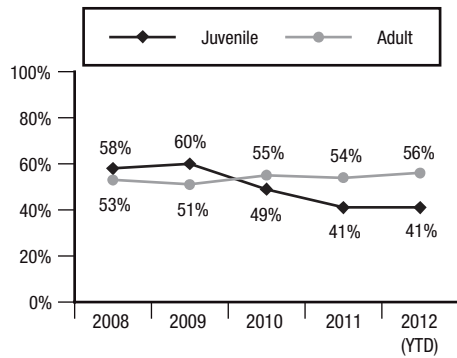
**Formal Supervision Caseload**



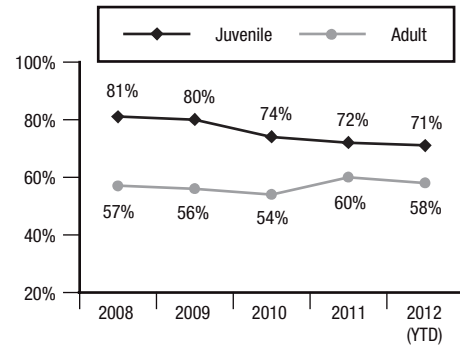
**Percent of Clients with New Crime During Probation (Adult & Juvenile)**



**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:

### Institutions Services

The Probation Department provides in-custody services to the juvenile population. In-custody adult services are provided by the Office of the Sheriff — Custody Bureau.

### Juvenile Rehabilitation Facilities

Historically the Department has operated two juvenile rehabilitation facilities, William F. James Ranch for boys ages 15 1/2 and older, and Muriel Wright Center Ranch for young boys and girls of any age. As discussed in the following section on Current and Emerging Issues, the Wright Center has been temporarily closed and the James Ranch is currently being used to serve both boys and girls.

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, ranch orientation unit and security units for the highest risk offenders.

### Adult and Juvenile Probation Services

The Probation Department delivers County-wide early intervention services through the Restorative Justice Program; provides investigation, placement, and supervision services through specialized units; and participates in a variety of collaborative service delivery programs for juveniles. The Department also provides adult investigation and sentencing recommendations directly to the Courts, and provides assessment, case management, treatment and supervision services for adult clients.

### **Intensive Supervision and Alternative Programs Unit (ISAP)**

This unit screens for both the eligibility and suitability of inmates and/or probationers for programs that are alternatives to full-time incarceration, including County Parole and the Electronic Monitoring Program. Without this function, there would be no mechanism to determine which inmates/probationers are most likely to be appropriate and successful participants in these alternative programs. In addition, this unit provides intensive supervision and services to high risk offenders assigned to caseloads which consist of high risk sex offenders, violent offenders, youthful offenders and narcotics offenders.

### **High Risk Offender Unit - Realignment and Re-Entry**

These units provide extensive assessments, intensive supervision and evidence based services to high risk offenders being released from the California Department of Corrections and Rehabilitation (CDCR) and/or the County Jail as a result of Realignment. These caseloads, consisting of our highest risk offenders, are being supervised in the community at a 1:30 ratio. Working collaboratively with the Mental Health Department and the Department of Alcohol and Drug Services (DADS), offenders are assessed by a team of professionals and linked to services specifically focused on their criminogenic needs. Evidence-based services are in place to meet the needs of these offenders.

### **High Risk Offender Unit – SB 678**

This High Risk Offender Unit provides intensive supervision and evidence based services to high risk offenders who range in age from 18 to 30 years old. These caseloads include our most serious offenders, consisting of cases involving high level gang entrenchment and violence. Probationers assigned to the Unit are linked to substance abuse and mental health treatment services, educational and/or employment training, and other cognitive based programming to assist in providing prosocial opportunities.

### **Drug Treatment Services Unit**

The Drug Treatment Services Unit partners with the Court in transitioning clients with a history of chronic substance abuse out of the criminal justice system and into treatment. This Unit participates in a multi-disciplinary team to identify treatment issues and to facilitate referrals to appropriate and effective

treatment. Probationers assigned to this Unit are intensively supervised and appear in Court for frequent reviews.

### **Mental Health Unit**

This Unit provides intensive supervision to severely mentally ill probationers and reports directly to the Courts on their progress. Caseloads include dual diagnosis defendants, domestic violence offenders, and those who have sustained convictions for violence, weapons, substance addiction issues and/or theft. The Mental Health Team also provides supervision and services to those who are developmentally delayed or suffer from traumatic brain injury. Staff assigned to this Unit also facilitates peer support groups in the community to assist these high risk and high need probationers. These support groups provide a safe place for this population of offenders to talk about their issues with other similarly diagnosed people who understand and provide support.

### **Domestic Violence Unit**

The most serious domestic violence offenders who pose a threat to victims are supervised by this specialized Unit. In addition to the services provided to the offenders, many services are also focused on the victims of domestic violence, including resource information and referrals, advocacy, victim welfare contacts and assistance with restraining orders. Domestic Violence Batterers Intervention Programs are also certified and supervised by a Probation Officer assigned to this Unit.

### **Adult Court Unit**

This Unit provides services to the Superior Court in Santa Clara County, providing a direct link between the Probation Department and the Court in all sentencing hearings, settlement conferences, felony advanced resolution calendars and narcotic case resolution hearings. In addition, this Unit prepares Waived Referral reports, providing vital information to all criminal justice partners at the time of sentencing.

### **Adult Assessment Unit**

All supervision cases are initially assessed, administratively processed and referred for services by the Assessment Unit. The level of supervision and reporting standards that establish field contact frequency are determined through a comprehensive risk and need assessment. Probationers are classified as requiring minimum, regular or intensive supervision. This classification system permits the offenders who



need the most intense supervision and services to be assigned to units with lower caseloads and to Probation Officers with expertise in the areas of greatest risk for a particular offender.

### **Adult Investigation Unit**

Investigation units are provided at the main adult probation office and at the North County Office. When the Court hears a felony case, a detailed report is provided to the Court for the sentencing hearing. These reports contain critical information summarizing the circumstances of the offense, criminal record of the defendant, the social history of the defendant, and a technical analysis of the sentencing disposition. These in-depth reports follow the defendant throughout the criminal justice process and take into consideration the perspective and rights of the victim while providing the framework for recovery of financial losses to crime victims.

### **Juvenile and Adult - Electronic Monitoring Program (EMP) and Global Positioning System (GPS)**

This program serves as an alternative to incarceration that provides electronic monitoring and/or GPS along with intensive supervision of adults and juveniles that would otherwise be held in County Jail or Juvenile Hall. This program monitors offenders as they reintegrate into the community while also holding offenders accountable and maintaining public safety. Offenders on EMP/GPS are able to maintain their employment, attend school or vocational programs and participate in counseling or other rehabilitative programs in the community.

### **Community Release Program (CRP)**

The Community Release Program (CRP) provides intensive supervision without electronic monitoring for juvenile offenders that are classified as lower risk.

### **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 Re-Entry**

The juvenile re-entry program is funded through a one year demonstration grant through the Office of Juvenile Justice and Delinquency Prevention. The program compliments the current design that provides clients who have graduated from a juvenile rehabilitation facility or are exiting from the Juvenile Hall, 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. The re-entry funding adds wrap around providers, substance abuse treatment providers and Probation Officers with small, intensive caseloads to the plan, with re-entry planning developed and services provided soon after a youth has been committed to the Ranch

### **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.

### **The E.D.G.E (Encouraging Diversity, Growth and Education)**

The EDGE is an intensive, therapeutic, day treatment program operated in collaboration with the Santa Clara County Office of Education to serve high risk probation youth in a community setting. The program is modeled after the successful Enhanced Ranch Program, with the same staff and treatment modalities used.

### **Restorative Justice**

The program provides early intervention, prevention and diversion services throughout the County to less serious juvenile offenders. Services provided include parent-teen conferences and family mediation. The program also focuses on providing services to juvenile



crime victims, such as victim awareness/effects of crime workshops and oversight of restitution payments to crime victims.

### **Informal Juvenile and Traffic Court**

Truancy cases and minor offense probation citations issued to juveniles in Santa Clara County are adjudicated by this program, which also serves as a liaison between the Department and the Courts for Juvenile matters.

### **Special Programs Unit**

This unit provides staff to attend special court sessions adjudicating certain types of cases for juvenile offenders, including a Juvenile Drug Treatment Court, a Juvenile Mental Health Court, a Juvenile Domestic Violence/Family Violence Court, and a Juvenile Sex Offender Court. For example, the Treatment Court assists youth with serious substance abuse problems, using recovery and treatment services ranging from residential care to 12-step programs to one-on-one mentoring, with frequent review hearings by the court and close supervision of offenders in the community by Probation Officers.

### **Juvenile Delinquency Services**

This function provides investigation and supervision services for juvenile offenders. This function is divided into six regionally-organized units. Investigation services include an evaluation of the social and legal aspects of the case, as well as a recommendation to the Court as to case disposition. Supervision services include referral of offenders to community and school services and assuring offender compliance with Court orders. The Department provides three levels of supervision: minimum, regular and maximum. Juvenile clients may also be assigned to informal supervision without Court intervention, or the matter may be settled at intake without further disposition.

### **Placement Unit**

This unit is responsible for locating an appropriate out-of-home placement for clients with unique treatment and residential requirements. Deputy Probation Officers provide case management and supervision with the overall goal of family reunification in mind.

## **Current and Emerging Issues**

### **Muriel Wright Center – Temporary Closure**

The Muriel Wright Center Ranch, in existence 1963, serves young boys and girls committed by the Juvenile Justice Court. Located in South San Jose, this juvenile rehabilitation facility has a rated capacity of 64 beds and a current operational capacity of 24 beds, twelve (12) assigned to young boys ages 13 to 15.5 yrs and twelve (12) assigned to girls ages 13 to 18 yrs.

Since 2006 the Department has realized improved outcomes for youth with the adaptation of the cognitive-based therapeutic model derived from best practices found in the Missouri Model. In fact, in July of 2011, the Department was able to reduce the operational capacity of the Muriel Wright Center from 48 beds to 24 beds due to budgetary reductions and a diminishing need. Also, during this period, two investigatory processes to serve the placement population were embarked upon; the examination of the potential to create a community care licensed

facility on the Muriel Wright Center campus, and an effort to minimize the use of out-of-county and out-of-state placements.

Both efforts resulted in the Department modifying its placement practices and significantly increasing its referrals to local community resources for wraparound services, which enabled families and youth to receive support within their homes and community. Within a year of our pursuit in the two endeavors, the Department realized over a 500% increase in the use of wraparound services, thereby effectively addressing both the need to serve youth locally and negating the need to create a community care licensed facility.

Over this past fiscal year the census at the Muriel Wright Center has fallen to record lows and has reached levels which now make its operation fiscally impractical to maintain. At the same time, the James Ranch census had also been declining and is currently operating at approximately 55% of capacity. This has led to an opportunity to co-locate both populations on the same campus. The planning includes relocating all existing

youth within the Muriel Wright Center program and placing all future committed youth at the James Ranch as this facility has the rated capacity and the physical structure to accommodate youth from the Muriel Wright Center.

Because existing Muriel Wright Center staff will transfer with the youth to the James Ranch, salaries and benefits savings are not evident. Therefore, the Department is reviewing the status of existing and future vacancies to determine which positions can be temporarily unfunded to produce General Fund savings. Furthermore, the Department will identify savings from its services and supplies budget as much of the clothing, household supplies, etc., will be provided through the James Ranch budget.

### **Implementing Evidenced-Based Practices**

The Department has embarked upon providing services that are based on Evidenced Based Practices. Training on implementing evidence based practices are provided to Probation employees as well as the tools necessary to support better service to clients. Community based service providers and other stakeholders associated with the Adult and Juvenile Justice Systems will also be trained on Probation's paradigm shift towards the delivery of evidence based services.

### **Public Safety Realignment – AB 109 Program**

The Public Safety Realignment, the most significant change in the criminal justice system in more than 30 years, was signed into law in April 2011. This legislation shifted the responsibility of supervising specified offenders being released from state custody back to local counties for supervision in the community. Additionally, this legislation changed the penal code and sentencing laws to keep these offenders from being committed to state prison.

A Community Corrections Partnership, consisting of both criminal justice system partners and community-based organizations, participated in the development of Santa Clara County's Implementation Plan. This cross-system collaborative set forth an evidence-based service delivery model to serve this new population. In addition to a new fourth generation risk and needs assessment tool, which effectively links offenders to appropriate services and supervision, a Re-Entry Team was established. This Re-Entry Team consisting of Probation, Health and Behavioral Health professionals engage with and assess offenders being released from the California Department of Corrections and

Rehabilitation (CDCR) and/or County Jail custody to develop individualized case plans that better prepare offenders being released and transitioning back into the community. These teams of professionals have visited 25 state prison facilities throughout California to assess offenders.

Intensive supervision is being provided by Deputy Probation Officers in the community at a ratio of 1:30. This supervision includes the application of motivational interviewing techniques, the use of graduated sanctions for offenders, Cognitive Behavioral Therapy, both mental health and substance abuse treatment, as well as peer support groups, GED preparation and educational/vocational training. Additionally, the Probation Department has partnered with other system partners to establish the Santa Clara County Re-Entry Resource Center to effectively meet the needs of offenders in the community. This comprehensive approach to service delivery will provide a one-stop center for offenders in need of services and supervision.



## 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
Public Safety Realignment Program - AB 109	No	Mandated	Improve and enhance Re-entry related services and programs for clients.	▲
Juvenile Hall Operations/Living	Yes	Mandated		■
Juvenile Ranches	Yes	Mandated		■
Juvenile Delinquency Services	Yes	Mandated		■
Recovery Services Unit	No	Mandated		■
Administration and Support	Yes	Required		■
Adult Investigation Unit	Yes	Mandated		■
Adult Training/Backgrounds Unit	Yes	Mandated		■
Adult Supervision Unit	Yes	Mandated		■
DNA -Proposition 69 Program	Yes	Mandated		■
Drug Treatment Court	Yes	Mandated		■
Internal Affairs	Yes	Mandated		■
Juvenile Court Unit	Yes	Mandated		■
Juvenile Gang Unit	Yes	Mandated		■
Placement Unit	Yes	Mandated		■
Substance Abuse Unit	Yes	Mandated		■
Juvenile Screening Unit	No	Mandated		■
Admin. Monitoring Team	Yes	Non-Mandated		■
Adult Assessment Unit	Yes	Non-Mandated		■
Adult Court Unit	Yes	Non-Mandated		■
Adult Screening Unit	Yes	Non-Mandated		■
Alternative Placement Academy/Comm. Education Transition/Youth Education Advocacy	Yes	Non-Mandated		■
Community-Based Aftercare	Yes	Non-Mandated		■
Informal Juvenile /Traffic Court	Yes	Non-Mandated		■
Juvenile Diversion Services	Yes	Non-Mandated		■
Restorative Justice	Yes	Non-Mandated		■
Services to Bilingual Clients	Yes	Non-Mandated		■
Special Programs	Yes	Non-Mandated		■
Electronic Monitoring Program	Less than 5%	Non-Mandated		■
Juvenile Electronic Monitoring/Community Release	Less than 5%	Non Mandated		■
Multi-Agency Assessment Center	No	Non-Mandated		■

Impact on Current Level of Service:

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



## County Executive's Recommendation

### ▲ Public Safety Realignment Program – AB 109 – Probation Supervision

**Increase Supervision and Support Staff in the High Risk Offender Unit:** The following recommendation adjusts staffing resources as follows:

#### Summary of Position Changes

Recommended Action	FTE Change	Fiscal Impact
Add 9.0 FTE Deputy Probation Officers	9.0	\$1,013,904
Add 1.0 FTE Supervising Probation Officer	1.0	\$161,688
Add 1.0 FTE Justice Systems Clerk I	1.0	\$65,880
<b>Total</b>	<b>11.0</b>	<b>\$1,241,472</b>

**Service Impact:** To effectively provide intensive supervision and services to this high risk population, supervision at a ratio of not more than 1 to 30 is necessary. Although the California Department of Corrections and Rehabilitation (CDCR) projects a total of 1,260 offenders will be released, the 1170 (h) population sentenced in Santa Clara County followed by a period of mandatory supervision has not yet been realized. As a result, it is difficult to estimate if this population will be reflective of the projections provided by CDCR (55 per month). This existing population requires a minimum of twenty-one Deputy Probation Officers and two Supervising Probation Officers, which are already in place and at full capacity.

The Phase II allocation in February 2012 provided the addition of six Deputy Probation Officers. Based on the projections of Post Release Community Supervision (PRCS) offenders between March and June 2012 which are estimated to total 325, the addition of a third high risk offender unit is warranted. This additional unit will require five more Deputy Probation Officers and one Supervising Probation Officer to become operational. These staff will make it possible to meet the high supervision standards set for this population. In addition to the supervision of these clients, the Probation Department is committed to collaborating with system partners in the establishment and operation of the Santa Clara County Re-Entry Resource Center. The Department has committed to identifying four Deputy Probation Officers to partner in the Multi-Agency Pilot (MAP) to efficiently and effectively provide joint assessments and referrals to services for all PRCS

and 1170(h) clients. These four Deputy Probation Officers will not supervise caseloads, but will be located at the Re-Entry Resource Center to provide assessments as well as collaborate on referrals to services for this high risk population. Based on the number of clients already realized and those estimated to require supervision by June 2012, the Department is requesting four additional Deputy Probation Officers to perform this function, so that we will not have to compromise on the supervision of these offenders by re-directing existing supervision officers to perform these essential assessments.

The addition of the Justice System Clerk I is critical to support the High Risk Offender Unit. Each clerk is assigned to support eleven high risk offender Probation Officers and one Supervising Probation Officer. The duties consist of new case set up for PRCS and Mandatory Supervision 1170(h) cases, modifications, PRCS revocations and setting up new six digit dockets, terminations, incoming faxes, intra-departmental transfers, requesting FBI & DMV reports, purging, file maintenance and informal booking.

**Positions Added: 11.0 FTE**  
**Ongoing Cost: \$1,241,472**

Total Cost offset by a Transfer-in from AB 109 Fund

**Increase Services and Supplies to Support Staffing of the High Risk Offender Unit:** The following recommendation allocates services and supplies as follows:

#### Summary of One-time and Ongoing Services and Supplies

Business Travel	\$22,500
Handguns	\$6,000
Ballistic Vests	\$6,000
Duty Belts-Leather	\$2,250
Desktops	\$13,200
Vehicles (14)	\$345,800
Fleet and Fuel Costs	\$76,332
<b>Total</b>	<b>\$472,082</b>

**Service Impact:** There are several pieces of equipment needed to support the new and existing staff. Each new staff will require a computer to support their role providing supervision. Due to the high risk classification of the offenders to be supervised, the Probation Officers

assigned to this unit will be armed. Each Probation Officer will need to be supplied with a firearm, full duty belt, and a ballistic vest while carrying a firearm on duty.

With the creation of two High Risk Offender Units in 2011 and the anticipated addition of a third High Risk Offender Unit in July 2012, the need for additional county vehicles is critical. When the two existing units were established the Probation Department shifted vehicles within the Department to meet the increased need. Due to the limited vehicles available to be reassigned, these two Units still do not have enough vehicles to meet the demands of staff for their required field contacts.

By July 2012, a total of 37 Probation Officers and 3 Supervising Probation Officers will be assigned to the High Risk Offender Units, responsible for the intensive supervision of both PRCS and Mandatory Supervision offenders. Four of these Probation Officers will be assigned to the Santa Clara County Re-Entry Resource Center, which will require access to a minimum of two County vehicles. These vehicles will be utilized to conduct address verifications on those being released from CDCR and transportation to CDCR facilities to conduct assessments. Thirty-three Probation Officers will provide intensive supervision to offenders in the community, which requires a minimum of three face-to-face contacts with the offender each month, with at least one of the contacts being in the home. These contacts are frequently made in the evening hours and unannounced resulting in a Probation Officer actually needing to go the home several times to make the contact. Additionally, these vehicles will be utilized to verify offender's presence at various programs or their employment and to visit offenders in the jail.

Providing this nature and level of supervision requires that staff have access to reliable County vehicles that are suitable with respect to accommodating the equipment worn by armed officers, and the transportation of offenders to services in the community and transportation following an arrest. These thirty-three Probation Officers, who are required to conduct field visits in pairs, will need a minimum of six vehicles per unit. As a result, a total of twenty vehicles are required to

meet the needs of these three Units. Currently, the Department has six vehicles assigned, leaving an outstanding need for fourteen County vehicles.

**One-time Costs: \$395,750**

**Ongoing Costs: \$76,332**

Total Cost offset by a Transfer-in from AB 109 Fund

## ▲ Public Safety Realignment Program – AB 109 – Client Services

**Increase funding for Client Services:** The following recommendation increases funding in specific client service components:

### Client Services

Add new classification study for Peer Support Worker Services	\$65,028
Vocational/Educational/Employment Support Services	\$200,000
Cognitive Behavioral Treatment Support Services	\$100,000
Bus Passes	\$105,000
Drug Testing	\$10,000
<b>Total</b>	<b>\$480,028</b>

**Service Impact:** The Department is currently piloting a women's peer support group, facilitated by an ex-offender and supported by a volunteer educational counselor. This peer support group provides a critical resource for women in our community who are desperately trying to rebuild their lives after incarceration. The program length of each session is four months, meeting once per week, with the ability for participants to attend the group for up to six months as needed. As of February 29, 2012, 87 female felony offenders had been released on either Post Release Community Supervision (PRCS) or Mandatory Supervision. As a result of the ever-increasing female population who would benefit from this resource, the Probation Department is requesting a classification study for a Peer Support Worker to provide this service on a full-time basis.

Education, vocational, and employment issues are one of the eight critical criminogenic factors that must be addressed with offenders to improve outcomes and reduce recidivism. Additionally, cognitive therapy and behavioral therapy is needed to target the thoughts, choices, and attitudes that effect social/interpersonal skills. In FY 2012 Probation allocated \$300,000 in SB 678 funding to seek a community-based treatment for these services, however, SB 678 funding is specifically

designated for high risk offenders ranging in age from 18 to 30 years. Approximately 50% of the PRCS/1170(h) clients fall into this age range. During the first six months of the program, referrals to these services outnumbered the capacity the providers had, therefore, it is necessary to increase funding and expand capacity.

The Department recognizes that many of the AB 109 clients have limited resources which include access to personal transportation. A funding allocation of \$105,000 for bus passes is critical for AB 109 clients to access needed and mandated programs and services within the community. A significant number of AB 109 clients will require ongoing drug testing while they are assigned to Probation. The testing process will require sample collection, recording, receipt of the sample, and forwarding samples to a lab for testing. An ongoing funding in the amount of \$10,000 is recommended.

**Ongoing Cost: \$480,028**

Total Cost offset by a Transfer-in from AB 109 Fund

### ▲ Public Safety Realignment Program – AB 109 – Probation Administration

**Add 1.0 FTE Accountant Auditor-Appraiser:** Currently, the Department has insufficient staff in the Fiscal Unit to track, reconcile and report on AB 109 and AB 118 revenue and expenditures.

**Service Impact:** The addition of this position will support the fiscal requirements for AB 109 and AB 118. This position will be specifically assigned to provide needed support to the Controller's Office and the Office of Budget and Analysis with regard to financial analysis and tracking of budgetary expenditures associated with the staffing and contracting needs for AB 109 programs. Additionally, the inclusion of the Local Safety and Protection Account (LSPA), Local Law Enforcement Services Account (LLESA) and Juvenile Probation funding into the AB 118 legislation and the oversight of SB 678 will provide adequate work load for this position. Probation anticipates to receive additional SB 678 revenue in FY 2013 and will offset the cost of this position with SB 678 funding.

**Position Added: 1.0 FTE**

**Ongoing Cost: \$76,800**

Total Cost offset by a Transfer-in from AB 109 Fund

### Probation Department — Budget Unit 246 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
3710	Information Services Fund 0001	\$ 3,593,152	\$ 3,773,564	\$ 3,698,144	\$ 3,698,144	\$ (75,420)	-2.0%
3720	Administrative Svcs Fund 0001	13,598,544	14,714,154	16,239,532	16,239,532	1,525,378	10.4%
3722	Staff Training Fund 0001	1,159,977	625,097	1,200,158	1,200,158	575,061	92.0%
24615	Administrative Division Fund 0001	28,577,152	28,159,429	32,608,311	34,878,693	6,719,264	23.9%
24616	Probation Svcs Div Fund 0001	27,700,572	26,199,247	28,249,351	28,249,351	2,050,104	7.8%
24617	Institution Services Division	52,618,041	45,740,304	45,032,159	45,032,159	(708,145)	-1.5%
<b>Total Net Expenditures</b>		<b>\$ 127,247,437</b>	<b>\$ 119,211,795</b>	<b>\$ 127,027,655</b>	<b>\$ 129,298,037</b>	<b>\$ 10,086,242</b>	<b>8.5%</b>



### Probation Department — Budget Unit 246 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
3710	Information Services Fund 0001	\$ 3,593,152	\$ 3,773,564	\$ 3,698,144	\$ 3,698,144	\$ (75,420)	-2.0%
3720	Administrative Svcs Fund 0001	13,783,474	14,899,084	16,424,462	16,424,462	1,525,378	10.2%
3722	Staff Training Fund 0001	1,159,977	625,097	1,200,158	1,200,158	575,061	92.0%
24615	Administrative Division Fund 0001	28,837,741	28,379,937	32,828,819	35,099,201	6,719,264	23.7%
24616	Probation Svcs Div Fund 0001	27,700,572	26,199,247	28,249,351	28,249,351	2,050,104	7.8%
24617	Institution Services Division	52,618,041	45,740,304	45,032,159	45,032,159	(708,145)	-1.5%
<b>Total Gross Expenditures</b>		<b>\$ 127,692,956</b>	<b>\$ 119,617,233</b>	<b>\$ 127,433,093</b>	<b>\$ 129,703,475</b>	<b>\$ 10,086,242</b>	<b>8.4%</b>

### Probation Department — Budget Unit 246 Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 111,986,464	\$ 102,515,652	\$ 109,342,695	\$ 110,725,995	\$ 8,210,343	8.0%
Services And Supplies	15,578,245	17,101,581	18,090,398	18,631,680	1,530,099	8.9%
Fixed Assets	18,247	—	—	345,800	345,800	—
Operating/Equity Transfers	110,000	—	—	—	—	—
<b>Subtotal Expenditures</b>	<b>127,692,956</b>	<b>119,617,233</b>	<b>127,433,093</b>	<b>129,703,475</b>	<b>10,086,242</b>	<b>8.4%</b>
Expenditure Transfers	(445,519)	(405,438)	(405,438)	(405,438)	—	—
<b>Total Net Expenditures</b>	<b>127,247,437</b>	<b>119,211,795</b>	<b>127,027,655</b>	<b>129,298,037</b>	<b>10,086,242</b>	<b>8.5%</b>

### Probation Department — Budget Unit 246 Revenues by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
3710	Information Services Fund 0001	\$ 3,694	—	\$ —	\$ —	\$ —	—
3720	Administrative Svcs Fund 0001	22,394,736	20,819,427	23,829,087	23,829,087	3,009,660	14.5%
3722	Staff Training Fund 0001	—	136,972	136,972	136,972	—	—
24615	Administrative Division Fund 0001	4,485,133	5,547,018	8,970,192	11,240,574	5,693,556	102.6%
24616	Probation Svcs Div Fund 0001	3,713,459	5,798,380	3,712,079	3,712,079	(2,086,301)	-36.0%
24617	Institution Services Division	576,592	997,979	133,452	133,452	(864,527)	-86.6%
<b>Total Revenues</b>		<b>\$ 31,173,613</b>	<b>\$ 33,299,776</b>	<b>\$ 36,781,782</b>	<b>\$ 39,052,164</b>	<b>\$ 5,752,388</b>	<b>17.3%</b>





### Information Services Fund 0001 — Cost Center 3710 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	16.0	\$ 3,773,564	\$ —
Board Approved Adjustments During FY 2012	-2.0	(284,724)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(282,933)	—
Internal Service Fund Adjustments	—	207,513	—
Other Required Adjustments	—	284,724	—
Subtotal (Current Level Budget)	14.0	\$ 3,698,144	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	14.0	\$ 3,698,144	\$ —

### Administrative Svcs Fund 0001 — Cost Center 3720 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	63.0	\$ 14,714,154	\$ 20,819,427
Board Approved Adjustments During FY 2012	4.0	1,500,296	(8,181,073)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	5.5	663,163	—
Internal Service Fund Adjustments	—	(290,677)	11,190,733
Other Required Adjustments	—	(347,404)	—
Subtotal (Current Level Budget)	72.5	\$ 16,239,532	\$ 23,829,087
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	72.5	\$ 16,239,532	\$ 23,829,087

### Staff Training Fund 0001 — Cost Center 3722 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	3.0	\$ 625,097	\$ 136,972
Board Approved Adjustments During FY 2012	—	11,506	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	4.0	567,526	—
Internal Service Fund Adjustments	—	7,535	—
Other Required Adjustments	—	(11,506)	—
Subtotal (Current Level Budget)	7.0	\$ 1,200,158	\$ 136,972



## Staff Training Fund 0001 — Cost Center 3722

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	7.0	\$ 1,200,158	\$ 136,972

## Administrative Division Fund 0001 — Cost Center 24615

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	223.0	\$ 28,159,429	\$ 5,547,018
Board Approved Adjustments During FY 2012	28.0	4,664,918	(1,158,281)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-0.5	1,687,332	—
Internal Service Fund Adjustments	—	(21,008)	4,581,455
Other Required Adjustments	—	(1,882,360)	—
Subtotal (Current Level Budget)	250.5	\$ 32,608,311	\$ 8,970,192
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
	—	—	—
AB 109 Revenue for Ongoing Probation Needs to Continue Supervision and Enhance Services and Support for Clients	—	—	1,897,132
AB 109 Revenue for One-time Probation Needs	—	—	373,250
FY 2013 Fuel Rate Adjustment related to the purchase of 14 vehicles.	—	35,000	—
FY 2013 Fleet Rate Adjustment related to the purchase of 14 vehicles.	—	41,332	—
Decision Packages			
1. AB109 - Increase Staff for Supervision	11.0	1,637,222	—
◆ Add 1.0 FTE Supervising Deputy Probation Officer, 9.0 FTE Deputy Probation Officers, 1.0 FTE Justice Systems Clerk I and services & supplies.			
2. AB109 - Increase Financial Analysis and Tracking of Expenditures	1.0	76,800	—
◆ Add 1.0 FTE Accountant Auditor-Appraiser to provide financial analysis and tracking of expenditures in the department. Probation will use other grant sources to offset the cost.			
3. AB109 - Increase Services and Programs for Clients	—	480,028	—
◆ Add salaries and benefits for a new classification of a Peer Support Worker and allocate ongoing funding in the amount of \$300,000 for employment, vocational and educational training and cognitive behavioral services, ongoing funding in the amount of \$105,000 for bus passes for AB109 and Re-Entry Center Clients, funding for bus passes, and ongoing funding in the amount of \$10,000 for drug testing at the County's Re-Entry Resource Center.			
Subtotal (Recommended Changes)	12.0	\$ 2,270,382	\$ 2,270,382
<b>Total Recommendation</b>	262.5	\$ 34,878,693	\$ 11,240,574



**Probation Svcs Div Fund 0001 — Cost Center 24616**  
**Major Changes to the Budget**

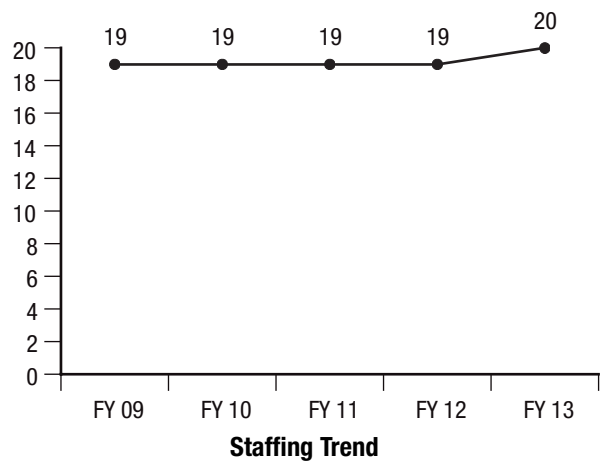
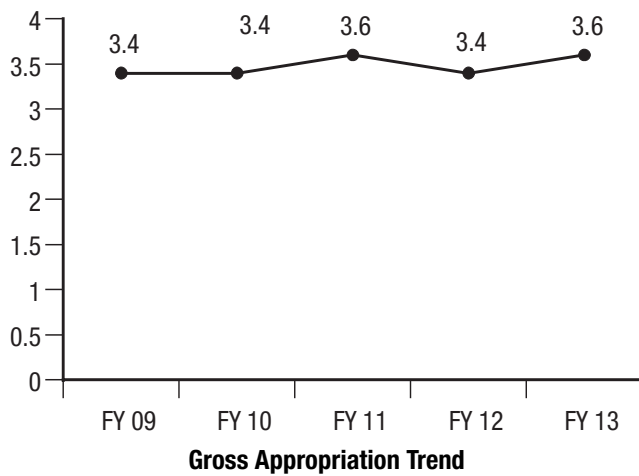
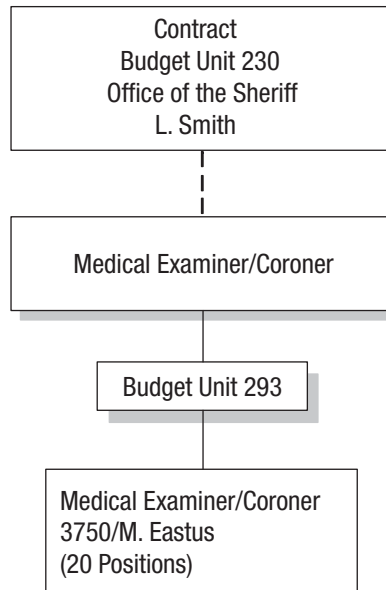
	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	173.5	\$ 26,199,247	\$ 5,798,380
Board Approved Adjustments During FY 2012	3.0	1,252,140	(2,086,301)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	10.0	1,642,711	—
Internal Service Fund Adjustments	—	(41,400)	—
Other Required Adjustments	—	(803,347)	—
Subtotal (Current Level Budget)	186.5	\$ 28,249,351	\$ 3,712,079
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	186.5	\$ 28,249,351	\$ 3,712,079

**Institution Services Division — Cost Center 24617**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	353.0	\$ 45,705,304	\$ 962,979
Board Approved Adjustments During FY 2012	—	1,501,196	(864,527)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-19.0	(631,299)	—
Internal Service Fund Adjustments	—	(76,846)	—
Other Required Adjustments	—	(1,501,196)	—
Subtotal (Current Level Budget)	334.0	\$ 44,997,159	\$ 98,452
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	334.0	\$ 44,997,159	\$ 98,452
<b>Juvenile Welfare Trust (Fund Number 0318)</b>			
FY 2012 Approved Budget	—	\$ 35,000	\$ 35,000
Board Approved Adjustments During FY 2012	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 35,000	\$ 35,000
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 35,000	\$ 35,000



# Medical Examiner-Coroner



## Public Purpose

- **Preservation of a Dignified Community**
- **Preservation of a Safe Community**
- **Preservation of a Healthy Community**



## 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

### Caseload vs. Mandatory Furlough Days

The Medical Examiner-Coroner's Office (MEC) is mandated by law to adhere to the national standards set forth by the National Association of Medical Examiners (NAME), in the area of death investigation. In 2011, there were 4,204 cases reported to the MEC, of which 1,217 were under the jurisdiction of the MEC. There are three (3) full-time Forensic Pathologists currently assigned to the MEC that process those cases (406 cases per Pathologist). As a result of labor negotiations in Fiscal Year 2012, each Pathologist is required to take 16 furlough days, resulting in being less

available to conduct autopsies, provide case reports within national standard guidelines (i.e. homicide cases), provide court testimony, and to meet/advise families. This equals 48 days during which pathologists are not available to perform their usual duties and be available to cover other scheduled time off and unplanned absences. These staffing issues have a significant impact on the efficiency and effectiveness of the MEC and reduce overall work output.



## Processing Costs

The cost of processing toxicology and histology specimens continues to increase due to the types of tests processed and the level of scientific evaluation needed to assess the samples. The MEC is looking for

ways to reduce these costs by seeking more cost effective service providers, and avoid sending toxicology and histology specimens to costly private labs (whenever possible.)

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Administration and Support	Yes	Required		■
Investigation	Yes	Mandated	Reduces the annual caseload, thereby making it more manageable.	▲
Autopsy-Related	Yes	Mandated		■
Documentation	Yes	Mandated		■

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

## County Executive's Recommendation

### ▲ Investigation

**Increase Staff in Investigation:** Add 1.0 FTE Medical Examiner-Coroner Investigator.

**Service Impact:** Over 4,000 deaths are reported to this County's Medical Examiner-Coroner's Office (MEC) annually. Of these reports, approximately 1,200 are established to be under the jurisdiction of the MEC. This equals a caseload of approximately 152 cases per investigator. Based upon survey data collected by the MEC, this caseload is the highest among similar counties in California, 11 cases per investigator higher than the next highest similar county, and 41 cases per investigator higher than the statewide average of 111.

This recommendation will reduce the annual caseload to approximately 137 cases per investigator. This would still place the County of Santa Clara at the 2nd highest caseload per investigator in California (based on 2010 U.S. Census data), but would bring the workload closer to that of similar counties and closer to a manageable level of cases for the Investigators.

**Positions Added: 1.0 FTE  
Total Cost: \$139,164**

### Med Exam-Coroner Fund 0001 — Budget Unit 293 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
3750	Med-Exam/Coroner Fund 0001	\$ 3,567,832	\$ 3,408,301	\$ 3,432,217	\$ 3,571,381	\$ 163,080	4.8%
	<b>Total Net Expenditures</b>	\$ 3,567,832	\$ 3,408,301	\$ 3,432,217	\$ 3,571,381	\$ 163,080	4.8%



### Med Exam-Coroner Fund 0001 — Budget Unit 293 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
3750	Med-Exam/Coroner Fund 0001	\$ 3,567,832	\$ 3,408,301	\$ 3,432,217	\$ 3,571,381	\$ 163,080	4.8%
<b>Total Gross Expenditures</b>		\$ 3,567,832	\$ 3,408,301	\$ 3,432,217	\$ 3,571,381	\$ 163,080	4.8%

### Med Exam-Coroner Fund 0001 — Budget Unit 293 Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 2,831,507	\$ 2,706,131	\$ 2,729,415	\$ 2,868,579	\$ 162,448	6.0%
Services And Supplies	734,348	702,170	702,802	702,802	632	0.1%
Fixed Assets	1,977	—	—	—	—	—
<b>Subtotal Expenditures</b>	3,567,832	3,408,301	3,432,217	3,571,381	163,080	4.8%
<b>Total Net Expenditures</b>	3,567,832	3,408,301	3,432,217	3,571,381	163,080	4.8%

### Med Exam-Coroner Fund 0001 — Budget Unit 293 Revenues by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
3750	Med-Exam/Coroner Fund 0001	\$ 302,721	\$ 301,367	\$ 301,367	\$ 301,367	—	—
<b>Total Revenues</b>		\$ 302,721	\$ 301,367	\$ 301,367	\$ 301,367	—	—

### Med-Exam/Coroner Fund 0001 — Cost Center 3750 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	19.0	\$ 3,408,301	\$ 301,367
Board Approved Adjustments During FY 2012	—	51,771	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	25,257	—
Internal Service Fund Adjustments	—	632	—
Other Required Adjustments	—	(53,744)	—
Subtotal (Current Level Budget)	19.0	\$ 3,432,217	\$ 301,367
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Increase Staff in the Medical Examiner - Coroner's Office	1.0	139,164	—
Add 1.0 FTE Medical Examiner - Coroner Investigator position (V85).			
Subtotal (Recommended Changes)	1.0	\$ 139,164	\$ —
<b>Total Recommendation</b>	20.0	\$ 3,571,381	\$ 301,367







# Section 3: Children, Seniors and Families

Section 3: Children, Seniors  
and Families



## Children, Seniors and Families

### Mission

The mission of the departments overseen by the Children, Seniors and Families Committee is to provide child support, welfare-to-work and other culturally-competent services that reduce the need for public assistance and protect, sustain, and enhance the lives of children, families, adults, seniors, and economically-dependent individuals.



### Departments

- **Child Support Services**
- **In-Home Supportive Services**
- **Social Services Agency**
  - Agency Office
  - Family and Children's Services
  - Employment and Benefit Services
  - Aging and Adult Services

# Children, Seniors and Families

Child Support Services  
Budget Unit 200

In-Home Supportive Services  
Budget Unit 116

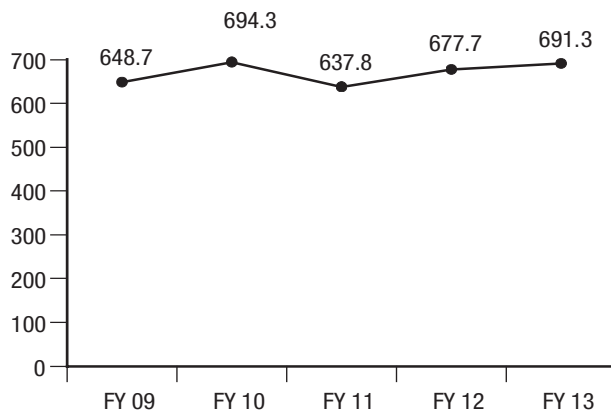
Agency Office – SSA  
Budget Unit 502

Family and Children’s Services – SSA  
Budget Unit 503

Employment and Benefit Services – SSA  
Budget Unit 504

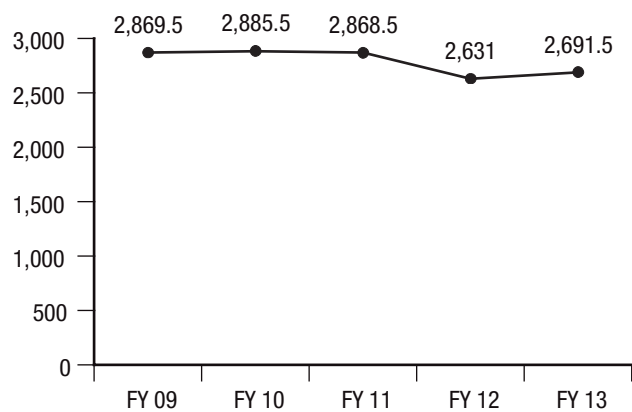
Aging and Adult Services – SSA  
Budget Unit 505

Section 3: Children, Seniors and Families



**Gross Appropriation Trend**

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



**Staffing Trend**



### Net Expenditures By Department

BU	Department Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
200	Dept Of Child Support Services	\$ 37,472,953	\$ 36,929,875	\$ 36,880,943	\$ 37,418,745	\$ 488,870	1.3%
116	In-Home Supportive Services	78,792,431	95,838,901	98,471,092	98,471,092	2,632,191	2.7%
502	Social Services Agency	113,641,277	117,236,994	116,423,957	116,710,308	(526,686)	-0.4%
503	Department of Family and Children Services	163,716,588	164,121,056	166,194,960	166,194,960	2,073,904	1.3%
504	Department of Employment and Benefit Services	283,485,267	233,854,547	241,120,882	242,225,070	8,370,523	3.6%
505	Department of Aging and Adult Services	32,412,273	29,114,759	29,237,682	29,684,741	569,982	2.0%
<b>Total Net Expenditures</b>		<b>\$ 709,520,788</b>	<b>\$ 677,096,132</b>	<b>\$ 688,329,516</b>	<b>\$ 690,704,916</b>	<b>\$ 13,608,784</b>	<b>2.0%</b>

### Gross Expenditures By Department

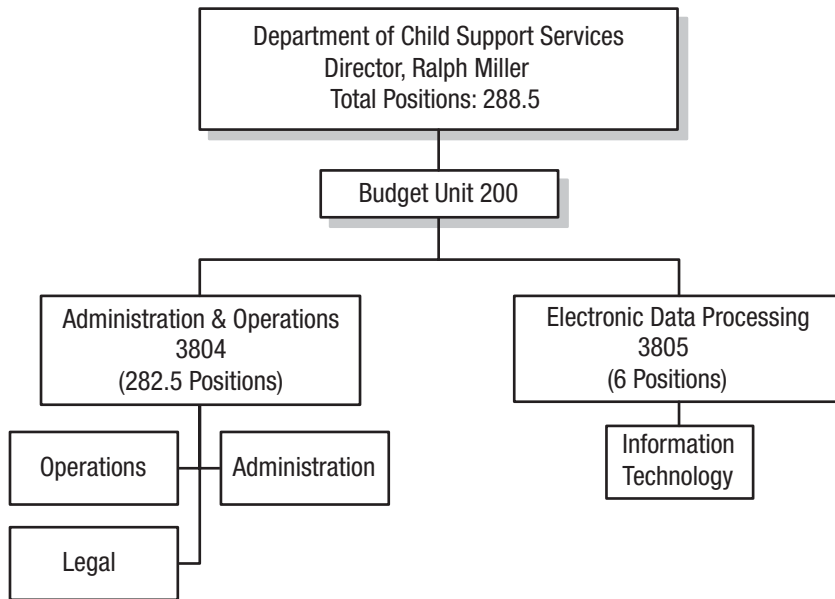
BU	Department Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
200	Dept Of Child Support Services	\$ 37,472,953	\$ 36,929,875	\$ 36,880,943	\$ 37,418,745	\$ 488,870	1.3%
116	In-Home Supportive Services	78,792,431	95,838,901	98,471,092	98,471,092	2,632,191	2.7%
502	Social Services Agency	113,713,939	117,770,526	116,967,731	117,254,082	(516,444)	-0.4%
503	Department of Family and Children Services	166,799,063	164,204,367	166,278,271	166,278,271	2,073,904	1.3%
504	Department of Employment and Benefit Services	283,485,267	233,854,547	241,120,882	242,225,070	8,370,523	3.6%
505	Department of Aging and Adult Services	32,415,622	29,114,759	29,237,682	29,684,741	569,982	2.0%
<b>Total Gross Expenditures</b>		<b>\$ 712,679,274</b>	<b>\$ 677,712,975</b>	<b>\$ 688,956,601</b>	<b>\$ 691,332,001</b>	<b>\$ 13,619,026</b>	<b>2.0%</b>

### Revenues By Department

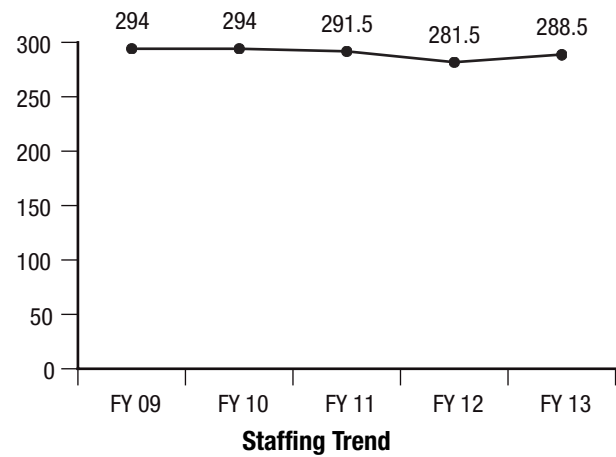
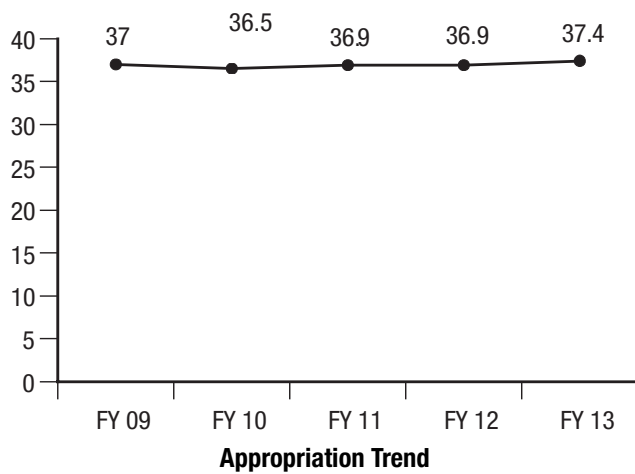
BU	Department Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
200	Dept Of Child Support Services	\$ 36,791,630	\$ 36,929,875	\$ 36,880,943	\$ 37,418,745	\$ 488,870	1.3%
116	In-Home Supportive Services	40,400,502	27,622,664	42,888,695	42,888,695	15,266,031	55.3%
502	Social Services Agency	26,284,719	24,764,934	26,346,036	26,346,036	1,581,102	6.4%
503	Department of Family and Children Services	172,690,790	189,842,869	180,615,329	180,615,329	(9,227,540)	-4.9%
504	Department of Employment and Benefit Services	327,837,371	275,208,666	291,864,878	293,008,521	17,799,855	6.5%
505	Department of Aging and Adult Services	27,214,035	27,353,441	26,962,657	27,151,959	(201,482)	-0.7%
<b>Total Revenues</b>		<b>\$ 631,219,047</b>	<b>\$ 581,722,449</b>	<b>\$ 605,558,538</b>	<b>\$ 607,429,285</b>	<b>\$ 25,706,836</b>	<b>4.4%</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. Just under 61% of money collected comes from wage assignments (court-ordered payroll

deductions from wages for child support. All court orders include wage assignments. Many parents voluntarily support their minor children, providing payments as needed or in compliance with a court order.

### Distribution of Child Support Collections

DCSS minimizes the taxpayer burden by reducing the need for public assistance to single parent families. By collecting and distributing child support payments to families, the Department helps reduce the need for public assistance while maintaining financial support for children. Distribution of child support payments to families is a priority.

### Customer Service

It is the Department's goal to assist parents within the child support program in understanding their rights and responsibilities under the law. The desired result is

to have informed customers and stakeholders by providing timely information about services, considerate and professional customer interaction, and timely response to requests for assistance.

The Department provides referrals to customers who are unemployed or in need of services not directly provided by DCSS. It collaborates with various service agencies and community groups to make referrals for customers needing assistance with significant life problems such as drug and alcohol abuse, lack of job skills or education, prison issues, custody and visitation issues, and domestic violence.

The Department engages in outreach efforts to inform stakeholders about services and important issues impacting the child support program. Outreach efforts include community groups, schools, County agencies, and Family Court Services.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Administration and Support	No	Required	Deletion of vacant Clerical Office Supervisor will not impact services as there is no longer a business need for this position, due to previous staffing reductions in this unit.	■
Administration and Support	No	Required	Allocation of one-time funding for moving costs will not impact services.	■
Administration and Support	No	Required	Annual expenditure adjustments to services and supplies will provide for service needs while matching available State allocation. A salary savings plan is also used to balance the budget to the available revenue without deletion of additional positions.	■
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		■
Paternity Establishment	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
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

### Administration and Support

**Delete 1.0 Position:** Delete a vacant Clerical Office Supervisor position (D60).

**Service Impact:** There is no longer a business need for this position. Over the last several years there has been a reduction in clerical staffing for file room work. The remaining 10 employees that report to this position can now be managed by another supervisor.

**Position Deleted: 1.0 FTE  
Savings: \$80,628**

### Administration and Support

**One-time funding for Moving Costs:** Take the following actions to pay for moving costs that total \$1,837,556:

- Allocate \$1,837,556 in DCSS Expenditure Fund 0193 to pay for moving costs.
- Reimburse Fund 0193 with \$537,802 from the County General Fund.
- Recognize \$354,949 from the Federal Financial Participation Program (FFP) to the General Fund.

**Service Impact:** Assistance from the General Fund is needed to ensure that child support services are not negatively impacted due to costs associated with moving to a new facility. Budget reductions in recent years have left the Department with severely reduced staffing resources. General Fund support in the amount of \$182,853 will allow the Department to pay for relocation costs without deleting additional positions. The relocation to a new facility is desired as the lease will expire this year, enabling the Department to occupy a smaller, less expensive leased space.

DCSS can leverage General Fund dollars through the Federal Financial Participation (FFP) program, which matches 66% of any County contributions to the program. Therefore, it is intended that the County will initially contribute \$537,802 toward moving costs, and will recoup 66% at the end of the year, for a total one-time contribution of \$182,853.

#### **One-time Net Cost to Fund 0193: \$1,482,607**

One-time Allocation to Fund 0193: \$1,837,556  
 One-time Reimbursement from General Fund to Fund 0193: \$537,802  
 One-time Reimbursement to General Fund from FFP: \$354,949  
 (See BU 119 for one-time net cost to General Fund of \$182,853)

### Administration and Support

**Expenditure Adjustments:** The net cost of realignment of services and supplies expenditures totals \$141,588.

**Service Impact:** Various adjustments to the expenditure allocations are needed to better align the budget with actual service needs, and will cause no service impacts.

#### Services and Supplies Adjustments

Description:	Amount
Depreciation of Computer Equipment	\$18,904
PC Hardware	\$23,703
PC Software	\$36,391
PC Software Maintenance	\$1,335
Maintenance - Computer Equipment	\$5,337
Copy Machine Leases	\$8,000
Office Expense	\$10,000
Professional Education	(\$5,000)
Small Tools and Instruments	\$2,168
Membership Dues and Fees	\$20,750
Blood Analysis Services	\$5,000
Education Expense	\$15,000
<b>Total:</b>	<b>\$141,588</b>





**Salary Savings Plan:** The DCSS budget must be balanced to the State allocation each year. Use of a salary savings plan allows the Department to operate without deletion of additional positions. In addition,

budgeted salary reductions were adjusted to better reflect the Department-wide use of voluntary reduced work hours.

**Savings: \$1,360,714**

### Dept Of Child Support Services — Budget Unit 200 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
3800	Child Support Svcs Fund 0001	\$ 36,369,606	\$ —	\$ —	\$ —	\$ —	—
3802	DCSS Elect Data Proc Fund 0001	1,103,347	—	—	—	—	—
3804	DCSS Exp - Admin Fund 0193	—	35,867,761	35,821,925	36,288,177	420,416	1.2%
3805	DCSS Exp - Electronic Data Processing Fund 0193	—	1,062,114	1,059,018	1,130,568	68,454	6.4%
<b>Total Net Expenditures</b>		<b>\$ 37,472,953</b>	<b>\$ 36,929,875</b>	<b>\$ 36,880,943</b>	<b>\$ 37,418,745</b>	<b>\$ 488,870</b>	<b>1.3%</b>

### Dept Of Child Support Services — Budget Unit 200 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
3800	Child Support Svcs Fund 0001	\$ 36,369,606	\$ —	\$ —	\$ —	\$ —	—
3802	DCSS Elect Data Proc Fund 0001	1,103,347	—	—	—	—	—
3804	DCSS Exp - Admin Fund 0193	—	35,867,761	35,821,925	36,288,177	420,416	1.2%
3805	DCSS Exp - Electronic Data Processing Fund 0193	—	1,062,114	1,059,018	1,130,568	68,454	6.4%
<b>Total Gross Expenditures</b>		<b>\$ 37,472,953</b>	<b>\$ 36,929,875</b>	<b>\$ 36,880,943</b>	<b>\$ 37,418,745</b>	<b>\$ 488,870</b>	<b>1.3%</b>

### Dept Of Child Support Services — Budget Unit 200 Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 31,045,098	\$ 30,068,190	\$ 31,450,774	\$ 30,009,432	\$ (58,758)	-0.2%
Services And Supplies	6,427,855	6,861,685	5,430,169	7,409,313	547,628	8.0%
<b>Subtotal Expenditures</b>	<b>37,472,953</b>	<b>36,929,875</b>	<b>36,880,943</b>	<b>37,418,745</b>	<b>488,870</b>	<b>1.3%</b>
<b>Total Net Expenditures</b>	<b>37,472,953</b>	<b>36,929,875</b>	<b>36,880,943</b>	<b>37,418,745</b>	<b>488,870</b>	<b>1.3%</b>



## Dept Of Child Support Services — Budget Unit 200

### Revenues by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
3800	Child Support Svcs Fund 0001	\$ 36,791,630	\$ —	\$ —	\$ —	\$ —	—
3804	DCSS Exp - Admin Fund 0193	—	35,867,761	35,821,925	36,359,727	491,966	1.4%
3805	DCSS Exp - Electronic Data Processing Fund 0193	—	1,062,114	1,059,018	1,059,018	(3,096)	-0.3%
<b>Total Revenues</b>		<b>\$ 36,791,630</b>	<b>\$ 36,929,875</b>	<b>\$ 36,880,943</b>	<b>\$ 37,418,745</b>	<b>\$ 488,870</b>	<b>1.3%</b>

## DCSS Exp - Admin Fund 0193 — Cost Center 3804

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>DCSS Expenditure Fund (Fund Number 0193)</b>			
FY 2012 Approved Budget	275.5	\$ 35,867,761	\$ 35,867,761
Board Approved Adjustments During FY 2012	8.0	552,408	4,550
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	4.0	1,314,766	—
Internal Service Fund Adjustments	—	(1,371,371)	(50,386)
Other Required Adjustments	-4.0	(541,639)	—
Subtotal (Current Level Budget)	283.5	\$ 35,821,925	\$ 35,821,925
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
General Fund Transfer to DCSS for FY 2013 Moving Costs	—	—	537,802
Decision Packages			
1. Delete Vacant 1.0 FTE Clerical Office Supervisor	-1.0	(80,628)	—
Delete Vacant 1.0 FTE Clerical Office Supervisor in the DCSS Administrative Expenditure Fund 0193.			
2. Adjust Salary Savings	—	(1,394,941)	—
Adjust salary savings and budgeted salary reductions to balance Department expenditures to revenues (See also Cost Center 3805).			
3. One-Time Moving Costs	—	1,837,556	—
Allocate funding for one-time moving costs associated with the relocation of DCSS facilities, due to lease expiration and the desire to move to a less expensive leased facility.			
4. Adjust Services and Supplies	—	104,265	—
Adjust services and supplies budget in order to reflect appropriate levels of service needed throughout the department. Some of the larger augmentations include a one-time increase in PC software of \$36,391, a one-time increase in PC hardware of \$23,703, an increase in membership dues of \$20,750, and an increase of office expenses of \$10,000. (See also Cost Center 3805)			
Subtotal (Recommended Changes)	-1.0	\$ 466,252	\$ 537,802
<b>Total Recommendation</b>	<b>282.5</b>	<b>\$ 36,288,177</b>	<b>\$ 36,359,727</b>

## DCSS Exp - Electronic Data Processing Fund 0193 — Cost Center 3805

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>DCSS Expenditure Fund (Fund Number 0193)</b>			
FY 2012 Approved Budget	6.0	\$ 1,062,114	\$ 1,062,114
Board Approved Adjustments During FY 2012	—	47,500	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-4.0	(729,581)	—

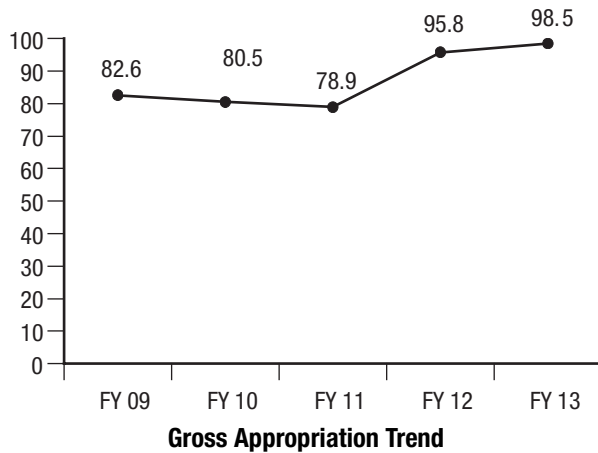


**DCSS Exp - Electronic Data Processing Fund 0193 — Cost Center 3805**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	(66,895)	(3,096)
Other Required Adjustments	4.0	745,880	—
Subtotal (Current Level Budget)	6.0	\$ 1,059,018	\$ 1,059,018
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Adjust Salary Savings	—	34,227	—
Adjust salary savings to balance Department expenditures to revenues (See also Cost Center 3804).			
2. Adjust Services and Supplies	—	37,323	—
Adjust services and supplies budget in order to reflect appropriate levels of service needed throughout the department. Some of the larger augmentations include an increase in education expenses for IT training of \$15,000, and depreciation of IT equipment purchased in FY 2009 and FY 2012 in the amount of \$18,904. (See also Cost Center 3804)			
Subtotal (Recommended Changes)	—	\$ 71,550	\$ —
<b>Total Recommendation</b>	6.0	\$ 1,130,568	\$ 1,059,018



## 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 2012, 17,200 people were receiving services from 16,910 full or part-time Independent Providers.

IHSS services are provided under three programs: Personal Care Services Program (PCSP), Federal Plus Waiver Program (converted to State Plus Option in 2009), and Residual Program. These programs have different Federal, State, and County reimbursement formulas. The standard reimbursement formula for IHSS is 50% Federal, 32.5% State, and 17.5% County

share. Nearly 99.5% percent of all cases receive Federal Financial Participation (FFP). State contributions are capped for Public Authority and wage and benefit costs, with the County picking up the unreimbursed share of cost for wages and benefits. Whenever the Federal participation cap equal to twice the Federal minimum wage is exceeded, the County share will exceed 17.5%. The current Federal reimbursement cap is \$16.00 per hour.

The net cost for Independent Provider (IP) wages and benefits decreased in FY 2013 primarily due to the increase in State reimbursement for benefits, resulting from the State reverting to the claiming methodology prior to 2010. The current wage for IPs is \$12.20 per hour. Benefits are offered to IPs who work at least 35 hours per month, and the contribution rate per provider is \$25.00 per month. The bargaining agreement also provides for new workers to be paid at a reduced rate of \$9.50 per hour, up to 1,850 hours of work, but this is pending State computer system changes which will allow for the billing of two different wages. The State has

not yet made the system changes to provide for this payment plan. The table below shows the latest information related to the IHSS caseload and benefits.

### In-Home Supportive Services Caseload and Provision of Benefits

IHSS Cases/Workers	# in March 2011	# in March 2012	Percent Change
# of People	17,353	17,200	(.9%)
# of Workers	16,493	16,910	2.5%
Benefit Provided	# Eligible in May 2011	# Eligible in May 2012	Percent Change
Valley Health Plan	7,444	7,697	3.4%
Liberty Dental Plan	7,951	8,203	3.2%
Vision Service Plan	7,951	8,203	3.2%
IHSS Net Cost (Recommended Budget)	\$73,209,205 in FY 2012	\$55,582,397 in FY 2013	(24.1%)

### State Legislation Affecting IHSS

The State has been taking active measures to reduce the growth in the IHSS program. Among the changes imposed in 2011 and 2012 include:

- A 3.6% reduction in the maximum number of IP hours imposed by the State in March 2011. This reduction is scheduled to expire June 30, 2012.
- A requirement that IPs undergo a criminal background check and get fingerprinted. This has contributed to a slower rate of growth than the program has had in the last several years.
- A physician certification is required to obtain IHSS services. A medical evaluation is required as part of the eligibility process to “ensure services are needed to avert out-of-home placement.”
- Funding of \$52,982 for IHSS Advisory Committees has been eliminated, making the law permissive rather than mandatory for counties to have IHSS Advisory Committees. The current law that mandates each Public Authority have an IHSS Advisory Committee or Independent Consumer Governing Board is maintained.

As in many of the health and human services areas, if the State is unable to find revenue solutions to balance the FY 2013 State budget, the IHSS program may face additional reductions.

### Community First Choice Option

A new requirement as part of the FY 2012 State budget takes advantage of a Federal program that gives states an option to provide personal care services through their Medicaid plans. The County has not yet budgeted for the expenditures and revenues associated with this program, as the final Federal regulations have not been released.

The Community First Choice Option (CFCO) which was enacted through Section 2401 of The Patient Protection and Affordable Care Act expands on those programs and became available to states on October 1, 2011. The CFCO provides home and community-based services under Medicaid Section 1915(k). According to the Centers for Medicare and Medicaid Assistance (CMS), the goal of the program is “to give states additional resources to make community living a first choice, and leave nursing homes and institutions as a fall back option.” It allows states to open eligibility to people at higher incomes and to offer additional services. States may also cover costs for moving individuals from an institution to the community (e.g., security deposits, purchase of household supplies).

The option could pave the way for broader expansions of home and community-based services in Medicaid. This option is anticipated to increase the demand for attendant care and supports. States that elect this option receive a six percentage point increase in federal matching payments (FMAP) for costs associated with the program.

### The Public Authority

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

The budget for the Public Authority (PA) management services decreased in FY 2012 due to budget reductions to Public Authorities throughout the State. The reductions in FY 2012 were slightly offset by new funding for the administration of the new enrollment requirements. In FY 2013, the budget for the PA management services remains the same.



## County Executive's Recommendation

There are no recommended changes to the In-Home Supportive Services Program for FY 2013.

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

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1002	IHSS Program Fund 0001	\$ 42,077,746	\$ 46,000,769	\$ 50,213,649	\$ 50,213,649	\$ 4,212,880	9.2%
1003	IHSS Ind Provider Mode Fund 0001	36,714,685	49,838,132	48,257,443	48,257,443	(1,580,689)	-3.2%
<b>Total Net Expenditures</b>		<b>\$ 78,792,431</b>	<b>\$ 95,838,901</b>	<b>\$ 98,471,092</b>	<b>\$ 98,471,092</b>	<b>\$ 2,632,191</b>	<b>2.7%</b>

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

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1002	IHSS Program Fund 0001	\$ 42,077,746	\$ 46,000,769	\$ 50,213,649	\$ 50,213,649	\$ 4,212,880	9.2%
1003	IHSS Ind Provider Mode Fund 0001	36,714,685	49,838,132	48,257,443	48,257,443	(1,580,689)	-3.2%
<b>Total Gross Expenditures</b>		<b>\$ 78,792,431</b>	<b>\$ 95,838,901</b>	<b>\$ 98,471,092</b>	<b>\$ 98,471,092</b>	<b>\$ 2,632,191</b>	<b>2.7%</b>

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

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Services And Supplies	78,792,431	95,838,901	98,471,092	98,471,092	2,632,191	2.7%
<b>Subtotal Expenditures</b>	<b>78,792,431</b>	<b>95,838,901</b>	<b>98,471,092</b>	<b>98,471,092</b>	<b>2,632,191</b>	<b>2.7%</b>
<b>Total Net Expenditures</b>	<b>78,792,431</b>	<b>95,838,901</b>	<b>98,471,092</b>	<b>98,471,092</b>	<b>2,632,191</b>	<b>2.7%</b>

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

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1002	IHSS Program Fund 0001	\$ 37,081,833	\$ 27,622,664	\$ 39,693,527	\$ 39,693,527	\$ 12,070,863	43.7%
1003	IHSS Ind Provider Mode Fund 0001	3,318,669	—	3,195,168	3,195,168	3,195,168	—
<b>Total Revenues</b>		<b>\$ 40,400,502</b>	<b>\$ 27,622,664</b>	<b>\$ 42,888,695</b>	<b>\$ 42,888,695</b>	<b>\$ 15,266,031</b>	<b>55.3%</b>



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

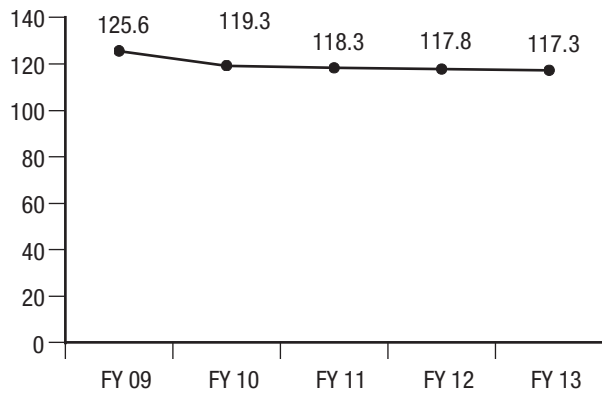
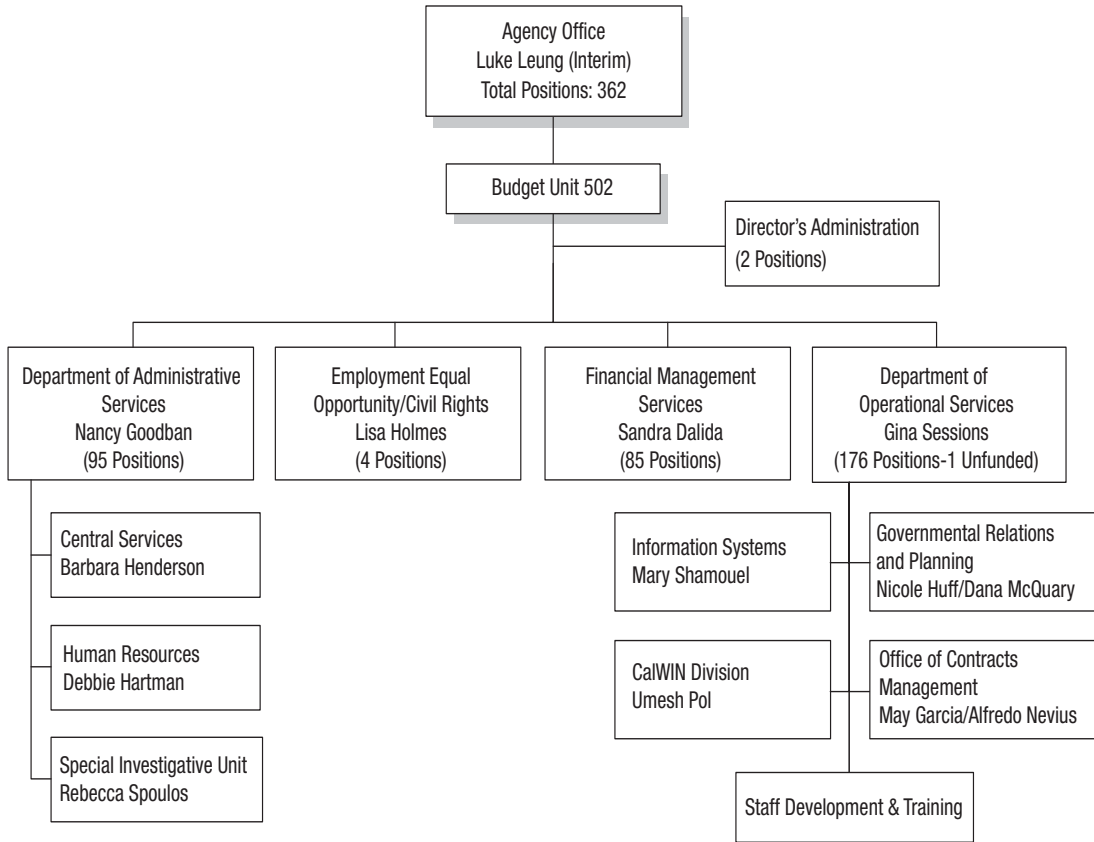
	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	—	\$ 46,000,769	\$ 27,622,664
Board Approved Adjustments During FY 2012	—	4,219,131	12,070,863
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(6,251)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 50,213,649	\$ 39,693,527
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 50,213,649	\$ 39,693,527

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

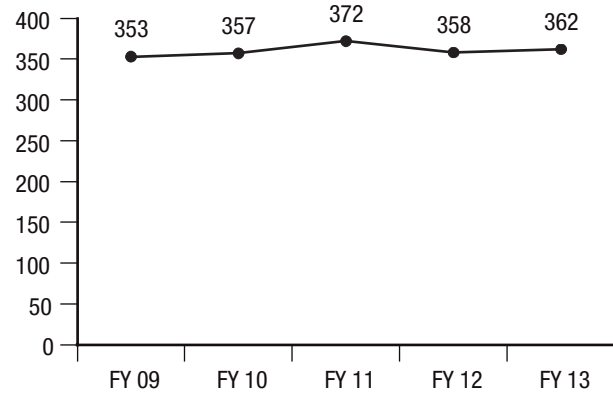
	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	—	\$ 49,838,132	\$ —
Board Approved Adjustments During FY 2012	—	(1,580,689)	3,195,168
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 48,257,443	\$ 3,195,168
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 48,257,443	\$ 3,195,168



# Agency Office — Social Services Agency



**Gross Appropriation Trend**



**Staffing Trend**

Financial Management Services includes 13 FTE Public Administrator/Guardian/Conservator Accounting Unit staff.





## Public Purpose

- Ensure that the policies and priorities established by the Board are implemented in a manner that provides meaningful services to the community.
- Demonstrate responsible and efficient use of public funds.



## Description of Major Services

The Social Services Agency (SSA) provides basic safety net and protective services to vulnerable children, families and adults. SSA must operate programs and provide services on behalf of Federal and State governments as required by State of California Welfare and Institutions Code, Probation Code, and the Lanterman-Petris-Short Act. The Agency organizes and provides services through four major departments: Agency Office (AO), Department of Family and Children's Services (DFCS), Department of Employment and Benefit Services (DEBS), and Department of Aging and Adult Services (DAAS).

The Agency's current operating budget is \$553,040,166, of which 95.1% is funded by Federal and State revenues. The Agency has 2,380.6 FTE staff serving more than 293,000 Santa Clara County residents at 18 sites. The three service departments (DFCS, DEBS, and DAAS), in partnership with numerous community agencies, provide a wide range of human services for the County's culturally diverse population including emergency

shelter, senior day care and supportive services, job training, counseling, domestic violence assistance, youth outreach, and food programs.

In addition, the Agency contracts with more than 60 community-based agencies to provide a range of services to assist families and individuals to remain self-sufficient, promote and strengthen care of children, and protect and support independence of the frail, elderly and disable residents. The Agency also operates a system of quality assurance/quality control functions to ensure that services are consistent with Federal and State regulations and adhere to established practice standards.

### Agency Office (AO)

The Agency Office includes the Agency Director, Equal Opportunity/Civil Rights, Financial Management Services, and two administrative divisions (Department of Administrative Services and Department of Operational Services). AO provides leadership and direction for the administrative divisions and the three

service departments, and performs administrative support activities that increase public understanding of SSA's programs and the magnitude of the number of clients served.

### **Equal Opportunity/Civil Rights (EO/CR)**

The Equal Opportunity/Civil Rights Office is responsible for administering the discrimination and harassment complaint process for Agency employees, applicants for employment and clients. In addition, the EO/CR Office administers the County's Reasonable Accommodation policies and procedures. The EO/CR Office also conducts training in the prevention of sexual harassment, discrimination, harassment and retaliation in the workplace, and Reasonable Accommodation. Additionally, this office develops the Agency's Annual Civil Rights Plan and conducts facilities' assessment for compliance with the California Health and Human Services Agency regulations and the American with Disabilities Act.

### **Financial Management Services (FMS)**

FMS oversees financial operations totaling more than \$773 million (\$553 million operating budget, \$34 million in client assets and special trust funds, and \$186 million in client benefits paid directly by the State). In addition, FMS oversees a \$98 million debt management operation including repayment agreements, tax intercepts, garnishments, levies, and collections. FMS directs issuance of client welfare benefit payments totaling more than \$210 million a year; oversees budget development and administration, general accounting functions, State and Federal mandated financial reporting; and is responsible for claiming and revenue recovery operations with State and Federal agencies, grantors, and other funding sources. In FY 2012, FMS' responsibility expanded to include the Public Administrator/Guardian/Conservator's (PAGC) accounting functions, including oversight of client assets totaling more than \$32 million.

FMS consists of 16 units including Budget Development and Administration, Benefit Issuance, Code Control and Cost Allocation, Claims and Revenue Management, Planning and Forecasting, Mandated Financial & Statistical Reporting, Financial Systems Integrity, Debt Management & Collections, Agency Accounts Payable, Agency Accounts Receivable, Tax Services, PAGC

Accounts Payable, PAGC Accounts Receivable, PAGC Court Accounting, PAGC Provider & Payroll Services, and PAGC Funds and Bank Account Management.

In FY 2012, FMS and DEBS collaborated to identify opportunities to reduce overpayments and over issuances, improve and standardize accuracy of debt coding, and increase recovery of welfare debts. FMS and DEBS utilized the County's Center for Leadership and Transformation (CLT) to facilitate the overpayment and debt collection process changes, with representatives from the Department of Operational Services, Department of Administrative Services, CalWIN Division, Information Systems Department, and the Department of Revenue. The CLT teams and workgroups will develop and recommend business process and technology changes, training and communication opportunities, and resource and staffing needs from launch, implementation, and maintenance.

### **Department of Administrative Services**

The Department of Administrative Services provides oversight and strategic direction for Agency core support services including Central Services, Human Resources, and the Special Investigative Unit.

### **Central Services (CS)**

Central Services manages the Agency's Facility Services, Fleet Services, Purchasing, Records Retention and Archives, Central Mail Operations, Publishing Services, Health/Safety and Security Services, and Central Supply Operations. CS is responsible for planning and executing facility construction and remodeling, facility moves, furniture reconfigurations and builds, and facility maintenance. Central Services' responsibilities include Fleet Services tracking and monitoring usage, servicing needs, vehicle replacement or return to County Fleet. CS performs ergonomic evaluations through the Health and Safety division and represents the Agency on the County Health and Safety Committees, Vehicle Accident Review Board, Food Services Advisory Committee, and the Facilities and Fleet Department sponsored "Green Team." Annually, CS processes more than one million pieces of mail (including 120,000 warrants and 225,000 billing statements), scans more than two million documents, and processes contract releases, standard purchase orders and Direct Pay requisitions valued at more than \$22 million. Central Services manages a fleet of 105 vehicles.



## Human Resources (HR)

The Human Resources Service Center serves all SSA departments and is responsible for Agency recruitment, employee relations, benefits, and compensation programs. Additionally, HR handles employee Workers Compensation claims. The HR Service Center works closely with the Employee Services Agency (ESA) to recruit and retain qualified staff. Human Resources' Professional Development Office is responsible for management and supervisor training on human resources issues, performance management and appraisal, succession planning, and mentoring. HR staff provides support and guidance to all employees (approximately 2,400 Agency-wide) in a culturally sensitive and socially responsible manner.

## Special Investigative Unit (SIU)

SIU is mandated by the State to investigate reports of welfare fraud. This unit is charged with the investigation of public assistance fraud including CalWORKs and CalFresh. SIU is a law enforcement unit where the investigators are sworn peace officers. SIU receives reports from Eligibility Workers and the community through the fraud hotline. SIU is responsible for the complete investigation, preparation of the investigative packet, and working with the District Attorney when prosecution is warranted.

## Department of Operational Services (DOS)

The Department of Operational Services includes Administration, CalWIN Division, Governmental Relations and Planning, Information Systems, Office of Contracts Management, and Staff Development and Training. DOS provides Agency-wide leadership, direction, and management for evaluation and planning, staff development and training, contracts administration, public information and communications. In addition, DOS is responsible for the Agency's role in disaster preparedness and provides leadership for the Public Welfare Branch of the Emergency Operations Center and the coordination of mass care and shelter functions with the Red Cross.

## CalWIN Division

The CalWIN (CalWORKS Information Network) Division provides oversight and strategic direction for Agency-wide welfare case management system and process integration. The CalWIN Division provides integrated support for client and business service delivery, facilitates policy and business process changes, coordinates program audits, determines program

automation solutions, and maximizes system management reporting capabilities. The CalWIN Division provides a coordinated approach for CalWIN-dependent functions and centralizes planning for ongoing systems integration, future systems enhancements, and software releases. The CalWIN Division includes the Decision Support and Research Bureau, Program Bureau, and the CalWIN Application and Triage Support Bureau.

## Decision Support and Research Bureau (DSR)

DSR provides analytical information and compiles reports from the various data sources to SSA Administration, various departments (primarily DEBS), and members of the community to ensure timely and accurate reporting to meet State, local and Federal requirements. DSR develops and deploys standard and ad-hoc reports including vital statistics, client demographics, geo-mapping, bargaining unit standards, and civil rights. DSR also develops DEBS dashboard indicators for performance and productivity measurements, performs data analysis, and develops Work Participation Rate reports.

## Program Bureau

The Program Bureau manages complex projects and assignments for DEBS welfare benefits and employment services programs including Temporary Assistance to Needy Families/CalWORKs, CalFresh, Medi-Cal, General Assistance and Foster Care. The Program Bureau analyzes State regulations and develops Agency policies and business processes for implementation. The Program Bureau manages and coordinates program audits and evaluations and develops corrective action plans. The Program Bureau represents the Agency at various County Welfare Directors Association and CalWIN Consortium program committees; identifies and validates business system requirements; participates in planning, designing, testing and implementing system changes.

## CalWIN Application and Triage Support Bureau (CATS)

CATS provides technical support and solutions, infrastructure set-up, business application administration for CalWIN, Medi-Cal database, State Automated Welfare System – Welfare Data Tracking Implementation Project, Electronic Benefit Transfer, Online Benefits Application, IVR-Access CalWIN, and the State Fingerprint Imaging System. CATS has three functional areas of Production and Technical Support (PTS), Application Solutions Support (AS), and Central

Queue and Special Projects. PTS represents the Agency at CalWIN Technical Committees and the Integrated Oversight Committee; provides CalWIN production support, release planning, coordination and implementation, and technical solutions and support. AS provides CalWIN end-user support, district office support, CalWIN security, release testing, training and communications, and project management support for automation projects.

### **Governmental Relations and Planning (GRP)**

GRP includes the Office of Evaluation and Planning and the Office of Policy and Resource Development. GRP provides Agency-wide resources to implement initiatives that 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. Also, Governmental Relations and Planning assists in defining the Agency's policy direction, coordinates grant activity and program planning, and participates in efforts to develop short and long-term housing resources for SSA clients with special needs.

### **Information Systems Department**

The Information Systems Department (IS) provides leadership, coordination and support for information technology process design, service delivery and program administration. IS designs, develops, and maintains the Agency-wide technological infrastructure, application systems, and business processes to enhance operations and service delivery to clients and enhances employee use of technology. Also, IS manages, supports and provides information for reporting, program administration, decision making, evaluation and accountability. IS has seven units responsible for Agency-wide technical support.

### **DFCS Applications & Decision Support (DADS)**

DADS consists of information technology professionals who specialize in strategic planning, business needs assessment and problem analysis, business consulting, process design, data mart, universe design and administration, management report generation, and decision support for business intelligence services for DFCS. DADS provides primary support for CWS/CMS and application design and change implementation; collaborates to research, develop, train, and implement State, Federal, and County software solutions to support

business strategies and enhance business operations. DADS, along with assistance from ABI and PMO, developed and implemented data warehouse and Business Intelligence and Analytics for DFCS, DEBS, and Financial Management Services.

### **Project Management Office (PMO)**

The PMO oversees all IS projects, manages and schedules resources, manages project planning, development, implementation, and prioritization to assist all the divisions in meeting their assigned deliverables. PMO, with assistance from ABI and NTS, managed, developed and implemented 15 Agency technology and business improvement projects and 30 technology enhancement work requests.

### **Agency Help Desk and Technical Field Support (AHD/TFS)**

This unit is responsible for first level support for PC connectivity and application access and use. This includes CalWIN, CWS/CMS, and other program systems. AHD/TFS provides initial troubleshooting for network, hardware and software related issues; communicates to users regarding availability of information systems; serves as the main support and resource for users of the CWS/CMS; and provides technical, administrative and operational field support. AHD responds to over 33,000 tickets a year with 80% of the tickets resolved within one business day.

### **Applications and Business Intelligence (ABI)**

ABI consists of the Business Intelligence Team and the Application Team. The Business Intelligence Team focuses on database architecture and management and Business Objects universe design, administration, report development. The Application Team focuses on business analysis, application design, development and support including strategic planning; business needs identification, problem analysis, process design, application development and maintenance, data modeling, database design, administration and management, and report generation. ABI, along with SES and PMO, developed, designed and implemented self-service KIOSKS and automated customer notification systems for all DEBS facilities.

### **Network and Telecommunications Support (NTS)**

NTS is responsible for Agency-wide network (Local Area Network and Wide Area Network) oversight; Unix infrastructure administration to support end-user requirements; telecommunications (PBX) systems management; installation and management of Time



Division Multiplexing and Internet Protocol telephones, voicemail systems and Automatic Call Distributors; troubleshooting and reporting for networks, phone systems, voicemail and Unix servers, problem and performance analysis; and corrective action planning and implementation. This unit is responsible for 27 servers (Solaris and Linux). Additionally, this unit provided Virtual Private Network services to more than 200 employees and community partners.

### **Systems Engineering Support (SES)**

SES supports, deploys, monitors, and maintains Agency-wide Windows servers, Storage Area Network, email, print and internet services. Also, SES deploys system images and applications; patches to Agency workstations; installs, configures, upgrades, and monitors Windows servers and workstations; packages and deploys applications to Agency workstations; supports the Helpdesk request system; backs up and monitors storage of the SAN and email systems; and maintains the Domain Name System for internet access. This unit is responsible for 66 Windows servers.

### **Systems Security(SS)**

SS monitors, manages and enforces security standards; develops and administers security initiatives for systems including policy authoring, security assessment and Agency security plans. SS also installs and maintains security infrastructure (Intrusion Detection System, Firewall, Virtual Private Network, Enterprise web, email logging and monitoring, email encryption solution and security servers, and vulnerability assessment solution). Systems Security oversees security infrastructure and reporting web, email, network usage, and forensic analysis and security reporting.

### **Office of Contracts Management (OCM)**

The Office of Contracts Management is responsible for the administration and monitoring of contracts and service agreements for grants, trust funds, and Child Abuse Council support, Department of Family and Children's Services, and the Agency Office. OCM monitors 309 contracts valued at over \$54.8 million.

### **Staff Development and Training**

This unit is responsible for Agency-wide staff development and training including needs assessment, consulting with supervisory and management staff, and planning, developing, implementing, and evaluating the more difficult organizational development and training

programs. Training activities include Agency Orientation, induction training for Social Services Agency functions, cultural competency, supervisor training, writing scripts, testing and training new computer applications, and other in-service training for all classifications. Additionally, this unit maintains the Agency's Learning Management System to ensure all training is tracked and creates training reports for Agency staff.

Staff Development provided 608 training sessions to Agency staff. Training included:

- Training for approximately 175 new or transitioning eligibility, social work, employment services, clerical and management staff
- Training approximately 600 intake and continuing DEBS eligibility, clerical, supervisory and management staff on the new Central Client Service (CCS) business model
- Incorporating new modalities in SSA Learn, including 29 e-learning courses
- Conducting user acceptance testing and providing customized training for more than thirteen new applications/systems
- Training to more than eight (8) community partner agencies on the Agency's services, systems and processes, as well as training on CalWIN, MediCal, CWES regulations.



## 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	Increasing appropriation for School Linked Services will allow the County to support positive outcomes for clients receiving services from after school programs.	▲
Administration and Support	Yes	Required	Increasing appropriation for relocation expenses supports the Agency's moves due to lease closures.	■
Administration and Support	Yes	Required	Addition of 1.0 FTE Accountant III for Wraparound Services is necessary for the consolidation and transition of accounting and fiscal duties from providers to SSA (FMS) to improve transparency and fiscal accountability in the management of public funds associated with the three Wraparound programs.	▲
Administration and Support	Yes	Required	Addition of 1.0 FTE Senior Accountant in FMS to support the In-Home Supportive Services Program provider wages and benefits will consolidate the budgeting, accounting, claiming, and administrative functions in BU 502 to improve effectiveness and efficiency.	▲
Administration and Support	Yes	Required	Reduction of reimbursement to the Mental Health Department (MHD) due to the expiration of the Family Wellness Court Grant will require MHD to work with the Family Wellness Court partners to maintain services.	◻
Appeals Program	Less than 5%	Mandated		■
General Fund Contracts	Yes	Non-Mandated		■
Immigration and Citizenship Contracts	Yes	Non-Mandated		■

Impact on Current Level of Service:

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

## County Executive's Recommendation

### ▲ Administration and Support

**Increase Appropriation for School Linked Services:** The total cost is \$85,000.

**Service Impact:** The recommended action will support the Countywide implementation of the School Linked Services Initiative. The implementation phase will involve developing an administrative structure to support the School Linked Services Collaborative Leadership team. The School Linked Services Initiative

will facilitate the County's ability to support positive outcomes for clients receiving services from after school programs.

**Total Cost: \$85,000**

**Add 1.0 FTE Accountant III in Financial Management Services for Wraparound Program:** The net cost is \$17,512.

**Service Impact:** In September 2011, the Board approved the change in how the Agency is structuring its contracts for Wraparound services for Child Welfare and Probation youths in FY 2013. As a result of the Agency's procedural changes for Wraparound services, the accounting duties previously done by the three

major Wraparound providers will be consolidated and performed by Financial Management Services (FMS). FMS will be responsible for establishing and maintaining accounting and fiscal operations for Wraparound services, Wraparound Reinvestment Funds, and Time-Limited Enhance Wraparound (formerly the Matrix Program under Eastfield Ming Quong) totaling more than \$16.4 million. The consolidation and transitioning of accounting and fiscal duties from providers to FMS will improve transparency and fiscal accountability in the management of public funds associated with the three Wraparound programs. Additionally, this recommendation will improve the financial management of significant County, State, and Federal funds related to Foster Care and Wraparound services for youths receiving services through the Social Services Agency and the Probation Department.

**Position Added: 1.0 FTE**

**Net Cost: \$17,512**

Total Cost: \$122,100

Associated Revenue: \$104,588

See revenue detail in BU 504

**Add 1.0 FTE Senior Accountant in Financial Management Services for In-Home Supportive Services Program:** The net cost is \$68,116.

**Service Impact:** This recommendation consolidates all In-Home Supportive Services (IHSS) provider wages and benefit functions under Financial Management Services (FMS). Consolidating these functions in BU 502 will result in a more efficient and effective process of managing and monitoring of the wages and benefits in the IHSS program.

**Background:** The IHSS wages and benefits are budgeted and tracked in BU 116. The budgeting, accounting, claiming, and administrative functions for the IHSS provider wages and benefits have been administered by both the County Executive's Office of Budget and Analysis and FMS in the Social Services Agency.

**Position Added: 1.0 FTE**

**Net Cost: \$68,116**

**Total Cost: \$135,960**

Associated Revenue: \$67,844

See revenue detail in BU 505

## Administration and Support

**Increase Appropriation in Central Services for Office Moves:** The one-time net cost is \$14,074.

**Service Impact:** The Agency will be closing out five leases (Moffett Boulevard in Mountain View, Pastoria in Sunnyvale, Junction Avenue, Fifth Street warehouse, and the Retention Center on Senter Road in San Jose) in FY 2013. The closing of the Moffett, Junction, and Senter Road offices is part of the Agency's multi-year lease consolidation plan and includes staff relocation. This recommendation supports the moves and the lease closures.

**One-Time Net Cost: \$14,074**

One-Time Cost: \$36,000

One-Time Associated Revenue: \$21,926

See revenue details in BU 504 and BU 505

## Administration and Support

**Reduce Reimbursements Related to Family Wellness Court Grant:** This grant, administered by the Mental Health Department (MHD), will expire September 2012. This grant provides services to parents with young children who are involved in the dependency system. Services include developmental assessments, counseling to parents and contract funding for parent mentor services.

**Service Impact:** This recommendation will result in a reduction of reimbursement to MHD. As a result, MHD will work with the Family Wellness Court partners to maintain the Family Wellness Court services through redirection of MHD positions from the Family and Children's Divisions to provide the needed services. The costs of the positions will be offset by Medi-Cal revenues.

**Total Savings: \$92,709**

For Corresponding Actions see BU 412

### Social Services Agency — Budget Unit 502 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
50201	Agency Office Admin Fund 0001	\$ 71,299,759	\$ 79,674,800	\$ 78,626,018	\$ 78,920,078	\$ (754,722)	-0.9%
50202	Information Systems Fund 0001	30,450,275	28,364,295	28,592,359	28,592,359	228,064	0.8%
50203	Agency Staff Dev and Training Fund 0001	5,276,647	3,991,855	3,881,922	3,881,922	(109,933)	-2.8%
50205	Community Programs and Grants	1,585,026	1,402,371	1,472,250	1,379,541	(22,830)	-1.6%
50206	Local Programs for Adults, Youth and Families	5,029,571	3,803,673	3,851,408	3,936,408	132,735	3.5%
<b>Total Net Expenditures</b>		<b>\$ 113,641,277</b>	<b>\$ 117,236,994</b>	<b>\$ 116,423,957</b>	<b>\$ 116,710,308</b>	<b>\$ (526,686)</b>	<b>-0.4%</b>

### Social Services Agency — Budget Unit 502 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
50201	Agency Office Admin Fund 0001	\$ 71,299,759	\$ 79,674,800	\$ 78,626,018	\$ 78,920,078	\$ (754,722)	-0.9%
50202	Information Systems Fund 0001	30,450,275	28,548,015	28,952,607	28,952,607	404,592	1.4%
50203	Agency Staff Dev and Training Fund 0001	5,276,647	3,991,855	3,881,922	3,881,922	(109,933)	-2.8%
50205	Community Programs and Grants	1,657,688	1,752,183	1,655,776	1,563,067	(189,116)	-10.8%
50206	Local Programs for Adults, Youth and Families	5,029,571	3,803,673	3,851,408	3,936,408	132,735	3.5%
<b>Total Gross Expenditures</b>		<b>\$ 113,713,939</b>	<b>\$ 117,770,526</b>	<b>\$ 116,967,731</b>	<b>\$ 117,254,082</b>	<b>\$ (516,444)</b>	<b>-0.4%</b>

### Social Services Agency — Budget Unit 502 Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 41,024,187	\$ 39,718,858	\$ 40,664,656	\$ 40,922,716	\$ 1,203,858	3.0%
Services And Supplies	71,872,099	78,051,668	76,303,075	76,331,366	(1,720,302)	-2.2%
Fixed Assets	817,653	—	—	—	—	—
<b>Subtotal Expenditures</b>	<b>113,713,939</b>	<b>117,770,526</b>	<b>116,967,731</b>	<b>117,254,082</b>	<b>(516,444)</b>	<b>-0.4%</b>
Expenditure Transfers	(72,662)	(533,532)	(543,774)	(543,774)	(10,242)	1.9%
<b>Total Net Expenditures</b>	<b>113,641,277</b>	<b>117,236,994</b>	<b>116,423,957</b>	<b>116,710,308</b>	<b>(526,686)</b>	<b>-0.4%</b>





## Social Services Agency — Budget Unit 502

### Revenues by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
50201	Agency Office Admin Fund 0001	\$ 16,992,337	\$ 15,978,930	\$ 17,355,885	\$ 17,355,885	\$ 1,376,955	8.6%
50202	Information Systems Fund 0001	7,757,768	7,543,631	7,744,170	7,744,170	200,539	2.7%
50205	Community Programs and Grants	1,534,614	1,242,373	1,245,981	1,245,981	3,608	0.3%
<b>Total Revenues</b>		<b>\$ 26,284,719</b>	<b>\$ 24,764,934</b>	<b>\$ 26,346,036</b>	<b>\$ 26,346,036</b>	<b>\$ 1,581,102</b>	<b>6.4%</b>

## Agency Office Admin Fund 0001 — Cost Center 50201

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	205.0	\$ 79,674,800	\$ 15,978,930
Board Approved Adjustments During FY 2012	2.0	435,726	1,376,955
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	0.0	244,503	—
Internal Service Fund Adjustments	—	(1,796,435)	—
Other Required Adjustments	1.0	67,424	—
Subtotal (Current Level Budget)	208.0	\$ 78,626,018	\$ 17,355,885
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Appropriation for Relocation Expense	—	36,000	—
One-time appropriation for relocation expenses due to the expiration of leases. See associated revenue in BU 504 and BU 505.			
2. Add Accounting Staff in Financial Management Services	1.0	135,960	—
Add 1.0 FTE Senior Accountant to support In-Home Supportive Services budgeting and accounting functions. See associated revenue in BU 505.			
3. Add Financial Management Services Staff for Wraparound Program	1.0	122,100	—
Add 1.0 FTE Accountant III/II/I to provide support for Wraparound Services. See associated revenue in BU 504.			
Subtotal (Recommended Changes)	2.0	\$ 294,060	\$ —
<b>Total Recommendation</b>	<b>210.0</b>	<b>\$ 78,920,078</b>	<b>\$ 17,355,885</b>

## Information Systems Fund 0001 — Cost Center 50202

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	114.0	\$ 28,364,295	\$ 7,543,631
Board Approved Adjustments During FY 2012	—	380,673	200,539
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-1.0	207,438	—
Internal Service Fund Adjustments	—	(155,902)	—
Other Required Adjustments	—	(204,145)	—
Subtotal (Current Level Budget)	113.0	\$ 28,592,359	\$ 7,744,170



### Information Systems Fund 0001 — Cost Center 50202 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	113.0	\$ 28,592,359	\$ 7,744,170

### Agency Staff Dev and Training Fund 0001 — Cost Center 50203 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	36.0	\$ 3,991,855	\$ —
Board Approved Adjustments During FY 2012	—	398,780	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-1.0	(5,085)	—
Internal Service Fund Adjustments	—	(104,848)	—
Other Required Adjustments	—	(398,780)	—
Subtotal (Current Level Budget)	35.0	\$ 3,881,922	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	35.0	\$ 3,881,922	\$ —

### Community Programs and Grants — Cost Center 50205 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	3.0	\$ 1,402,371	\$ 1,242,373
Board Approved Adjustments During FY 2012	—	118,116	3,608
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	1.0	176,903	—
Internal Service Fund Adjustments	—	(195,013)	—
Other Required Adjustments	—	(30,127)	—
Subtotal (Current Level Budget)	4.0	\$ 1,472,250	\$ 1,245,981
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Reduce Reimbursements related to Family Wellness Court Grant.	—	(92,709)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (92,709)	\$ —
<b>Total Recommendation</b>	4.0	\$ 1,379,541	\$ 1,245,981

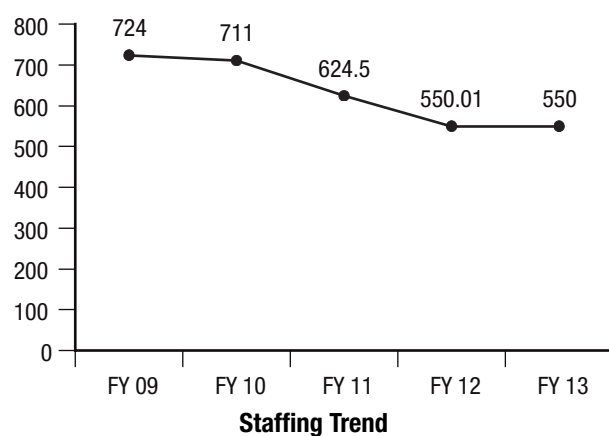
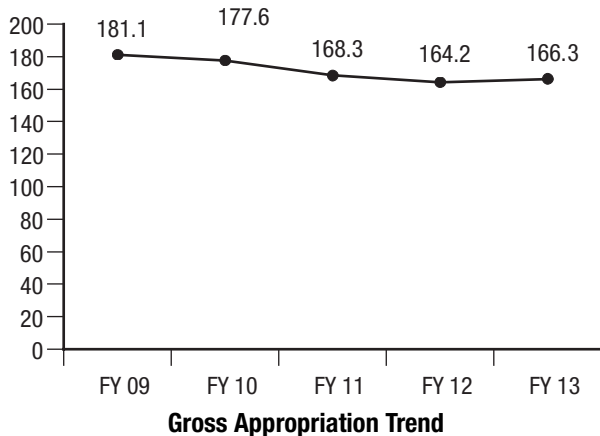
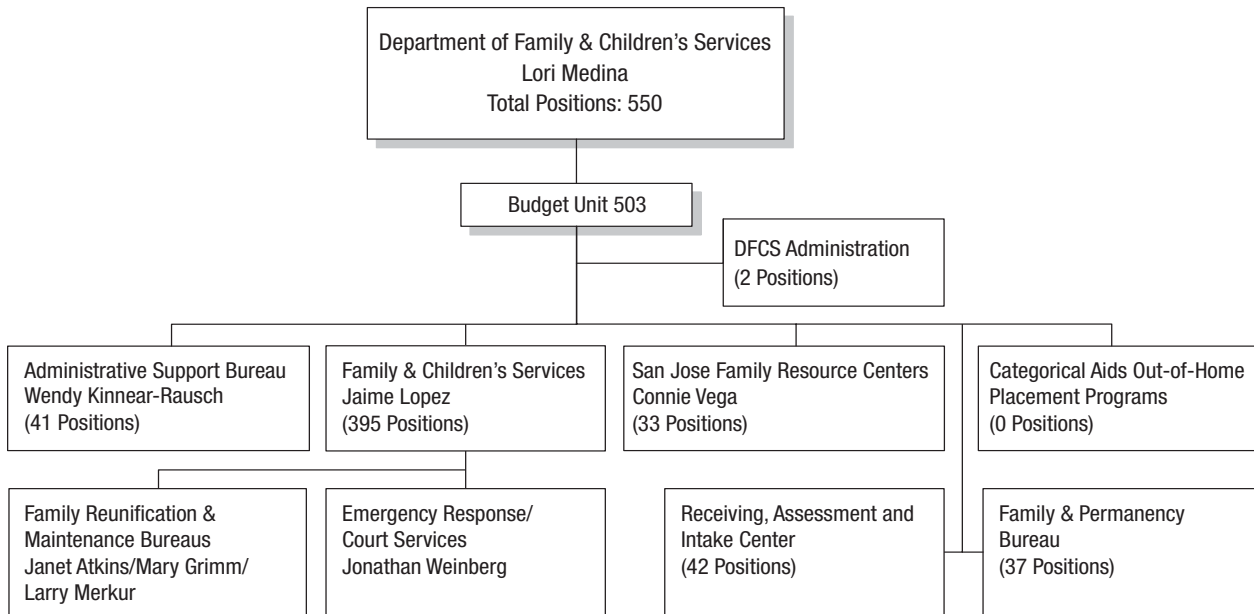


**Local Programs for Adults, Youth and Families — Cost Center 50206**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	—	\$ 3,803,673	\$ —
Board Approved Adjustments During FY 2012	—	63,230	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(15,495)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 3,851,408	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. School Linked Services Appropriation	—	85,000	—
Add appropriation to support Countywide implementation of School Linked Services Collaborative Leadership team.			
Subtotal (Recommended Changes)	—	\$ 85,000	\$ —
<b>Total Recommendation</b>	—	\$ 3,936,408	\$ —



# Department of Family and Children's Services — Social Services Agency



## Public Purpose

- **Children's Lives Protected**
- **Basic Needs Met for Children in the Child Welfare Services System**
- **Families Strengthened and Restored**
- **Community Participation in Child Well Being**
- **Permanency for Children**



## Description of Major Services

The mission of the Department of Family & Children's Services (DFCS) is to protect children from abuse and neglect, promote their healthy development, and provide services to families which preserve and strengthen their ability to care for their children. The department is responsible for prevention, intervention, advocacy, and public education related to the protection of children and their need for consistency in their care and nurturing.

The DFCS mandated services include working with families and community partners to plan and provide community-based child abuse prevention strategies and programs, a 24/7 Child Abuse and Neglect Reporting Center, Emergency Response Services, Family Maintenance Services, Family Reunification Services, Permanency Services, Independent Living Program Services, and activities to promote recruitment and development of out-of-home caregivers. Additional services and programs include the Receiving, Assessment and Intake Center, Adoption Services, Foster Care Licensing, and Family Resource Centers. Best practices and initiatives include

Differential Response, Joint Response, Joint Decision-Making, California Connected by 25 Foster Youth Initiative, Kin-GAP, Voluntary and Informal Supervision Services, Family Wellness Court, Dependency Drug Treatment Court, the DFCS-CalWORKs Partnership, and the Extended Foster Care Program (beginning January 1, 2012).

To accomplish its mandated and non-mandated services and its key best practices and initiatives, DFCS maintains strong working relationships with families and youth; various county cultural and ethnic communities; the juvenile dependency court; public and private agencies; service providers and professionals; placement resources families and organizations; law enforcement agencies; and various planning, stakeholder, business and philanthropic groups, and organizations. In addition, DFCS has worked to develop a strong youth voice in development of policies and procedures and is working to establish a strong parent voice for the upcoming year.

### California Connected by 25 Initiative

The Department of Family and Children's Services completed its fifth and final year of participation in the California Connected by 25 Initiative (CC25I). CC25I continues to build a comprehensive continuum of life skills, education, employment and housing services supporting positive youth development and successful transitions for youth from foster care to adulthood. CC25I is a partnership with the foster youth and various community social service, business, placement resource, housing and educational partners. These services and programs are available due to the support of the California's Family to Family initiative and several generous private foundations, as well as through continued fund raising and community financial support. The focus of these services and programs include education, housing, employment and permanency for all youth ages 14-24.

The Independent Living Program (ILP) is a central service component of CC25I. ILP provides life skills training and a wide variety of supportive services to current and former foster youth ages 16 to 21. In 2011, CC25I and ILP partnered with Napa and Sonoma County's Voice Our Independent Choices for Emancipated Support (V.O.I.C.E.S) to develop The Hub as a youth-led community center dedicated to supporting current and former foster youth. Its mission is to connect foster youth with resources for housing, education, employment, and wellness, as well as provide drop-in and appointment services offered by other community-based organizations. The Hub operations are led by paid youth staff, which are responsible for operations and key decisions. In addition, the youth staff and founders have combined efforts with the Youth Advisory Board (YAB) to continue to be a key advisory body and ensure that the perspectives of current and former foster youths are heard in decisions regarding children and CC25I services.

### Community Based Differential Response

Differential Response (DR) Path I, II, III and IV community-based child abuse prevention, family preservation and aftercare services are offered in lieu of DFCS services through community partners such as Gardner Family Care Corporation, First 5 Santa Clara County, Sacred Heart Community Services, Unity Care Group, Creative Solutions, and EMQ Families First. Families who have been reported to the DFCS Child Abuse and Neglect Reporting Center are referred for

Path I and II. The community service agencies engage families in planning and using services tailored to their individual needs and culture. Path I is for at-risk families who may not have mistreated their children, but have stressors and circumstances that could result in child maltreatment. Path II is for families who have been investigated for maltreatment by DFCS and would accept and benefit from community-based, culturally competent service in lieu of DFCS services. Path III is for families who are receiving court-ordered services from DFCS. Path IV aftercare services are provided to families who may benefit from continued support following court-ordered DFCS services.

### Disproportionate Representation of Children of Color

The disproportionate representation of children of color referred to the child welfare system continues to be a major concern for the Social Services Agency, DFCS and the broader community. Children of color are overrepresented in all phases of child welfare services, beginning with initial reports of child abuse and neglect from the community. The most recent Annual Disproportionality Plan of 2010 was developed by improved research data and involves added emphasis on culture in training for mandated reporters; training for DFCS managers, supervisors and social workers to strengthen cultural competency; and, adjustments in policies and practices, including managerial case reviews to discern opportunities to respond in the least intrusive manner to the service needs of families of color.

In addition, the Unified Children of Color Task Force continues to study and address this complex subject. The Task Force is made up of representatives from the Child Abuse Council, the Social Services Advisory Commission, community stakeholders and Social Services Agency staff. Workgroups established by the Task Force continue to be aimed with the following goals: increased community awareness about child abuse prevention, monitoring of mandated reporter training, increasing Differential Response for African Americans and Latino families, use of Team Decision Making meetings (particularly for African American families to avoid the unnecessary removal of children from these homes), managerial review of emotional and physical abuse referrals, DFCS staff training, court and non-court cases, and guardianship cases.



Santa Clara County is involved in the California Partners for Permanency (CAPP), a Federal project in which an Institutional Analysis (IA) was conducted in May 2011, further evaluating Santa Clara County's overrepresentation of children of African American or African Ancestry in long-term foster care. In addition, Santa Clara County has conducted several community forum meetings and trainings with staff, supervisors, management, community partners, and additional stakeholders in an effort to evaluate Santa Clara County's services, programs, and outcomes with children and families, and specifically has conducted two such intense reviews regarding disproportionality (the Latino Child Welfare Equity Project and the Cultural Dialogues Forums). A great deal of effort is contributed toward ensuring a strong community partnership to look at the work within child welfare and to ensure the voices of the parents and youths we are serving are heard.

### Family Unification Program

The Department of Family and Children's Services and the Housing Authority started the implementation of the Family Unification Program on March 1, 2010. Priority was given to families in Family Wellness Court, Drug Treatment Court and former foster youth, who are now parents and in need of housing. 100 housing vouchers were issued to families for whom the lack of housing was the primary factor in the imminent placement of children in out-of-home care, or the delay of children's reunification with their families. In addition to rental subsidy, the families get 6 to 12 months of case management services that focus on helping the families maintain their stability, achieve economic and social self-sufficiency and address on-going service needs. Monthly workshops are provided to the families to be well versed about "Tenant Rights and Responsibilities and Housing Discrimination" to have increased awareness on community resources, and enhanced social and life skills.

### Family Wellness Court (FWC)

FWC for Infants and Toddlers is a client-centered approach that helps families with children ages 0-3 whose parents have used methamphetamine or other substances. Resources available to participants include early substance abuse assessment, treatment for parents, and in-depth developmental and behavioral assessments and services for children. Other project goals are to prevent subsequent births of substance-exposed newborns, create a unified system of care for the target population, and build the capacity of the

program to take the model across the child welfare system. This innovative project is a collaboration with the Juvenile Dependency Court, County departments and private community-based organizations.

The County's FWC model is known nationwide for its innovative and comprehensive approaches to assist families impacted by substance abuse. The project is supported by a Federal grant, First 5 Santa Clara County, and in-kind contributions from other partner agencies that are jointly accountable and share in the outcomes. Participants are routinely connected with the Department of Employment and Benefit Services' programs and employment services. Many DFCS clients with substance abuse problems also benefit from DFCS' collaboration with the Department of Alcohol and Drug Services in a program for mothers to receive intensive residential substance abuse treatment while living with their children age 6 years and under at ARH Recovery Homes' House on the Hill program. Over the course of the five-year grant, the FWC has accomplished the goal of systemic change in the delivery of services to participants, and through the leveraging of funds, sustainability has been realized.

### Joint Decision-Making

The DFCS Joint Decision-Making Unit provides Team Decision Making meetings, Family Conferences, Family Team meetings, and MY TIME meetings (formerly known as Emancipation Conferences), where families, relatives, friends, placement resource families, and community support and service providers share in the process of making difficult decisions and plans. Team members work toward reaching a consensus about the course of action that is most likely to minimize child removals and placement moves. Family Conferencing continues to provide a valuable forum where families establish their own individual and unique plans to address critical issues affecting their children. Family Team Meetings for Family Wellness Court participants bring families together to develop strategic plans for successful family reunification and family maintenance. MY TIME meetings offer a setting for people with important connections to older foster youth who are aging-out of the foster care system to review and plan for a strong, viable and successful transition. DFCS has also worked to increase the number of Team Decision Making meetings occurring at the time a removal of a child from a family home is considered, so that placement with relatives is highly encouraged and supported.

## Joint Response

Santa Clara County was the first county in the State to fully implement Enhanced Joint Response (EJR) with social workers and peace officers countywide. This partnership with the Santa Clara County Police Chiefs' Association brings the DFCS social worker to the scene of the law enforcement investigation to assess child risk and family safety capacity, as well as family members' needs and strengths. Social workers can immediately identify opportunities to provide voluntary services, reduce child removals, identify relatives for emergency placement, reduce trauma to both children and their families, and allow peace officers to return to service more quickly. Social workers are usually on scene within 30 minutes. EJR reduces children being removed from their families, helps keep children within the extended family when removal is necessary, and diverts families from the juvenile court system to voluntary services by DFCS or Path I and II community service agencies.

## Linkages Project

The Linkages Project was sponsored by a Federal grant awarded to the California Department of Children's Services to enhance, expand, and evaluate local partnership programs with the objective of increasing knowledge about coordinating child welfare and public assistance programs and establishing goals to reduce poverty, strengthen families, prevent child maltreatment and build stronger communities. The project drew to a close in 2011. However, DFCS and the Department of Employment and Benefit Services continue to partner to ensure that families served by both systems are provided coordinated resources through the CalWORKs Employment Services Program (CWES) to support their child welfare case plan activities. Though changes to CalWORKs in 2011 have decreased the number of eligible families for CWES services, those who are eligible are referred for no-fee services, such as counseling, transportation, and child care, which are vital to family reunification efforts.

## Out-of-Home Placement Initiatives

The County's investment in a variety of Out-of-Home Placement Initiatives continues to significantly contribute to maintaining placement alternatives for children. These initiatives contributed significantly to the County's ability to close the residential Children's Shelter and open a Receiving Center in 2009, with appropriate placements being made in less than 24 hours. The initiatives include: targeted recruitment, the Sibling Supplement program, the Respite Care

Programs, Foster Parent Liability Insurance, support for the Kinship, Adoptive, and Foster Parents Resource Center, the Federal Title IV-E Child Care Program, the Adolescent Care Rate, and the Quality Caregiver Workgroup Project aimed at building relationships and collaborative problem solving between caregivers and DFCS. These programs, in conjunction with Joint Response and other DFCS early intervention strategies, ensure that children who require out-of-home care are provided the most appropriate placement possible and that the necessary services and supports are immediately provided to the caregivers. These initiatives also aim to streamline and increase the internal coordination of the processes of recruitment, licensing and placement. In addition, DFCS is in its second year of its participation in the Federal Long-Term Foster Care grant (California Partners for Permanency) aimed at improving permanency outcomes for children and youth, specifically focused on African American children.

## Quality Improvement and Enhancement Team

The Quality Improvement Team began operations in 2009 to support DFCS in providing excellent services. The team engages DFCS staff at all levels in using data to assess current practice standards, and helps identify operational and program strengths, program goals, client satisfaction, employee satisfaction, positive client outcomes, and areas in need of improvement and support to achieve performance targets.

## Receiving Assessment and Intake Center (RAIC)

In October 2009, the Agency transitioned the residential Children's Shelter program to a receiving, assessment, and intake model. The RAIC provides a setting where children removed from their homes are assessed for placement with relatives, with foster families, or in other facilities if the child's needs require special care. Children brought to the RAIC are placed in less than 24 hours in an appropriate setting. The Department has worked on enhanced communication with caregivers and community partners to address increased services and supports for caregivers in an effort to help support children being placed directly into foster homes and timely assessments for children placed with relatives and non-relative extended family members.





## Self-Assessment and System Improvement Plan

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). On a triennial cycle, DFCS submitted its most current System Improvement Plan for 2009-2012 (SIP) in 2009 and is scheduled to submit its renewed plan in July 2012. Child safety, child permanency, and child and family well-being outcomes are the mainstays of the SIP, and continual improvement in child welfare practice that addresses these three areas is the goal. Toward that end, in June 2011, the Department conducted its Peer Quality Case Review (PQCR). DFCS selected the topic of permanency as it relates to youth in care 18 months or longer with a specific focus on youth placement type to explore in this PQCR. This topic was selected after a review of county data indicated that over half of youth in out-of-home placement have been in care for 18 months or longer. Santa Clara County sought to better understand how families and caregivers are supported in achieving permanency and what barriers and

challenges exist to undermine permanency efforts. The PQCR captured many important factors influencing permanency and family reunification. For example, responses gathered in focus groups reinforced an understanding that the child's family appears to play an important role in the successful outcome of a case. Family finding efforts, securing placements with or near family, and encouraging ongoing relationships between the child and his/her family members no matter the distance reportedly contribute to successful child welfare practice. Santa Clara County is also reviewing all prevention activities covered through the Child Abuse Prevention Intervention and Treatment, Community Based Child Abuse Prevention, and Promoting Safe and Stable Families and has ensured two oversight committees to provide this review. This and other information learned through the PQCR is being reviewed by an oversight committee comprised of caregivers, youths, parents, social workers, probation officers, supervisors, and community partners and stakeholders for the Department's 2012 Self-Assessment Report and, by July 2012, its next three-year SIP plan.

## Current and Emerging Issues

### California Fostering Connections to Success Act (AB 12)

In October 2008, the Federal government enacted the Fostering Connections to Success and Increasing Adoptions Act (PL 110-351). This law gives states the ability to establish relative guardianship programs with Federal financial participation of the costs. In addition, this law makes Federal funds available for foster care, kinship-guardianship, and adoption assistance benefits to youths who meet certain conditions (e.g., employment and education-related requirements) until the age of 21. The law provides California with an unprecedented opportunity to access Federal funding to improve the lives of our state's most vulnerable youths.

Effective January 1, 2012, AB 12 ensured that California opts into the essential Federal funding opportunities to: a) re-enact our existing Kin-GAP program to align with new Federal requirements, and b) provide transitional support to qualifying foster youths until age 21. The ability to utilize Federal funds, to cover costs currently borne by the State and counties, improves outcomes

and opportunities for young adults including employment and housing success, reducing teen pregnancy, decreasing reliance on public assistance, and reducing other costly outcomes for young adults who "age out" of foster care. Beginning January 1, 2012, DFCS, DEBS, and the Probation Department partnered to implement AB 12.

### Wraparound

Effective July 1, 2012, Santa Clara County's Wraparound Services will transition to a new funding model. Historically, Wraparound Services have been provided by primarily three providers who have delivered very high level services, in home-based settings, to children otherwise eligible for high level group home placement. In the previous funding model, providers were funded at the higher rate classification levels, and remaining funds not utilized to cover actual cost of Wraparound Services were reinvested into DFCS-approved and directed child specific services by the providers. Under the new funding model, the rate to providers will change (where all providers receive a flat amount) and the County will

manage the reinvestment dollars. This funding model change requires issuing formal solicitations for the services paid from reinvestment funds (currently provided by one of the present contractors). As transition to this new funding model occurs, it will be

critical that the current services continue until new contracts are in place to prevent disruption of necessary ongoing services for youths and families experiencing high service needs.

## 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 - Community Based	Yes	Non-Mandated		■
CC25 (Grant)	Yes	Non-Mandated		■
Promoting Safe and Stable Families (PSSF)	Yes	Non-Mandated		■
State Family Preservation	Yes	Non-Mandated		■
Kinship/Foster Care Emergency Fund	No	Non-Mandated		■
Extended Foster Care	Yes	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 Court Grant for Infants and Toddlers	No	Non-Mandated		■
Child Welfare Services	Yes	Mandated		■
Foster Home Recruitment	Yes	Mandated		■
Receiving, Assessment and Intake Center (RAIC)	Yes	Mandated		■
Supportive and Therapeutic Options Program (STOP)	Yes	Mandated		■
Independent Living Skills Program (ILP)	No	Mandated		■
Emancipated Youth Stipends - ILP	No	Mandated		■
Education Services	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
Child Abuse Prevention, Intervention and Treatment (CAPIT)	No	Mandated		■
AFDC Foster Care Program (Benefits)	Yes	Mandated		■
Transitional Housing Placement Program (Benefits)	Yes	Mandated		■
Transitional Housing Placement - Plus (Benefits)	No	Non-Mandated		■
Wraparound Program (Benefits)	Yes	Mandated		■
Federal Kin-Gap Program (Benefits)	Yes	Mandated		■
Adoption Assistance Program (Benefits)	Yes	Mandated		■
Emergency Assistance Foster Care Program	Yes	Mandated		■
Administration and Support Services	Yes	Required		■

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

## County Executive's Recommendation

There are no recommended changes to the Department of Family and Children's Services for FY 2013.

## FY 2013 Costs of Family and Children's Programs and Aid Programs

Program	Total	Revenue	County	County %
Adoption Services	4,080,559	3,708,293	372,266	9.1%
CAPIT	521,360	521,360	-	0.0%
Child Welfare Services	78,399,403	62,189,279	16,210,124	20.7%
CWSOIP	527,770	527,770	-	0.0%
Domestic Violence Advocacy	81,926	-	81,926	100.0%
Emancipated Youth Stipend	114,996	40,242	74,754	65.0%
Kinship/Foster Care Emergency Fund	78,714	54,899	23,815	30.3%
PSSF	1,489,300	1,079,997	409,303	27.5%
Foster Home Licensing	1,659,906	832,750	827,156	49.8%
Foster Home Recruitment	181,800	61,558	120,242	66.1%
Independent Living Skills Program (ILP)	1,122,178	812,212	309,966	27.6%
Kinship Support Services Prog (KSSP)	170,170	170,170	-	0.0%
State Family Preservation Program	1,341,917	726,458	615,459	45.9%
Supportive and Therapeutic Options (STOP)	392,338	201,043	191,295	48.8%
<b>Program Cost</b>	<b>90,162,337</b>	<b>70,926,031</b>	<b>19,236,306</b>	<b>21.3%</b>
<b>DFCS Categorical Aid</b>	<b>89,381,990</b>	<b>105,312,696</b>	<b>(15,930,706)</b>	<b>-17.8%</b>
<b>Total</b>	<b>179,544,327</b>	<b>176,238,727</b>	<b>3,305,600</b>	<b>1.8%</b>



### Department of Family and Children Services — Budget Unit 503 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
50301	DFCS Administration Fund 0001	\$ 10,031,071	\$ 8,196,615	\$ 8,367,563	\$ 8,367,563	\$ 170,948	2.1%
50302	DFCS Program Svcs Fund 0001	62,598,911	52,958,939	54,865,827	54,865,827	1,906,888	3.6%
50303	DFCS Program Spt Fund 0001	7,284,922	6,493,501	6,693,308	6,693,308	199,807	3.1%
50304	Children's Shelter Fund 0001	3,888,581	4,657,384	4,585,073	4,585,073	(72,311)	-1.6%
50305	DFCS Staff Dev and Tng Fund 0001	499,186	616,556	573,199	573,199	(43,357)	-7.0%
50306	DFCS Out of Home Placement Res & Pmt Fund 0001	79,413,917	91,198,061	91,109,990	91,109,990	(88,071)	-0.1%
<b>Total Net Expenditures</b>		<b>\$ 163,716,588</b>	<b>\$ 164,121,056</b>	<b>\$ 166,194,960</b>	<b>\$ 166,194,960</b>	<b>\$ 2,073,904</b>	<b>1.3%</b>

### Department of Family and Children Services — Budget Unit 503 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
50301	DFCS Administration Fund 0001	\$ 10,031,071	\$ 8,196,615	\$ 8,367,563	\$ 8,367,563	\$ 170,948	2.1%
50302	DFCS Program Svcs Fund 0001	62,598,911	52,958,939	54,865,827	54,865,827	1,906,888	3.6%
50303	DFCS Program Spt Fund 0001	7,367,398	6,576,812	6,776,619	6,776,619	199,807	3.0%
50304	Children's Shelter Fund 0001	3,888,581	4,657,384	4,585,073	4,585,073	(72,311)	-1.6%
50305	DFCS Staff Dev and Tng Fund 0001	499,186	616,556	573,199	573,199	(43,357)	-7.0%
50306	DFCS Out of Home Placement Res & Pmt Fund 0001	82,413,917	91,198,061	91,109,990	91,109,990	(88,071)	-0.1%
<b>Total Gross Expenditures</b>		<b>\$ 166,799,063</b>	<b>\$ 164,204,367</b>	<b>\$ 166,278,271</b>	<b>\$ 166,278,271</b>	<b>\$ 2,073,904</b>	<b>1.3%</b>

### Department of Family and Children Services — Budget Unit 503 Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 71,760,138	\$ 59,940,235	\$ 61,279,357	\$ 61,279,357	\$ 1,339,122	2.2%
Services And Supplies	95,038,925	102,870,578	103,605,360	103,605,360	734,782	0.7%
Reserves	—	1,393,554	1,393,554	1,393,554	—	—
<b>Subtotal Expenditures</b>	<b>166,799,063</b>	<b>164,204,367</b>	<b>166,278,271</b>	<b>166,278,271</b>	<b>2,073,904</b>	<b>1.3%</b>
Expenditure Transfers	(3,082,476)	(83,311)	(83,311)	(83,311)	—	—
<b>Total Net Expenditures</b>	<b>163,716,588</b>	<b>164,121,056</b>	<b>166,194,960</b>	<b>166,194,960</b>	<b>2,073,904</b>	<b>1.3%</b>



**Department of Family and Children Services — Budget Unit 503**  
**Revenues by Cost Center**

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg	% Chg From
						From FY 2012 Approved	FY 2012 Approved
50301	DFCS Administration Fund 0001	\$ —	\$ 912,600	\$ 912,600	\$ 912,600	\$ —	—
50302	DFCS Program Svcs Fund 0001	78,856,052	81,731,335	72,500,795	72,500,795	(9,230,540)	-11.3%
50306	DFCS Out of Home Placement Res & Pmt Fund 0001	93,834,737	107,198,934	107,201,934	107,201,934	3,000	0.0%
<b>Total Revenues</b>		<b>\$ 172,690,790</b>	<b>\$ 189,842,869</b>	<b>\$ 180,615,329</b>	<b>\$ 180,615,329</b>	<b>\$ (9,227,540)</b>	<b>-4.9%</b>

**DFCS Administration Fund 0001 — Cost Center 50301**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	61.0	\$ 8,196,615	\$ 912,600
Board Approved Adjustments During FY 2012	—	130,821	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	1.0	166,083	—
Internal Service Fund Adjustments	—	4,865	—
Other Required Adjustments	—	(130,821)	—
Subtotal (Current Level Budget)	62.0	\$ 8,367,563	\$ 912,600
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>62.0</b>	<b>\$ 8,367,563</b>	<b>\$ 912,600</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 2012 Approved Budget	370.0	\$ 52,958,939	\$ 81,731,335
Board Approved Adjustments During FY 2012	—	1,442,046	(9,230,540)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-1.0	1,032,870	—
Internal Service Fund Adjustments	—	14	—
Other Required Adjustments	—	(568,042)	—
Subtotal (Current Level Budget)	369.0	\$ 54,865,827	\$ 72,500,795
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>369.0</b>	<b>\$ 54,865,827</b>	<b>\$ 72,500,795</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 2012 Approved Budget	87.0	\$ 6,493,501	\$ —
Board Approved Adjustments During FY 2012	—	45,422	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	199,673	—
Internal Service Fund Adjustments	—	134	—
Other Required Adjustments	—	(45,422)	—
Subtotal (Current Level Budget)	87.0	\$ 6,693,308	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	87.0	\$ 6,693,308	\$ —

### Children's Shelter Fund 0001 — Cost Center 50304 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	27.0	\$ 4,657,384	\$ —
Board Approved Adjustments During FY 2012	—	64,909	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	0.0	43,395	—
Internal Service Fund Adjustments	—	(115,706)	—
Other Required Adjustments	—	(64,909)	—
Subtotal (Current Level Budget)	27.0	\$ 4,585,073	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	27.0	\$ 4,585,073	\$ —

### 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 2012 Approved Budget	5.0	\$ 616,556	\$ —
Board Approved Adjustments During FY 2012	—	19,496	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(43,357)	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(19,496)	—
Subtotal (Current Level Budget)	5.0	\$ 573,199	\$ —



**DFCS Staff Dev and Tng Fund 0001 — Cost Center 50305**  
**Major Changes to the Budget**

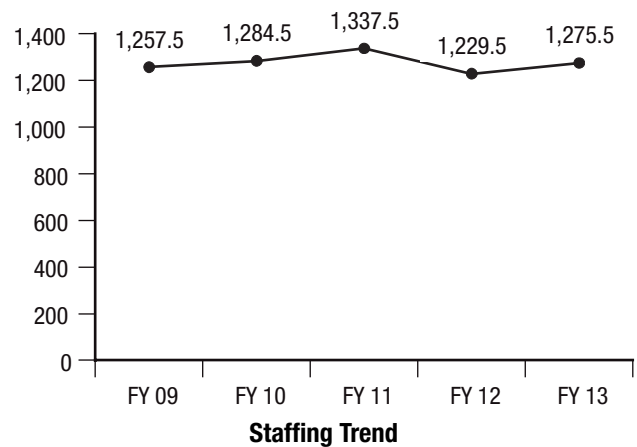
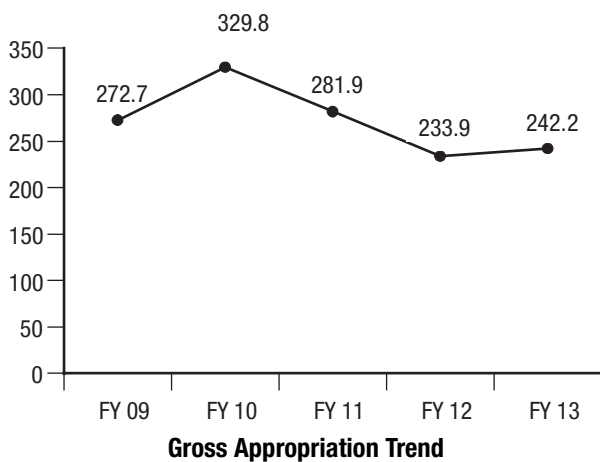
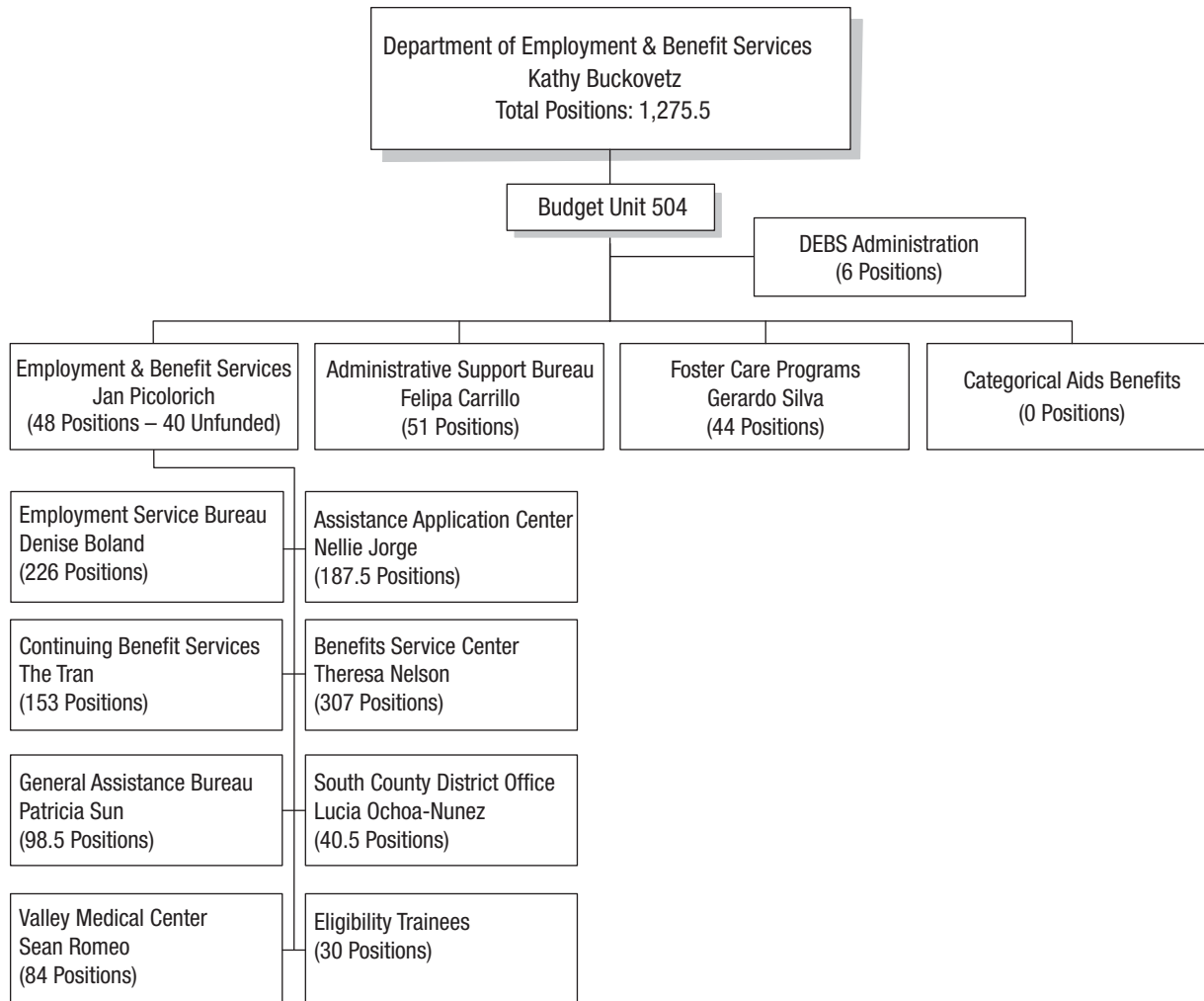
	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	5.0	\$ 573,199	\$ —

**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 2012 Approved Budget	—	\$ 91,198,061	\$ 107,198,934
Board Approved Adjustments During FY 2012	—	—	3,000
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(88,071)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 91,109,990	\$ 107,201,934
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 91,109,990	\$ 107,201,934



# Department of Employment and Benefit Services — Social Services Agency





## Public Purpose

- **Recipients of cash assistance receive services and support to transition from welfare to work and self-sufficiency.**
- **Eligible individuals and working poor people receive necessary health, nutrition, and vocational services.**



## Description of Major Services

The Department of Employment & Benefit Services (DEBS) oversees programs that provide health insurance, employment services, foster care benefits, food assistance and support for basic living costs to low or modest income clients. DEBS works toward meeting the service needs of an increasing number of clients, many of whom are hard-to-serve and low-income working clients, by focusing on employment and transition from welfare toward self-sufficiency.

The overarching goal of DEBS is to move toward a more customer-service oriented service delivery model, one that offers more self-service options, simplifies the process of obtaining and retaining benefits, allows clients to apply for benefits in the manner that is most convenient for them, and gets clients the benefits they need as quickly as possible. The significant business planning and process improvements underway include:

- AB 109, also referred to as Public Safety Realignment, shifts the responsibility of supervising specified lower level offenders released from State prisons back to the counties. DEBS is partnering with the Probation Department and the Department of Correction on the implementation of AB 109 to ensure appropriate benefit services are provided to those in custody and on probation. Eligibility Workers and a Client Service Technician

will be out-stationed at the Re-Entry Resource Center to assist with triage, take applications, or make referrals to the DEBS district offices for enrollment. Felons in certain categories are not eligible.

- Center for Learning and Transformation (CLT) Overpayment/Over Issuance and Debt Management is a collaboration between DEBS and Financial Management Services (FMS) that began in FY 2012. DEBS and FMS collaborated to identify opportunities to reduce overpayments and over issuances, improve and standardize accuracy of debt coding, and to increase recovery of welfare debts. The County's CLT is assisting with this process change, with representatives from the Department of Operational Services, Department of Administrative Services, CalWIN Division, Information Systems Department, and the Department of Revenue. The CLT teams and workgroups will develop and recommend business process and technology changes, training and communication opportunities, and resource and staffing needs from launch, implementation, and maintenance.
- Central Client Services (CCS) – Intake is a new approach to the application and intake process for CalWORKs, Medi-Cal and CalFresh. CCS for generic

intake was fully implemented in April 2011. In October 2011, General Assistance intake and continuing and CalWORKs continuing were added. In the implementation/learning phase of this complex and transformational new system, DEBS is continually assessing and monitoring processes and impacts to improve CCS to best meet the needs of our clients. A major challenge has been the development and integration of new technology into the regular work flow ranging from a task assignment system to a new image document system and an integrated voice response telephone system for public use. An additional challenge is developing new reporting systems that ties to the various automated systems. DEBS underwent a similar process and challenges during the CalWIN implementation in 2005, as both clients and staff were learning and adapting to the new system.

- Central Client Services – Foster Care Bureau will be fully implementing the transaction-based business model for intake and continuing functions during the summer of 2012. Much of the work performed by the Foster Care Bureau involves completing tasks requested by Social Workers and Probation workers, related to provider payment authorization, change in provider placement, and processing of eligibility documents. Frequent regulatory changes involve changes in provider rates, which fits this model efficiently. The intent is to complete tasks as they are prioritized by the Probation Department and the Department of Family and Children's Services to support a healthy and safe environment for children 18 and 19 years old in the new extended foster care program and to promote adoption placements.
- Benefits CalWIN, an on-line application tool for CalFresh and Medi-Cal applications is an increasingly utilized client point of access. As of December 31, 2011, more than 16,000 people have initiated their eligibility application using this website.
- Access CalWIN, a 24-hour automated information line, is an alternative option where clients can obtain information on their CalWORKs, CalFresh, Medi-Cal or General Assistance case quickly and easily. Features are continually being added to improve customer service and reduce walk-in traffic.
- Low-Income Health Programs (LIHP), a result of California's new Medicaid Waiver, allows counties to receive Federal reimbursement for programs that

serve low-income, childless adults who are not eligible for Medi-Cal or Medicare. DEBS and the Santa Clara Valley Health and Hospital Systems (HHS) meet regularly to coordinate program activities. HHS refers customers to DEBS for determining whether they are eligible for Medi-Cal prior to assessing their eligibility for local low-income health programs. Discussion regarding enhanced support for Medi-Cal eligibility identification is under way to maximize the number of individuals covered by Medi-Cal and lessen the County General Fund impact.

- National Voter Registration Act (NVRA) is a Federal law requiring states to offer voter registration opportunities at all offices that provide public assistance and then follow up with certain clients regarding registration. The provisions of the NVRA create a significant workload impact for DEBS staff and the Department is putting additional efforts in place to ensure compliance.
- North County Office location will change as of October 31, 2012. As DEBS will move out of the Mountain View office location, it is looking for a new North County site. Maintaining a presence in North County will ensure that services remain accessible for those who need to apply for benefits or receive CalWORKs employment services.

### **Benefit Services Program**

Benefit services are designed to provide basic needs for eligible families and individuals including cash assistance, CalFresh (formerly called Food Stamps) and Medi-Cal.

### **CalFresh**

The Food Stamp Program, renamed CalFresh in California, provides food support to low-income households. During the first six months of FY 2012, there were 37,707 average monthly Non-Assistance CalFresh cases or an increase of nearly 10% from FY 2011. It is anticipated that the caseload will continue to increase due to the slow economic recovery and DEBS' continued outreach efforts to encourage eligible clients to apply. DEBS partners with Second Harvest Food Bank to conduct CalFresh outreach and to promote CalFresh Restaurant Meals Program to elderly, homeless and disabled CalFresh recipients; and to recruit more restaurants into the program. Also, DEBS partners with the Daughters of Charity hospitals in San



Jose and Gilroy to expand access to CalFresh and Medi-Cal, and continues to promote Benefits CalWIN (an on-line, web-based application tool).

### **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.

During the first six months of FY 2012, the average monthly number of CalWORKs cases (which generally includes cash assistance, Medi-Cal and CalFresh benefits) was 14,882, a decrease in average monthly number cases from FY 2011. In FY 2012, 2,500 families were exempted from participating through the state's "young children" exemptions. This exemption expires on June 30, 2012 and DEBS anticipates that it will be required to provide employment services to the 2,500 families.

### **Cash Assistance Program for Immigrants (CAPI)**

CAPI is a 100% State-funded program that provides benefits to immigrants who were legal residents prior to August 22, 1996, and who would have qualified for Supplemental Security Income (SSI) if not for their immigrant status. In addition, CAPI benefits are provided to aged, blind and disabled immigrants who became legal residents after this date. During the first six months of FY 2012, the average monthly number of CAPI cases was 662 which represents a steady increase in caseload (641 cases in FY 2011 and 577 cases in FY 2010).

### **Corrective Action Bureau (CAB)**

CAB performs mandated activities including reviewing current cases, and implementing corrective action strategies to ensure County compliance with the Federal Food Stamp program, in order to prevent the County's food stamp error rate from exceeding the Federal tolerance levels. The County's FY 2010 error rate was 0.83 percent (compared to FY 2009 error rate of 0.89 percent), the lowest error rate in California. Quality Assurance Reviews and DEBS' enhanced automated reporting tool, CATR, were essential to achieving this low error rate.

### **Foster Care Eligibility**

Foster Care Eligibility is responsible for eligibility determination and out-of-home care activities on behalf of otherwise eligible children removed from the custody of a parent or guardian as a result of a judicial order with requisite findings or a voluntary placement agreement. Legal mandates require completion of eligibility determination within 45 days from the date of client application. The program is also responsible for coordinating foster care provider payments. The Kin-Gap program works with family members to place children in a familiar environment. During the first six months of FY 2012, the average monthly number of Foster Care/Kin-GAP cases served was 1,234 (a slight decrease from FY 2011); and the average monthly number of Adoption Assistance cases was 2,617 (similar to FY 2011). As of December 2011, this unit was managing an additional 3,225 children on Medi-Cal either transitioning into or out of foster care.

California Fostering Connections to Success Act (AB 12) created a new program that extends foster care benefits for youths. As of January 1, 2012, eligible youths 18 and 19 years old who opt to enroll in the program will be referred by the Department of Family and Children's Services (DFCS) and Probation. DEBS partnered with DFCS in the planning and implementation of AB 12.

During the summer of 2012, DEBS will implement the transaction-based business model for intake and continuing functions for programs within the Bureau. Much of the work performed by the Bureau involves completing tasks requested by Social Workers and Probation workers, related to provider payment authorization, change in provider placement, and processing of eligibility documents. The intent is to complete tasks as they are prioritized by Probation workers and DFCS to support a healthy and safe environment for children 18 and 19 years old in the new extended foster care program and to promote adoption placements.

### **General Assistance (GA)**

The GA program was established to meet the State-mandated requirement that each county implement a program to assist its indigent population not receiving aid through State and Federal programs. The program is 100% County General-Funded, and provides benefits as a loan to residents who have no other means of support. During the first six months of FY 2012, the average monthly number of GA cases was 4,507 (similar to

FY 2011), and the average monthly number of new GA applications was 921. During this time period, the Vocational Services Section of the GA Bureau assisted a monthly average of 115 clients per month to rejoin the work force.

### **Supplemental Security Income Advocacy Services (SSI)**

The GA SSI Advocacy Unit performs a non-mandated service for GA clients potentially eligible for Social Security Benefits by assisting them through the Supplemental Security Income (SSI) application process. Successful SSI applications have allowed Santa Clara County to recover General Fund monies as well as offset the cost of the SSI Advocacy Unit. The SSI Advocacy collaboration between GA SSI Advocacy and the Santa Clara Valley Health and Hospital System (SCVHHS) remains strong. The outstationed SSI advocates continue to successfully and collaboratively connect SCVHHS clients to benefits through the Valley Homeless Health Program and the Community Wellness and Benefits Center, as well as support Destination Home clients at one-stop homeless centers of the Emergency Housing Consortium and Gloria Travis Center.

The CalWORKs Social Work Unit established an SSI Advocacy Program with the goal of transitioning disabled CalWORKs clients into Federal benefits such as SSI. The Foster Care SSI Advocacy Coordinator submits SSI applications for all foster care children who are determined to be likely eligible for benefits.

### **Employment and Training Programs**

Employment and Training Programs facilitate the transition of current and former cash assistance recipients and working low-income families to successfully transition into self-sufficiency and stability within the 48-month program time perimeters.

### **CalWORKs Employment Services**

During the first six months of FY 2012, the CalWORKs Employment Services monthly average caseload dropped 18% to 5,075 as compared to the FY 2011 monthly average of 6,204. This number includes voluntary clients (parents with children under the age of one), teen parents, and some second parent volunteers in two-parent families. It also includes 1,349 working, off-of-cash-aid participants who receive services for twelve months after securing employment. Despite a high unemployment rate, CalWORKs employment services achieved an average 44.5% work

participation rate in 2011, thus avoiding significant fiscal sanctions that have been imposed by the State of California. Santa Clara County is the only Bay Area county to avoid these sanctions.

In FY 2012, 2,500 families were exempted from participating through the state's "young children" exemptions. This exemption expires on June 30, 2012 and DEBS is anticipating that it will be required to provide employment services to the 2,500 families.

### **Refugee Employment Services Programs**

The Refugee Cash Assistance (RCA) program provides cash grants to refugees during their first eight months in the United States if they are not otherwise eligible for other categorical welfare programs.

Refugee Employment Social Services (RESS) are provided to refugees through the Social Services Agency and contracting agencies. The services are funded through an annual Federal block grant. The funds are used to provide employment-related services such as employability assessment, on-the-job training, English language training and vocational training. During the first six months of FY 2012, the average monthly caseload was 89 (an increase from the December 2010 count of 23 clients).

The 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. During the first six months of FY 2012, the average monthly caseload was 86 (a decrease from the December 2010 count of 223 clients).

### **Health Insurance**

DEBS is responsible for ensuring affordable medical coverage for low and modest income clients through the accurate and timely issuance of Medi-Cal benefits. Staff will continue to work closely with community partners and the Santa Clara Valley Health and Hospital System (SCVHHS) to ensure that children, the eligible working poor, and former CalWORKs cash assistance recipients have access to affordable medical care. The DEBS Director regularly meets with SCVHHS to discuss the impacts of the Federal health care reform bill on Medi-Cal.



### Medi-Cal Program

The Medi-Cal Program provides health care coverage to eligible low-income families and individuals. The income and property limits vary according to family size and category of Medi-Cal linkage. Individuals who need medical assistance may go to one of the Social Services offices (which include Santa Clara Valley Medical Center and multiple clinics throughout the County) and apply for Medi-Cal, or can apply by mail or online through Benefits CalWIN. During the first six months of FY 2012, the average monthly number of individuals receiving Medi-Cal was 231,712 (an increase over the January 2010 count of 228,260 individuals). Approximately 50% of the caseloads are for individuals younger than 19 years.

### Children's Health Initiative (CHI)

The Children's Health Initiative is a collaborative health insurance program that is overseen by SCVHHS in collaboration with DEBS, the Santa Clara Family Health Plan and community partners. The focus is enrolling children into health insurance programs. DEBS refers applicants who are not eligible for no-cost Medi-Cal to the Healthy Families and Healthy Kids programs for potential enrollment. DEBS' diligent efforts to enroll children under 19 years of age into Medi-Cal continue to be successful, with 111,634 children on the Medi-Cal caseload as of January 2012.

## Current and Emerging Issues

### Center for Leadership and Transformation (CLT) – Overpayment/Over Issuance and Debt Collection

To address the work of a current CLT effort in the Social Services Agency, additional resources may be required in the near future. In December 2011, two 10-person teams began work on a CLT team effort to address two issues: (1) how and why clients receive welfare overpayments in any of the following programs: CalFresh (formerly called Food Stamps), CalWORKs, CalWORKs Employment Services, Refugee Cash Assistance, the Cash Assistance Program for Immigrants, and Foster Care, leading to a system of "overpayment resolution," and (2) how the current \$98 million overpayment debt balance can be reduced through collection of overpayments, write-off polices for uncollectible repayment of General Assistance loans, or other administrative remedies.

The teams are currently in the process of finalizing a work plan to address the CLT project findings. Preliminary findings indicate that the problems are multi-faceted, involving a combination of standard work processes, collection and CalWIN systems software, and business analysis. Resources such as additional Eligibility Examiners would be helpful to review referrals, validate claims, and complete the overpayment.

To automate work project credit entries (WPC), additional resources are estimated at three full-time employees including a system and business process

specialist, in addition to time and efforts from current CLT team members, as well as six staff (Eligibility, Fiscal, IT, Staff Development, and CalWIN Division) available and dedicated to fully test system changes before implementation.

Additional funding is also recommended for the County to pursue separate service requests for CalWIN system changes, which are otherwise required to be approved by an 18 county CalWIN consortium and the vendor – a lengthy prioritization process which could take several years.

### Healthy Families Program - FY 2013 Governor's Budget

The Healthy Families Program (HFP) provides health coverage to children, up to age 19, in families with income above the threshold to qualify for Medi-Cal but below 250% of the federal poverty level (FPL).

The FY 2013 Governor's Budget includes a proposal to transition all children currently enrolled in HFP to the Medi-Cal program (total transition). This proposal would transition all enrollees over a nine-month period, beginning in October 2012 or 90 days after the FY 2013 State Budget is adopted, whichever is later. The projected statewide Medi-Cal caseload increase is 7.9%. Locally, more than 32,000 cases require transition from HFP to Medi-Cal (Family Based), with an additional intake of approximately 600 new HFP cases per month.

However, the Assembly has proposed an alternative proposal to transition from HFP to Medi-Cal. The alternative proposal transitions a subset of HFP enrollees, those in the 100% to 133% FPL category (partial transition). This proposal would start in October 2012 or 90 days after the FY 2013 State Budget is adopted, whichever is later. Under this scenario, in Santa Clara County approximately 6,700 cases would transition from HFP to Medi-Cal, with an additional intake of approximately 100 new HFP cases per month. The remaining HFP cases would transition in 2014 under Federal health care reform.

Start-up and ongoing funding has been proposed for counties to support the HFP transition and the ongoing Medi-Cal caseload increase. Funding levels would be dependent upon the transition plan adopted (total or partial transition from HFP to Medi-Cal). The Agency has developed staffing and operations resource scenarios to support both transition plans, and will submit a proposal to the Board after the State takes action.

## 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	Yes	Non-Mandated		■
Supplemental Security Income (SSI) Advocacy	Yes	Non-Mandated		■
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		■
Cal-Fresh (Non-Assistance Food Stamp)	Yes	Mandated		■
Adoptions Assistance Program (Eligibility)	Yes	Mandated		■
Cal-Learn	Less Than 5%	Mandated		■
CalWORKs Child Care Program (Stage One)	Less Than 5%	Mandated		■
CalWORKs Eligibility	No	Mandated	Addition of 8.0 FTE Eligibility Worker IIIs and 1.0 FTE Client Services Technician will assist the Agency in addressing the challenges of implementing the Central Client Services business model and the increasing caseloads.	▲
CalWORKs Substance Abuse & Mental Health	Yes	Mandated	The transfer of the Health Alliance Administrative Unit to Mental Health will improve the overall administrative support of the CalWORKs program and the provision of mental health services to CalWORKs recipients moving toward self-sufficiency and job attainment.	■

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
Cash Assistance Program for Immigrants (CAPI) Eligibility	No	Mandated		■
Corrective Action Program	Less Than 5%	Mandated		■
CalWORKs Maintenance of Effort	Yes	Mandated		■
Foster Care Eligibility	Yes	Mandated		■
Income Eligibility Verification Systems (IEVS)	Yes	Mandated		■
Kin-Gap Program – Federal	Yes	Mandated		■
Medi-Cal Eligibility	Less Than 5%	Mandated		■
Refugee Cash Assistance – Eligibility	No	Mandated		■
Refugee Employment Social Services (RESS)	No	Mandated		■
Refugee Targeted Assistant Program	No	Mandated		■
State Automated Welfare System (SAWS)	Less Than 5%	Mandated		■
General Assistance (Benefits)	Yes	Mandated		■
CalWORKs (Benefits)	Less Than 5%	Mandated		■
Cash Assistance Program for Immigrants (CAPI) (Benefits)	No	Mandated		■
Refugee Cash Assistance (Benefits)	Less Than 5%	Mandated		■
DEBS Operations	Less Than 5%	Required		■
Public Safety Realignment Program – AB 109	No	Mandated	Addition of 2.0 FTE (1.0 Eligibility Worker and 1.0 Client Services Technician) will allow the County to provide eligibility determination functions at the Re-Entry Resource Center to support the Public Safety Realignment efforts.	▲
Administration and Support Services	Yes	Required		■

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

## County Executive's Recommendation

### ▲ CalWORKs Eligibility

**Add 9.0 FTE Eligibility and Support Staff:** The recommendation adds the following positions:

- 8.0 Eligibility Worker IIIs
- 1.0 Client Services Technician

**Service Impact:** In October 2011, six months into the implementation of the Central Client Services (CCS) business process, an analysis of the new business model was conducted and it was discovered that many of the early assumptions were invalid, such as inaccurate task handle times, efficiencies of new technology not realized, and workflow not responsive to demands for services.

The additional staff is needed to address the above challenges of the CCS process and the increase in caseloads due to the poor economy, change in demographics, and greater accessibility to public benefits.

From January 2011 to January 2012, the caseload increases were primarily in the CalFresh (formerly Food Stamps) area, with a 17.8% (6,257 cases) increase.

There is a continuous quality improvement system in place via the CCS Intake Refinement Workgroup. This team meets weekly to assess performance outcomes, service level and recommend changes to improve efficiency and client service. Additionally, the Department is reviewing monthly dashboard reports which tracks the following:

- Timeliness to process Immediate Need and Expedited Service Requests
- Timeliness to process application disposition: 30 or 45 days according to benefit program
- Timeliness to assign application to Eligibility Worker
- Volume, purpose and wait time of clients in the lobby
- Phone support call volume, average speed of answer, talk time and abandon rate to ensure service levels are met
- Task Management Tool assignments created, assigned and completed by worker, unit and office.

**Background:** In April 2011, DEBS implemented a new and untested business model to process applications for public benefits. The CCS business model was implemented with the goal of providing better client service by reducing office visits and expediting application processing. The new task-based business model included a number of assumptions pertaining to task handle times, usage of new technology, volume of applications received on a daily basis and workflow created to guide staff duties. Significant changes include:

- Assigning functions on a unit basis, such that all members of an Eligibility Worker unit are assigned the same function (e.g. document processing units are responsible for all CalWORKs, CalFresh and Refugee application disposition).

- The workflow for each function was delineated with greater specificity. Accordingly, the roles of Eligibility Worker Supervisors of each function were also expanded with greater detail in the documentation.
- Phone support unit functions were delineated with greater specificity, including added duties such that phone Eligibility Workers now completes prescribed tasks rather than merely provide information or answer questions.
- Two new key technologies, Task Management Tool (TMT) and Kofax IDM system, were (and continue to be) adjusted in numerous ways. The TMT is now used to assign work manually rather than auto assign, as the latter method contributed to imbalance in assignment distribution. The Kofax system has changed from primarily front end to back end imaging, and periodic “tips” are disseminated to help staff learn best practices associated with its usage.

**Positions Added: 9.0 FTE**

**Net Cost: \$79,172**

Total Cost: \$903,660

Associated Revenue: \$824,488

### ▲ Public Safety Realignment Program – AB 109

**Add 2.0 FTE Staff and Services and Supplies for Re-Entry Resource Center:** The recommendation adds the following positions:

- 1.0 Eligibility Worker III
- 1.0 Client Services Technician

**Service Impact:** The addition of an Eligibility Worker III and a Client Services Technician will improve services provided under the AB 109 Program. These two staff will be outstationed at the Re-Entry Resource Center and perform basic eligibility determination functions for enrollment into the Medi-Cal, CalFresh, and CalWORKs programs. These new business processes will deliver some of the required services on site (e.g. complete the Benefits CalWIN application, obtain required eligibility verification documents, determine if their immediate family members are already on one of these programs, conduct group orientations and interviews, enter data into the CalWIN case management system, etc.). Having DEBS staff onsite will make applying for benefits more accessible to the AB 109 clients and provide support while they pursue job training, jobs and family reunification.





The total cost for the Eligibility Worker III position and associated services and supplies is \$111,376. The total cost for the Client Services Technician position and the associated services and supplies is \$89,152. The addition of these two staff are reimbursed by AB 109 funds. For additional information, see the section on Public Safety Realignment (AB 109) Program in the Introductory section of this document.

**Positions Added: 2.0 FTE**  
**Total Cost: \$200,528**

Total Cost is offset by a Transfer-in from the AB 109 Fund.

Health Department (MHD). Twenty-five percent of staff time will be funded by the Social Services Agency (SSA) through CalWORKs. There is no cost to SSA as a result of this recommendation.

**Service Impact:** The transfer of the Health Alliance Administrative Unit to MHD will improve the overall administrative support of the CalWORKs program and the provision of mental health services to CalWORKs recipients moving toward self-sufficiency and job attainment.

**Total Cost: \$0**

For Additional Information See BU 412

## CalWORKs Substance Abuse and Mental Health

**Transfer Health Alliance Administrative Unit:** This recommendation transfers the unit from the Department of Alcohol and Drug Services to the Mental

### FY 2013 Costs of Employment and Benefit Services and Aid Programs

Program	Total	Revenue	County	County %
AB 109	200,528	200,528	-	0.0%
Adoptions Assistance Program Eligibility	1,128,802	930,178	198,624	17.6%
CalWORKs WTW Teen Parent	437,129	437,129	-	0.0%
CalWORKs Child Care Programs	14,148,913	14,148,913	-	0.0%
CalWORKs Eligibility	25,312,672	23,934,867	1,377,805	5.4%
CalWORKs Employment Services	33,061,778	32,013,151	1,048,627	3.2%
CalWORKs MH/SA Programs	1,347,669	1,347,669	-	0.0%
Cash Assistance – Immigrants Eligibility	2,112,737	2,112,737	-	0.0%
Child Development Program	2,493,192	2,487,364	5,828	0.2%
EA – Foster Care Eligibility	297,208	155,071	142,137	47.8%
Fed Gap Admn (AB 12)	143,055	143,055	-	0.0%
Food Bank	700,010	-	700,010	100.0%
Food Stamp Employment Training Program	2,080,118	1,173,028	907,090	43.6%
Foster Care Eligibility	3,227,478	2,332,729	894,750	27.7%
General Assistance Eligibility	2,503,597	-	2,503,597	100.0%
General Assistance Vocational Services	342,756	-	342,756	100.0%
Kin-GAP Program Eligibility	209,868	19,861	190,007	90.5%
Medi-Cal Eligibility	72,717,530	72,717,530	-	0.0%
Non-Assistance Food Stamp Eligibility	53,424,177	50,033,420	3,390,757	6.3%
Refugee Employment Services	438,879	263,382	175,497	40.0%
Refugee Cash Assistance Eligibility	420,461	420,461	-	0.0%
CalWORKs Safety Net	362,266	362,266	-	0.0%
SSI Advocacy Program	1,503,127	789,563	713,564	47.5%
Statewide Automation Welfare System Project (CalWIN)	7,533,586	7,262,165	271,421	3.6%
Refugee Target Assistance Program	425,001	425,001	-	0.0%
<b>Program Cost</b>	<b>226,572,538</b>	<b>213,710,068</b>	<b>12,862,470</b>	<b>5.7%</b>
<b>DEBS Categorical Aid</b>	<b>101,668,528</b>	<b>91,726,783</b>	<b>9,941,745</b>	<b>9.8%</b>
<b>Total</b>	<b>328,241,066</b>	<b>305,436,851</b>	<b>22,804,215</b>	<b>6.9%</b>



### Department of Employment and Benefit Services — Budget Unit 504 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
50401	DEBS Admin Fund 0001	\$ 10,957,759	\$ 9,012,897	\$ 9,503,743	\$ 9,503,743	\$ 490,846	5.4%
50402	DEBS Program Svcs Fund 0001	142,700,870	110,405,664	114,940,029	115,874,413	5,468,749	5.0%
50403	DEBS Program Spt Fund 0001	16,417,254	13,221,302	14,112,364	14,282,168	1,060,866	8.0%
50404	DEBS Trainees Fund 0001	2,349,293	1,274,156	2,624,218	2,624,218	1,350,062	106.0%
50405	DEBS Benefit Payments	111,060,089	99,940,528	99,940,528	99,940,528	—	—
<b>Total Net Expenditures</b>		<b>\$ 283,485,267</b>	<b>\$ 233,854,547</b>	<b>\$ 241,120,882</b>	<b>\$ 242,225,070</b>	<b>\$ 8,370,523</b>	<b>3.6%</b>

### Department of Employment and Benefit Services — Budget Unit 504 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
50401	DEBS Admin Fund 0001	\$ 10,957,759	\$ 9,012,897	\$ 9,503,743	\$ 9,503,743	\$ 490,846	5.4%
50402	DEBS Program Svcs Fund 0001	142,700,870	110,405,664	114,940,029	115,874,413	5,468,749	5.0%
50403	DEBS Program Spt Fund 0001	16,417,254	13,221,302	14,112,364	14,282,168	1,060,866	8.0%
50404	DEBS Trainees Fund 0001	2,349,293	1,274,156	2,624,218	2,624,218	1,350,062	106.0%
50405	DEBS Benefit Payments	111,060,089	99,940,528	99,940,528	99,940,528	—	—
<b>Total Gross Expenditures</b>		<b>\$ 283,485,267</b>	<b>\$ 233,854,547</b>	<b>\$ 241,120,882</b>	<b>\$ 242,225,070</b>	<b>\$ 8,370,523</b>	<b>3.6%</b>

### Department of Employment and Benefit Services — Budget Unit 504 Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 128,569,496	\$ 114,682,256	\$ 119,743,040	\$ 120,830,228	\$ 6,147,972	5.4%
Services And Supplies	154,915,771	119,172,291	121,377,842	121,394,842	2,222,551	1.9%
<b>Subtotal Expenditures</b>	<b>283,485,267</b>	<b>233,854,547</b>	<b>241,120,882</b>	<b>242,225,070</b>	<b>8,370,523</b>	<b>3.6%</b>
<b>Total Net Expenditures</b>	<b>283,485,267</b>	<b>233,854,547</b>	<b>241,120,882</b>	<b>242,225,070</b>	<b>8,370,523</b>	<b>3.6%</b>

### Department of Employment and Benefit Services — Budget Unit 504 Revenues by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
50401	DEBS Admin Fund 0001	\$ 6	\$ —	\$ —	\$ —	\$ —	—
50402	DEBS Program Svcs Fund 0001	227,850,347	185,371,121	202,027,333	203,081,824	17,710,703	9.6%
50403	DEBS Program Spt Fund 0001	—	—	—	89,152	89,152	—
50405	DEBS Benefit Payments	99,987,018	89,837,545	89,837,545	89,837,545	—	—
<b>Total Revenues</b>		<b>\$ 327,837,371</b>	<b>\$ 275,208,666</b>	<b>\$ 291,864,878</b>	<b>\$ 293,008,521</b>	<b>\$ 17,799,855</b>	<b>6.5%</b>



## DEBS Admin Fund 0001 — Cost Center 50401 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	78.0	\$ 9,012,897	\$ —
Board Approved Adjustments During FY 2012	1.0	252,038	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	4.0	416,900	—
Internal Service Fund Adjustments	—	(220)	—
Other Required Adjustments	—	(177,872)	—
Subtotal (Current Level Budget)	83.0	\$ 9,503,743	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>83.0</b>	<b>\$ 9,503,743</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 2012 Approved Budget	892.0	\$ 110,405,664	\$ 185,371,121
Board Approved Adjustments During FY 2012	29.0	6,227,369	16,656,212
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-16.0	511,324	—
Internal Service Fund Adjustments	—	(395,405)	—
Other Required Adjustments	—	(1,808,923)	—
Subtotal (Current Level Budget)	905.0	\$ 114,940,029	\$ 202,027,333
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Transfer AB109 SSA for Eligibility Programs (E45)	—	—	111,376
Transfer Health Alliance Administrative Unit to Department of Mental Health from Department of Alcohol and Drug Services	—	—	—
Decision Packages			
1. Revenue Increase Associated with Relocation Expense	—	—	14,039
One-time revenue increase associated with relocation expenses resulting from expiration of leases. See cost of relocation in BU 502 and remaining revenues in BU 505.			
2. Add Staff for AB 109 Client's Eligibility Benefit Needs	1.0	111,376	—
Add 1.0 FTE Eligibility Worker III and services & supplies to support clients' eligibility benefit needs for inmates at the Re-Entry Resource Center. See cost of Client Services Technician in Cost Center 50403.			
3. Revenue Increase Associated with Addition of Financial Management Services Staff	—	—	104,588
Revenue increase associated with the addition of 1.0 FTE Accountant III/II/I to provide support for Wraparound Services. See cost of position in BU 502.			
4. Add Eligibility Staff and Increase Associated Revenues	8.0	823,008	824,488
Add 8.0 FTE Eligibility Workers to support eligibility determination and increase revenues associated with the addition of 8.0 FTE Eligibility Workers and 1.0 FTE Client Services Technician (CST). See cost of CST in Cost Center 50403.			
Subtotal (Recommended Changes)	9.0	\$ 934,384	\$ 1,054,491
<b>Total Recommendation</b>	<b>914.0</b>	<b>\$ 115,874,413</b>	<b>\$ 203,081,824</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 2012 Approved Budget	205.5	\$ 13,221,302	\$ —
Board Approved Adjustments During FY 2012	3.0	689,586	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-2.0	762,976	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(561,500)	—
Subtotal (Current Level Budget)	206.5	\$ 14,112,364	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Transfer AB109 SSA for Benefit Support (D72)	—	—	89,152
Decision Packages			
1. Add Eligibility Support Staff	1.0	80,652	—
Add 1.0 FTE Client Services Technician to support the addition of 8.0 FTE Eligibility Workers. See cost of Eligibility Workers in Cost Center 50402.			
2. Add Staff for AB 109 Client's Eligibility Benefit Needs	1.0	89,152	—
Add 1.0 FTE Client Services Technician and services & supplies to support clients' eligibility benefit needs for inmates at the Re-Entry Resource Center. See cost of Eligibility Worker in Cost Center 50402.			
Subtotal (Recommended Changes)	2.0	\$ 169,804	\$ 89,152
<b>Total Recommendation</b>	<b>208.5</b>	<b>\$ 14,282,168</b>	<b>\$ 89,152</b>

### DEBS Trainees Fund 0001 — Cost Center 50404 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	54.0	\$ 1,274,156	\$ —
Board Approved Adjustments During FY 2012	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	16.0	1,350,062	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	70.0	\$ 2,624,218	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>70.0</b>	<b>\$ 2,624,218</b>	<b>\$ —</b>

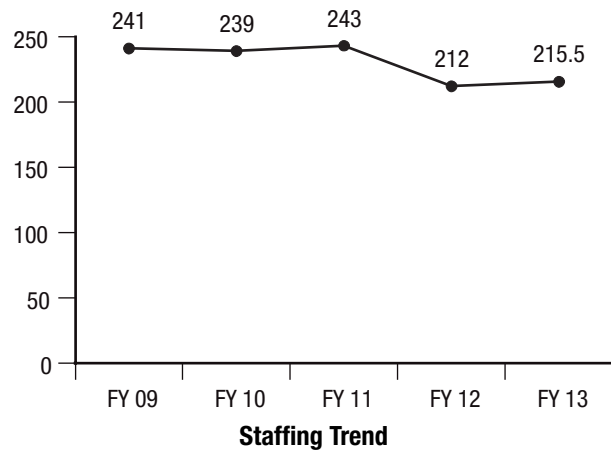
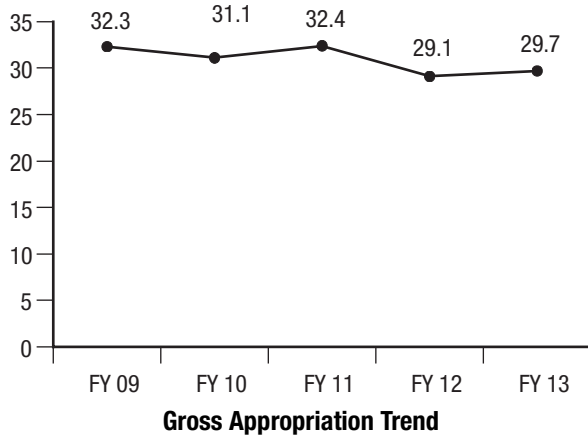
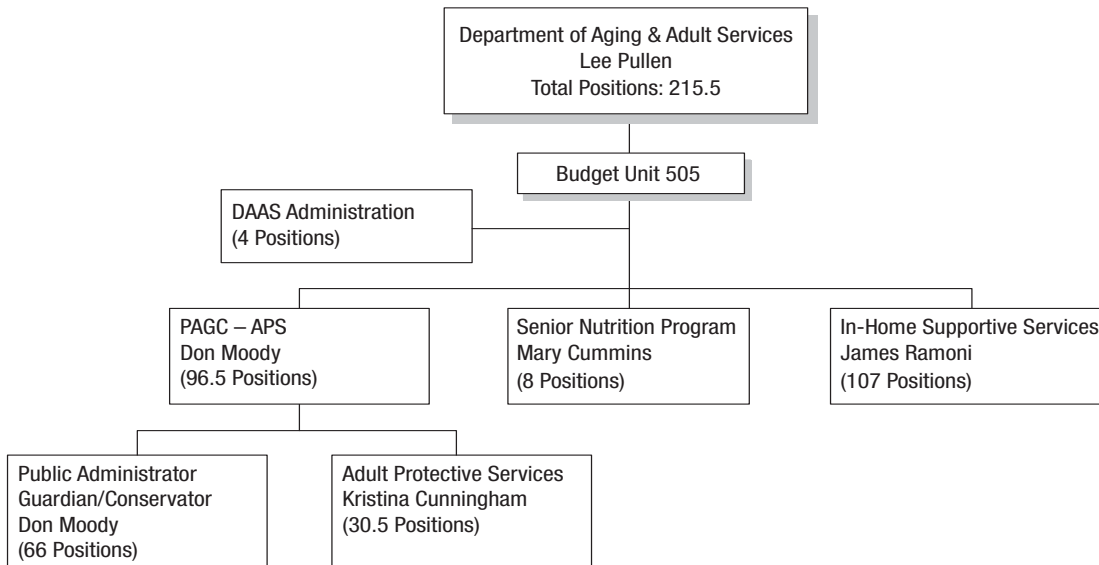


**DEBS Benefit Payments — Cost Center 50405**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	—	\$ 99,940,528	\$ 89,837,545
Board Approved Adjustments During FY 2012	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 99,940,528	\$ 89,837,545
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 99,940,528	\$ 89,837,545



# Department of Aging and Adult Services — Social Services Agency

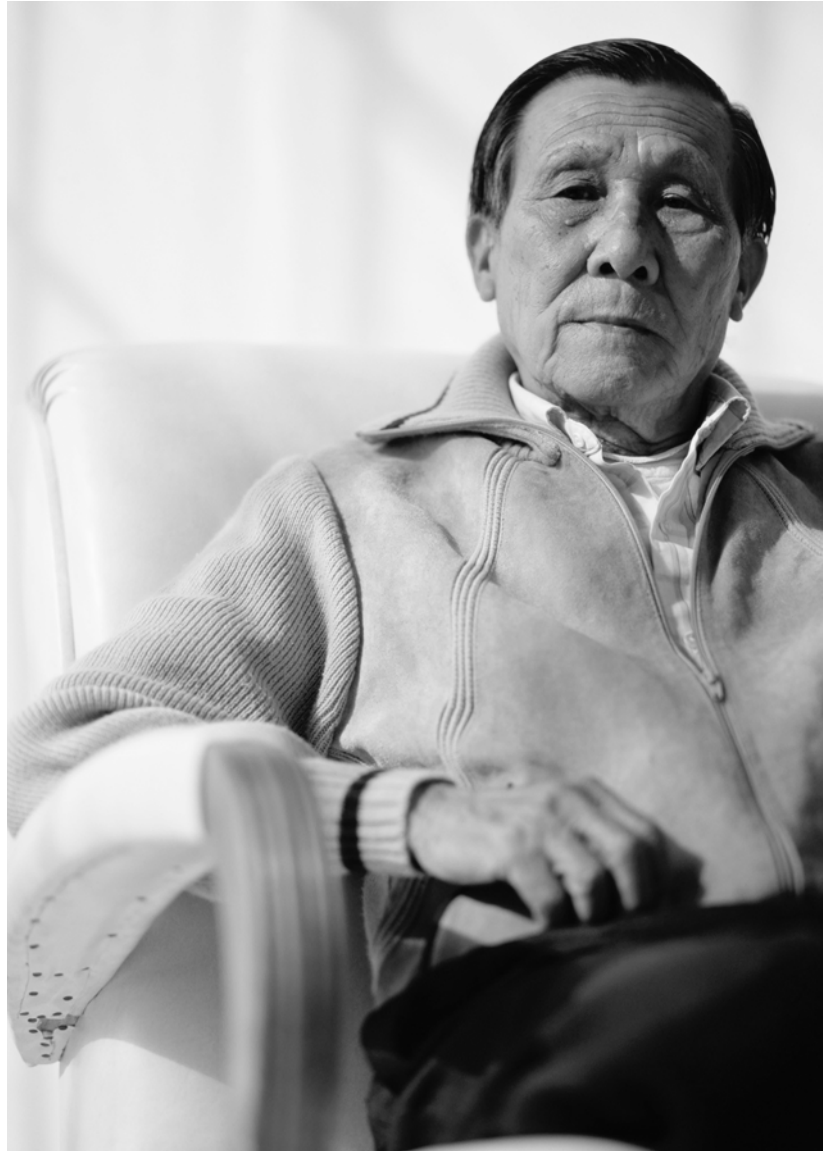


13 FTE Public Administrator/Guardian/Conservator Accounting Unit staff are included in the organization chart of BU 502 in Financial Management Services.



## Public Purpose

- **Supportive In-Home Services Delivered.**
- **Safe and Independent Life-style Promoted.**
- **Senior Nutrition Improved.**
- **Conservatee/Decedent Property Safeguarded.**



## Description of Major Services

The mission of the Department of Aging and Adult Services (DAAS) is to promote a safe, dignified and independent lifestyle for seniors, dependent adults and people with disabilities, through timely and responsive protective services, quality nutrition, and in-home support. In addition, DAAS safeguards the property of conservatees and manages the assets of conservatees and decedent estates. Also, DAAS evaluates community needs, develops programs and services, and advises on matters of policy that concern the welfare of seniors and persons with disabilities. The major 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 mandated by the State of California Welfare and Institutions Code for all counties to receive and investigate reports of abuse or neglect regarding elders (age 65 or older) or dependent adults (ages 18 to 64 who are mentally and/or physically disabled and unable to protect and/or advocate on their own behalf). Adult Protective Services is mandated to receive reports and

respond to urgent situations 24 hours a day, 7 days a week. In Santa Clara County, the Adult Protective Services program is staffed by 22 master's level Social Workers who collaborate with elders, dependent adults, families and care providers to protect and prevent abuse or neglect.

An APS investigation focuses on a comprehensive assessment of the elder or dependent adult. The allegations of abuse or neglect are examined and the level of risk is assessed. A plan is developed with the elder or dependent adult's participation, which may include arranging for emergency services, emergency shelter or medical care. APS Social Workers may provide referrals or linkage to community services, benefits, advocacy and medical professionals.

APS participates in multi-disciplinary teams such as the Financial Abuse Specialist Team, Elder Death Review Team and a pilot project called "Connections," which addresses the unmet mental health needs of elders and dependent adults in their homes. APS also maintains a Master Social Work internship program as well as provides outreach and education to the community. In FY 2011, APS received a total of 2,756 abuse reports. APS also responded to 1,667 Information and Referral telephone calls where staff provided information, consultation and referrals to other services. APS bilingual staff provides services in English, Spanish, Vietnamese, Mandarin, Cantonese, and Korean.

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

IHSS is a Federal, State and County funded program designed to prevent institutionalization of elderly, blind or disabled people when they are no longer able to fully care for themselves or handle routine household tasks. The purpose of the program is to allow these individuals to live safely at home rather than in costly and less desirable out-of-home institutional placement.

Social Workers perform assessments, determine eligibility and calculate the number of authorized monthly service hours. Tasks covered are categorized into four groups: (1) domestic or household services; (2) personal care services; (3) services directed or provided by a licensed health care professional; and (4) other miscellaneous services. Over 66% of the 17,250 recipients report a preference to speak a non-English language and are served by IHSS Social Worker staff that is 55% multi-lingual. IHSS also collects timesheets

twice a month and maintains the payroll of nearly 17,000 independent service providers employed by the recipients.

IHSS is one of the largest social services entitlement programs in California. The number of applications for services is predicted to continue to increase due to the aging of the population and the desire of individuals to remain at home rather than face institutionalization. The ongoing State budget difficulties continue to make the IHSS program a target for reduction or elimination of services.

### **Public Administrator/Guardian/Conservator (PAGC)**

As the court-ordered surrogate decision maker, the PAGC 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.

The Conservatorship Division is the surrogate decision maker for individuals determined by the Probate Court to be unable to care for themselves. The Conservatorship Division has two sections: Lanterman-Petris-Short (LPS) for those who are gravely mentally ill, and Probate for those frail elderly or other adults who are unable to provide for themselves.

Public Administration (PA) is mandated by the California Probate Code to administer the estates of Santa Clara County deceased residents who have no next of kin to represent the client. The PA safeguards decedents' property from waste, loss, theft or misappropriation, makes appropriate burial arrangements, conducts thorough investigations to discover all assets, notifies and pays decedents' creditors, locates persons legally entitled to inherit and distributes estates.

Estate Administration provides estate and legal management services for PAGC clients' estates including the marshalling, management and maintenance of conservatees' real and personal property, representing the conservatee in litigation such as personal injury, divorce, foreclosure, reverse mortgages and elder abuse proceedings, as well as performing routine estate management review for the benefit of each conservatee.



## Senior Nutrition Program (SNP)

SNP promotes better health for seniors by providing dietitian-approved and ethnically diverse meals at congregate sites for mobile older adults, and home-delivered meals to those seniors who are unable to prepare their own meals, due to ill health, other medical reasons, or isolation. The SNP services are provided through the local partnership between the Social Services Agency and the Council on Aging of Silicon Valley.

SNP administers the Senior Congregate Meals Program and Santa Clara County Meals on Wheels. Twenty-one contractors provide meals throughout the County for these programs. Staff members monitor all contracts for compliance with Federal, State and County regulations. The Senior Nutrition Program also participates in a

Nutrition Screening Initiative to assess the level of nutritional risk and implement strategies to assist seniors in remaining functionally independent.

Approximately 14,800 residents participated in the SNP in FY 2011. During that time, 564,376 congregate meals were served at thirty-five sites (thirty-three meal sites and two adult day care centers) throughout the County. Over 59,028 rides, (29,118 provided by Outreach and Escort Inc.) were coordinated over the past year to bring seniors to these sites. Approximately 601,874 home-delivered Meals on Wheels were served.

The current program is successful in reaching the most at-risk seniors in the County and serves large numbers of low income, living alone and age 75+ seniors. Evaluation surveys indicate that participants are extremely satisfied with the program and believe the services provide a stable resource for nutrition and socialization for seniors at a convenient location.

## Current and Emerging Issues

### Center for Leadership and Transformation (CLT)

The County's CLT is being utilized to facilitate and implement an IHSS Business Process Redesign. The purpose of the redesign is to improve the ability to conduct timely assessments/reassessments, process payroll and respond to customer inquiries. The CLT team is assisting the business process redesign subcommittees by focusing on workflow, staffing, technology, communications, and training. The CLT team will guide the subcommittees until full implementation.

### Seniors' Agenda

Under the direction of Supervisor Kniss and Supervisor Shirakawa, DAAS is undertaking the development and completion of a Seniors' Agenda to identify the priorities and needs of the older adult population in the County of Santa Clara. The vision of the Seniors' Agenda is to have a community wherein seniors and older adults are able to fully participate, be supported in their homes, protected from abuse, and have access to health and social support in an integrated and coordinated manner. In completing the Seniors' Agenda, our aging service partners and stakeholders have collaborated

with DAAS to gather census and health data, conduct surveys and hold community forums to obtain input from County residents.

### Case Management, Information and Payrolling System (CMIPS)

The State provides a statewide database and central processing for In-Home Supportive Services (IHSS) for case management, payroll processing for Personal Care Service Providers, producing statistical and financial reports for counties and the State. The current system (CMIPS I) is a twenty-seven-year-old Legacy application that is obsolete.

The California Department of Social Services, with technical assistance from the California Office of Systems Integration, has designed and developed CMIPS II to replace CMIPS I. CMIPS II will be hosted at a central facility operated by the California Department of Technology Services. The CMIPS II implementation was scheduled for 2010 but was postponed due to system development delays. Based on the revised CMIPS II implementation schedule, Santa Clara County is scheduled to begin implementation planning in June 2012 for a go-live date of December 2012. The change

over to CMIPS II will shift IHSS provider payroll processing responsibility from the counties to the State (at the CMIPS II central facility).

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Senior Nutrition Program	Yes	Non-Mandated	Addition of funding eliminated in FY 2011 will allow the County to maintain the current meal level.	■
Council on Aging	Yes	Non-Mandated		■
Public Administrator	Yes	Mandated	Addition of 1.0 FTE Supervising Estate Administrator will improve the timeliness of processing of property sales, case review and monitoring, and reduce the use of the PAGC Emergency Fund to cover the cost of clients' expenses.	▲
Public Administrator	Yes	Mandated	Deletion of 4.0 FTE Estate Administrators will maintain client services due to the reorganization and restructuring of client services by combining the conservator and financial duties under the Deputy Public Guardian.	■
In-Home Supportive Services	Yes	Mandated	Addition of 2.0 FTE Account Clerk IIs and 2.0 FTE Office Specialist IIs will improve the timeliness of processing provider payroll, reduce excessive telephone wait times, and address delays in receiving responses to inquiries.	▲
In-Home Supportive Services Program Integrity	Yes	Mandated		■
LPS Conservatorship	Yes	Mandated		■
Probate Conservatorship	Yes	Mandated		■
Adult Protective Services	Yes	Mandated	Extending the expiration date for .5 FTE Unclassified Social Worker II position will enable the Agency to conduct the planned outreach services in the rural areas of the County in order to identify older and disabled adults experiencing barriers due to language and mobility limitations.	▲
Adult Protective Services	Yes	Mandated	Increasing appropriation for stipend to college interns will encourage social work students to enter the specialized field of aging in order to meet the future expected demands of the community as the number of older adults continues to rise.	▲
Administration and Support	Yes	Required	Increasing appropriation for the Aging Services Collaborative will provide opportunity for involved stakeholders to work together to enhance the well-being of older adults and their families.	▲

Impact on Current Level of Service:

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



## County Executive's Recommendation

### ▲ Public Administrator/Guardian/Conservator

**Add 1.0 FTE Supervising Estate Administrator:** This recommendation will result in a net cost of \$118,040.

**Service Impact:** The current supervisory span of control resulted in delays in processing and monitoring of decedent property sales, resulting in increased eviction proceedings. The delays in selling properties also resulted in the increased use of the Public Administrator/Guardian/Conservator (PAGC) Emergency Fund (General Fund) in order to maintain property insurance and/or mortgage payments. Additionally, the current supervisory span of control does not allow for adequate case review and monitoring and inventory report preparation.

The addition of the Supervising Estate Administrator will increase the timeliness of processing property sales, improve case review and monitoring, and reduce the use of the PAGC Emergency Fund to cover the cost of clients' expenses.

**Position Added: 1.0 FTE**  
**Net Cost: \$118,040**  
 Total Cost: \$135,960  
 Associated Revenue: \$17,920

### ■ Public Administrator/Guardian/Conservator

**Delete 4.0 FTE Estate Administrators:** This recommendation will result in net savings of \$403,053.

**Service Impact:** The deletion of the four Estate Administrator positions will not reduce client services as the Public Administrator/Guardian/Conservator's Office (PAGC) will complete its reorganization, combining the conservator and financial duties under the Deputy Public Guardians by June 30, 2012. Thus, these positions are no longer needed. Completing this phase of the PAGC's restructuring and streamlining supports consolidation and cost containment efforts.

**Background:** In the FY 2012 Recommended Budget, five Estate Administrators were recommended for deletion. During the Budget Hearing, the Board restored four Estate Administrators. This recommendation deletes the positions restored by the Board. As part of its efforts to streamline client services and cut costs, PAGC

reorganized the Public Administrator and Conservatorship functions in FY 2012. Previously the Deputy Public Guardians were responsible for managing the personal and health care aspects of the client while the Estate Administrators managed the client's finances. The reorganization in FY 2012 combines the conservator and financial duties under the Deputy Public Guardians, who provide a continuum of services to clients.

**Positions Reduced: 4.0 FTE**  
**Net Savings: \$403,053**  
 Total Savings: \$462,108  
 Associated Revenue Loss: \$59,055

### ▲ Adult Protective Services

**Extend expiration date for 0.5 FTE Unclassified Social Worker II:** This recommendation results in a one-time cost of \$33,021.

**Service Impact:** The 0.5 FTE Unclassified Social Worker II position in the Adult Protective Services (APS) was added during FY 2012 to perform outreach services in the rural areas of the County, with a focus on older and disabled adults experiencing barriers due to language and mobility limitations. The unclassified position created for one year is set to expire on October 1, 2012. However, as the Department was unable to fill the position until April 2012, this recommendation extends the expiration date an additional six months (the time the position was vacant) through March 31, 2013. This extension will enable the Agency to conduct the planned outreach services in the rural areas of the County in order to identify older and disabled adults experiencing barriers due to language and mobility limitations.

**One-Time Cost: \$33,021**

**Increase Appropriation for Intern Stipend:** This recommendation adds an expenditure allocation for intern stipends resulting in a one-time cost of \$16,000.

**Service Impact:** The stipend paid to college interns provides encouragement to social work students to enter the specialized field of aging in order to meet the future demands of the community as the number of

older adults continues to rise. The stipend will enhance the Agency's ability to provide additional services to older and disabled adults in the County.

**One-Time Cost: \$16,000**

### ▲ Administration and Support

**Increase Appropriation for Contract with Aging Services Collaborative:** This recommendation will result in a one-time cost of \$35,000.

**Service Impact:** The Department of Aging and Adult Services (DAAS) is a founding partner and core member of the Aging Services Collaborative (ASC). The ASC is a coalition of organizations that provides a framework for bringing stakeholders together with a shared vision to enhance the well-being of older adults and their families, and offers a vehicle for coordinated advocacy, networking, joint planning and shared leadership for the aging demographic in Santa Clara County. This recommended action supports the County's customer service focus and mission to promote a healthy and safe community for aging and disabled adults.

**One-Time Cost: \$35,000**

### ▲ In-Home Supportive Services

**Add 4.0 FTE in Payroll Unit:** This recommendation adds the following positions:

- 2.0 FTE Account Clerk IIs
- 2.0 FTE Office Specialist IIs

**Service Impact:** The In-Home Supportive Services (IHSS) providers provide domestic and personal care services to elderly and disabled persons which enable them to remain in their residence rather than be placed in an institutional setting. In recent months, IHSS providers and their representatives have expressed numerous concerns regarding late payroll processing, late paychecks, and excessive phone wait times.

The additional staffing resources will improve the timeliness of processing provider payroll, reduce excessive telephone wait times, and address delays in receiving responses to inquiries. The IHSS priorities are aligned with the County's mission to promote a healthy

and safe community, customer focus and quality outcomes, and commitment to efficient and effective services.

**Positions Added: 4.0 FTE**

**Net Cost: \$155,326**

Total Cost: \$310,032

Associated Revenue: \$154,706

### ■ Senior Nutrition Program

**Add back funding eliminated in FY 2011:** This recommendation will result in a one-time cost of \$379,154 in FY 2013. The cost is \$556,569 in FY 20014 and beyond.

**Service Impact:** The Senior Nutrition Program (SNP) provides meal services to the County's elderly population through two meal programs of Congregate Meals and the Home-Delivered Meals Program. These meal programs are primarily for low income, minority, and aged 75 years or older. Many of these low income elderly residents would not receive the necessary nutrition to remain healthy and independent without the SNP.

The approved FY 2011 budget included a reduction to SNP of \$556,569. The Department was able to maintain service levels by using the SNP Future Operating Reserves. However, after the remaining reserve of \$177,415 is used to partially offset costs in FY 2013, an increase in appropriations of \$379,154 is required to maintain the current service levels. In FY 2014, the appropriation required will be \$556,569, as the reserves have been exhausted. The cost of food continues to increase and the demand for nutrition services continues across the County.

The SNP supports the County's mission to promote a healthy and safe community, and provides quality and culturally sensitive nutrition services for low income, older adults residing across the County.

**One-Time Cost: \$379,154**

Use of One-Time Reserve: \$177,415  
Cost in FY 2014 and beyond: \$556,569

### FY 2013 Costs of Aging and Adult Services Program

Program	Total	Revenue	County	County %
Adult Protective Services	5,253,252	3,920,163	1,333,089	25.4%
Council On Aging	196,106	-	196,106	100.0%
Estate Administration	3,068,457	543,714	2,524,743	82.3%
IHSS Administration	16,499,512	13,833,896	2,665,616	16.2%
IHSS Program Integrity	564,101	167,549	396,552	70.3%
Senior Nutrition Program Administration	121,690	-	121,690	100.0%
PA/G/C Services	9,952,566	4,596,378	5,356,188	53.8%
Santa Clara County Aging Services Collaborative	61,038	-	61,038	100.0%
Silicon Valley Independent Living Center	238,590	-	238,590	100.0%
<b>Program Cost</b>	<b>35,955,312</b>	<b>23,061,700</b>	<b>12,893,612</b>	<b>35.9%</b>
<b>Senior Nutrition</b>	<b>6,539,427</b>	<b>3,782,701</b>	<b>2,756,726</b>	<b>42.2%</b>
<b>Total</b>	<b>42,494,739</b>	<b>26,844,401</b>	<b>15,650,338</b>	<b>36.8%</b>

### Department of Aging and Adult Services — Budget Unit 505 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
50501	DAAS Admin Fund 0001	\$ 7,323,600	\$ 6,052,518	\$ 5,761,767	\$ 5,660,691	\$ (391,827)	-6.5%
50502	DAAS Program Svcs Fund 0001	15,706,070	13,791,473	14,557,723	14,726,704	935,231	6.8%
50503	DAAS Program Spt Fund 0001	2,842,943	2,553,721	2,757,919	2,757,919	204,198	8.0%
50504	Senior Nutrition Fund 0001	6,539,661	6,717,047	6,160,273	6,539,427	(177,620)	-2.6%
<b>Total Net Expenditures</b>		<b>\$ 32,412,273</b>	<b>\$ 29,114,759</b>	<b>\$ 29,237,682</b>	<b>\$ 29,684,741</b>	<b>\$ 569,982</b>	<b>2.0%</b>

### Department of Aging and Adult Services — Budget Unit 505 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
50501	DAAS Admin Fund 0001	\$ 7,326,948	\$ 6,052,518	\$ 5,761,767	\$ 5,660,691	\$ (391,827)	-6.5%
50502	DAAS Program Svcs Fund 0001	15,706,070	13,791,473	14,557,723	14,726,704	935,231	6.8%
50503	DAAS Program Spt Fund 0001	2,842,943	2,553,721	2,757,919	2,757,919	204,198	8.0%
50504	Senior Nutrition Fund 0001	6,539,661	6,717,047	6,160,273	6,539,427	(177,620)	-2.6%
<b>Total Gross Expenditures</b>		<b>\$ 32,415,622</b>	<b>\$ 29,114,759</b>	<b>\$ 29,237,682</b>	<b>\$ 29,684,741</b>	<b>\$ 569,982</b>	<b>2.0%</b>



## Department of Aging and Adult Services — Budget Unit 505

### Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 25,173,373	\$ 22,073,242	\$ 22,827,575	\$ 22,844,480	\$ 771,238	3.5%
Services And Supplies	7,242,248	7,041,517	6,410,107	6,840,261	(201,256)	-2.9%
<b>Subtotal Expenditures</b>	<b>32,415,622</b>	<b>29,114,759</b>	<b>29,237,682</b>	<b>29,684,741</b>	<b>569,982</b>	<b>2.0%</b>
Expenditure Transfers	(3,348)	—	—	—	—	—
<b>Total Net Expenditures</b>	<b>32,412,273</b>	<b>29,114,759</b>	<b>29,237,682</b>	<b>29,684,741</b>	<b>569,982</b>	<b>2.0%</b>

## Department of Aging and Adult Services — Budget Unit 505

### Revenues by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
50501	DAAS Admin Fund 0001	\$ 198,075	\$ 879,500	\$ 543,714	\$ 543,714	\$ (335,786)	-38.2%
50502	DAAS Program Svcs Fund 0001	22,814,854	21,574,167	22,317,706	22,507,008	932,841	4.3%
50503	DAAS Program Spt Fund 0001	385,869	637,073	318,536	318,536	(318,537)	-50.0%
50504	Senior Nutrition Fund 0001	3,815,237	4,262,701	3,782,701	3,782,701	(480,000)	-11.3%
	<b>Total Revenues</b>	<b>\$ 27,214,035</b>	<b>\$ 27,353,441</b>	<b>\$ 26,962,657</b>	<b>\$ 27,151,959</b>	<b>\$ (201,482)</b>	<b>-0.7%</b>

## DAAS Admin Fund 0001 — Cost Center 50501

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	50.0	\$ 6,052,518	\$ 879,500
Board Approved Adjustments During FY 2012	—	(73,839)	(335,786)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-2.0	(226,404)	—
Internal Service Fund Adjustments	—	(50,385)	—
Other Required Adjustments	—	59,877	—
Subtotal (Current Level Budget)	48.0	\$ 5,761,767	\$ 543,714
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Stipend for Adult Protective Services	—	16,000	—
One-time appropriation of stipend for college interns.			
2. Reduce Public Administrator/Guardian/Conservator Staff	-4.0	(462,108)	—
Delete 4.0 FTE Estate Administrators.			
3. Funding for Aging Services Collaborative	—	35,000	—
One-time appropriation for Aging Services Collaborative.			
4. Add In-Home Supportive Services Support Staff	4.0	310,032	—
Add 2.0 FTE Account Clerk II and 2.0 FTE Office Specialist II positions.			
Subtotal (Recommended Changes)	—	\$ (101,076)	\$ —
<b>Total Recommendation</b>	<b>48.0</b>	<b>\$ 5,660,691</b>	<b>\$ 543,714</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 2012 Approved Budget	119.5	\$ 13,791,473	\$ 21,574,167
Board Approved Adjustments During FY 2012	3.5	466,733	743,539
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	619,988	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(320,471)	—
Subtotal (Current Level Budget)	123.0	\$ 14,557,723	\$ 22,317,706
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Extend Unclassified Position in Adult Protective Services	—	33,021	—
One-time appropriation to extend the expiration date of .5 FTE Unclassified Social Worker II position from October 1, 2012 to March 31, 2013.			
2. Revenue Increase Associated with Relocation Expense	—	—	7,887
One-time revenue increase associated with relocation expenses resulting from expiration of leases. See cost of relocation in BU 502 and detail of remaining revenue increase in BU 504.			
3. Revenue Reduction in Public Administrator/Guardian/Conservator	—	—	(59,055)
Revenue loss associated with deletion of 4.0 FTE Estate Administrators.			
4. Revenue Associated with addition of Accounting Staff in Financial Management Services	—	—	67,844
Revenue associated with adding 1.0 FTE Senior Accountant to support In-Home Supportive Services budgeting and accounting functions. See cost of position in BU 502.			
5. Add PAGC Staff and Increase Associated Revenue	1.0	135,960	17,920
Add 1.0 FTE Supervising Estate Administrator in PAGC and increase associated revenues.			
6. Revenue Increase Associated with Addition of In-Home Supportive Services Support Staff	—	—	154,706
Revenue increase associated with addition of 2.0 FTE Account Clerk II and 2.0 FTE Office Specialist II positions.			
Subtotal (Recommended Changes)	1.0	\$ 168,981	\$ 189,302
<b>Total Recommendation</b>	<b>124.0</b>	<b>\$ 14,726,704</b>	<b>\$ 22,507,008</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 2012 Approved Budget	34.5	\$ 2,553,721	\$ 637,073
Board Approved Adjustments During FY 2012	1.0	103,630	(318,537)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	180,174	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(79,606)	—
Subtotal (Current Level Budget)	35.5	\$ 2,757,919	\$ 318,536



**DAAS Program Spt Fund 0001 — Cost Center 50503**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	35.5	\$ 2,757,919	\$ 318,536

**Senior Nutrition Fund 0001 — Cost Center 50504**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	8.0	\$ 6,717,047	\$ 4,262,701
Board Approved Adjustments During FY 2012	—	(551,846)	(480,000)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	10,986	—
Internal Service Fund Adjustments	—	(13,252)	—
Other Required Adjustments	—	(2,662)	—
Subtotal (Current Level Budget)	8.0	\$ 6,160,273	\$ 3,782,701
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Funding for Senior Nutrition Program	—	379,154	—
Add back Senior Nutrition Program funding eliminated in FY 2011.			
Subtotal (Recommended Changes)	—	\$ 379,154	\$ —
<b>Total Recommendation</b>	8.0	\$ 6,539,427	\$ 3,782,701





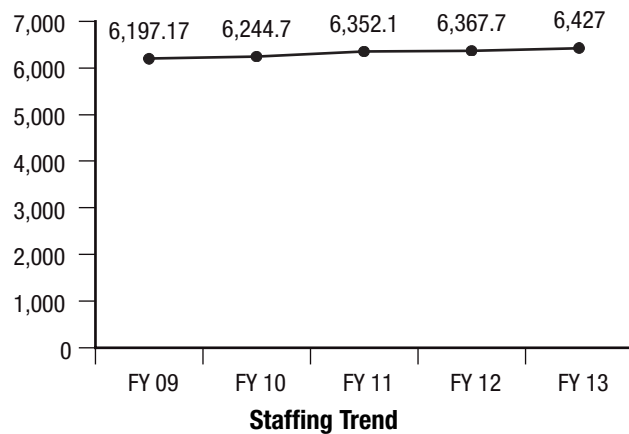
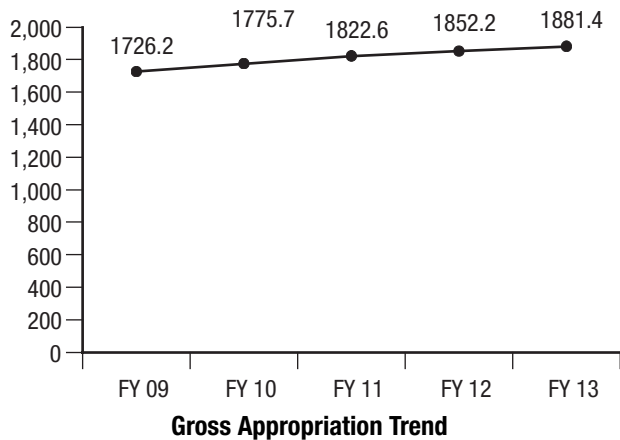
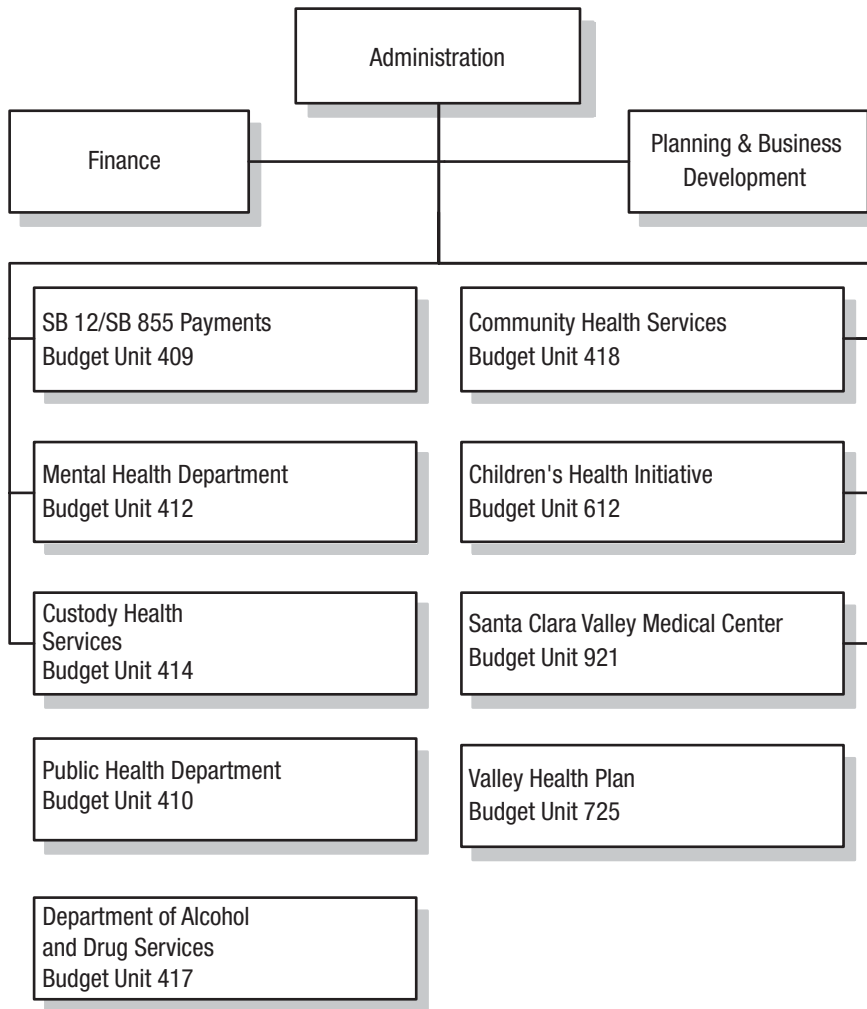
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# Section 4: Santa Clara Valley Health & Hospital System

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
- ➔ 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

## Net Expenditures By Department

BU	Department Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
409	SB12/SB855 Funds	\$ 2,700,027	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ —	—
410	Public Health	75,094,315	83,328,038	85,601,618	85,407,642	2,079,604	2.5%
412	Mental Health Department	270,247,193	299,465,857	303,823,376	303,988,089	4,522,232	1.5%
414	Custody Health Services	5,565	25,000	1,047,133	2,121,997	2,096,997	8,388.0%
417	Department Of Alcohol And Drug Programs	37,929,064	38,044,212	40,353,509	43,071,953	5,027,741	13.2%
418	Community Health Services	12,376,402	12,727,782	12,843,014	12,843,014	115,232	0.9%
612	Healthy Children	4,119,638	4,500,000	4,500,000	4,500,000	—	—
725	SCVMC-Valley Health Plan	152,758,397	158,188,935	181,579,240	181,579,240	23,390,305	14.8%
921	Santa Clara Valley Medical Center	1,132,654,093	1,165,510,966	1,114,827,429	1,157,454,037	(8,056,929)	-0.7%
<b>Total Net Expenditures</b>		<b>\$ 1,687,884,696</b>	<b>\$ 1,764,290,790</b>	<b>\$ 1,747,075,319</b>	<b>\$ 1,793,465,972</b>	<b>\$ 29,175,182</b>	<b>1.7%</b>

## Gross Expenditures By Department

BU	Department Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
409	SB12/SB855 Funds	\$ 2,700,027	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ —	—
410	Public Health	78,981,364	85,763,333	87,641,702	87,447,726	1,684,393	2.0%
412	Mental Health Department	272,800,224	302,410,383	306,644,636	307,484,587	5,074,204	1.7%
414	Custody Health Services	44,484,088	44,986,892	45,361,431	46,436,295	1,449,403	3.2%
417	Department Of Alcohol And Drug Programs	41,927,240	39,916,059	42,384,971	44,335,468	4,419,409	11.1%
418	Community Health Services	14,221,630	14,551,982	14,732,573	14,732,573	180,591	1.2%
612	Healthy Children	4,119,638	4,500,000	4,500,000	4,500,000	—	—
725	SCVMC-Valley Health Plan	154,721,179	161,568,039	184,829,583	184,829,583	23,261,544	14.4%
921	Santa Clara Valley Medical Center	1,163,738,432	1,195,903,992	1,143,123,672	1,189,150,280	(6,753,712)	-0.6%
<b>Total Gross Expenditures</b>		<b>\$ 1,777,693,823</b>	<b>\$ 1,852,100,680</b>	<b>\$ 1,831,718,568</b>	<b>\$ 1,881,416,512</b>	<b>\$ 29,315,832</b>	<b>1.6%</b>

## Revenues By Department

BU	Department Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
409	SB12/SB855 Funds	\$ 2,655,784	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ —	—
410	Public Health	50,148,266	57,699,859	57,588,480	57,394,504	(305,355)	-0.5%
412	Mental Health Department	206,787,316	232,171,315	235,511,691	235,362,567	3,191,252	1.4%
414	Custody Health Services	33,905	25,000	1,047,133	2,121,997	2,096,997	8,388.0%
417	Department Of Alcohol And Drug Programs	18,410,911	17,717,832	20,269,707	22,056,346	4,338,514	24.5%



## Revenues By Department

BU	Department Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
418	Community Health Services	6,484,611	6,167,115	6,014,615	6,014,615	(152,500)	-2.5%
612	Healthy Children	3,506,282	4,500,000	4,500,000	4,500,000	—	—
725	SCVMC-Valley Health Plan	159,116,577	158,188,935	181,579,240	181,579,240	23,390,305	14.8%
921	Santa Clara Valley Medical Center	1,170,114,183	1,154,687,075	1,106,940,692	1,149,567,300	(5,119,775)	-0.4%
<b>Total Revenues</b>		<b>\$ 1,617,257,837</b>	<b>\$ 1,633,657,131</b>	<b>\$ 1,615,951,558</b>	<b>\$ 1,661,096,569</b>	<b>\$ 27,439,438</b>	<b>1.7%</b>

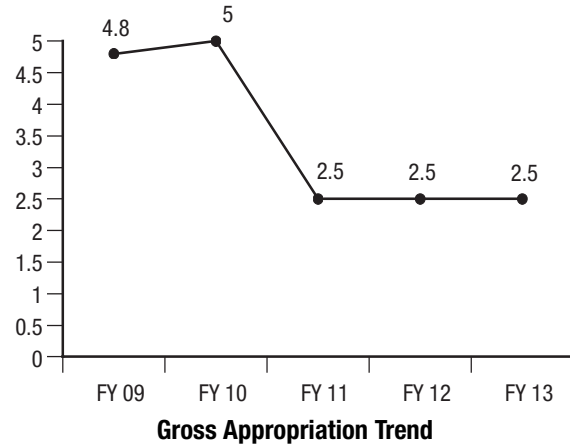


## Health SB 12

### Overview

The SB 12 Program is funded by an assessment imposed upon fines, penalties and forfeitures assessed by the Court. The fund is utilized to provide partial compensation to physicians, surgeons and hospitals for patients who do not make payment for emergency medical services and for other emergency medical services purposes as determined by the County.

Revenues and expenses for the SB 12 program are budgeted at \$2.5 million for FY 2013.



### SB12/SB855 Funds — Budget Unit 409 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
4322	SB 12 Payments Fund 0018	\$ 2,700,027	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ —	—
<b>Total Net Expenditures</b>		\$ 2,700,027	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ —	—

### SB12/SB855 Funds — Budget Unit 409 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
4322	SB 12 Payments Fund 0018	\$ 2,700,027	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ —	—
<b>Total Gross Expenditures</b>		\$ 2,700,027	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ —	—

### SB12/SB855 Funds — Budget Unit 409 Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Services And Supplies	2,700,027	2,500,000	2,500,000	2,500,000	—	—
<b>Subtotal Expenditures</b>	2,700,027	2,500,000	2,500,000	2,500,000	—	—
<b>Total Net Expenditures</b>	2,700,027	2,500,000	2,500,000	2,500,000	—	—



**SB12/SB855 Funds — Budget Unit 409**  
**Revenues by Cost Center**

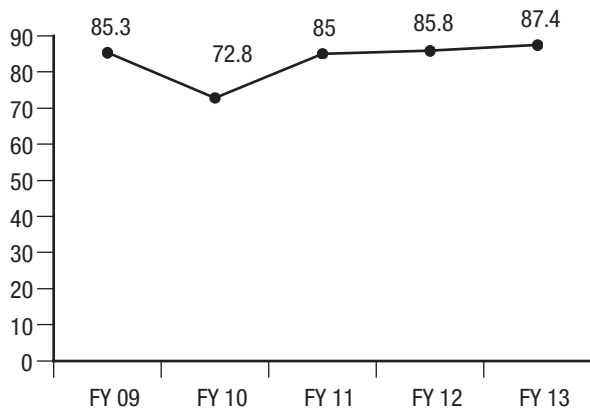
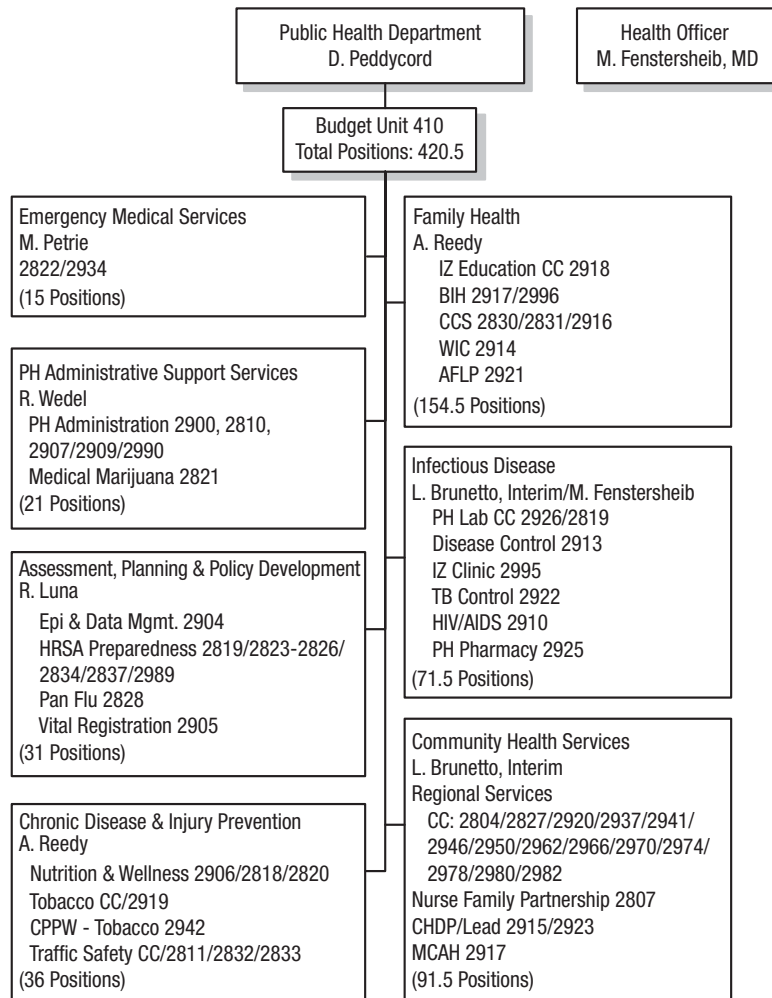
CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
4322	SB 12 Payments Fund 0018	\$ 2,655,784	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ —	—
<b>Total Revenues</b>		\$ 2,655,784	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ —	—

**SB 12 Payments Fund 0018 — Cost Center 4322**  
**Major Changes to the Budget**

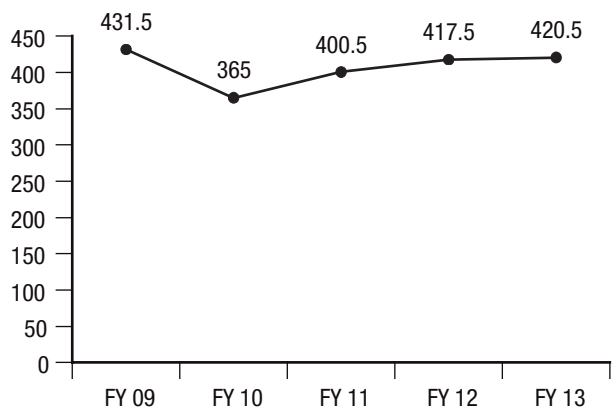
	Positions	Appropriations	Revenues
<b>SB-12 Tobacco Tax Payments (Fund Number 0018)</b>			
FY 2012 Approved Budget	—	\$ 2,500,000	\$ 2,500,000
Board Approved Adjustments During FY 2012	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 2,500,000	\$ 2,500,000
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 2,500,000	\$ 2,500,000



# Public Health Department



Gross Appropriation Trend



Staffing Trend





## Public Purpose

- ➔ **The Santa Clara County Public Health Department prevents disease and injury and creates environments that promote and protect the community's health**



## Description of Major Services

The Public Health Department has a variety of programs and services with multiple funding streams and legislative mandates. Broadly, the Public Health Department is governed by the California Health and Safety Codes, and specific programs are established and regulated by a number of Federal and State regulations. Few programs are discretionary.

By virtue of both its mandates and mission, the Public Health Department offers services that are very diverse. In turn, these diverse public health services are provided to a wide range of clients and audiences, very purposefully and deliberately strategic, based both on data and proven best practices.

Public Health also develops partnerships with public and private health care providers and institutions, other government agencies engaged in services that affect health (e.g. housing, criminal justice, and education), community-based organizations and others to collectively identify, alleviate, and act on the sources of public health problems. Local examples of this type of policy development include the recent menu labeling ordinance and the Sugar Savvy/Rethink Your Drink initiative.

The divisions are patterned after the California State Department of Public Health, and include the following seven Divisions and Programs/Services:

### Public Health Administrative Support Services Division

This division is charged with providing department-wide support to all programs and functions within the Department. Services include:

- Finance
- Contracts & Compliance
- Human Resources
- Facilities
- Staff Training & Development
- Medical Marijuana ID Card Program

### Assessment, Planning & Health Policy Division

This division is comprised of the Planning, Health Policy and Epidemiology & Data unit, along with Vital Records & Registration and the Public Health Preparedness programs. The Health Policy, Planning and Epidemiology & Data unit staff support the Department by providing data for public health surveillance, policy development, program and grant guidance, and community development.

Vital Records and Registration support the community by efficiently providing birth and death records services to its customers. The Public Health Preparedness

programs focus on improving the capacity of public health staff and partners to plan, respond, mitigate, and recover from natural or man-made disasters.

### **Emergency Medical Services Division**

The Emergency Medical Services (EMS) Agency plans, regulates, evaluates and assures quality in the Santa Clara County Emergency Medical Services System. This system includes all medical dispatch centers, fire service-based first responders, all emergency and non-emergency ambulance providers, hospitals, and specialty care facilities. The EMS Agency also supervises the field operations of the EMS System and prepares and responds to coordinating the provision of system-wide medical care at multi-casualty incidents, and disasters. The EMS Agency also monitors operational, clinical, contract and regulatory compliance and certifies, accredits and authorizes pre-hospital personnel and pre-hospital training organizations.

### **Center for Chronic Disease and Injury Prevention**

The Center for Chronic Disease and Injury Prevention is responsible for creating and maintaining healthy, safe and livable communities in Santa Clara County by working with community partners to make organizational, system, and policy changes.

Chronic Diseases, such as heart disease, stroke, cancer and diabetes, are among the most prevalent, costly and preventable of all health problems. Leading a healthy lifestyle (avoiding tobacco use, being physically active, and eating well) greatly reduces a person's risk for developing chronic disease. Services in this Division include:

- Nutrition & Wellness Programs
- Traffic Safe Communities
- Tobacco Prevention & Education
- Communities Putting Prevention to Work - Obesity and Tobacco Prevention Initiatives

### **Center for Family Health**

Programs in this Center offer a wide array of direct and indirect services targeted at the County's vulnerable children and families. From programs such as California Children's Services Program that assure access to care, to programs such as WIC that offers nutritional counseling and vouchers for nutritious food for pregnant women and their children. Services in this Division include:

- Black Infant Health (BIH)
- Adolescent Family Life Program (AFLP)
- Immunization Education
- Women, Infants and Children (WIC)
- California Children's Services (CCS)

### **Center for Infectious Disease**

Programs in this Division provide services to keep the community safe from the spread of disease by collecting and analyzing information and investigating disease outbreaks and healthy by linking people to disease prevention services. Services in this Division include:

- Tuberculosis (TB) Prevention and Control
- Communicable Disease (CD) Prevention and Control
- Public Health Laboratory
- Public Health Pharmacy
- HIV/AIDS Administration, Education and client services programs

### **Center for Community Health Services**

The Center for Community Health Services includes a variety of programs that offer case management and care coordination services to the community. The population served includes high risk clients across the age spectrum in need of linkage and referral to services. In addition, care coordination services are offered to children in foster care and to low income children. Attention is focused on assessing and assisting in providing services to the Maternal Child Health population through a periodic county-wide assessment. Services in this Division are comprised of the following:

- Regional Public Health Nursing services
- First 5 - Family Wellness Court
- Nurse Family Partnership programs
- Healthy Outcomes II
- Child Health and Disability Prevention Program (CHDP)
- Childhood Lead Poisoning Prevention Program
- Maternal, Child & Adolescent Health (MCAH)

## Outcome Measures for Select Programs in the Public Health Department

### Family Health Division

Program	Indicator	Outcomes FY 2011	Change Compared to FY 2010 (where relevant)
<b>Childhood Lead Prevention Program</b>			
	Number and proportion of cases whose blood lead levels decreased during case management	36/36=100%	+4%
	Number and % of children in out-of-home placement supervised by Child Welfare Services or Probation Department who have a preventive health exam	818/880=93%	964/1,029=93.7%
	Number and % of children in out-of-home placement supervised by Child Welfare Services or Probation Department who have a preventive dental exam	636/757=84%	721/880=81.9%
<b>California Children's Services (CCS) Therapy</b>			
	Number of clients with improved functional skills as a result of therapy	329 out of 504	303 out of 506
	% of clients with improved functional skills as a result of therapy	65%	60%
<b>Child Health and Disability Prevention (CHDP) Program</b>			
	Care coordination: Number and % of Fee-for-service Medi-Cal children who received follow-up services	482/757= 63.7%	456/688=66.28%
	Care coordination: Number and % of non-Medi-Cal children who received follow-up services	34/44=77.3%	41/ 65=63%
<b>Women, Infants and Children (WIC)</b>			
	Total clients serve per month	22,056	Increase of 430/month
	Number and % of children up to date with immunizations	N/A	N/A
	Number and % of WIC-enrolled children who are overweight or obese		
	At Risk	1,755	Increased 1.5%
	Overweight	1,763	Increased 0.1%
	No Overweight Risk	10,880	Decreased 1.6%
	Total	14,400	14,435
<b>Black Infant Health</b>			
	% of case-managed clients delivering babies with a healthy birth weight (2,500 grams or above)	81.8%	88%
	% of case-managed clients who breastfeed for at least 6 months	88%	89%
	% of babies enrolled in BIH up to date with immunizations	N/A	N/A
<b>Immunization Education &amp; Planning Program</b>			
	Number and % of students entering kindergarten up to date with immunizations	N/A	N/A



## Infectious Disease

Program	Indicator	Outcomes FY 2011	Change compared to FY 2010 (where relevant)
<b>Tuberculosis (TB) Program</b>			
	Number of referrals received into TB Control	1,970	Increased by 40%.
	TB Program Referrals entered into PHIHS=549 Reactor/Converters not referred for CM=564 School Mandate Reports=185 Quantiferon (QFT) Reports=666 (194 from SCC CI) Class B Reports=4 Civil Surgeon=2		<ul style="list-style-type: none"> <li>◆ Biggest difference r/t QFT Reports up r/t more QFT testing done in County by Laboratories and hospitals.</li> <li>◆ TB Program Referrals decreased by 80 due to better screening of incoming reports by TB Control.</li> <li>◆ School Mandate Reports consistent with 2009.</li> </ul>
	Number of referrals sent for Regional Case Management (includes all other PHIHS referrals sent to region from 1/1/2011 through 12/31/11, excluding congregate referrals)	358	Decreased by 12 referrals.
	Congregate Referrals sent to Team	27	Decreased by 11 referrals
	% of culture positive patients converting to culture negative within 60 days of treatment initiation	51% (2010 data 71% complete)	Increased from 44% for 2009 pre-lim data. 2009 data now complete at 59% patients converted.
	% of TB cases for whom DOT is recommended who received only DOT throughout course of treatment	36% (2010 TIP data, 89% complete)	Increased from 31% for 2009 pre-lim data. 2009 data now complete at 36%.
	Number and proportion of TB cases completing therapy	79% (2010 TIP data, 89% complete)	Increased from 70% for 2009 pre-lim data. 2009 data now complete at 80%.
	Number and proportion of LTBI cases completing therapy	No 2010 data available yet.	TIP 2009 data complete at 76%
<b>Disease Control &amp; Prevention</b>			
	Number of investigations for the following infectious diseases: 1. Vaccine Preventable 2. Food-borne 3. Respiratory, including H1N1	1,674	Numbers reflect increase in Pertussis Cases. Not reflecting in numbers: Typhoid Contacts cleared = 84; Measles contacts requiring investigation = 158
	Number of outbreak investigations for the following infectious diseases: 1. Respiratory 2. Vaccine Preventable 3. Food-borne/Gastro Intestinal	30	11 Scabies Outbreaks were investigated in facilities also
<b>HIV/AIDS Program</b>			
	Estimated number of people living with HIV/AIDS in Santa Clara County	3,764	3,606 4.4%
	# of HIV Tests by PH	3,547	3,449 2.8%
	# & % HIV positives discovered	17 (0.48%)	15 (0.43%) 13.3%
	# & % of positives discovered at PHD linked to care	13 (76.5%)	8 (53.3%) 63%
	Chlamydia	5,433	5,645 3.9%
	Gonorrhea	558	599 7.3%
	Syphilis	84	86 2.4%



## Chronic Disease and Injury Prevention

Program	Indicator	Outcomes FY 2011	Change compared to FY 2010 (where Relevant)
<b>Nutrition and Wellness</b>			
	Influencing Policy and Legislation		
	Safe Routes To School:		
	<ul style="list-style-type: none"> <li>◆ Reached 7,935 students working with 12 different schools to provide: walkability/bikeability assessment.</li> </ul>		
	Nutrition:		
	<ul style="list-style-type: none"> <li>◆ Supported the development of the SCC Nutrition Standards Ordinance</li> <li>◆ Implemented the Re-Think Your Drink Initiative in partnership with Kaiser and First 5 conducting more than 100 events and activities reaching over 100,000 youth and families.</li> <li>◆ SCC expanded access to CalFresh Restaurants Meals Program by adding 6 new restaurants over the past year resulting in 8,859 EBT transactions to buy meals and generating \$93,514.76 for the program</li> </ul>		
	FIRST 5 Breastfeeding Grant:		
	<ul style="list-style-type: none"> <li>◆ Provided breastfeeding, education and support to over 8,000 individuals</li> </ul>		
	Childhood Feeding Collaborative:		
	<ul style="list-style-type: none"> <li>◆ Provided training to over 200 physician and other health care providers on Division of Responsibility and how to counsel families on proper feeding practices</li> <li>◆ Provided 15 trainings on Division of Responsibility to over 175 staff from FIRST 5 funded programs, CAL Works counselors and other community-based organizations.</li> <li>◆ Division of Responsibility incorporated into FIRST 5 parenting guidelines-potential reach over 25,000 families</li> <li>◆ Assisted in the development of Division of Responsibility class curriculums for use in WIC programs throughout California. Potential reach in Santa Clara County:30,000 individuals</li> <li>◆ Developed 32 cultural and language appropriate feeding vignettes</li> </ul>		
<b>Tobacco Program</b>			
	% and Number of stores in cities in compliance with State and local storefront signage laws and ordinances that limit storefront advertising that require postings of warnings		
	Compliance with window coverage = 88.2% (195 retailers out of 221)		12.9% increase
	STAKE ACT posting = 93.2% (206 out of 221 retailers)		.5% decrease
	Some retailers cleaned up/ reduced cash registers where stickers must be posted		
	Adopted new policies = 35.7% (5 out of 14 cities/County adopted Conditional Use Permit (CUP) or Tobacco Retail License (TRL)		12.6% increase San Jose and County adopted TRL's
	Enforcement conducted = 85.7% (12 out of 14 cities/County conducted youth decoys)		6.6% decrease; Gilroy and Morgan Hill did not have funds to conduct enforcement
	Number of Apartment complexes adopting smoke free laws		
	333 (*This includes the 316 apartment complexes from the Santa Clara County Multi-Unit Residence Ordinance of 316 and collaboration efforts with Breathe California of 17 apartment complexes.)		Increase of 321 apartment complexes



## Public Health Nurse Regional Services

Program	Indicator	Outcomes FY 2011	Change compared to FY 2010 (where Relevant)
<b>Public Health Nurse Regional Services</b>			
	Total # of unduplicated client referrals	3,843	73 more client referrals than in 2010(3,770)
	Total # of home visits	28,533 (Includes home, office, school, and other site visits)	3,859 more home visits than in 2010 (24,674)

## Public Health Planning & Preparedness

Program	Indicator	Outcomes FY 2011	Change compared to FY 2010 (where Relevant)
<b>Public Health Planning &amp; Preparedness</b>			
	WebEx Risk Communication Presentation	50 participants	
	Emergency Preparedness Educational Materials Distributed	16,077	
	Emergency Preparedness Presentations	4,258	
	Pandemic Influenza CD/DVD Toolkits Distributed County-Wide to Cities, CBOs, FBOs	550	
	ICS/SEMS/NIMS Combination Classes to Public Health Staff and SCVMC, and other hospitals	11 classes 538 participants	
	Emergency Preparedness Exercises:	5	
	<ul style="list-style-type: none"> <li>◆ Statewide Medical Health Tabletop Exercise - Improvised Explosive Device</li> <li>◆ Continuity of Operations Planning Tabletop Exercise for Public Health Leadership Team (Executives and Program Managers)</li> <li>◆ Statewide Medical Health Functional Exercise - Improvised Explosive Device</li> <li>◆ San Jose State University Housing Services Pandemic Influenza Tabletop Exercise (Seminar included)</li> <li>◆ Santa Clara County Hospital Active Shooter Full-Scale Exercise</li> </ul>		

## Public Health Administration

Program	Indicator	Outcomes CY 2011	Change compared to CY 2010 (where Relevant)
<b>Vital Records</b>			
	Number of Birth Certificates Issued	23,472 birth issued	26,615 birth issued
	Number of Death Certificates Issued	67,869 death issued	68,973 death issued



## Emergency Medical Services (EMS) Division

Program	Indicator	Outcomes CY 2011	Change compared to CY 2010 (where Relevant)
<b>Emergency Medical Services (EMS)</b>			
Total Number of EMS System Call Volume:			
	Ground Ambulance Transport	62,369	64,507
	EMS Aircraft Responses	192	176
	EMS Aircraft Transports	110	103
	Interfacility Transports	22,627	44,839
Patients of Specialty Centers			
	Stroke Patients	2,642	
	Trauma Patients	7,619	
	STEMI Patients	423	

## Snapshot of Certain Community Wide Health Indicators

Health Indicator	Santa Clara County	California	U.S.	National Objective Healthy People 2020 (Developmental)
<b>Chronic Disease</b>				
Third graders having experienced tooth decay	72% (Health Trust Needs Assessment, 2001)	71% (2004-05)	N/A	N/A
Obese Adults	17% (2009)(BRFS)	25% (2010)(BRFSS)	28% (2010) (BRFSS)	30.6%
Overweight and Obese Children	10% (2007-08) (CHKS)	N/A	18% (2005-08) (NHANES)	16.1%
Have ever been told has diabetes	7.6% (2009) (BRFS)	8.6% (2010) (BRFSS)	8.7% (2010) (BRFSS)	N/A
<b>Healthy Behavior</b>				
Current Smoker	10% (2009) (BRFS)	12% (2010) (BRFSS)	17% (2010) (BRFSS)	12.0%
<b>Infectious Disease</b>				
TB case rate per 100,000	10.0 (2011)(SCCPHD)	5.8 (2011) (CDPH)	3.4 (2011) (CDC)	1.0
<b>Injury</b>				
Age-Adjusted Deaths (per 100,000 population)				
Unintentional injury deaths	22.1 (2009) (CDPH)	27.5 (2009) (CDPH)	38.4 (2009) (CDC)	36.0
Suicide	7.9 (2009) (CDPH)	9.6 (2009) (CDPH)	12.0 (2009) (CDC)	10.2
<b>Environmental Conditions</b>				
% of Fluoridated Water (to provide optimum level of fluoride to people on public water systems)	21%	32%	69%	79.6%

## Current and Emerging Issues

The Public Health Department engaged multiple internal and external stakeholders to review the health status and health trends within our County. This process resulted in identification of three health priorities, referred to as “winnable battles,” an adaptation of the CDC’s winnable battle framework:

- Obesity Prevention: Increase healthy eating and physical activity to prevent obesity and chronic

diseases;

- Tobacco Use Prevention: Decrease tobacco exposure and use to prevent chronic diseases; and
- Injury Prevention: Promote safety and reduce violence to prevent injuries.



These areas were chosen based on several factors, including (1) impact on morbidity, mortality, disability and quality of life; (2) Department's collective ability and capacity to make a significant impact in a three to five year period; (3) the persistence of health disparities; (4) potential to align with health care reform efforts; and (5) alignment with the National Prevention and Health Promotion Strategy.

The Public Health Department looks forward to the following challenges and opportunities:

- How to sustain our strong Chronic Disease Prevention work in the wake of elimination of current Federal funding;

- How to launch a strategy for Injury and Violence Prevention in the wake of competing County priorities;
- Delivering a Latino Community Health Assessment;
- Initiating work on a Community Health Improvement Plan;
- Launching a march towards National Public Health Accreditation; and
- Building community and medical system resilience and capability for Catastrophic Disaster response.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Epidemiology & Data Management	Yes	Mandated	Allocating resources to conduct an Accreditation Process and a Community Health Profile will assist the Department to focus strategically on services and programs.	▲
Nutrition & Wellness	Yes	Mandated		■
Public Health Laboratory	Yes	Mandated		■
Public Health Preparedness	Yes	Mandated	Adding 0.5 FTE Warehouse Materials Handler will allow the County to better respond to the deployment of disaster-related goods and supplies.	▲
Regional Services	Yes	Mandated		■
HIV/AIDS	Yes	Mandated		■
Emergency Medical Services (EMS)	Yes	Non-Mandated		■
Administration and Support Services	Yes	Required	Allocating resources for education materials and media buys will improve community health promotion.	▲
Adolescent Family Life Program (AFLP)/Cal-Learn	Yes	Mandated		■
Black Infant Health (BIH)	Yes	Mandated		■
California Children's Services (CCS)	Yes	Mandated		■
Child Health and Disability Program (CHDP)	Yes	Mandated	The deletion of a position will have no impact on current client services.	◻
Disease Prevention & Control	Yes	Mandated	Adjusting staffing and services will better address County and Departmental policy and planning.	◻
Immunization (IZ)	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
Immunization Clinic (Adult)	Yes	Mandated	Adjusting staffing and services will better address County and Departmental policy and planning.	▣
Maternal, Child and Adolescent Health (MCAH)	Yes	Mandated		■
Medical Marijuana ID Card (MMIC)	Yes	Mandated		■
Public Health Pharmacy	Yes	Mandated	Reducing funding for services and supplies will have no impact on client services but will have a positive impact on customers for other Departmental critical needs.	▣
Tobacco Control	Yes	Mandated		■
Tuberculosis Control	Yes	Mandated		■
Women Infants & Children	Yes	Mandated		■
Vital Records & Registration	No	Mandated		■
Traffic Safety	Yes	Non-Mandated		■
Childhood Lead Poisoning Prevention	No	Non-Mandated	Deleting a 1.0 FTE Health Education Associate will have an impact on direct client services.	▣

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

## County Executive's Recommendation

The Public Health Department's recommendations will not have a General Fund Impact.

### ▲ Epidemiology & Data Management

**Allocate Resources to Coordinate an Accreditation Process and Quality Assurance:** The Department plans to submit an application for accreditation to the Public Health Accreditation Board (PHAB) in FY 2013 by redirecting existing staff to coordinate the estimated year-long process and provide ongoing support services since data is continuously collected and reported to various stakeholders. This proposal entails an ongoing request of \$95,044 for training, travel, printing, and consultant resources.

**Service Impact:** The accreditation process seeks to advance quality and performance within public health departments across the nation. Accreditation through PHAB provides a means for a department to identify performance improvement opportunities, to improve management, develop leadership, and improve relationships with the community. The process is one that will challenge the health department to think about what business it does and how it does that

business. It will encourage and stimulate quality and performance improvement in the Health Department. The outcome of the accreditation process will benefit all residents of Santa Clara County and will assist the Department to focus strategically on services and programs that are evidence-based and have the highest return on investment at the lowest cost possible.

**Ongoing Cost: \$95,044**

**Allocate Resources to Conduct a Community Health Profile:** The Department will conduct a study of Latino health in Santa Clara County to provide a comprehensive picture of the health of the Santa Clara County health community, relative to other racial and ethnic groups, with a particular focus on obesity, physical activity, nutrition, and safety. The Department anticipates conducting community health profiles on an ongoing basis.

**Service Impact:** The funds will be used to identify research and/or grassroots groups to assist with environmental scans and data collection in select neighborhoods throughout Santa Clara County. Funds will also be used to purchase datasets such as

walkability scores, and neighborhood level/census block crime statistics. Understanding the health needs and assets of the Latino Community in Santa Clara County will help to provide information that can be used to generate solutions to address health disparities, and possible undiagnosed illness that is costly in the long term.

**Ongoing Cost: \$75,000**

**Administration and Support Services**

**Allocate Resources to Enhance Community Health Promotion and Media:** The newly created Health Information Officer has proven to be a highly valuable and critical asset to the Department’s efforts at providing strategic aim to a wide variety of health promotion and/or urgent health issues. The ability to continue to build upon a small communications team is an essential capability tied to the strategic initiatives of the Department. This includes the Latino Health Profile, Chronic Disease Prevention, Injury/Violence Prevention and the Community Health Improvement Plan. It also includes the capability to address frequent media requests and public events. The Department will reallocate services and supplies funding from within the Department for printing of community education materials as well as media buys such as billboards, TV, radio and newspaper ads.

**Service Impact:** The Department will be able to provide strategic communications support to the entire array of Departmental services.

**Ongoing Cost: \$30,000**

**Public Health Preparedness**

**Add 0.5 FTE Warehouse Materials Handler:** This position will maintain, coordinate and sustain Santa Clara County’s Emergency Management Warehouse (EOW). The EOW space is shared between OES, PH, and FAF. The EOW is comprised of emergency supplies that would be necessary in a catastrophic emergency such as a pandemic flu; loss of a hospital; an earthquake etc. The EOW contains approximately \$4.0 million in medical/health assets including pharmaceuticals, supplies for Alternative Care sites, and other supplies.

**Service Impact:** The County Disaster Warehouse is an essential component for the response capability of multiple County departments, including Public Health and OES to meet the needs of citizens in the event of a major disaster. Ongoing management of the warehouse and its inventory is a critical necessity for rapid response, receipt and deployment of disaster related goods and supplies. The Department additionally allocates \$9,420 in services and supplies.

**Position Added: 0.5 FTE  
Ongoing Cost: \$45,072**

**Disease Prevention & Control and Immunization Clinic**

**Staffing and Services Adjustment for Immunization Clinic Program:** The Immunization Clinic provides daily services to mostly adult clients seeking required vaccination for international travel and ongoing support for other adult population needs such as influenza vaccine. The clinic is also a critical asset in times of surge need as was proven during the 2009 H1N1 event. In order to respond to current organizational needs and create efficiently, several positions will be deleted in exchange for the addition of other more relevant positions. This proposal allocates \$20,976 in services and supplies. The following recommendation adjusts staffing resources as follows:

**Summary of Position Changes**

Recommended Action	FTE Change	Fiscal Impact
Delete 1.0 FTE Office Specialist III (Disease Prevention and Control )	(1.0)	(\$79,728)
Delete 0.5 FTE Clinical Nurse III (Immunization Adult)	(0.5)	(\$105,936)
Add new 1.0 FTE Sr. Office Specialist (Immunization Adult)	1.0	\$85,704
Add new 0.5 FTE Public Health Nurse II (Immunization Adult)	0.5	\$81,132
<b>Total</b>	<b>(0.0)</b>	<b>(\$18,828)</b>

**Service Impact:** Adjusting staffing will enable the department to better address issues of both County and departmental policy, planning, and program-specific needs in a strategic and timely manner.

**Net Position Deleted: 0 FTE  
Net Ongoing Cost: \$2,148**  
Savings as a result of Position Costs: \$18,828  
Increase Services and Supplies: \$20,976



## Childhood Lead Poisoning Prevention

**Delete 1.0 FTE Health Education Associate:** This position was held vacant to offset the revenue loss in FY 2012 due to a reduction by the State in the Childhood Lead Poisoning Prevention Program. This action is a budget clean-up item.

**Service Impact:** The deletion of this position will decrease the capacity for outreach and educational services for the community at health fairs and community group presentations.

**Position Deleted: 1.0 FTE**  
**Ongoing Savings: \$0**

## Child Health and Disability Program

**Delete 1.0 FTE Public Health Nurse III and Adjust Revenue and Services & Supplies Funding:** This position provides lead and oversight assistance for periodic health exams to low and moderate income children between the ages of 0-21. Reduction of State revenue of \$110,000 annually necessitates the deletion of this position, however, since the cost of the position exceeds the State revenue loss by \$62,048, the Department proposes to allocate \$10,000 to purchase a web-based service to assist with processing intake/billing forms and allocate \$20,000 for Public Nurse staff development activities.

### Public Health — Budget Unit 410 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
41011	Administration Fund 0001	\$ 14,018,791	\$ 15,542,948	\$ 16,073,733	\$ 16,209,873	\$ 666,925	4.3%
41012	Central Services Fund 0001	39,746,130	44,433,397	45,166,643	45,036,527	603,130	1.4%
41013	Support Services Fund 0001	6,420,557	7,679,032	7,777,601	7,577,601	(101,431)	-1.3%
41014	Ambulatory Care Fund 0001	51,499	1,689	—	—	(1,689)	-100.0%
41015	Emergency Medical Services Fund 0001	4,571,076	4,463,546	5,749,524	5,749,524	1,285,978	28.8%
41016	Region #1 Fund 0001	3,502,120	3,330,355	3,551,674	3,551,674	221,319	6.6%
41017	Region #2 Fund 0001	4,534,678	7,413,467	6,807,076	6,807,076	(606,391)	-8.2%
41018	Region #3 Fund 0001	358	—	—	—	—	—
41019	Region #4 Fund 0001	831	14,422	38	38	(14,384)	-99.7%
41020	Region #5 Fund 0001	2,102,252	229,908	330,985	330,985	101,077	44.0%
41021	Region #6 Fund 0001	1,773	74,754	94	94	(74,660)	-99.9%
2903	Vital Reg Fund 0022	144,250	144,520	144,250	144,250	(270)	-0.2%
<b>Total Net Expenditures</b>		<b>\$ 75,094,315</b>	<b>\$ 83,328,038</b>	<b>\$ 85,601,618</b>	<b>\$ 85,407,642</b>	<b>\$ 2,079,604</b>	<b>2.5%</b>

**Service Impact:** The deletion of this position will have no impact on current client services, since a Public Health Nurse will become a lead position and a Public Health Nurse Manager will assume additional duties.

**Position Deleted: 1.0 FTE**  
**Net Ongoing Savings: \$22,264**  
Savings as a result of Position Costs: \$64,048  
Increase Services and Supplies: \$30,000

## Public Health Pharmacy and Administration

**Reduce \$200,000 in Public Health Pharmacy and \$25,000 in Public Health Administration**

**Service Impact:** Reducing \$225,000 in services and supplies will have a positive impact on customers as it reallocates funds into the Department's other critical proposals. There will not be an impact to Public Health Pharmacy since this program has adequate funding to meet its needs.

**Ongoing Savings: \$225,000**

### Public Health — Budget Unit 410 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
41011	Administration Fund 0001	\$ 14,993,670	\$ 16,604,466	\$ 16,296,950	\$ 16,433,090	\$ (171,376)	-1.0%
41012	Central Services Fund 0001	41,994,322	45,273,677	46,506,923	46,376,807	1,103,130	2.4%
41013	Support Services Fund 0001	6,713,314	8,061,882	8,103,541	7,903,541	(158,341)	-2.0%
41014	Ambulatory Care Fund 0001	51,499	1,689	—	—	(1,689)	-100.0%
41015	Emergency Medical Services Fund 0001	4,928,595	4,614,193	5,900,171	5,900,171	1,285,978	27.9%
41016	Region #1 Fund 0001	3,507,537	3,330,355	3,551,674	3,551,674	221,319	6.6%
41017	Region #2 Fund 0001	4,539,791	7,413,467	6,807,076	6,807,076	(606,391)	-8.2%
41018	Region #3 Fund 0001	358	—	—	—	—	—
41019	Region #4 Fund 0001	831	14,422	38	38	(14,384)	-99.7%
41020	Region #5 Fund 0001	2,105,425	229,908	330,985	330,985	101,077	44.0%
41021	Region #6 Fund 0001	1,773	74,754	94	94	(74,660)	-99.9%
2903	Vital Reg Fund 0022	144,250	144,520	144,250	144,250	(270)	-0.2%
<b>Total Gross Expenditures</b>		<b>\$ 78,981,364</b>	<b>\$ 85,763,333</b>	<b>\$ 87,641,702</b>	<b>\$ 87,447,726</b>	<b>\$ 1,684,393</b>	<b>2.0%</b>

### Public Health — Budget Unit 410 Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 48,335,650	\$ 50,078,724	\$ 51,574,926	\$ 51,345,510	\$ 1,266,786	2.5%
Services And Supplies	30,242,163	35,540,359	35,922,526	35,957,966	417,607	1.2%
Fixed Assets	181,801	—	—	—	—	—
Operating/Equity Transfers	221,750	144,250	144,250	144,250	—	—
<b>Subtotal Expenditures</b>	<b>78,981,364</b>	<b>85,763,333</b>	<b>87,641,702</b>	<b>87,447,726</b>	<b>1,684,393</b>	<b>2.0%</b>
Expenditure Transfers	(3,887,049)	(2,435,295)	(2,040,084)	(2,040,084)	395,211	-16.2%
<b>Total Net Expenditures</b>	<b>75,094,315</b>	<b>83,328,038</b>	<b>85,601,618</b>	<b>85,407,642</b>	<b>2,079,604</b>	<b>2.5%</b>

### Public Health — Budget Unit 410 Revenues by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
41011	Administration Fund 0001	\$ 5,125,638	\$ 4,917,342	\$ 4,849,072	\$ 4,849,072	\$ (68,270)	-1.4%
41012	Central Services Fund 0001	31,442,135	36,989,812	36,707,775	36,513,799	(476,013)	-1.3%
41013	Support Services Fund 0001	8,311,412	7,583,039	7,591,655	7,591,655	8,616	0.1%
41014	Ambulatory Care Fund 0001	2	—	—	—	—	—
41015	Emergency Medical Services Fund 0001	3,052,384	4,649,976	4,763,774	4,763,774	113,798	2.4%



## Public Health — Budget Unit 410

### Revenues by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
41016	Region #1 Fund 0001	2,062,204	3,429,954	3,429,954	3,429,954	—	—
41017	Region #2 Fund 0001	—	—	102,000	102,000	102,000	—
41018	Region #3 Fund 0001	240	—	—	—	—	—
2903	Vital Reg Fund 0022	154,250	129,736	144,250	144,250	14,514	11.2%
<b>Total Revenues</b>		<b>\$ 50,148,266</b>	<b>\$ 57,699,859</b>	<b>\$ 57,588,480</b>	<b>\$ 57,394,504</b>	<b>\$ (305,355)</b>	<b>-0.5%</b>

## Administration Fund 0001 — Cost Center 41011

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	43.0	\$ 15,542,948	\$ 4,917,342
Board Approved Adjustments During FY 2012	-1.0	(392,561)	2,200
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	3.0	259,406	—
Internal Service Fund Adjustments	—	467,780	(70,470)
Other Required Adjustments	—	196,160	—
Subtotal (Current Level Budget)	45.0	\$ 16,073,733	\$ 4,849,072
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages			
1. Allocate Resources in Assessment/Planning/Policy Division for PH Accreditation and Quality Assurance	—	95,044	—
◆ The Department plans to submit an application for accreditation to the Public Health Accreditation Board (PHAB) in FY 2013 by redirecting existing staff to coordinate the estimated year-long process and provide ongoing support services since data is continuously collected and reported to various stakeholders.			
2. Allocate Resources in Assessment/Planning/Policy Division for Community Health Profiles	—	75,000	—
◆ The Department will conduct a study of Latino health in Santa Clara County to provide a comprehensive picture of the health of the Santa Clara County health community, relative to other racial and ethnic groups, with a particular focus on obesity, physical activity, nutrition, and safety. The Department anticipates conducting community health profiles on an ongoing basis.			
3. Reallocate Resources in Communications for Community Health Promotion and Media Efforts	—	30,000	—
◆ Reallocate services and supplies funding from within the Department for printing of community education materials as well as media buys such as billboards, TV, radio and newspaper ads.			
4. Allocate Resources in Warehouse Operations for Preparedness Warehouse Supply Management	0.5	45,072	—
◆ Add 0.5 FTE Warehouse Materials Handler to maintain, coordinate, and sustain Santa Clara County's Emergency Management Warehouse and ongoing funding in services and supplies.			
Subtotal (Recommended Changes)	0.5	\$ 245,116	\$ —
<b>Total Recommendation</b>	<b>44.5</b>	<b>\$ 16,209,873</b>	<b>\$ 4,849,072</b>
<b>Vital Registration Fund (Fund Number 0022)</b>			
FY 2012 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2012	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—



### Administration Fund 0001 — Cost Center 41011 Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ —	\$ —

### Central Services Fund 0001 — Cost Center 41012 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	264.5	\$ 44,433,397	\$ 36,989,812
Board Approved Adjustments During FY 2012	6.0	282,828	(282,037)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	4.5	1,630,643	—
Internal Service Fund Adjustments	—	(408,183)	—
Other Required Adjustments	—	(772,042)	—
Subtotal (Current Level Budget)	275.0	\$ 45,166,643	\$ 36,707,775
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Reallocate Resources in Disease Control and Immunization Clinic for Flexible Staffing in Disease Control & Prevention	—	2,148	—
◆ Delete 1.0 FTE Office Specialist III and 0.5 FTE Clinical Nurse III and Add 1.0 FTE Sr. Office Specialist and 0.5 FTE PH Nurse II to provide flexibility for staffing the different areas in Disease Control & Prevention.			
2. Reduce Resources in Lead Paint Program	—	—	(83,976)
◆ Delete 1.0 FTE Health Education Associate in the Childhood Lead Prevention Program to offset the loss of revenue.			
3. Reduce Resources in Childhood Health Disabilities Program	-1.0	(132,264)	(110,000)
◆ Delete 1.0 FTE PH Nurse III in the Childhood Health Disability to offset the loss of revenue.			
Subtotal (Recommended Changes)	-1.0	\$ (130,116)	\$ (193,976)
<b>Total Recommendation</b>	274.0	\$ 45,036,527	\$ 36,513,799

### Support Services Fund 0001 — Cost Center 41013 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	20.5	\$ 7,679,032	\$ 7,583,039
Board Approved Adjustments During FY 2012	—	(42,455)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	83,108	—
Internal Service Fund Adjustments	—	79,999	8,616



### Support Services Fund 0001 — Cost Center 41013 Major Changes to the Budget

	Positions	Appropriations	Revenues
Other Required Adjustments	—	(22,083)	—
Subtotal (Current Level Budget)	20.5	\$ 7,777,601	\$ 7,591,655
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Reduce Funding in Public Health Pharmacy and Administration	—	(200,000)	—
◆ Reduction in Public Health Pharmacy and Administration will fund the Department's other priority needs.			
Subtotal (Recommended Changes)	—	\$ (200,000)	\$ —
<b>Total Recommendation</b>	20.5	\$ 7,577,601	\$ 7,591,655

### Ambulatory Care Fund 0001 — Cost Center 41014 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	—	\$ 1,689	\$ —
Board Approved Adjustments During FY 2012	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(1,689)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</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 2012 Approved Budget	23.5	\$ 4,463,546	\$ 4,649,976
Board Approved Adjustments During FY 2012	0.5	529,803	(1,588,500)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-1.9	172,555	—
Internal Service Fund Adjustments	—	1,063,802	1,702,298
Other Required Adjustments	-0.1	(480,182)	—
Subtotal (Current Level Budget)	22.0	\$ 5,749,524	\$ 4,763,774
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	22.0	\$ 5,749,524	\$ 4,763,774



### Region #1 Fund 0001 — Cost Center 41016 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	8.5	\$ 3,330,355	\$ 3,429,954
Board Approved Adjustments During FY 2012	-1.0	(30,079)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	2.5	291,563	—
Internal Service Fund Adjustments	—	(43,640)	—
Other Required Adjustments	—	3,475	—
Subtotal (Current Level Budget)	10.0	\$ 3,551,674	\$ 3,429,954
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	10.0	\$ 3,551,674	\$ 3,429,954

### Region #2 Fund 0001 — Cost Center 41017 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	57.5	\$ 7,413,467	\$ —
Board Approved Adjustments During FY 2012	—	189,244	102,000
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-8.0	(933,642)	—
Internal Service Fund Adjustments	—	(7,110)	—
Other Required Adjustments	—	145,117	—
Subtotal (Current Level Budget)	49.5	\$ 6,807,076	\$ 102,000
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	49.5	\$ 6,807,076	\$ 102,000

### Region #4 Fund 0001 — Cost Center 41019 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	—	\$ 14,422	\$ —
Board Approved Adjustments During FY 2012	—	(14,168)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(216)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 38	\$ —





**Region #4 Fund 0001 — Cost Center 41019**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 38	\$ —

**Region #5 Fund 0001 — Cost Center 41020**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	—	\$ 229,908	\$ —
Board Approved Adjustments During FY 2012	—	102,472	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	102,472	—
Internal Service Fund Adjustments	—	(1,395)	—
Other Required Adjustments	—	(102,472)	—
Subtotal (Current Level Budget)	—	\$ 330,985	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 330,985	\$ —

**Region #6 Fund 0001 — Cost Center 41021**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	—	\$ 74,754	\$ —
Board Approved Adjustments During FY 2012	—	(74,148)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	6,661	—
Internal Service Fund Adjustments	—	(512)	—
Other Required Adjustments	—	(6,661)	—
Subtotal (Current Level Budget)	—	\$ 94	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 94	\$ —

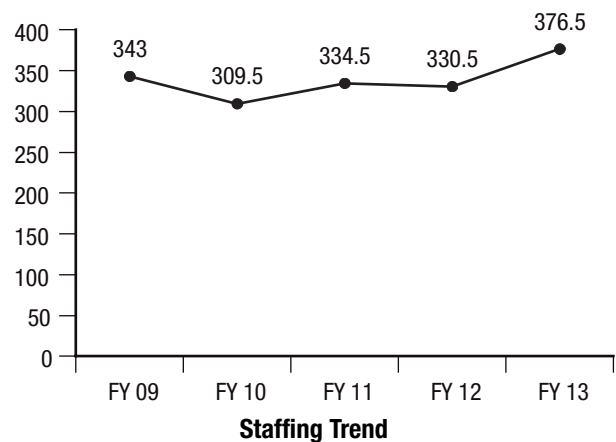
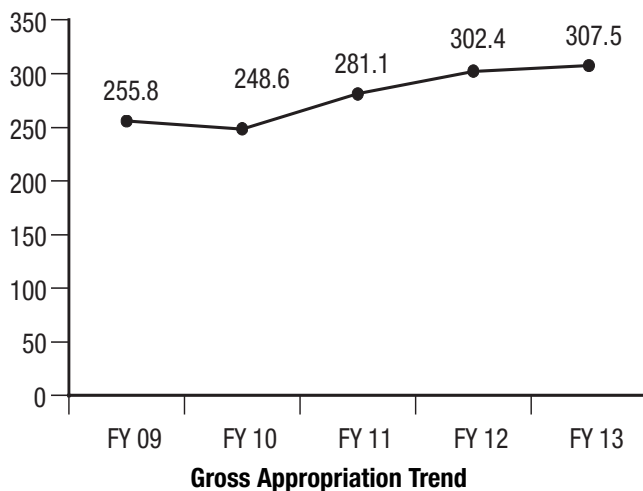
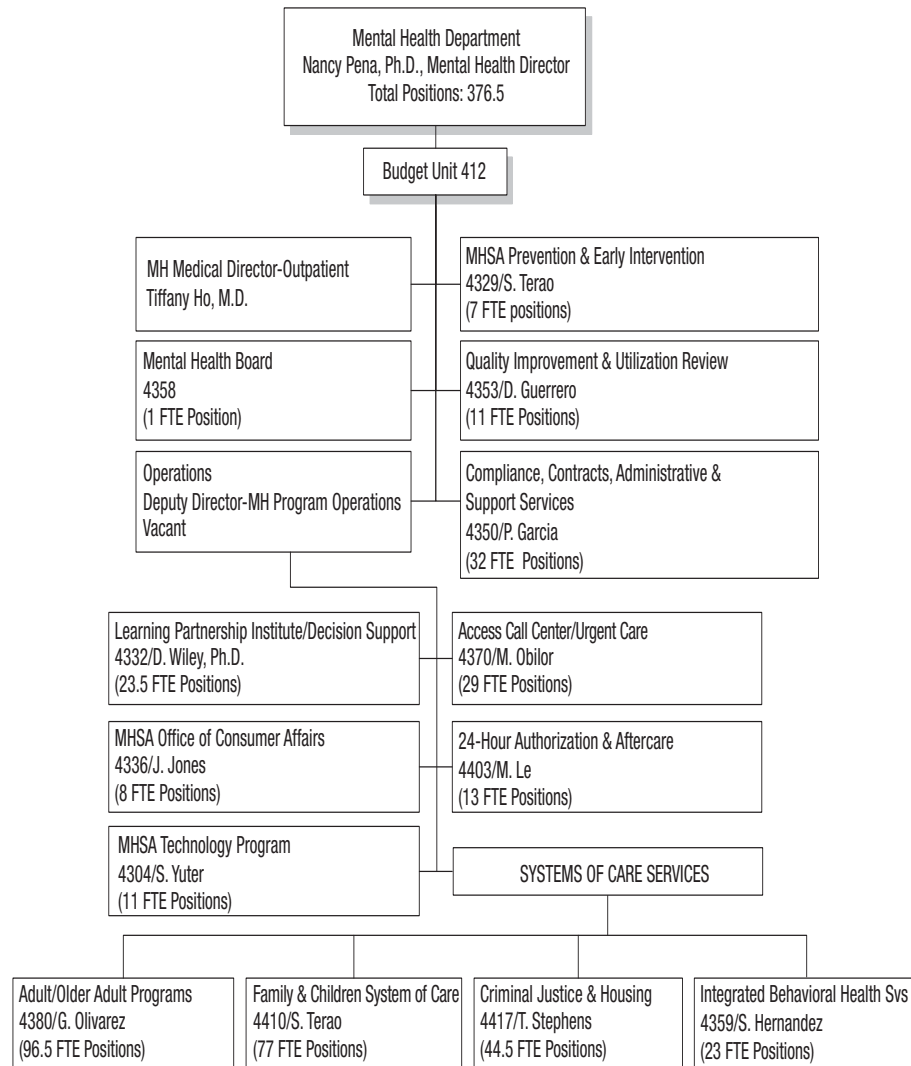


**Vital Reg Fund 0022 — Cost Center 2903**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Vital Registration Fund (Fund Number 0022)</b>			
FY 2012 Approved Budget	—	\$ 144,520	\$ 129,736
Board Approved Adjustments During FY 2012	—	—	14,514
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(270)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 144,250	\$ 144,250
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 144,250	\$ 144,250



# Mental Health Department



Section 4: Santa Clara Valley Health & Hospital System



## Public Purpose

- ➔ **Healthy Community**
- ➔ **Individual Well-being and Achievement of Personal Goals**
- ➔ **Safe Community**



## Description of Major Services

The Mental Health Department (MHD) currently serves an estimated 23,000 residents per year through a network of County-operated and contracted services located throughout the County. Those eligible for services include; child and adult Santa Clara County Medi-Cal beneficiaries in need of specialty mental health services; child and adult county residents who are provided involuntary psychiatric treatment through the County operated Emergency Psychiatric Services (EPS) and inpatient psychiatric services; adults and children in County-operated custody settings; eligible Special Education students with specific mental health conditions; and low income county residents without mental health insurance who experience serious psychiatric conditions.

The MHD is funded through several sources of Federal, State, and local funds. As the managed care plan administrator for Medi-Cal mental health services, a significant proportion of funding comes from Federal Medicaid reimbursement for services provided to Medi-Cal beneficiaries, which is reimbursed at approximately 50% of costs. The second major source of funding comes from State Realignment funds, which are tax revenues distributed to counties by the State specifically for public mental health services. A third source of funding is tax revenues 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 general funds approved by the Board of Supervisors.

Services are organized by three major divisions: Family and Children's Services; Adult and Older Adult Services; Integrated Behavioral Health; and Acute Psychiatric Services. Each division provides an array of services for specific populations.

### Family & Children Services

The Family and Children Services Division (F&C) serves children, adolescents, young adults and their families, ages 0-25 who are experiencing social-emotional and behavioral concerns. Services are provided by five (5) County sites and nineteen (19) contract agency programs. The Family & Children Services Division provides outpatient care and programs specific to the unique needs of children and their families. Services are provided that respect cultural values and the natural support systems of youth and families and address children and family behavioral health problems in the least restrictive, most family-like context possible. Services in the Family and Children Division include:

- Prevention and Early Intervention
- FIRST 5 System of Care - Developmental screening, assessment, home visitation, therapy

- Outpatient assessment, treatment and case management
- School-based and classroom-based mental health services and consultation
- School-based and residential day treatment
- Community-based Wraparound and Therapeutic Behavioral Services (alternatives to residential treatment)
- Full Service Partnership (FSP)
- Juvenile Hall and Ranch mental health services
- Emergency evaluation
- Mobile Crisis
- Psychiatric hospitalization
- Educationally Related Mental Health Services (ERMHS)

Every effort is made by the F&C Division to ensure that children and families most in need receive services. Priority is given to children and youth with Medi-Cal, Healthy Families and Healthy Kids insurance and for those children identified as seriously emotionally disturbed (SED).

### **Prevention and Early Intervention (PEI)**

On November 2, 2004, California voters passed Proposition 63, now referred to as the Mental Health Services Act or MHSA, establishing new tax revenues to expand and improve local public mental health systems. The following services and supports were made available in Fiscal Years 2011 and 2012 to address the social-emotional/behavioral needs of children and families:

- Outreach and Education to Ethnically and Culturally Underserved Communities
- “Reach Out and Read” age appropriate books to support young child development
- Nurse Family Partnership
- Positive Parenting Program (Triple P)
- Raising Early Awareness Creating Hope (REACH) Program

- Prevention and Early Intervention Services for New Refugees

The County's PEI plan allocates approximately \$6 million annually for services to children and youth in four geographic areas of high risk. In FY 2012 the MHD completed detailed plans for the four "Investment Communities" and released four (4) Requests for Proposal (RFP) services scheduled to be available in summer 2012. In addition, the MHD implemented several one-time projects and planning processes that were consistent with and complimentary to the County's PEI plan:

- Completion and implementation of a Suicide Prevention Strategic Plan;
- Supported a countywide initiative to revitalize the School linked Services program;
- Implemented pilot programs in the East Side Union High School and the San Jose Unified School Districts;
- Expanded school-wide academic and behavioral supports

### **Child and Youth Community Behavioral Health Programs**

Outpatient and school-based services are provided by both County and contract agencies in all regions of the County for children, youth, and young adults ages 0-25. In partnership with FIRST 5 Santa Clara County, the KidConnections Network is available to families with children ages 0-5 and provides developmental screening, comprehensive social-emotional/behavioral assessments, home visitation and therapeutic services. School-based and day treatment services are available for children ages 6 and older and provided in several school or clinic settings. Mental Health providers coordinate services offered in cooperation with the Social Services Agency, Juvenile Probation Department and School District Special Education Departments (ERMHS).

### **Children's System of Care**

Santa Clara County is a Children's System of Care County. Intensive Wraparound services are provided to Medi-Cal eligible court wards and dependents. The goals of service are to reduce out-of-home placements, maintain family and foster care stability, and eliminate the return to Juvenile Hall or psychiatric hospitalization. In addition, Full Service Partnership (FSP), a

comprehensive program that combines critical core services within a Wraparound model is available to children and youth ages 0-25. The FSP program incorporates elements from the Transition to Independence Model (TIP) and includes family-centered services, mental health, and other services/supports to support the youth and family.

### **Intensive Services Program**

Intensive Services include liaison to emergency and hospital services, services provided to institutionalized youth in the Child Welfare System, Juvenile Hall, to youth in residential group homes and to youth receiving intensive case management services. These services also include the multi-agency Resources and Intensive Services Committee (RISC), which reviews requests for, and monitors youth placed in, the intensive residential care system. Wraparound services are provided to court wards, dependents at risk of, or returning from, out-of-home placement.

### **Mobile Crisis**

The Child and Adolescent Mobile Crisis Program (CACP) provided by EMQ Families First provides multilingual, multicultural, community-based crisis assessment and intervention to children and adolescents who are suicidal, in acute psychological crisis, or who are acting out dangerous behaviors toward themselves or others. CACP is a 24 hour, 7 day a week mobile crisis intervention resource and ensures language capability around the clock.

### **Adult & Older Adult Services**

The Adult & Older Adult Services Division provides outpatient care and a specialized array of programs specific to the needs of Adults and older Adults with serious mental illness. Services in the Adult and Older Adult System of Care include:

- Services for Seriously Mentally Ill Adults and Older Adults
- 24-Hour Care
- Urgent Care
- Custody Specific
- Specialized Older Adult Services

### **■ Services for Homeless Individuals**

The Division strives to provide high quality mental health services to individuals of a wide variety of cultural and ethnic backgrounds.

### **Services for Seriously Mentally Ill Adults and Older Adults**

County and Contract Outpatient services provide crisis intervention, assessment, evaluation, case management and treatment services; group, individual and family therapy; and medication management services. Services are provided at a selected number of local community counseling agencies throughout the county.

Full Service Partnerships (FSP) serves Adults 26 to 59 years of age and Older Adults 60 years and above. This program provides AB 34-type services that employ 'whatever it takes' recovery models, and use methods and interventions that are person-centered and strength-based.

The Central Wellness & Benefits Center is a Mental Health Act-funded program in Santa Clara County that provides ongoing medication services to individuals that are uninsured. The goal of the Central Wellness & Benefits Center is to assist residents with benefits in order to link them to more extensive mental health outpatient services within Santa Clara County.

### **24-Hour Care**

The MHD oversees a residential continuum of care that includes crisis residential services, Institutes for Mental Disease (IMD) and State hospitalization services. A 24-Hour Care Unit is responsible for coordinating intakes and discharges, and assists those being discharged from residential settings with transition to a placement within the community.

Institutes for Mental Disease (IMD) provide locked skilled nursing care for residents requiring a longer term program to regain stability. All residents in IMDs are placed under conservatorship, and their progress is followed by a special 24-Hour Care Service Team.

State Hospital Placement is locked facility care reserved for individuals displaying such severe symptoms of mental illness that they are unmanageable in IMDs.

Crisis Residential is for individuals in crisis who are in need of round-the-clock care on a short-term basis; crisis residential offers an alternative to hospitalization.



### Older Adult Services

To help older adults with mental illness live successfully in the community, the Older Adult Team works with seniors and their families who need help coping with typical problems that arise with aging such as depression, anxiety, relationship conflicts and difficulties coping with loss and other life changes.

### Homeless Outreach Program

The Homeless Outreach Program provides street outreach, screening, assessment, rehabilitative skills training, case management, referrals and housing programs that increase participants' mental stability, improve their health, and help them locate safe and affordable housing.

### Integrated Behavioral Health Services

For the past two years the MHD has been developing outpatient mental health services within Valley Medical Center Ambulatory clinics. Currently services are provided to patients of Sunnyvale, East Valley, Milpitas and Gilroy clinics. In FY 2013 this new model of service will be expanded to several community-based Federally Qualified Health Centers (FQHCs). Services include psychiatric consultation, evaluation, medication management, and clinical therapy services. The purpose of this new line of behavioral health service is to provide mental health care within the context of primary care medical settings to those patients who have episodic depression and anxiety; or other mental health symptoms that are conducive to treatment in primary care medical care settings.

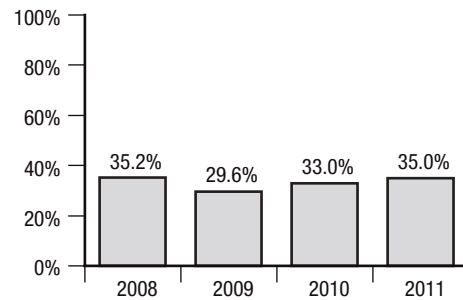
### Urgent Care and Central Wellness and Benefits Clinic (CWBC)

The new Integrated Behavioral Health Services (IBHS) Division also manages the Mental Health Urgent Care, a service that offers walk-in outpatient services for Santa Clara County residents who are experiencing a mental health crisis, in order to reduce involuntary hospitalization, psychiatric emergency room visits and incarceration. Also, the CWBC provides short-term psychiatric care, limited case management and benefit assistance services to individuals who do not have insurance or the financial means to pay for services.

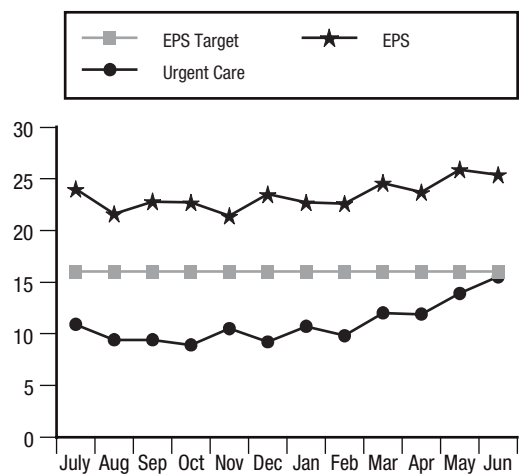
### Acute Psychiatric Services

Acute Psychiatric Services includes inpatient and emergency psychiatric services provided through Santa Clara Medical Center (SCVMC), including Emergency

Psychiatric Services (EPS) and the Barbara Arons Pavilion (BAP, the locked acute psychiatric unit) as well as State and private hospital placements.



Trend in EPS Unduplicated Episodes and Readmissions



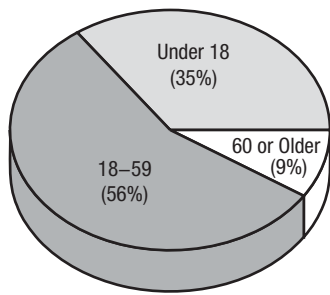
Emergency Psychiatric Services & Urgent Care Average Daily Census

### System Capacities

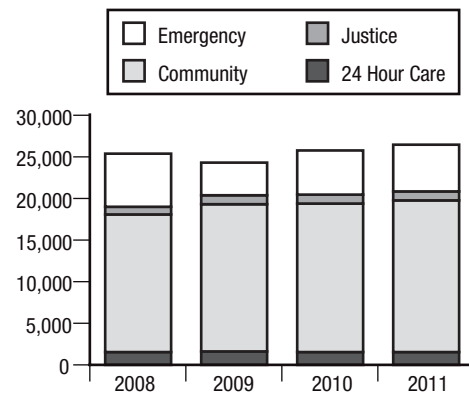
In FY 2011, the MHD served approximately 23,000 consumers. Of the total, 35% are under the age of 18, 56% are between 18 and 59, and 9% are 60 or older. The number of consumers being seen in community-based services continues to increase as a result of changes in capacity related to the implementation of MHSA funded programs.

Section 4: Santa Clara Valley Health & Hospital System





Some of the residents served by the Mental Health Department are served through multiple programs during the course of a year. For example, a client could visit EPS, have an inpatient stay, and receive outpatient services in one year. The following chart depicts the services within the Department (EPS, 24-Hour Care, justice and community services) and the number of residents within those areas who received multiple treatments:



## Current and Emerging Issues

Several emerging areas of system of development are planned for the current and next fiscal year:

### School Linked Services (SLS) Implementation

In FY 2012, the Board of Supervisors approved a plan to implement a new model of School Linked Services (SLS). This plan will be implemented in FY 2013 and will be administered by the MHD. This new initiative involves 23 distinct entities comprised of ten school districts and 13 service agencies or departments. The plan will implement coordinated service delivery on school campuses and in the community to students and families of ten of the highest need districts in the county. It is expected that the MHD will bring forward additional requests and status reports as the SLS is implemented in FY 2013.

### Individual Education Plan (IEP) Related Services

Due to the repeal of AB 3632 (which, delegated to the counties the State's responsibility for provision of mental health services under the Federal Individuals with Disabilities and Education Act) and the return of responsibility for IEP-related mental health care back to the 33 school districts of the County, the MHD continues to work with providers and education stakeholders to insure a smooth transition of this responsibility. As the MHD proceeds with this transition, there has been a need to reconsider how the

MHD will interface with the Special Education system. This may result in modifications of contracted or county operated services. The MHD plans to provide updates and recommendations to the County Executive and the Board of Supervisors regarding the status of these particular services to the approximately 250 students currently served by MHD providers.

### Crisis and Inpatient Services

The MHD has proposed to remove the current Crisis Stabilization service provided through the Emergency Psychiatric Service (EPS) from the Santa Clara Valley Medical Center license in FY 2013. The plan is for the program to remain basically as it is in terms of staffing, but to be operated solely by the MHD. The program will continue to provide psychiatric evaluations, but outside of the hospital emergency room setting, thus allowing for more programmatic flexibility. The MHD will be exploring the feasibility of providing "psychiatric hold" evaluation and crisis intervention programs in various geographic areas of the county. Options will be developed and presented to the Board of Supervisors through the Health and Hospital Committee (HHC) over the coming year.



## Public Safety Realignment Program - AB 109 Community Corrections Partnership

As the new prison reform initiative progresses in the County, the MHD will continue to work with County and community stakeholders to develop a system of re-entry services and custody alternative options that will yield optimal rehabilitation results. The MHD expects to bring forward status reports and potential service expansion requests in FY 2013.

## Older Adult System Development

The MHD will be convening an Older Adult Planning Task Force and a Senior Advisory Committee to work on implementation of the Mental Health Older Adult Summit implementation plan. The MHD will provide updates and status reports on this important new initiative in FY 2013.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Acute/Emergency Psychiatric Services	Yes	Mandated		■
Mental Health Services Act	No	Mandated		■
Specialized Outpatient (Family and Children's Services)	Yes	Mandated	<p>As a result of State budget reductions, the Department will restructure the service system to special education students by redirecting the current 9.5 FTE staff to provide Medi-Cal services only, by reducing Educationally-Related Mental Health Services (ERMHS) with contract agencies, and by redirecting contracted services to children with Medi-Cal benefits through the new School Linked Services initiative.</p> <p>The Federal Family Wellness Court (FWC) grant expires on 09-30-12. The Department will work with the FWC partners to maintain the FWC services through alternative service options.</p> <p>There are no impacts to the services provided to the residents of Santa Clara County.</p>	▣
Adult Outpatient Services	Yes	Mandated		■
Residential Treatment	Yes	Mandated		■
Day Rehabilitation	Yes	Mandated		■
24-Hour Care/Community Placement	Yes	Mandated		■
Foster Care Services	Yes	Mandated		■
Legal Advocacy	Yes	Mandated		■
JPD Hall/Ranches	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
CalWORKs Outpatient	No	Mandated	The transfer of the Health Alliance Administration Unit from the Department of Alcohol and Drug Services (DADS) to the Mental Health Department (MHD) will provide continued administrative oversight of the CalWorks programs operated jointly with SSA, DADS and MHD. There is no impact to client services.	▣
Adult/Older Adult Inpatient	Yes	Mandated		■
Residential Day Treatment	Yes	Mandated		■
Wraparound	Yes	Mandated		■
Call Center	Yes	Mandated		■
Managed Care	Yes	Mandated		■
Vocational Services	Yes	Mandated		■
Family/Children Inpatient	Yes	Mandated		■
State Hospital	Yes	Mandated		■
IMD/SNF/OBS	Yes	Mandated		■
Disaster Response	Yes	Mandated		■
QI/Research	Yes	Mandated	The Data Integration and Evaluation Team will improve the County's ability to identify residents' needs and to evaluate the effectiveness of County services.	▲
School Day Treatment	less than 5%	Mandated		■
Supplemental RCF Beds	Yes	Non-Mandated		■
Self-Help	Yes	Non-Mandated		■
Suicide Prevention	Yes	Non-Mandated		■
Supported Housing	Yes	Non-Mandated		■
Drug Treatment Court	Yes	Non-Mandated	The State Parolee Re-entry grant expires on 09-30-12. Services under this specific program will be discontinued and residents will be referred to other Mental Health Department programs.	▣
Public Safety Realignment Program- AB 109	No	Mandated	The addition of 5.5 FTE will allow for expansion of AB 109-funded mental health services to adult residents re-entering the community.	▲

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
Department of Alcohol and Drug Services Valley Care II	Yes	No	The addition of 4.0 FTE in the Mental Health Department (MHD) will fulfill the needs of the Valley Care II population currently served through the Department of Alcohol and Drug Services (DADS). The intent is to leverage the existing managed care expertise and resources of the MHD rather than developing a new managed care infrastructure within DADS.	■
Administration and Support Services	Yes	Required	The addition of 2.0 FTE to the Contracts Unit will allow for resources to conduct formal/informal vendor solicitations and execute various contracts and agreements, along with the addition of 1.0 FTE that will provide administrative support for the reinstitution of the School Linked Services (SLS) model.	▲

Impact on Current Level of Service:

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

## County Executive's Recommendation

### Specialized Outpatient (Family and Children's Services)

**Restructure the Mental Health Department's (MHD) System for Special Education Students:** The MHD has observed a 40% (from 500+ to 300+) drop in referrals for services from school districts due to changes in FY 2012, where the State Legislature shifted responsibility for provision of the mental health services to special education students that are entitled to receive services under the Individuals with Disabilities Education Act (IDEA). It is anticipated that school districts will choose not to contract with the County for services in FY 2013, or will contract for significantly reduced services, thus the MHD will restructure services and redirect 9.5 FTE Case Manager positions and contract capacity to Medi-Cal eligible children and adolescents.

**Service Impact:** The MHD will continue to offer services to special education students and critical services to Medi-Cal youth referred by the school districts. The goal

is to reduce disparities in access to services by targeting the underserved children and adolescent Medi-Cal beneficiaries referred by the school districts.

**Total Cost: \$0**

Reduce State Mandated Revenue: \$6,743,957  
 Increase Revenue: \$6,406,759  
 (Medi-Cal and Early Periodic Screening, Diagnosis & Treatment Revenue)  
 Reduce Contract Service with the School District: \$337,198

### CalWORKs Outpatient

**Transfer 3.0 FTE positions from Department of Alcohol and Drug Services (DADS) to the Mental Health Department (MHD):** The CalWORKS mental health and substance abuse treatment system is being transferred to Mental Health to take advantage of the Short-Doyle Medi-Cal reimbursement system. The positions being transferred consist of 1.0 FTE Health Care Program Analyst II, 1.0 FTE Administrative Assistant and 1.0 FTE Sr. Health Care Program Manager.

Twenty-five percent of the staff time will be funded by Social Services Agency (SSA) CalWORKs funds and continue providing the administrative oversight of CalWORKs programs operated jointly with SSA, DADS and MHD. The remaining seventy-five percent of staff time will be allocated to Mental Health Services



Administration (MHSA) Administration, data collection and program implementation and management.

**Service Impact:** The transfer of staff to MHD will improve the overall administrative support of the CalWORKs program and the provision of mental health services to CalWORKs recipients moving toward self-sufficiency and job attainment.

**Positions Added: 3.0 FTE**

**Total Savings: \$125,687**

Total Expenditures Increased: \$642,260

Total Reimbursements Increased: \$767,947

Corresponding Costs are Reflected in BU 417 DADS

## ▲ QI/Research

### **Add Resources to Improve the County's Ability to Identify Resident's Needs and Evaluate the Effectiveness of County Services:**

The Department will utilize funding from Destination Home to identify the highest users and who among the homeless are disproportionately utilizing County services. Once identified, MHD will track the efficacy of interventions including permanent supportive housing.

**Service Impact:** The County will meet the data integration and evaluation needs of three to four County initiatives: 1) MHD's High-User Initiative; 2) The Initiative to End and Prevent Chronic Homelessness; 3) Mental Health Services Act Innovation Project (Multi-Agency Pilot); and potentially 4) Public Safety Realignment - AB 109 Program.

**Total Cost: \$0**

**Increase Revenue: \$100,000**

**Increase Expenses: \$100,000**

(Contract and Professional Services: \$50,000 and Salaries without Benefits: \$50,000)

## ▣ Drug Treatment Court

**Expiration of the Family Wellness Court Grant and The Parolee Re-entry Grant:** The Family Wellness and Parolee Re-entry Grants will expire September 2012. These grants provide services to individuals in the criminal justice system. The loss of reimbursement from the grant will be replaced by Medi-cal revenue.

**Background:** The Family Wellness Court Grant provides services to parents with young children who are involved in the dependency system. Services include developmental assessments, counseling to parents and contract funding for parent mentor services.

The Parolee Re-entry Grant provides funding to two community-based organizations, Gardner and Insight, for mental health counseling services to parolees involved in the Superior Court Mental Health Court.

**Service Impact:** The MHD will work with Family Wellness Court partners to maintain the Family Wellness Court services through redirection of MHD positions from the Family and Children's Divisions to provide the needed services. The costs of the positions will be offset by Medi-Cal revenues.

Services to residents in the Parolee Re-entry grant will be discontinued and referred to other MHD programs, depending on their insurance and/or funding eligibility.

**Total Cost: \$0**

Loss of Cost Reimbursement (cost center 4576): \$92,709

Increase Medi-Cal Revenue (cost center 4350): \$88,074

Reduce Services and Supplies (cost center 4350): \$4,635

For Corresponding Actions see BU 501 Social Services Agency

## ▲ Public Safety Realignment Program- AB 109

**Expand Existing Public Safety Realignment - AB 109 Mental Health Services to Adults Re-entering the Community.** The Department will add 4.5 FTE positions to provide outpatient support and redirect under-utilized contract services funding for outpatient treatment to transitional housing units, supported shelter services and day socialization services.

### Summary of Positions Added

Job Code	Job Class	FTE	Amount
P67	Rehabilitation Counselor	1.0	\$105,900
Y41	Psychiatric Social Worker II	1.0	\$110,988
D2J	Mental Health Peer Support Worker	2.0	\$149,760
C83	Health Care Program Manager	0.5	\$65,448
<b>Total</b>		<b>4.5</b>	<b>\$432,096</b>

In addition, the Department will reimburse Santa Clara Valley Medical Center (SCVMC) for services provided by 1.0 FTE Psychiatrist III (see BU921 for corresponding actions).



**Service Impact:** Expansion and service level changes of mental health services will help the reentry residents acquire skills to increase self-reliance. The focus of treatment will be to assist consumers in developing better coping skills resulting in fewer hospitalizations and lower rates of recidivism.

**Total Cost: \$0**

**Positions Added: 4.5 FTE**

Cost of Positions: \$432,096

Reduce Expenses: \$432,096

For Corresponding Actions see BU921 SCVMC

## Department of Alcohol & Drug Services Valley Care II

**Add 4.0 FTE to Work in Partnership with the Department of Alcohol and Drug Services (DADS) to Fulfill Requirements Associated with the Valley Care II Population:** In order to utilize the current Mental Health Department's (MHD) Medi-Cal Managed Care infrastructure in enrollment, quality improvement/utilization management and data/analytics, and to maximize the existing managed care expertise and resources, the MHD will develop a new managed care infrastructure within DADS.

Given the changes expected in the State Medi-Cal program in January 2014, it is anticipated that there may be significant changes in the way in which the State Medi-Cal program is administered at both the state and county levels. Until it is known what the Medi-Cal benefit and administrative structure will be in 2014, particularly with respect to the carve-in or carve-out of Substance Abuse and Mental Health services, the departments agree it is more prudent to address immediate needs through the leveraging of existing managed care infrastructures.

### Summary of Positions Added

Job Code	Job Class	FTE	Amount
D2E	Health Service Representative	1.0	75,960
C97	Quality Improvement Coordinator I/II	2.0	250,080
BX	Health Care Program Analyst I/II	1.0	113,484
	<b>Total</b>	<b>4.0</b>	<b>\$439,524</b>

**Service Impact:** The partnership of the two departments will establish common managed care functions that will enable managers of both departments to develop critical competencies in Medi-Cal managed care and to successfully advocate and educate key health partners on the importance of

substance abuse, mental health services, conduct required benefit outreach, enrollment services, quality improvement, utilization management functions and utilization data analysis.

**Total Cost: \$439,524**

**Positions Added: 4.0 FTE**

## Administration and Support Services

### Add 2.0 FTE Unclassified Associate Management Analyst A/B/Management Analysts and 1.0 FTE Unclassified Associate Management Analyst A/B to the Contracts Administration Unit:

Additional positions are needed to insure the Department has sufficient staffing to conduct formal/informal vendor solicitations and execute various contracts and agreements that provide vital mental health services to the residents of Santa Clara County (SCC).

**Background:** Currently, the Contracts Unit (Unit) provides formal/informal vendor solicitation and contract execution services utilizing six full-time permanent staff (one position is vacant); two part-time dependent contractors; and two full-time extra-help individuals. In Fiscal Year 2012, these staff members were responsible for executing 360 standard/non-standard contracts; 58 Memorandums of Understanding (MOU)/Operational Agreements (OA); 22 Board of Supervisors transmittals; and 35 Health and Hospital Committee pending board items; as well as conducting 12 requests for proposals and 10 informal competitive process solicitations. Additionally, starting in FY 2013 the Unit will be providing administrative support for the reinstatement of the School-Linked Services (SLS) throughout the County.

These new services would include the development and execution of approximately 50 MOU/OA with various school districts, and may include vendor selection and contract processing for mental health services. The two proposed unclassified, alternately staffed, Management Analyst/Associate Management Analyst B/Associate Management Analyst A, positions will take over the work currently being performed by the extra-help Management Analysts. In addition, in order to provide administrative support for the reinstatement of the SLS model, the MHD proposes adding one new unclassified, alternately staffed, Associate Management Analyst A/Associate Management Analyst B, position.

**Service Impact:** The added staff allow the MHD to sustain the necessary infrastructure in the Contracts Unit. As the County moves toward a more standardized solicitation and contracting process, the amount of work associated with formal solicitations and

contracting process may fluctuate over the coming years. The MHD will reevaluate the need for these unclassified positions after 18 months.

**Total Cost: \$346,572**  
**Positions Added: 3.0 FTE**

### Mental Health Department — Budget Unit 412 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
41201	MH Department Admin Fund 0001	\$ 32,609,498	\$ 47,820,121	\$ 52,040,261	\$ 52,347,903	\$ 4,527,782	9.5%
41202	Crisis, Outreach, Referral & Educ Div Fund 0001	9,120,423	11,236,196	10,800,141	10,701,849	(534,347)	-4.8%
41203	Adult/Older Adult Div Fund 0001	83,752,609	92,444,378	91,495,563	91,356,657	(1,087,721)	-1.2%
41204	Family & Children's Svcs Div Fund 0001	80,974,157	84,804,371	86,575,793	86,670,062	1,865,691	2.2%
41205	Other Mental Health Svcs Fund 0001	47,899,152	47,662,150	47,266,536	47,266,536	(395,614)	-0.8%
41213	MHSA	15,891,355	15,498,641	15,645,082	15,645,082	146,441	0.9%
<b>Total Net Expenditures</b>		<b>\$ 270,247,193</b>	<b>\$ 299,465,857</b>	<b>\$ 303,823,376</b>	<b>\$ 303,988,089</b>	<b>\$ 4,522,232</b>	<b>1.5%</b>

### Mental Health Department — Budget Unit 412 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
41201	MH Department Admin Fund 0001	\$ 32,609,498	\$ 47,820,121	\$ 52,040,261	\$ 52,475,150	\$ 4,655,029	9.7%
41202	Crisis, Outreach, Referral & Educ Div Fund 0001	9,542,822	11,630,362	11,234,307	11,136,015	(494,347)	-4.3%
41203	Adult/Older Adult Div Fund 0001	83,752,609	92,444,378	91,495,563	91,356,657	(1,087,721)	-1.2%
41204	Family & Children's Svcs Div Fund 0001	83,104,789	87,354,731	88,962,887	89,605,147	2,250,416	2.6%
41205	Other Mental Health Svcs Fund 0001	47,899,152	47,662,150	47,266,536	47,266,536	(395,614)	-0.8%
41213	MHSA	15,891,355	15,498,641	15,645,082	15,645,082	146,441	0.9%
<b>Total Gross Expenditures</b>		<b>\$ 272,800,224</b>	<b>\$ 302,410,383</b>	<b>\$ 306,644,636</b>	<b>\$ 307,484,587</b>	<b>\$ 5,074,204</b>	<b>1.7%</b>



## Mental Health Department — Budget Unit 412

### Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 39,972,038	\$ 37,709,800	\$ 42,935,809	\$ 44,569,365	\$ 6,859,565	18.2%
Services And Supplies	232,789,603	264,700,583	263,708,827	262,915,222	(1,785,361)	-0.7%
Fixed Assets	38,583	—	—	—	—	—
<b>Subtotal Expenditures</b>	<b>272,800,224</b>	<b>302,410,383</b>	<b>306,644,636</b>	<b>307,484,587</b>	<b>5,074,204</b>	<b>1.7%</b>
Expenditure Transfers	(2,553,031)	(2,944,526)	(2,821,260)	(3,496,498)	(551,972)	18.7%
<b>Total Net Expenditures</b>	<b>270,247,193</b>	<b>299,465,857</b>	<b>303,823,376</b>	<b>303,988,089</b>	<b>4,522,232</b>	<b>1.5%</b>

## Mental Health Department — Budget Unit 412

### Revenues by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
41201	MH Department Admin Fund 0001	\$ 206,700,903	\$ 232,171,315	\$ 235,511,691	\$ 235,362,567	\$ 3,191,252	1.4%
41203	Adult/Older Adult Div Fund 0001	43,719	—	—	—	—	—
41205	Other Mental Health Svcs Fund 0001	601	—	—	—	—	—
41213	MHSA	42,094	—	—	—	—	—
	<b>Total Revenues</b>	<b>\$ 206,787,316</b>	<b>\$ 232,171,315</b>	<b>\$ 235,511,691</b>	<b>\$ 235,362,567</b>	<b>\$ 3,191,252</b>	<b>1.4%</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 2012 Approved Budget	82.0	\$ 47,820,121	\$ 232,171,315
Board Approved Adjustments During FY 2012	5.0	4,009,155	(31,083,701)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-6.0	634,607	—
Internal Service Fund Adjustments	—	88,452	34,424,077
Other Required Adjustments	3.0	(512,074)	—
Subtotal (Current Level Budget)	84.0	\$ 52,040,261	\$ 235,511,691
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
CalWORKs - Administrative Costs	—	(127,247)	—
MHSA Support for SCVHHS Core Information System Replacement Project	—	3,400,000	—
Decision Packages			
1. Add 4.0 FTE to Collaborate Efforts between the Mental Health Department and Department of Alcohol and Drug Services.	4.0	439,524	—



## MH Department Admin Fund 0001 — Cost Center 41201

### Major Changes to the Budget

	Positions	Appropriations	Revenues
This recommendation adds 1.0 FTE Health Service Representative, 2.0 FTE Quality Improvement Coordinators I/II, and 1.0 FTE Health Care Program Analysts I/II. The Mental Health Department (MHD) will be dedicated to supporting the Department of Alcohol and Drug Services (DADS) enrollment. The departments will establish a Memorandum Of Understanding outlining the roles and responsibilities of each department in assuring that state and federal requirements for the Valley Care II program are consistently fulfilled by both DADS and MHD.			
2. Reduction of Services and Reimbursements related to Family Wellness Court and Parolee Re-entry Grants.	—	(4,635)	88,074
Services related to the Family Wellness Court and Parolee Re-entry Grant will expire in FY 2013. Individuals involved in the criminal justice system receive services related to these two grants.			
3. Restructure of Special Education Services	—	—	(337,198)
This recommendation restructures the Mental Health Department's service system for special education students. In FY 2012 the State Legislature shifted responsibility for provision of the mental health services to which special education students are entitled to receive under the Individuals with Disabilities Education Act (IDEA) from counties to school districts.			
4. SCVHHS Core Information System Replacement	—	(3,400,000)	—
Mental Health Services Act funds are available to offset costs associated with the SCVHHS Core Information Systems Replacement Project where such costs are related to the Mental Health Department. This action reduces existing appropriations on the Contract Services line to offset an increase on the Intra-County line which represents the transfer of funds to the SCVMC project budget.			
5. Data Integration and Evaluation	—	—	100,000
This recommendation adjusts funding within the Department of Mental Health's budget to support personnel costs dedicated to supporting the Department of Alcohol and Drug Services enrollment, quality improvement/utilization management, and analytic functions for a net zero impact to the General Fund.			
Subtotal (Recommended Changes)	4.0	\$ 307,642	\$ (149,124)
<b>Total Recommendation</b>	<b>88.0</b>	<b>\$ 52,347,903</b>	<b>\$ 235,362,567</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 2012 Approved Budget	32.0	\$ 11,236,196	\$ —
Board Approved Adjustments During FY 2012	8.0	145,836	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-2.0	388,410	—
Internal Service Fund Adjustments	—	(394,899)	—
Other Required Adjustments	—	(575,402)	—
Subtotal (Current Level Budget)	38.0	\$ 10,800,141	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Reduce Services and Supplies and Add 2.0 FTE Unclassified Associate Analyst A/B Management Analysts	2.0	(98,292)	—
This recommendation reduces the services and supplies budget in order to add 2.0 FTE Unclassified Associate Analyst A/B Management Analysts to the Mental Health Department's (MHD) Contracts Administration Unit (Contracts Unit) to insure the MHD has sufficient staffing to conduct formal/informal vendor solicitations and execute various contracts and agreements that provide vital mental health services to residents of Santa Clara County.			
Subtotal (Recommended Changes)	2.0	\$ (98,292)	\$ —
<b>Total Recommendation</b>	<b>40.0</b>	<b>\$ 10,701,849</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 2012 Approved Budget	124.5	\$ 92,444,378	\$ —
Board Approved Adjustments During FY 2012	15.0	(1,344,734)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	4.0	1,743,792	—
Internal Service Fund Adjustments	—	(23,823)	—
Other Required Adjustments	—	(1,324,050)	—
Subtotal (Current Level Budget)	143.5	\$ 91,495,563	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Public Safety Realignment - AB 109-Reimbursement for Expansion of Mental Health Services	—	229,788	—
Decision Packages			
1. Reduce Services and Supplies and Add 1.0 FTE Unclassified Associate Analyst A/B	1.0	98,292	—
This recommendation reduces the services and supplies budget in order to add 1.0 FTE Unclassified Associate Management A/B to the Mental Health Department's (MHD) Contracts Administration Unit (Contracts Unit) to insure the MHD has sufficient staffing to conduct formal/informal vendor solicitations and execute various contracts and agreements that provide vital mental health services to residents of Santa Clara County.			
2. Reduce Contract Services with School Districts	—	(337,198)	—
The Mental Health Department has observed a significant drop in referrals for services from school districts (from 500+ to approximately 300+, a 40% drop) and anticipates that many districts will choose not to contract with the County for services in FY 2013, or will contract for significantly reduced services. This recommendation reduces services with the school districts.			
3. Adjust Budget to Support Data Integration and Evaluation.	—	100,000	—
This recommendation adjusts funding within the Department of Mental Health's budget to support personnel costs that will be dedicated to supporting the Department of Alcohol and Drug Services enrollment, quality improvement/utilization management, and analytic functions for a net zero impact to the General Fund.			
4. Public Safety Realignment - AB 109 Expansion of Mental Health Services	4.5	(229,788)	—
This recommendation expands mental health services to adults re-entering the community pursuant to Public Safety Realignment - AB 109 Program. The Department will add 4.5 FTE for a total cost of \$432,096. Reduce unused contract services funding in the amount of \$751,050 for outpatient treatment services and add \$89,166 in expenditures.			
Subtotal (Recommended Changes)	5.5	\$ (138,906)	\$ —
<b>Total Recommendation</b>	<b>149.0</b>	<b>\$ 91,356,657</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 2012 Approved Budget	76.5	\$ 84,804,371	\$ —
Board Approved Adjustments During FY 2012	2.0	1,397,618	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	1.0	761,457	—
Internal Service Fund Adjustments	—	(34,889)	—
Other Required Adjustments	—	(352,764)	—
Subtotal (Current Level Budget)	79.5	\$ 86,575,793	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			



### Family & Children's Svcs Div Fund 0001 — Cost Center 41204 Major Changes to the Budget

	Positions	Appropriations	Revenues
Reduce Reimbursements related to Family Wellness Court and Parolee Re-entry Grants.	—	92,709	—
Transfer Health Alliance Administrative Unit to Department of Mental Health from Department of Alcohol and Drug Services	—	(640,700)	—
CalWORKs - Administrative Costs	—	127,247	—
<b>Decision Packages</b>			
1. Transfer Health Alliance Administration Unit from Department of Drug and Alcohol Services to Department of Mental Health.	3.0	515,013	—
This recommendation transfers 3.0 FTE from the Department of Alcohol and Drug Services (DADS) to the Mental Health Department (MHD) for a cost of \$363,804 and services and supplies funding in the amount of \$151,209.			
Subtotal (Recommended Changes)	3.0	\$ 94,269	\$ —
<b>Total Recommendation</b>	<b>82.5</b>	<b>\$ 86,670,062</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 2012 Approved Budget	—	\$ 47,662,150	\$ —
Board Approved Adjustments During FY 2012	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(395,614)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 47,266,536	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>—</b>	<b>\$ 47,266,536</b>	<b>\$ —</b>

### MHSA — Cost Center 41213 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	15.5	\$ 15,498,641	\$ —
Board Approved Adjustments During FY 2012	1.5	(3,507)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	248,198	—
Internal Service Fund Adjustments	—	(1,757)	—
Other Required Adjustments	—	(96,493)	—
Subtotal (Current Level Budget)	17.0	\$ 15,645,082	\$ —

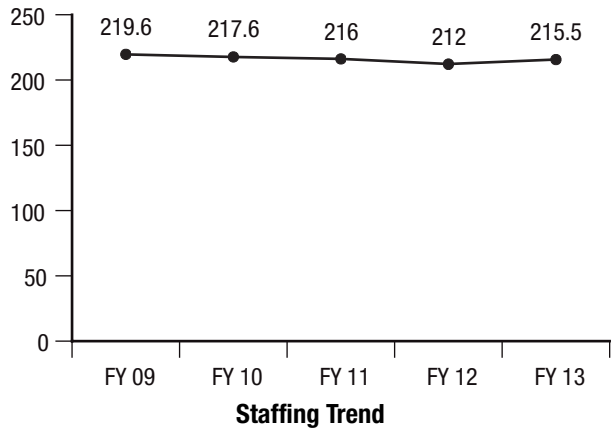
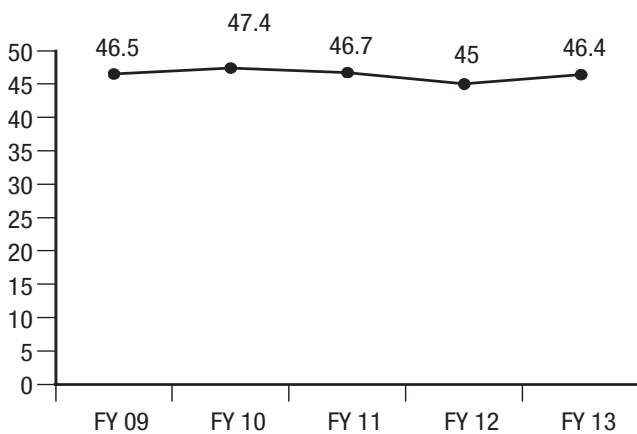
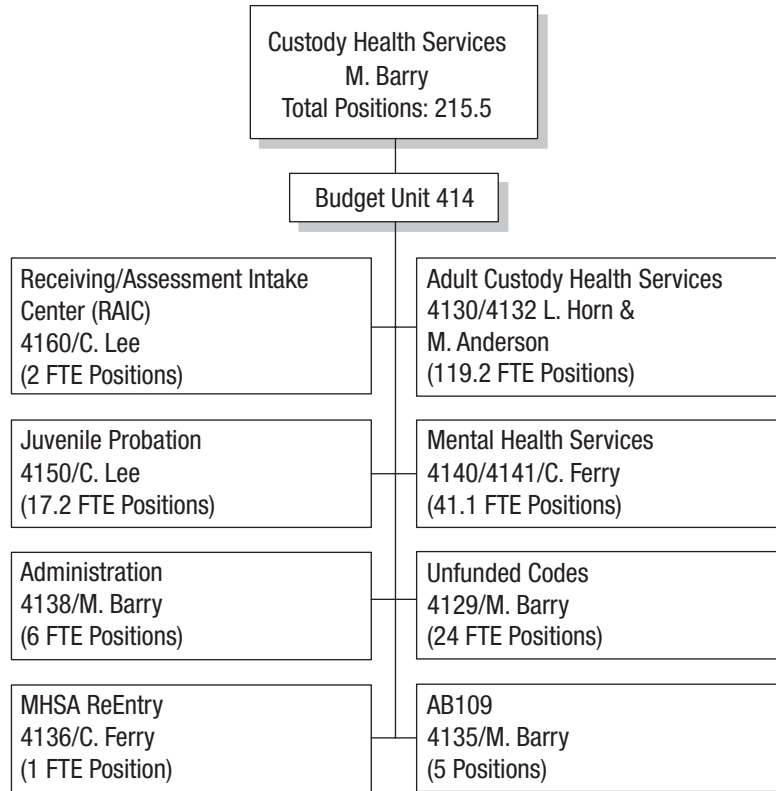


**MHSA — Cost Center 41213**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	17.0	\$ 15,645,082	\$ —



# Custody Health Services



Expenditures in this budget are 100% offset by reimbursements from the Social Services Agency, Probation Department, Mental Health Department, and Department of Correction.



## Public Purpose

- **Compliance with Health Care Mandates**
- **Prevention of Disease Transmission**
- **Continuity of Care**



## Description of Major Services

Custody Health Service (Custody) is a General Fund Department of the Santa Clara Valley Health and Hospital System. Health services are provided by a professional multidisciplinary staff inclusive of physicians, registered nurses, licensed vocational nurses, marriage and family therapists, licensed social workers, clinical psychologists, nurse practitioners, and a variety of ancillary support personnel.

### Medical, Mental Health, Pharmacy and Dental Services

Comprehensive medical, mental health and pharmacy services are provided to the residents/detainees of the Receiving/Assessment Intake Center, Juvenile Hall, the James Ranch, Main Jail, and the Elmwood complex.

Medical and mental health services also provide court evaluations and other types of reports/evaluations to County organizations such as the County court system, District Attorney, Department of Probation, Department of Correction, etc.

Limited pharmacy services are provided to the Medical and Mental Health clinics at Juvenile Hall, the James Ranch, and the Receiving/Assessment Intake Center.

Dental services are provided to the residents/detainees of the Main Jail and Elmwood Facility.

### Department Support Services

Comprehensive support services are provided to staff of Custody at Receiving/Assessment Intake Center, Juvenile Hall, James Ranch, Main Jail, and the Elmwood Facility. These support services are:

- Medical records administration
- Performance-based budgeting
- Performance improvement
- Regulatory affairs
- Risk management
- Staff development
- Strategic planning
- Policy and procedure development
- Technology infrastructure design and support

In addition, Department Support Services collaborates with, and acts as a conduit for, other County agencies in support of county-wide goals and initiatives directly impacting Custody Health.

### Services Provided to Residents/Detainees

Medical Services	Mental Health Services	Pharmacy Services	Dental Services
Medical assessment	Mental health assessment	Pharmacy Assessment	Dental assessment

## Services Provided to Residents/Detainees

Medical Services	Mental Health Services	Pharmacy Services	Dental Services
Medication administration	Medication administration	Self administration of medication	Emergency Dental Services
Immunizations	Suicide assessments	Patient education	Limited service at Juvenile Hall
Patient education	Crisis intervention	Inventory/inspection	
Testing	Brief situational counseling	Drug information services	
In-house treatment	Acute psychiatric unit admissions	Pharmacist interventions	
Screening	Psychiatric medication monitoring	Pharmacist chart reviews	
MD evaluation and treatment	MD evaluation and treatment	Integrated pharmaceutical care services	
Specialized consultation	Court evaluations	Modified unit dose medication delivery system	
Referral treatment	Case management	On-site methadone program	
Court evaluations	Discharge planning		
Discharge planning	Referral to the community		
Hospice care	Interagency mental health education		
Infection control			

### Custody Health Computerized Electronic Medical Records Management System

The Electronic Medical Records System (ELMR) is designed to meet the business and clinical needs of Custody Health. The medical clinics within the adult facilities moved to the ELMR in early 2009. Implementation for nursing services is still underway. Since all services are not fully functioning in the ELMR, a hybrid chart system is in effect until all aspects of services are moved to the electronic system. Custody Health is continuing to collaborate with Ambulatory Services to fully implement the ELMR.

In 2013 the Health and Hospital system will begin conversion to an integrated inpatient and outpatient system (EPIC), which will eventually replace ELMR. EPIC is scheduled to be woven into the Custody system in FY 2014, but until then it will continue to operate with the current ELMR system.

Upon completion the system will include:

- An integrated automated pharmacy system
- An electronic medical record
- An appointment management system

A cost benefit analysis of this project revealed projected savings in the following areas:

- Productivity improvement
- Decrease in medication errors
- Improved discharge planning and treatment planning of medically and mentally compromised patients
- Decreased pharmacy costs

### Current and Emerging Issues

The Department has been challenged to find means of providing health care services (to the inmate population) that meet regulatory and accreditation standards due to the increased census that has resulted from the implementation of the Public Safety Realignment AB 109 Program (AB 109). Additionally, the AB 109 inmate population has created the need for the Department to identify means of providing

preventative health care services as well as long term, chronic care services to inmates sentenced to the Main Jail under the AB 109 program.

There has also been an increased demand for comprehensive discharge planning or inmates released from the Main Jail to insure that medically fragile inmates are provided with appropriate continuity of health care upon their re-entry into the community.



## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Custody Dental	Yes	Mandated		■
Receiving/Assessment Intake Center Nursing/Clinical	Yes	Non-mandated		■
Custody Physicians	Yes	Mandated		■
Custody Nursing/Clinical	Yes	Mandated		■
Custody Pharmacy	Yes	Mandated		■
Receiving/Assessment Intake Center Physicians	Yes	Non-mandated		■
Receiving/Assessment Intake Center Pharmacy	Yes	Non-mandated		■
Public Safety Realignment Program- AB 109	No	Mandated	The addition of 4.0 FTE will provide direct patient care services to Public Safety Realignment-AB 109 residents who seek primary care services at the Re-entry Resource Center.	▲
Administration	Yes	Required		■

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

## County Executive's Recommendation

### ▲ Public Safety Realignment Program- AB 109

**Increase Direct Patient Care Services to Meet the Needs of the Residents Receiving Services from the Public Safety Realignment - AB 109 Program (AB 109):** The Department will add 4.0 FTE positions, medical supplies and bus passes to provide medical and dental services to AB 109 residents who seek primary medical care at the Re-Entry Resource Center.

#### Summary of Positions Added

Job Code	Job Class	FTE	Amount
P78	Dental Assistant	1.0	78,108
Y03	Medical Social Worker II	1.0	114,816
S75	Clinical Nurse III	1.0	170,244
S94	Nursing Attendant	1.0	72,852
<b>Total</b>			<b>\$436,020</b>

In addition, the Department will reimburse Santa Clara Valley Medical Center (SCVMC) for services provided by 1.0 FTE Dentist and 1.0 FTE Physician (see BU 921 for corresponding actions).

**Background:** Custody Health Services provides medical and dental care to inmates. With the implementation of AB 109, the population that Custody Health must serve is increasing, necessitating an increase in medical providers. Adding more medical personnel will help the Department to meet the Title 15 standards of the AB 109 inmate population during their time in Custody and their transition/re-entry to the community upon their release from Custody. A one-time allocation of \$30,000 will be used to provide bus passes to clients in need of transportation.

**Service Impact:** The focus of care will be on primary prevention, episodic and chronic disease management of AB 109 residents until these individuals can be transitioned to a permanent primary care provider in the community.

**Total Cost: \$0**  
**Positions Added: 4.0 FTE**  
 Public Safety Realignment - AB 109 Revenue: \$1,074,864  
 Cost of Positions: \$436,020  
 Increase Expenditures: \$123,472  
 Cost Reimbursement to SCVMC: \$515,372



### Custody Health Services — Budget Unit 414 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
41401	Adult Custody Med Svcs Fund 0001	\$ 43,026	\$ 25,000	\$ 426,124	\$ 426,124	\$ 401,124	1,604.5%
41402	Adult Custody Mental Health Svcs Fund 0001	(80,227)	—	74,364	1,149,228	1,149,228	—
4138	CSCHS Admin Services	—	—	546,645	546,645	546,645	—
4150	Juvenile Probation Med Svcs Fund 0001	34,056	—	—	—	—	—
4160	Children's Shelter Med Svcs Fund 0001	8,710	—	—	—	—	—
<b>Total Net Expenditures</b>		\$ 5,565	\$ 25,000	\$ 1,047,133	\$ 2,121,997	\$ 2,096,997	8,388.0%

### Custody Health Services — Budget Unit 414 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
41401	Adult Custody Med Svcs Fund 0001	\$ 31,802,583	\$ 30,898,287	\$ 30,775,838	\$ 30,775,838	\$ (122,449)	-0.4%
41402	Adult Custody Mental Health Svcs Fund 0001	8,664,142	8,428,250	9,207,297	10,282,161	1,853,911	22.0%
4138	CSCHS Admin Services	—	898,857	1,099,372	1,099,372	200,515	22.3%
4150	Juvenile Probation Med Svcs Fund 0001	3,713,330	4,465,243	4,074,817	4,074,817	(390,426)	-8.7%
4160	Children's Shelter Med Svcs Fund 0001	304,034	296,255	204,107	204,107	(92,148)	-31.1%
<b>Total Gross Expenditures</b>		\$ 44,484,088	\$ 44,986,892	\$ 45,361,431	\$ 46,436,295	\$ 1,449,403	3.2%

### Custody Health Services — Budget Unit 414 Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 34,749,692	\$ 35,198,985	\$ 34,946,719	\$ 35,382,739	\$ 183,754	0.5%
Services And Supplies	9,565,433	9,662,907	10,414,712	11,053,556	1,390,649	14.4%
Fixed Assets	168,964	125,000	—	—	(125,000)	-100.0%
<b>Subtotal Expenditures</b>	44,484,088	44,986,892	45,361,431	46,436,295	1,449,403	3.2%
Expenditure Transfers	(44,478,523)	(44,961,892)	(44,314,298)	(44,314,298)	647,594	-1.4%
<b>Total Net Expenditures</b>	5,565	25,000	1,047,133	2,121,997	2,096,997	8,388.0%





## Custody Health Services — Budget Unit 414

### Revenues by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
41401	Adult Custody Med Svcs Fund 0001	\$ 33,905	\$ 25,000	\$ 426,124	\$ 426,124	\$ 401,124	1,604.5%
41402	Adult Custody Mental Health Svcs Fund 0001	—	—	74,364	1,149,228	1,149,228	—
4138	CSCHS Admin Services	—	—	546,645	546,645	546,645	—
<b>Total Revenues</b>		<b>\$ 33,905</b>	<b>\$ 25,000</b>	<b>\$ 1,047,133</b>	<b>\$ 2,121,997</b>	<b>\$ 2,096,997</b>	<b>8,388.0%</b>

### Adult Custody Med Svcs Fund 0001 — Cost Center 41401

#### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	118.7	\$ 25,000	\$ 25,000
Board Approved Adjustments During FY 2012	1.5	(184,225)	(338,328)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-1.0	1,615	—
Internal Service Fund Adjustments	—	870,752	739,452
Other Required Adjustments	—	(287,018)	—
Subtotal (Current Level Budget)	119.2	\$ 426,124	\$ 426,124
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>119.2</b>	<b>\$ 426,124</b>	<b>\$ 426,124</b>

### Adult Custody Mental Health Svcs Fund 0001 — Cost Center 41402

#### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	69.1	\$ —	\$ —
Board Approved Adjustments During FY 2012	-2.0	85,991	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	1.0	(92,043)	—
Internal Service Fund Adjustments	—	(128,927)	74,364
Other Required Adjustments	-1.0	209,343	—
Subtotal (Current Level Budget)	67.1	\$ 74,364	\$ 74,364
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Public Safety Realignment - AB 109 Transfer to Custody Health to Continue Medical Services for Custody Health Re-entry Residents.	—	—	1,044,864
Public Safety Realignment - AB 109 Transfer to Custody Health to Cover Costs of Bus Passes for Re-entry Residents.	—	—	30,000



### Adult Custody Mental Health Svcs Fund 0001 — Cost Center 41402

#### Major Changes to the Budget

	Positions	Appropriations	Revenues
Public Safety Realignmnet AB109-Reimbursement from Custody Health for Dentist Services.	—	199,344	—
Public Safety Realignment AB109-Reimbursement from Custody Health for Physician Services	—	316,028	—
<b>Decision Packages</b>			
1. Public Safety Realignment-AB 109-Ongoing Funding to Continue Medical Services	4.0	559,492	—
With the implementation of AB 109, the population that Custody Health must serve is increasing, necessitating an increase in medical providers. This recommendation adds 1.0 FTE Dental Assistant, 1.0 FTE Medical Social Worker, 1.0 FTE Clinical Nurse and 1.0 FTE Hospital Services Assistant for a total cost of \$436,020. In addition the Department will increase medical supplies for a cost of \$93,472 and receive a \$30,000 allocation to provide bus passes to residents needing transportation assistance.			
Subtotal (Recommended Changes)	4.0	\$ 1,074,864	\$ 1,074,864
<b>Total Recommendation</b>	<b>71.1</b>	<b>\$ 1,149,228</b>	<b>\$ 1,149,228</b>

### CSCHS Admin Services — Cost Center 4138

#### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	5.0	\$ —	\$ —
Board Approved Adjustments During FY 2012	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	137,908	—
Internal Service Fund Adjustments	—	346,130	546,645
Other Required Adjustments	1.0	62,607	—
Subtotal (Current Level Budget)	6.0	\$ 546,645	\$ 546,645
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>6.0</b>	<b>\$ 546,645</b>	<b>\$ 546,645</b>

### Juvenile Probation Med Svcs Fund 0001 — Cost Center 4150

#### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	17.2	\$ —	\$ —
Board Approved Adjustments During FY 2012	—	(35,182)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(104,223)	—
Internal Service Fund Adjustments	—	85,723	—
Other Required Adjustments	—	53,682	—
Subtotal (Current Level Budget)	17.2	\$ —	\$ —



**Juvenile Probation Med Svcs Fund 0001 — Cost Center 4150**  
**Major Changes to the Budget**

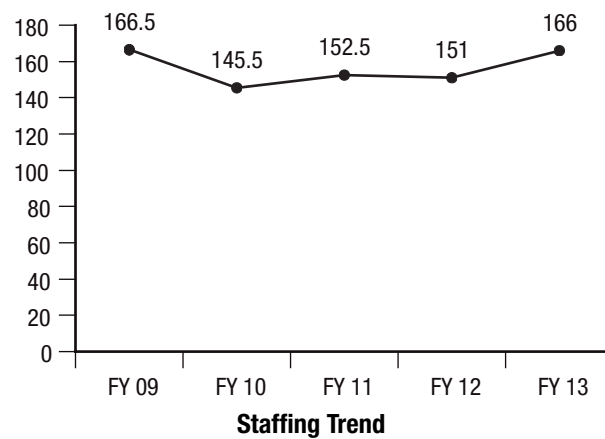
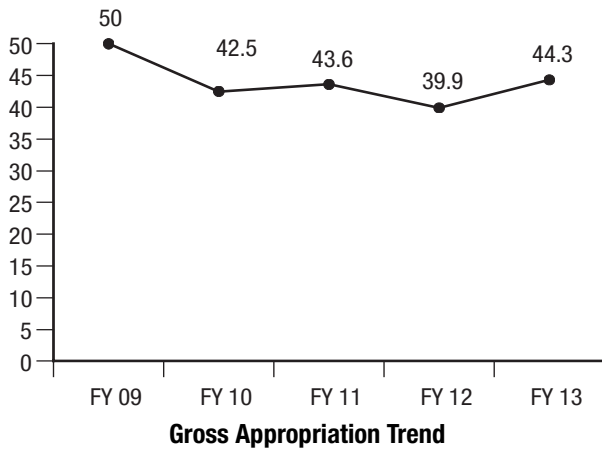
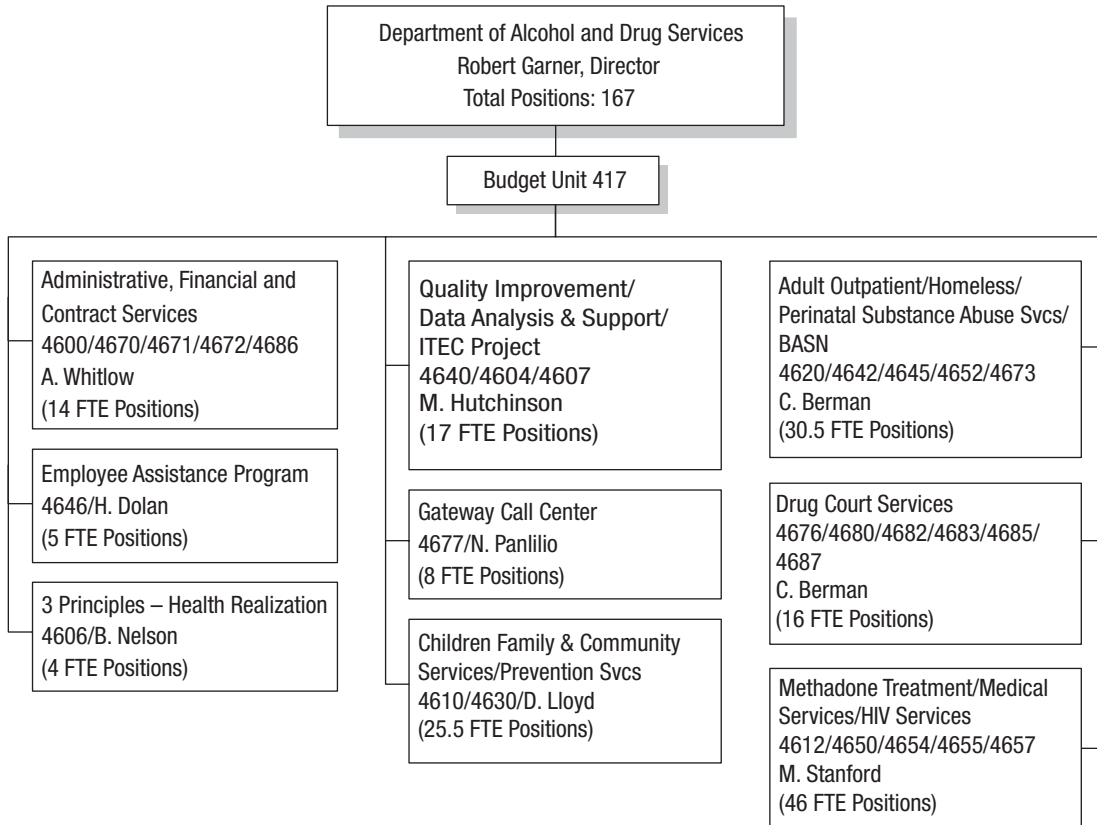
	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	17.2	\$ —	\$ —

**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 2012 Approved Budget	2.0	\$ —	\$ —
Board Approved Adjustments During FY 2012	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	4,740	—
Internal Service Fund Adjustments	—	(4,740)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	2.0	\$ —	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	2.0	\$ —	\$ —



# Department of Alcohol and Drug Services



The Staffing Trend chart does not reflect 1 new position that is recommended for the Department, as a new job classification is required. The recommended funding to support this new position is included in the Gross Appropriation Trend Chart.



## 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 Santa Clara County that is appropriate for its diverse population and one that is accountable for its services.

DADS offers substance use disorder (SUD) treatment and prevention services to over 7,500 residents of Santa Clara County each year, with the goal of reducing adverse effects of substance use in the county. DADS operates its System of Care under Managed Care principles, which refers to a planned, comprehensive approach to providing health services. Clients and treatment providers benefit from this combination of administrative and clinical services that operate in an integrated, coordinated manner to provide clients timely, cost-effective and high quality care. Standardized assessments and case management are used to place clients in the appropriate level (intensity) of treatment, based on need and manage their treatment as they move through the continuum of services with the goal of returning to stable life in the community.

Clients enter treatment voluntarily or by referral from criminal justice agencies, social services, mental health and the larger health care system. All referrals are coordinated through the main portal into the DADS System of Care, called Gateway, which screens and

refers clients to appropriate treatment providers for comprehensive assessment and treatment. Substance use treatment is provided through a DADS network of over 20 County and community-based treatment providers. Community-based providers offer residential, outpatient, and transitional housing services to DADS clients. The Adult System of Care (ASOC) serves a diverse client population with special programs for pregnant and parenting women, parolees and other criminal justice-referred clients, homeless and opiate-addicted clients. The Youth System of Care (YSOC) provides treatment to adolescents through programs based in schools, the Juvenile Hall, the James Ranch, and community-based organizations that provide outpatient and residential treatment.

In addition to SUD treatment, DADS also offers substance abuse prevention services. Prevention services programs focus on building coalitions, offering substance abuse prevention and health promotion classes through the Learning Institute and the 3-Principles Services Division, and disseminating information through a community-based organization.

## Current and Emerging Issues

As with all agencies involved in providing health services, DADS direction in the next few years will be shaped by health care reform, which will affect its reimbursement streams, integration with the primary health care system, electronic health care record keeping and main streaming of SUD clients under the broader health care rubric. Changes in Medicaid rules may have a major impact on reimbursement for services, as the changes will render large segments of the currently ineligible population eligible for public insurance plans. Santa Clara County is participating in the Medi-Cal/Waiver project. DADS has actively pursued enrolling eligible clients into the LIHP (Low Income Health Plan) because treatment for substance abuse disorders will become part of the essential benefits package in Affordable Care Act (ACA). The Parity Act has not been fully implemented, as its provisions will be eventually rolled into ACA.

The need for a reliable, caseload-driven source of revenue has been an ongoing issue for DADS as an agency. Almost 70% of clients in the Adult System of Care are referred by criminal justice agencies, partly as a result of the aggressive support of the courts for treatment alternatives to incarceration. Much of the criminal justice population receives SUD treatment with County general funds, unlike a decade ago when Substance Abuse and Crime Prevention Act (SACPA) legislation provided funding to treat clients referred from the court system. The mandate to provide treatment to criminal justice-referred clients under SACPA remained while the funding for treatment evaporated. The effect of court-ordered treatment was to divert resources away from voluntary clients to criminal-justice clients.

Over the past several years, DADS has witnessed an increase in demand for its services from voluntary residents as well as those referred from other departments such as Mental Health, Social Services, Probation and the Courts without a corresponding increase in funding to accommodate the rise in demand. The increased demand for treatment has occurred at a time when funding has either remained unchanged or decreased. DADS responded to shrinking funds by seeking grant dollars to purchase residential treatment and transitional housing units for adult clients. However, funding available through grants and special funding streams are typically earmarked for specific populations that meet relatively narrow

eligibility criteria, and many clients simply do not qualify for services provided by specialized funding sources.

Special funding was made available for specific criminal justice populations such as those released under California's Public Safety Realignment - AB 109 plan for FY 2011. The challenge for the DADS system will be to create appropriate programs for the realignment population that assist clients to return to the community without significant criminal recidivism. To accomplish this goal, DADS is partnering with several county criminal justice agencies under the rubric of the Multi-agency Plan (MAP), and in the Re-entry Resource Center created specifically for AB 109 residents.

The Youth System of Care (YSOC) is similarly underfunded through Medi-Cal to cover the actual cost of treatment. For FY 2013, the state has capped Minor Consent Drug Medi-Cal funding, the result of which will be to prevent future expansion of services. YSOC has recently developed a brief therapy model for youth and families for Valley Health Plan members that will provide another means to provide much needed services to youth and bring much-needed additional revenues to DADS.

In spite of a challenging funding landscape, DADS has pursued a number of innovative initiatives that hold great promise for the future. DADS has been involved in developing a presence in the County's ambulatory clinic system, with a view to greater integration of behavioral health and primary health care systems in the future. It is exploring avenues for collaborating with the Emergency Department and Hospital to identify and treat patients who misuse or abuse alcohol and drugs. DADS continues to invest in developing and implementing new treatment and recovery approaches. Examples include continuous monitoring plans for adult clients, with a view to early detection and treatment of relapse, client-directed clinical practice, and data-driven management of the treatment system.

### Highlights of the DADS System of Care 2010-11

7,913 admissions, 7,843 discharges

About 33% of admissions involved a diagnosis of co-occurring mental illness.

Nearly 6,000 clients in the DADS network were provided HIV, hepatitis A/B and C, and TB testing, education and counseling services by the DADS HIV Program.

## Highlights of the DADS System of Care 2010-11

Over 2,300 persons received training through the 3-Principles Services Division.

## DADS Client Characteristics Compared to State of California

	DADS	California
Percent of Clients who Completed Treatment	43%	38%
Percent of all Admissions Who Were Minorities	63%	50%

## DADS Client Characteristics Compared to State of California

	DADS	California
Percent of Admissions that were Amphetamine	39%	27%
Percent of Clients Referred from the Criminal Justice System	64%	31%
Percent of Clients Who Were Health & Drug Free for 1 Year or Longer in the Medication-Assisted treatment program	53%	30%

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
CalWORKs	No	Mandated	Transfer of the Health Alliance Administration Unit from the Department of Alcohol and Drug Services (DADS) to the Mental Health Department (MHD) will provide continued administrative oversight of the CalWORKs programs operated jointly with Social Services Agency, DADS and MHD.	◻
Methadone Treatment/Medical Services	Yes	Mandated		■
Gateway Call Center	Yes	Non-Mandated		■
Administration and Support/Research and Evaluation/Quality Improvement	Yes	Required		■
Adult Outpatient	Yes	Mandated	<p>Increase integrated substance use assessment, brief intervention and referrals to specialty treatment for patients being seen in all the Moorpark Clinics and Express Care.</p> <p>The Department's Substance Abuse and Mental Health Services Administration (SAMHSA) grant will expire on September 30, 2012. The grant money used to fund a pilot program will be discontinued. As an alternative clients will receive the same level of treatment with the increase of treatment locations in the Moorpark Clinics and Express Care.</p> <p>The loss of client co-pay revenue would result in a reduction of services. A general fund subsidy is required to continue the same level of service.</p>	◻
Residential Services	Yes	Mandated		■
Perinatal Services	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
SACPA Services	Yes	Mandated		■
Residential Detox	Yes	Mandated		■
Adolescent Services	Yes	Mandated	The Department will cover the costs of additional support staff by eliminating 2.0 FTE. The impact of this action will be a reduction in treatment capacity of approximately 200 youth per year.	▣
HIV Services	No	Mandated		■
Drinking Driver Program	No	Mandated		■
Drug Testing (SATTA)	No	Mandated		■
Dependency Drug Treatment Court	Yes	Non-mandated		■
Homeless Project	Yes	Non-mandated		■
Employee Assistance	Yes	Non-mandated		■
Prevention Services	No	Non-mandated		■
Health Realization	No	Non-mandated		■
Bay Area Services Network (BASN)	No	Non-mandated		■
Public Safety Realignment Program - AB 109	No	Mandated	The addition of 2.0 FTE and increased allocation of contract services will allow for expansion of substance use treatment for AB 109 residents re-entering the community.	▲

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

## County Executive's Recommendation

### ▣ CalWORKs

**Delete 3.0 FTE positions from Department of Alcohol and Drug Services (DADS):** The CalWORKs mental health and substance use disorder treatment system is being transferred to Mental Health to take advantage of the Short-Doyle Medi-Cal reimbursement system. The positions being transferred consist of 1.0 FTE Health Care Program Analyst II, 1.0 FTE Administrative Assistant and 1.0 FTE Sr. Health Care Program Manager.

The transfer of the CalWORKs budget will leave DADS with a budget gap of \$125,687 due to the loss of reimbursement for administrative fees. The General Fund will fill this gap allowing DADS to continue the current level of administrative services.

**Service Impact:** The transfer of staff to MHD will improve the overall administration support of the CalWORKs program and the provisions of mental health services to CalWORKs recipients improves CalWORKs recipients moving back to self-sufficiency and job attainment.

**Positions Deleted: 3.0 FTE**

**Total Costs: \$125,687**

Total Expenditures Reduced: \$642,260

Total Reimbursements Reduced: \$767,947

Corresponding Savings are Reflected in BU412 MHD



## Adult Outpatient

**Expand the efforts of the Integrated Substance Abuse Services Pilot Program and Add 2.0 FTE Psychiatric Social Workers II, 0.5 FTE Health Care Program Manager II and Transfer the duties of a 0.5 FTE Psychiatric Social Worker:** The current pilot at the Moorpark Clinic has been well-received, and a majority of the patients are receiving universal screening for substance use disorders, a brief office-based intervention by the medical staff, and referral to on-site Department of Alcohol and Drug Services (DADS) licensed staff for treatment and referral to specialty care when needed.

**Service Impact:** The added positions will allow the Department to expand efforts in providing integrated substance abuse assessment, brief intervention and referrals to speciality treatment for residents being seen in all the Moorpark Clinics and Express Care.

**Total Cost: \$311,095**  
**Positions Added: 2.5 FTE**  
 Position Costs: \$296,328  
 Services and Supplies Costs: \$14,767

**Expiration of Substance Abuse and Mental Health Services Administration (SAMHSA) Grant:** The SAMHSA Grant funding will expire September 2012. Funds received from this grant in the amount of \$94,023 covered the costs of a 0.5 FTE Psychiatric Social Worker II to integrate substance abuse services into primary medical care and medical home clinics.

**Service Impact:** The service impact associated with the loss of the grant will be mitigated by the expansion of the Integrated Substance Abuse Services pilot program.

The 0.5 FTE will become part of the Integrated Substance Abuse Services pilot program expansion serving the Moorpark Clinics and the Express Care.

**Total Cost: \$94,023**

**Decrease Revenue Related to Patient Fees and Increase Funding for Contract Services:** Residents throughout the DADS system of care have been charged a minimum fee as part of a fee schedule for treatment. These fees are collected by DADS and Community-based Organizations (CBOs). Such fees/co-pays will no longer be collectable as patient services become covered by Valley Care II. It is anticipated in FY2013 the County

will not receive \$136,000 in revenue and the CBOs will not receive \$265,000 revenue - all related to the uncollectable co-pays/fees.

**Service Impact:** The loss of revenue to the County and CBOs will result in a reduction of service level if the funding is not replaced. This recommendation replaces the loss of a total of \$401,000 revenue with general fund monies.

**Total Cost: \$401,000**

## Adolescent Services

**Restructure the Children, Family and Community Services Division in Order to Accommodate the Growth of Adolescent Treatment:** The growth of adolescent treatment and access to third party reimbursement has required more staff resources dedicated to billing, reporting, financial eligibility and other clerical and support services. Since the department has limited clerical support, clinicians have had to spend more of their time on clerical activities, at the expense of providing treatment services.

In addition, with services in three domains – school-based, juvenile probation facilities, and clinic-based treatment, the need for a full time clinical standards coordinator has become critical (currently half time and filled). The Department is willing to cover the costs of these additional support staff by eliminating two licensed clinical staff, one vacant and one filled (employee is scheduled to retire 4/30/12).

### Summary of Positions Added

Job Code	Job Class	FTE	Amount
D2E	Health Services Representative	1.0	75,960
D60	Clerical Office Supervisor	1.0	86,940
P30	Clinical Standards Coordinator	1.0	125,124
P30	Clinical Standards Coordinator	-0.5	-67,968
D09	Office Specialist III	-0.5	-37,176
Y41	Psychiatric Social Worker II	-2.0	-223,260
<b>*Total</b>			<b>\$-40,380</b>

\* Savings from position restructure will be reallocated to Professional and Specialized Services.

**Background:** The Children, Family and Community Services Division offers services to youth who are typically between 13 and 18 years of age. Services are provided through a small network of County staff and

Community-Based Organizations in schools, Juvenile Hall and community-based sites. Three levels of service are available: outpatient, intensive outpatient and residential. Services include: assessment, education, case management, treatment, family counseling and referral.

**Service Impact:** The loss of two clinical positions would effectively cause a 10% reduction, or up to 200 clients, in the number of at risk youth clients able to be served in Santa Clara County. However the creation of the support staff and a full-time clinical coordinator will improve the service delivery such as better management of client admissions and client appointments where these tasks are much lacking, and increase productivity where service volume has been down due to inadequate clinical oversight of County and contract program services.

**Total Cost: \$0**

**Positions Added: 3.0 FTE**

**Positions Deleted: 3.0 FTE**

Total Position Savings: \$40,380

Reallocate Position Savings to Professional & Specialized Services: \$40,380

### ▲ **Public Safety Realignment Program - AB 109**

**Expand Existing Public Safety Realignment - AB 109 Alcohol and Drug Services to Adults Re-entering the Community.** The Department of Alcohol and Drug Services (DADS) will increase contract services by \$2,016,662, add 1.0 FTE Psychiatric Social Worker to provide counseling services at the Re-entry Resource Center, and redirect an unused portion of service and supply funds to cover the costs of a 1.0 FTE Health Care Program Manager II (HCPMII). The HCPMII will be assigned to integrate substance use disorder treatment into the Santa Clara Valley Medical Center (SCVMC) medical care system and be responsible for development of plans for expansion of integration services between DADS and SCVMC.

The Public Safety Realignment - AB 109 (AB 109) expansion will be primarily for outpatient counseling services; a total of 404 outpatient slots will be created. These outpatient slots will serve approximately 1,616 clients in a full year, with an average length of stay in treatment of three months. Residential treatment will be expanded by the addition of 12 beds. These new beds will serve approximately 96 clients in a full year, based on an average length of stay of 1 ½ months. Detoxification will also be expanded by two beds, one

for men and one for women. These new beds would serve 104 clients with an average stay of one week. In addition, Transitional Housing Unit (THU) beds will be expanded by the addition of 20 beds. These new beds will serve 80 new clients at an average stay of three months.

**Service Impact:** This expansion of AB 109 treatment services represents a significant expansion of substance abuse treatment for the re-entry residents. Treatment is the most cost-effective service for this population, and will have the most impact on outcomes, and specifically to reduce recidivism. This program will also provide the opportunity to integrate this population in the evolving new health care system, providing them access to medical care and related third party reimbursement systems, and will have the potential impact of reducing health care costs elsewhere, given the link between substance use disorders and a range of chronic medical conditions.

**Total Cost: 0**

**Positions Added: 2.0 FTE**

Position Costs: \$236,016

Reallocate Unused Expenses to Cover Costs of Positions: \$236,016

Increase Contract Services: \$2,016,662

Increase Cost Reimbursement from AB 109: \$2,016,662

For Corresponding Actions See BU217 Criminal Justice Support

**Department Of Alcohol And Drug Programs — Budget Unit 417**  
**Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
4600	Administration Fund 0001	\$ 6,405,403	\$ 5,480,095	\$ 4,933,338	\$ 5,060,585	\$ (419,510)	-7.7%
4604	ITEC Projects Fund 0001	75,593	259,941	310,330	310,330	50,389	19.4%
4606	Health Realization Fund 0001	574,231	639,480	647,504	647,504	8,024	1.3%
4607	Data Analysis & Evaluation Fund 0001	257,982	476,952	361,396	361,396	(115,556)	-24.2%
4610	CFCs Svcs Fund 0001	3,227,286	3,292,301	3,655,945	3,655,945	363,644	11.0%
4612	HIV Svcs Fund 0001	246,056	249,350	237,024	237,024	(12,326)	-4.9%
4620	Perinatal Substance Abuse Fund 0001	1,599,458	1,985,669	2,009,114	2,009,114	23,445	1.2%
4630	Prevention Svcs Fund 0001	1,525,140	1,756,204	1,756,967	1,756,967	763	0.0%
4640	Quality Improvement Fund 0001	973,247	954,831	1,150,945	1,150,945	196,114	20.5%
4642	Homeless Project Fund 0001	206,059	218,761	202,660	202,660	(16,101)	-7.4%
4645	Adult Services Fund 0001	666,746	649,472	658,135	658,135	8,663	1.3%
4646	Employee Assist Prog Fund 0001	618,114	627,685	644,704	644,704	17,019	2.7%
4650	Medical Services Fund 0001	2,566,045	2,511,000	2,611,709	2,611,709	100,709	4.0%
4652	Central Ctr Fund 0001	1,060,032	1,088,356	1,138,823	1,449,918	361,562	33.2%
4654	Alexian Health Clinic Fund 0001	661,537	833,836	822,776	822,776	(11,060)	-1.3%
4655	Central Valley Clinic Fund 0001	1,648,864	1,434,954	1,354,071	1,354,071	(80,883)	-5.6%
4656	North County Ctr Fund 0001	2,144	—	—	—	—	—
4657	South County Clinic Fund 0001	800,363	641,981	791,639	791,639	149,658	23.3%
4658	East Valley Ctr Fund 0001	3,968	—	—	—	—	—
4659	West Valley Ctr Fund 0001	377	—	—	—	—	—
4670	Justice Svcs Fund 0001	1,163,603	1,356,695	1,054,801	1,054,801	(301,894)	-22.3%
4671	Contract Svcs Fund 0001	7,282,804	7,373,444	7,144,731	7,409,731	36,287	0.5%
4672	SACPA Svcs Fund 0001	2,207,375	2,454,530	2,454,530	2,454,530	—	—
4673	Basn Svcs Fund 0001	972,242	—	1,174,292	1,174,292	1,174,292	—
4675	Calworks Prog Fund 0001	10,299	—	1,560	—	—	—
4676	Dependency Drug Treatment Ct Fund 0001	1,134,004	1,054,883	1,057,892	1,057,892	3,009	0.3%
4677	Gateway Assessment Fund 0001	559,171	700,363	723,728	723,728	23,365	3.3%
4678	Offender Treatment Program Fund 0001	1,846	—	—	—	—	—
4679	Recovery Act Justice Asst Grant Fund 0001	52,271	—	—	—	—	—
4680	Offender Treatment Program III - Fund 0001	609,620	989,961	1,001,802	1,001,802	11,841	1.2%
4681	Regular Justice Assistance Grant Fund 0001	0	—	—	—	—	—
4682	Veterans Drug Court	302,153	297,020	169,087	169,087	(127,933)	-43.1%
4683	Comp Drug Court Imp-DDC Fund 0001	212,118	239,162	243,711	243,711	4,549	1.9%



## Department Of Alcohol And Drug Programs — Budget Unit 417

### Net Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
4684	Parolee Reentry Court Grant Fund 0001	95,994	128,000	144,000	144,000	16,000	12.5%
4685	SAMSHA Treatment for Homeless Fund 0001	206,921	349,286	271,620	271,620	(77,666)	-22.2%
4686	Criminal Justice Realignment Fund 0001	—	—	1,333,333	3,349,995	3,349,995	—
4687	SAMHSA-Aftercare Fund 0001	—	—	291,342	291,342	291,342	—
<b>Total Net Expenditures</b>		<b>\$ 37,929,064</b>	<b>\$ 38,044,212</b>	<b>\$ 40,353,509</b>	<b>\$ 43,071,953</b>	<b>\$ 5,027,741</b>	<b>13.2%</b>

## Department Of Alcohol And Drug Programs — Budget Unit 417

### Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
4600	Administration Fund 0001	\$ 6,716,630	\$ 5,841,709	\$ 5,361,555	\$ 5,361,555	\$ (480,154)	-8.2%
4604	ITEC Projects Fund 0001	75,593	259,941	310,330	310,330	50,389	19.4%
4606	Health Realization Fund 0001	580,088	639,480	647,504	647,504	8,024	1.3%
4607	Data Analysis & Evaluation Fund 0001	257,982	476,952	361,396	361,396	(115,556)	-24.2%
4610	CFCs Svcs Fund 0001	3,227,286	3,292,301	3,655,945	3,655,945	363,644	11.0%
4612	HIV Svcs Fund 0001	246,056	249,350	237,024	237,024	(12,326)	-4.9%
4620	Perinatal Substance Abuse Fund 0001	2,280,358	2,666,569	2,690,014	2,690,014	23,445	0.9%
4630	Prevention Svcs Fund 0001	1,525,140	1,756,204	1,756,967	1,756,967	763	0.0%
4640	Quality Improvement Fund 0001	973,247	954,831	1,150,945	1,150,945	196,114	20.5%
4642	Homeless Project Fund 0001	206,059	218,761	202,660	202,660	(16,101)	-7.4%
4645	Adult Services Fund 0001	666,746	649,472	791,315	791,315	141,843	21.8%
4646	Employee Assist Prog Fund 0001	618,114	627,685	644,704	644,704	17,019	2.7%
4650	Medical Services Fund 0001	2,582,229	2,532,000	2,632,709	2,632,709	100,709	4.0%
4652	Central Ctr Fund 0001	1,060,032	1,088,356	1,138,823	1,449,918	361,562	33.2%
4654	Alexian Health Clinic Fund 0001	661,537	833,836	822,776	822,776	(11,060)	-1.3%
4655	Central Valley Clinic Fund 0001	1,649,614	1,437,454	1,356,571	1,356,571	(80,883)	-5.6%
4656	North County Ctr Fund 0001	2,144	—	—	—	—	—
4657	South County Clinic Fund 0001	800,363	641,981	791,639	791,639	149,658	23.3%
4658	East Valley Ctr Fund 0001	3,968	—	—	—	—	—
4659	West Valley Ctr Fund 0001	377	—	—	—	—	—
4670	Justice Svcs Fund 0001	1,163,603	1,356,695	1,054,801	1,054,801	(301,894)	-22.3%
4671	Contract Svcs Fund 0001	7,282,804	7,373,444	7,144,731	7,409,731	36,287	0.5%
4672	SACPA Svcs Fund 0001	2,207,375	2,454,530	2,454,530	2,454,530	—	—
4673	Basn Svcs Fund 0001	972,242	—	1,174,292	1,174,292	1,174,292	—
4675	Calworks Prog Fund 0001	2,443,973	699,735	642,260	—	(699,735)	-100.0%
4676	Dependency Drug Treatment Ct Fund 0001	1,342,283	1,160,981	1,071,791	1,071,791	(89,190)	-7.7%



## Department Of Alcohol And Drug Programs — Budget Unit 417

### Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
4677	Gateway Assessment Fund 0001	559,171	700,363	723,728	723,728	23,365	3.3%
4678	Offender Treatment Program Fund 0001	1,846	—	—	—	—	—
4679	Recovery Act Justice Asst Grant Fund 0001	52,271	—	—	—	—	—
4680	Offender Treatment Program III - Fund 0001	950,925	989,961	1,112,868	1,112,868	122,907	12.4%
4681	Regular Justice Assistance Grant Fund 0001	0	—	—	—	—	—
4682	Veterans Drug Court	302,153	297,020	169,087	169,087	(127,933)	-43.1%
4683	Comp Drug Court Imp-DDC Fund 0001	212,118	239,162	243,711	243,711	4,549	1.9%
4684	Parolee Reentry Court Grant Fund 0001	95,994	128,000	144,000	144,000	16,000	12.5%
4685	SAMSHA Treatment for Homeless Fund 0001	206,921	349,286	271,620	271,620	(77,666)	-22.2%
4686	Criminal Justice Realignment Fund 0001	—	—	1,333,333	3,349,995	3,349,995	—
4687	SAMHSA-Aftercare Fund 0001	—	—	291,342	291,342	291,342	—
<b>Total Gross Expenditures</b>		<b>\$ 41,927,240</b>	<b>\$ 39,916,059</b>	<b>\$ 42,384,971</b>	<b>\$ 44,335,468</b>	<b>\$ 4,419,409</b>	<b>11.1%</b>

## Department Of Alcohol And Drug Programs — Budget Unit 417

### Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 16,668,438	\$ 16,762,125	\$ 18,017,761	\$ 18,274,237	\$ 1,512,112	9.0%
Services And Supplies	25,258,802	22,927,902	24,367,210	26,061,231	3,133,329	13.7%
Reserves	—	226,032	—	—	(226,032)	-100.0%
<b>Subtotal Expenditures</b>	<b>41,927,240</b>	<b>39,916,059</b>	<b>42,384,971</b>	<b>44,335,468</b>	<b>4,419,409</b>	<b>11.1%</b>
Expenditure Transfers	(3,998,176)	(1,871,847)	(2,031,462)	(1,263,515)	608,332	-32.5%
<b>Total Net Expenditures</b>	<b>37,929,064</b>	<b>38,044,212</b>	<b>40,353,509</b>	<b>43,071,953</b>	<b>5,027,741</b>	<b>13.2%</b>

## Department Of Alcohol And Drug Programs — Budget Unit 417

### Revenues by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
4600	Administration Fund 0001	\$ 9,806,729	\$ 9,728,811	\$ 9,736,417	\$ 9,736,417	\$ 7,606	0.1%
4606	Health Realization Fund 0001	3,485	2,000	1,200	1,200	(800)	-40.0%
4610	CFCS Svcs Fund 0001	882,691	836,284	1,167,623	1,167,623	331,339	39.6%
4612	HIV Svcs Fund 0001	384,618	346,448	327,898	327,898	(18,550)	-5.4%
4620	Perinatal Substance Abuse Fund 0001	1,210,980	1,215,673	1,215,673	1,215,673	—	—



## Department Of Alcohol And Drug Programs — Budget Unit 417

### Revenues by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
4630	Prevention Svcs Fund 0001	2,472,145	2,449,934	2,440,385	2,440,385	(9,549)	-0.4%
4652	Central Ctr Fund 0001	7,567	9,713	9,713	9,713	—	—
4654	Alexian Health Clinic Fund 0001	9,990	53,000	72,000	37,000	(16,000)	-30.2%
4655	Central Valley Clinic Fund 0001	176,355	170,500	145,000	85,000	(85,500)	-50.1%
4657	South County Clinic Fund 0001	54,430	99,300	91,300	50,300	(49,000)	-49.3%
4670	Justice Svcs Fund 0001	1,581,916	1,729,171	1,372,158	1,372,158	(357,013)	-20.6%
4671	Contract Svcs Fund 0001	12,914	—	—	—	—	—
4672	SACPA Svcs Fund 0001	—	57,083	—	—	(57,083)	-100.0%
4673	Basn Svcs Fund 0001	983,593	—	1,174,292	1,174,292	1,174,292	—
4675	Calworks Prog Fund 0001	4,234	—	—	—	—	—
4676	Dependency Drug Treatment Ct Fund 0001	57,496	—	—	—	—	—
4679	Recovery Act Justice Asst Grant Fund 0001	50,665	—	—	—	—	—
4682	Veterans Drug Court	267,734	292,734	169,087	75,064	(217,670)	-74.4%
4683	Comp Drug Court Imp-DDC Fund 0001	191,685	249,181	249,181	249,181	—	—
4684	Parolee Reentry Court Grant Fund 0001	66,000	128,000	144,000	144,000	16,000	12.5%
4685	SAMSHA Treatment for Homeless Fund 0001	185,685	350,000	350,000	350,000	—	—
4686	Criminal Justice Realignment Fund 0001	—	—	1,333,333	3,349,995	3,349,995	—
4687	SAMHSA-Aftercare Fund 0001	—	—	270,447	270,447	270,447	—
<b>Total Revenues \$</b>		<b>18,410,911 \$</b>	<b>17,717,832 \$</b>	<b>20,269,707 \$</b>	<b>22,056,346 \$</b>	<b>4,338,514</b>	<b>24.5%</b>

## Administration Fund 0001 — Cost Center 4600

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	9.0	\$ 5,480,095	\$ 9,728,811
Board Approved Adjustments During FY 2012	1.0	(47,995)	(972,097)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	1.0	170,006	—
Internal Service Fund Adjustments	—	(656,062)	979,703
Other Required Adjustments	—	(12,706)	—
Subtotal (Current Level Budget)	11.0	\$ 4,933,338	\$ 9,736,417
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Transfer Health Alliance Administrative Unit to Department of Mental Health from Department of Alcohol and Drug Services	—	127,247	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 127,247	\$ —
<b>Total Recommendation</b>	<b>11.0</b>	<b>\$ 5,060,585</b>	<b>\$ 9,736,417</b>



**ITEC Projects Fund 0001 — Cost Center 4604**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	2.0	\$ 259,941	\$ —
Board Approved Adjustments During FY 2012	2.0	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	50,389	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	4.0	\$ 310,330	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>4.0</b>	<b>\$ 310,330</b>	<b>\$ —</b>

**Health Realization Fund 0001 — Cost Center 4606**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	4.0	\$ 639,480	\$ 2,000
Board Approved Adjustments During FY 2012	—	4,676	(800)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	8,824	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(5,476)	—
Subtotal (Current Level Budget)	4.0	\$ 647,504	\$ 1,200
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>4.0</b>	<b>\$ 647,504</b>	<b>\$ 1,200</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 2012 Approved Budget	4.0	\$ 476,952	\$ —
Board Approved Adjustments During FY 2012	1.0	4,828	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-1.0	(115,556)	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(4,828)	—
Subtotal (Current Level Budget)	4.0	\$ 361,396	\$ —



## Data Analysis & Evaluation Fund 0001 — Cost Center 4607

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	4.0	\$ 361,396	\$ —

## CFCS Svcs Fund 0001 — Cost Center 4610

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	16.5	\$ 3,292,301	\$ 836,284
Board Approved Adjustments During FY 2012	—	358,665	(404,728)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	32,944	—
Internal Service Fund Adjustments	—	(379)	736,067
Other Required Adjustments	—	(27,586)	—
Subtotal (Current Level Budget)	16.5	\$ 3,655,945	\$ 1,167,623
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. The Children, Family and Community Services Division Infrastructure Changes	—	—	—
The Department will cover the costs of additional support staff by eliminating 2.0 FTE Psychiatric Social Workers (1.0 FTE vacant and 1.0 FTE filled), 0.5 vacant FTE Office Specialist and 0.5 vacant FTE Clinical Standards Coordinator. This is a net zero action.			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	16.5	\$ 3,655,945	\$ 1,167,623

## HIV Svcs Fund 0001 — Cost Center 4612

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	2.0	\$ 249,350	\$ 346,448
Board Approved Adjustments During FY 2012	—	(16,572)	(18,550)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	6,224	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(1,978)	—
Subtotal (Current Level Budget)	2.0	\$ 237,024	\$ 327,898
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	2.0	\$ 237,024	\$ 327,898





### Perinatal Substance Abuse Fund 0001 — Cost Center 4620 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	7.5	\$ 1,985,669	\$ 1,215,673
Board Approved Adjustments During FY 2012	—	8,516	(669,684)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	23,069	—
Internal Service Fund Adjustments	—	376	669,684
Other Required Adjustments	—	(8,516)	—
Subtotal (Current Level Budget)	7.5	\$ 2,009,114	\$ 1,215,673
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	7.5	\$ 2,009,114	\$ 1,215,673

### Prevention Svcs Fund 0001 — Cost Center 4630 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	8.0	\$ 1,756,204	\$ 2,449,934
Board Approved Adjustments During FY 2012	—	570	(9,549)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	10,312	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(10,119)	—
Subtotal (Current Level Budget)	8.0	\$ 1,756,967	\$ 2,440,385
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Create a New Class for 1.0 FTE Prevention Coordinator.	—	—	—
This recommendation reduces appropriations for Services and Supplies by \$129,876 and increases appropriations for Salaries and Benefits by the same amount, to provide funds for the creation of a Prevention Coordinator (new job classification), pending a classification study by ESA-HR. The new position will provide leadership for the Department of Alcohol and Drug Services (DADS) Prevention Services division and coordinate and evaluate the implementation of the DADS Prevention Plan as well as the coordination of the Learning Institute.			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	8.0	\$ 1,756,967	\$ 2,440,385

### Quality Improvement Fund 0001 — Cost Center 4640 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	8.0	\$ 954,831	\$ —
Board Approved Adjustments During FY 2012	1.0	176,878	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	100,508	—
Internal Service Fund Adjustments	—	—	—



### Quality Improvement Fund 0001 — Cost Center 4640 Major Changes to the Budget

	Positions	Appropriations	Revenues
Other Required Adjustments	—	(81,272)	—
Subtotal (Current Level Budget)	9.0	\$ 1,150,945	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	9.0	\$ 1,150,945	\$ —

### Homeless Project Fund 0001 — Cost Center 4642 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	2.0	\$ 218,761	\$ —
Board Approved Adjustments During FY 2012	—	3,283	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(16,101)	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(3,283)	—
Subtotal (Current Level Budget)	2.0	\$ 202,660	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	2.0	\$ 202,660	\$ —

### Adult Services Fund 0001 — Cost Center 4645 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	5.0	\$ 649,472	\$ —
Board Approved Adjustments During FY 2012	1.0	150,458	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	15,872	—
Internal Service Fund Adjustments	—	(133,163)	—
Other Required Adjustments	—	(24,504)	—
Subtotal (Current Level Budget)	6.0	\$ 658,135	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	6.0	\$ 658,135	\$ —



### Employee Assist Prog Fund 0001 — Cost Center 4646 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	5.0	\$ 627,685	\$ —
Board Approved Adjustments During FY 2012	—	6,320	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	17,443	—
Internal Service Fund Adjustments	—	(424)	—
Other Required Adjustments	—	(6,320)	—
Subtotal (Current Level Budget)	5.0	\$ 644,704	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>5.0</b>	<b>\$ 644,704</b>	<b>\$ —</b>

### Medical Services Fund 0001 — Cost Center 4650 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	19.0	\$ 2,511,000	\$ —
Board Approved Adjustments During FY 2012	—	94,305	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	90,469	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(84,065)	—
Subtotal (Current Level Budget)	19.0	\$ 2,611,709	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>19.0</b>	<b>\$ 2,611,709</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 2012 Approved Budget	10.5	\$ 1,088,356	\$ 9,713
Board Approved Adjustments During FY 2012	—	14,353	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	50,467	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(14,353)	—
Subtotal (Current Level Budget)	10.5	\$ 1,138,823	\$ 9,713
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			



**Central Ctr Fund 0001 — Cost Center 4652**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Decision Packages</b>			
1. Expansion of Integrated Substance Abuse Services	2.5	311,095	—
This recommendation enhances integrated substance abuse assessment and brief intervention and referral to specialty treatment for patients being seen in the Moorpark Clinics and Express Care.			
Subtotal (Recommended Changes)	2.5	\$ 311,095	\$ —
<b>Total Recommendation</b>	13.0	\$ 1,449,918	\$ 9,713

**Alexian Health Clinic Fund 0001 — Cost Center 4654**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	7.0	\$ 833,836	\$ 53,000
Board Approved Adjustments During FY 2012	—	(7,852)	19,000
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(4,564)	—
Internal Service Fund Adjustments	—	(6,496)	—
Other Required Adjustments	—	7,852	—
Subtotal (Current Level Budget)	7.0	\$ 822,776	\$ 72,000
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Reduce Revenue	—	—	(35,000)
Residents throughout the Department of Alcohol and Drug Services system of care are charged minimum fees as part of a fee schedule. With Valley Care II (VCI), which is set at only 75% of the Federal Poverty Level (FPL), those fees or co-pays will no longer be applied. The loss of this revenue to the system will result in reduction of services. This action reduces revenue.			
Subtotal (Recommended Changes)	—	\$ —	\$ (35,000)
<b>Total Recommendation</b>	7.0	\$ 822,776	\$ 37,000

**Central Valley Clinic Fund 0001 — Cost Center 4655**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	13.0	\$ 1,434,954	\$ 170,500
Board Approved Adjustments During FY 2012	1.0	39,787	(25,500)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-1.0	(78,761)	—
Internal Service Fund Adjustments	—	(2,122)	—
Other Required Adjustments	—	(39,787)	—
Subtotal (Current Level Budget)	13.0	\$ 1,354,071	\$ 145,000
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			



### Central Valley Clinic Fund 0001 — Cost Center 4655 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Decision Packages</b>			
1. Reduce Revenue	—	—	(60,000)
Residents throughout the Department of Alcohol and Drug Services system of care are charged minimum fees as part of a fee schedule. With Valley Care II (VCI), which is set at only 75% of the Federal Poverty Level (FPL), those fees or co-pays will no longer be applied. The loss of this revenue to the system will result in reduction of services.			
Subtotal (Recommended Changes)	—	\$ —	\$ (60,000)
<b>Total Recommendation</b>	13.0	\$ 1,354,071	\$ 85,000

### South County Clinic Fund 0001 — Cost Center 4657 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	5.0	\$ 641,981	\$ 99,300
Board Approved Adjustments During FY 2012	—	(3,472)	(8,000)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	1.0	149,430	—
Internal Service Fund Adjustments	—	228	—
Other Required Adjustments	—	3,472	—
Subtotal (Current Level Budget)	6.0	\$ 791,639	\$ 91,300
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
<b>Decision Packages</b>			
1. Reduce Revenue and Increase Contract Services	—	—	(41,000)
Residents throughout the Department of Alcohol and Drug Services system of care are charged minimum fees as part of a fee schedule. With Valley Care II (VCI), which is set at only 75% of the Federal Poverty Level (FPL), those fees or co-pays will no longer be applied. The loss of this revenue to the system will result in reduction of services. This action reduces revenue and subsidizes the loss with general fund money.			
Subtotal (Recommended Changes)	—	\$ —	\$ (41,000)
<b>Total Recommendation</b>	6.0	\$ 791,639	\$ 50,300

### Justice Svcs Fund 0001 — Cost Center 4670 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	—	\$ 1,356,695	\$ 1,729,171
Board Approved Adjustments During FY 2012	—	(302,013)	(1,476,171)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	119	1,119,158
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 1,054,801	\$ 1,372,158



### Justice Svcs Fund 0001 — Cost Center 4670 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 1,054,801	\$ 1,372,158

### Contract Svcs Fund 0001 — Cost Center 4671 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	—	\$ 7,373,444	\$ —
Board Approved Adjustments During FY 2012	—	114,036	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(342,749)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 7,144,731	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Increase Contract Services	—	265,000	—
Residents throughout the Department of Alcohol and Drug Services system of care are charged minimum fees as part of a fee schedule. With Valley Care II (VCI), which is set at only 75% of the Federal Poverty Level (FPL), those fees or co-pays will no longer be applied. The loss of this revenue to the system will result in reduction of services. This action subsidizes the loss with general fund money.			
Subtotal (Recommended Changes)	—	\$ 265,000	\$ —
<b>Total Recommendation</b>	—	\$ 7,409,731	\$ —

### SACPA Svcs Fund 0001 — Cost Center 4672 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	—	\$ 2,454,530	\$ 57,083
Board Approved Adjustments During FY 2012	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	(57,083)
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 2,454,530	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 2,454,530	\$ —



### Basn Svcs Fund 0001 — Cost Center 4673 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2012	2.0	1,070,093	1,174,292
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	52,992	—
Internal Service Fund Adjustments	—	104,199	—
Other Required Adjustments	—	(52,992)	—
Subtotal (Current Level Budget)	2.0	\$ 1,174,292	\$ 1,174,292
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>2.0</b>	<b>\$ 1,174,292</b>	<b>\$ 1,174,292</b>

### Calworks Prog Fund 0001 — Cost Center 4675 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	3.0	\$ —	\$ —
Board Approved Adjustments During FY 2012	—	(62,000)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	4,525	—
Internal Service Fund Adjustments	—	59,035	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	3.0	\$ 1,560	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Transfer Health Alliance Administrative Unit to Department of Mental Health from Department of Alcohol and Drug Services	—	640,700	—
Transfer Health Alliance Administrative Unit to Department of Mental Health from Department of Alcohol and Drug Services	—	(127,247)	—
Decision Packages			
1. Transfer Health Alliance Administration Unit from Department of Drug and Alcohol Services to Department of Mental Health.	-3.0	(515,013)	—
This recommendation deletes 3.0 FTE and expenses from the Department of Alcohol and Drug Services (DADS). The CalWORKs Program in its entirety will be transferred to the Mental Health Department (see corresponding actions in BU412).			
Subtotal (Recommended Changes)	-3.0	\$ (1,560)	\$ —
<b>Total Recommendation</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>



### 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 2012 Approved Budget	4.5	\$ 1,054,883	\$ —
Board Approved Adjustments During FY 2012	—	(37,397)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-0.5	(58,279)	—
Internal Service Fund Adjustments	—	89,086	—
Other Required Adjustments	—	9,599	—
Subtotal (Current Level Budget)	4.0	\$ 1,057,892	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>4.0</b>	<b>\$ 1,057,892</b>	<b>\$ —</b>

### Gateway Assessment Fund 0001 — Cost Center 4677 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	8.0	\$ 700,363	\$ —
Board Approved Adjustments During FY 2012	—	8,126	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	23,365	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(8,126)	—
Subtotal (Current Level Budget)	8.0	\$ 723,728	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>8.0</b>	<b>\$ 723,728</b>	<b>\$ —</b>

### 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 2012 Approved Budget	4.0	\$ 989,961	\$ —
Board Approved Adjustments During FY 2012	2.0	3,581	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	12,984	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(4,724)	—
Subtotal (Current Level Budget)	6.0	\$ 1,001,802	\$ —





### Offender Treatment Program III - Fund 0001 — Cost Center 4680 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	6.0	\$ 1,001,802	\$ —

### Veterans Drug Court — Cost Center 4682 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	1.0	\$ 297,020	\$ 292,734
Board Approved Adjustments During FY 2012	—	(130,559)	(123,647)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	2,626	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	1.0	\$ 169,087	\$ 169,087
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Expiration of Substance Abuse and Mental Health Services Administration Grant	—	—	(94,023)
The Department's Substance Abuse and Mental Health Services Administration (SAMHSA) grant will expire on September 30, 2012. The SAMHSA grant monies are used to fund a pilot program that funds a half time licensed clinician to integrate substance abuse services into primary medical care and medical home clinics.			
Subtotal (Recommended Changes)	—	\$ —	\$ (94,023)
<b>Total Recommendation</b>	1.0	\$ 169,087	\$ 75,064

### Comp Drug Court Imp-DDC Fund 0001 — Cost Center 4683 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	2.0	\$ 239,162	\$ 249,181
Board Approved Adjustments During FY 2012	-0.5	(49,008)	(249,181)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	0.5	1,436	—
Internal Service Fund Adjustments	—	3,113	249,181
Other Required Adjustments	—	49,008	—
Subtotal (Current Level Budget)	2.0	\$ 243,711	\$ 249,181
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	2.0	\$ 243,711	\$ 249,181



### Parolee Reentry Court Grant Fund 0001 — Cost Center 4684 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	—	\$ 128,000	\$ 128,000
Board Approved Adjustments During FY 2012	—	16,000	16,000
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 144,000	\$ 144,000
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 144,000	\$ 144,000

### SAMSHA Treatment for Homeless Fund 0001 — Cost Center 4685 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	1.0	\$ 349,286	\$ 350,000
Board Approved Adjustments During FY 2012	—	(65,000)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	8,780	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(21,446)	—
Subtotal (Current Level Budget)	1.0	\$ 271,620	\$ 350,000
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	1.0	\$ 271,620	\$ 350,000

### Criminal Justice Realignment Fund 0001 — Cost Center 4686 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2012	1.0	1,333,333	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	50,068	—
Internal Service Fund Adjustments	—	—	1,333,333
Other Required Adjustments	—	(50,068)	—
Subtotal (Current Level Budget)	1.0	\$ 1,333,333	\$ 1,333,333
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			



**Criminal Justice Realignment Fund 0001 — Cost Center 4686**  
**Major Changes to the Budget**

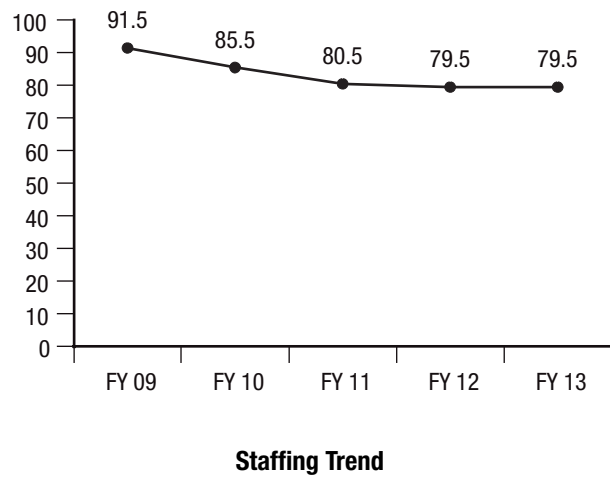
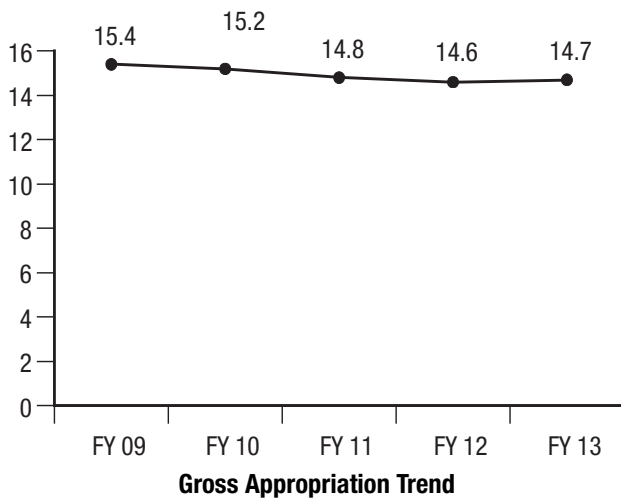
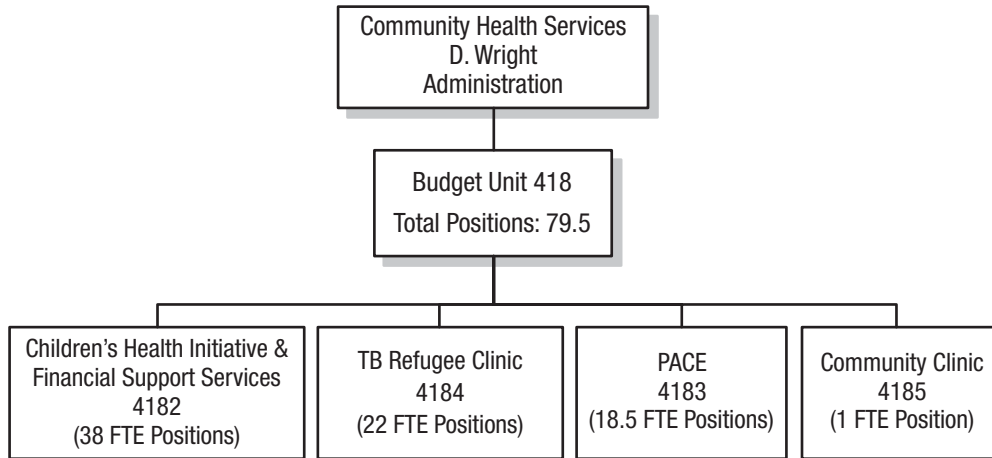
	Positions	Appropriations	Revenues
Transfer AB109 DADS Expansion of Outpatient Counseling Services and Residential Treatment.	—	—	2,016,662
<b>Decision Packages</b>			
1. Public Safety Realignment AB 109 - Expansion of Outpatient Counseling Services and Residential Treatment.	2.0	2,016,662	—
This recommendation redirects an unused portion of service and supply funds to cover the costs of a 1.0 FTE Psychiatric Social Worker and 1.0 FTE Health Care Program Manager II position for a net zero impact. In addition, \$2,016,662 in funding is added for contract services in order to expand outpatient services and residential treatment for re-entry residents.			
Subtotal (Recommended Changes)	2.0	\$ 2,016,662	\$ 2,016,662
<b>Total Recommendation</b>	<b>3.0</b>	<b>\$ 3,349,995</b>	<b>\$ 3,349,995</b>

**SAMHSA-Aftercare Fund 0001 — Cost Center 4687**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2012	2.0	291,342	270,447
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	123,294	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(123,294)	—
Subtotal (Current Level Budget)	2.0	\$ 291,342	\$ 270,447
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments	—	—	—
<b>Decision Packages</b>			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>2.0</b>	<b>\$ 291,342</b>	<b>\$ 270,447</b>



# Community Health Services



## Public Purpose

Promote the health and well-being of children and families in Santa Clara County by:

- ➔ Providing access to comprehensive health insurance for all children
- ➔ Providing access to public health clinical services to ensure a healthy community and reduction of health risk



## Description of Major Services

Community Health Services (CHS) was created as a department in FY 2000/2001 to include School Linked Services and the Children's Health Initiative (CHI). In FY 2007/2008, three programs were moved from the Public Health Department into CHS to reflect the management and administrative structure of those programs. Also, in FY 2007/2008, due to County deficits, the School Linked Services Program was essentially eliminated.

CHS currently performs three unique functions: Financial Support Services (FSS), which increase access to healthcare services for county residents, and revenue for health care services provided by SCVHHS by enrolling children, adults and seniors in appropriate public health insurance programs; Public Health Clinics (PHC), which provides health assessments and treatments for residents with HIV and/or TB; and Community Clinics (CC), which provides financial support to our partners, the community clinics, to assist the county in fulfilling the County's Welfare Institutions Code Section 17000 requirements.

Financial Support Services staff is mainly funded by programs such as Medi-Cal Administrative Activities (MAA), and expenditure transfers to Valley Medical

Center. In addition, the FSS staff's successful outreach and enrollment of clients positively affects SCVMC, Public Health, Mental Health, and Drug and Alcohol Departments finances. As more clients are converted from uninsured to insured, services provided can be billed to a third party instead of solely using the County's General Fund to fund the service. This is also the case for community-based organizations that serve publicly insured patients, as enrolled patients can also seek care at those locations. Based on an independent consultant's analysis in November 2006, the outreach work of the Financial Support Services staff resulted in net revenue of \$11 million for SCVMC in just one year. The amount would be greater if other SCVHHS departments were included in the analysis.

The trend in state and federal policies has been to make it more difficult for people to qualify for and retain their benefits in public programs, which increases the time FSS staff must spend with each client. The FSS unit's work has also grown with enrollment for Valley Care, a new coverage program for low-income documented residents of Santa Clara County.

CHS includes two clinics: the Ira Greene PACE Clinic and the TB Clinic. The PACE Clinic provides comprehensive HIV/AIDS services, including medical, psychiatric and licensed clinical social work counseling, nutrition, health education, medical case management, and more. The funding for these services is primarily through Federal and State grants (~75%), which require a Maintenance of Effort in continuing County funding. The TB Clinic receives grant funding through TB Control and the State Refugee Health Branch, and is a Federal Qualified Health Center site. Santa Clara County has the highest number of cases per 100,000 people in the United States for areas with population over 500,000 in 2010. TB services require a richer mix of staff than a

primary care clinic because of the communicable disease risk, and a greater need for compliance in treatment to protect the public's health. TB Clinic also provides the Refugee Health Assessment for newly arriving refugees, requiring a special language and skill mix.

Also included in CHS is some support of the community clinics. The community clinics face similar funding reduction threats as does SCVHHS. It is important to help community clinics be viable to expand the safety net structure in the county. They have the same mission as SCVMC and are important partners in the healthcare safety net.

## Current and Emerging Issues

The Community Health Services Budget Unit is comprised of Financial Support Services (now part of the Patient Access Department), TB Refugee Clinic, PACE Clinic and the Community Clinic grants.

### Financial Support Services

The Patient Access Department will continue to provide financial counseling assistance in the areas of: Emergency Department, Express Care, Admitting, Inpatient, Outpatient and Community Clinics. To ensure that patients are financially cleared prior to receiving elective services, a financial clearance center pilot was established at Valley Health Center at Gilroy. The pilot was successful, thus financial clearance centers will be rolled out to two additional primary care clinics in FY 2012. During the roll out for these two clinics, the Center for Leadership and Transformation will be utilized.

The Patient Access Department is moving toward a pro-active and progressive model of completing the front end processes, registration and financial screening. Appointments for elective services will not be confirmed until all required demographic and financial information is captured, and payer/insurance information is verified.

To support these efforts will require leveraging of technology. Technology initiatives include:

- Better co-ordination between scheduling and registration systems
- Creation of a patient financial database

- Implementation of a Quality Assurance tool

Federal Health Care Reform will require expanded enrollment activities on the part of the Patient Access Department. The first phase will include enrollment of over 30,000 individuals in the Medicaid Coverage Expansion (MCE) project.

### TB Clinic

Emerging issues in TB include the fact that SCVMC's patients are often uninsured or underinsured. More of them are homeless as the economy becomes worse. Obtaining medical services for their other medical problems always remains a challenge.

### Refugee Health Program

For refugee populations, the major issue is tying them into ongoing care for the medical problems identified through their initial exams. Refugees lose their Medi-Cal benefits at eight months; dental care for adults is virtually unavailable; mental health care for many of refugees is a priority. Through a partnership with the Centers for Survivors of Torture, on-site screening for refugees who may be suffering from PTSD, anxiety and depression is provided, which has been extremely helpful for our patients.

### PACE Clinic

For HIV/AIDS care, there has been an increase in patients as people lose their healthcare insurance with the loss of jobs. The Federal Health Resources and Services Administration has become much more stringent in reporting requirements, which the

Department is hoping will be easier once the core HIS project is implemented in FY 2014. There is an increase in re-infection with TB, syphilis, and Hepatitis C among PACE Clinic patients, all of which negatively impact maintenance of optimal health for those infected with HIV.

Many of the patients who are currently covered by Ryan White grant funded programs qualify for the Low Income Health Program (LIHP). Over the next year, the clinic will continue an effort to transfer the patients to LIHP, thus reducing the number of patients eligible for coverage under Ryan White. It is too early to determine the fiscal impact of these changes. The system of comprehensive care provided at PACE Clinic will be maintained as fully as possible.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
PACE Clinic	Yes	Mandated		■
TB Clinic	Yes	Mandated		■
Community Health Clinics	Yes	Mandated		■
Children's Health Initiative	Yes	Non-Mandated		■
Financial Support Services	Yes	Non-Mandated		■
Administration and Support Services	Yes	Required		■

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

## County Executive's Recommendation

Maintain current level of service.

### Community Health Services — Budget Unit 418 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
4181	School Linked Svcs Fund 0001	\$ 3,162	\$ —	\$ —	\$ —	\$ —	—
4182	Children's Hlth Initiative & Outreach Fund 0001	4,245,637	4,443,690	4,353,144	4,353,144	(90,546)	-2.0%
4183	Partners in AIDS Care & Education Fund 0001	1,514,127	1,793,390	1,845,786	1,845,786	52,396	2.9%
4184	TB Refugee Clinic Fund 0001	3,139,020	3,062,363	3,228,307	3,228,307	165,944	5.4%
4185	Community Clinics Fund 0001	3,474,456	3,428,339	3,415,777	3,415,777	(12,562)	-0.4%
<b>Total Net Expenditures</b>		<b>\$ 12,376,402</b>	<b>\$ 12,727,782</b>	<b>\$ 12,843,014</b>	<b>\$ 12,843,014</b>	<b>\$ 115,232</b>	<b>0.9%</b>



### Community Health Services — Budget Unit 418 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
4181	School Linked Svcs Fund 0001	\$ 3,162	\$ —	\$ —	\$ —	\$ —	—
4182	Children's Hlth Initiative & Outreach Fund 0001	4,245,637	4,443,690	4,353,144	4,353,144	(90,546)	-2.0%
4183	Partners in AIDS Care & Education Fund 0001	3,151,608	3,497,128	3,553,739	3,553,739	56,611	1.6%
4184	TB Refugee Clinic Fund 0001	3,346,767	3,182,825	3,409,913	3,409,913	227,088	7.1%
4185	Community Clinics Fund 0001	3,474,456	3,428,339	3,415,777	3,415,777	(12,562)	-0.4%
<b>Total Gross Expenditures</b>		<b>\$ 14,221,630</b>	<b>\$ 14,551,982</b>	<b>\$ 14,732,573</b>	<b>\$ 14,732,573</b>	<b>\$ 180,591</b>	<b>1.2%</b>

### Community Health Services — Budget Unit 418 Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 8,284,023	\$ 8,238,427	\$ 8,323,890	\$ 8,323,890	\$ 85,463	1.0%
Services And Supplies	5,937,607	6,313,555	6,408,683	6,408,683	95,128	1.5%
<b>Subtotal Expenditures</b>	<b>14,221,630</b>	<b>14,551,982</b>	<b>14,732,573</b>	<b>14,732,573</b>	<b>180,591</b>	<b>1.2%</b>
Expenditure Transfers	(1,845,228)	(1,824,200)	(1,889,559)	(1,889,559)	(65,359)	3.6%
<b>Total Net Expenditures</b>	<b>12,376,402</b>	<b>12,727,782</b>	<b>12,843,014</b>	<b>12,843,014</b>	<b>115,232</b>	<b>0.9%</b>

### Community Health Services — Budget Unit 418 Revenues by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
4182	Children's Hlth Initiative & Outreach Fund 0001	2,511,942	1,914,094	1,914,094	1,914,094	—	—
4183	Partners in AIDS Care & Education Fund 0001	1,100,500	1,189,721	1,164,721	1,164,721	(25,000)	-2.1%
4184	TB Refugee Clinic Fund 0001	2,872,170	3,063,300	2,935,800	2,935,800	(127,500)	-4.2%
<b>Total Revenues</b>		<b>\$ 6,484,611</b>	<b>\$ 6,167,115</b>	<b>\$ 6,014,615</b>	<b>\$ 6,014,615</b>	<b>\$ (152,500)</b>	<b>-2.5%</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 2012 Approved Budget	38.0	\$ 4,443,690	\$ 1,914,094
Board Approved Adjustments During FY 2012	—	67,380	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	40,585	—
Internal Service Fund Adjustments	—	(136,503)	—





### Children's Hlth Initiative & Outreach Fund 0001 — Cost Center 4182 Major Changes to the Budget

	Positions	Appropriations	Revenues
Other Required Adjustments	—	(62,008)	—
Subtotal (Current Level Budget)	38.0	\$ 4,353,144	\$ 1,914,094
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>38.0</b>	<b>\$ 4,353,144</b>	<b>\$ 1,914,094</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 2012 Approved Budget	18.5	\$ 1,793,390	\$ 1,189,721
Board Approved Adjustments During FY 2012	—	(17,584)	(25,000)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	36,548	—
Internal Service Fund Adjustments	—	36,633	—
Other Required Adjustments	—	(3,201)	—
Subtotal (Current Level Budget)	18.5	\$ 1,845,786	\$ 1,164,721
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>18.5</b>	<b>\$ 1,845,786</b>	<b>\$ 1,164,721</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 2012 Approved Budget	22.0	\$ 3,062,363	\$ 3,063,300
Board Approved Adjustments During FY 2012	—	(222,022)	(127,500)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(117)	—
Internal Service Fund Adjustments	—	354,705	—
Other Required Adjustments	—	33,378	—
Subtotal (Current Level Budget)	22.0	\$ 3,228,307	\$ 2,935,800
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>22.0</b>	<b>\$ 3,228,307</b>	<b>\$ 2,935,800</b>



**Community Clinics Fund 0001 — Cost Center 4185**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	1.0	\$ 3,428,339	\$ —
Board Approved Adjustments During FY 2012	—	895	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	3,075	—
Internal Service Fund Adjustments	—	(15,637)	—
Other Required Adjustments	—	(895)	—
Subtotal (Current Level Budget)	1.0	\$ 3,415,777	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	1.0	\$ 3,415,777	\$ —



# Children's Health Initiative

## Overview

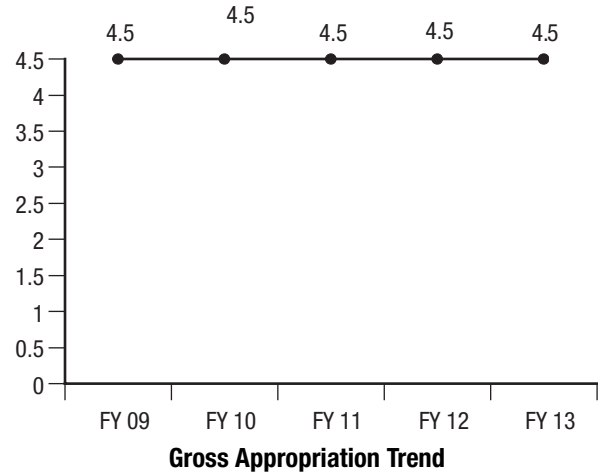
The Santa Clara County Board of Supervisors approved the creation of the Children's Health Initiative (CHI) in 2000. The goal of CHI has been to provide comprehensive health, dental and vision coverage for 100% of the uninsured children in Santa Clara County whose families earn 300% of the federal poverty level or below. To meet this goal, CHI established significant program principles:

- Every child in Santa Clara County shall have real access to regular health care as a result of being insured.
- No uninsured child who is a resident of Santa Clara County and whose parents earn at or below 300 percent of the federal poverty level shall be turned away from receiving health coverage.
- The outreach plan shall become a model "best practices" program within the State of California, with elements that include education of families on the appropriate use of benefits and the health care system, and, improvement of enrollment retention.

A key component in the development and success of the CHI was the creation of the Healthy Kids insurance product, which allowed all low-to-moderate income families to access health insurance for their children. Healthy Kids provides a health insurance option for families whose income or status preclude them from enrolling in Medi-Cal or Healthy Families. Since the first child applied for Healthy Kids in 2001, more than 210,000 children have been assisted in enrolling for the three programs. When the CHI was created, 2/3 of the 71,000 uninsured children in the county were eligible for government programs but had not enrolled. This has decreased significantly; now there are only an estimated 18,000 uninsured children in Santa Clara County.

## Healthy Children — Budget Unit 612 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
6112	Healthy Children Fund 0012	\$ 4,119,638	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ —	—
	<b>Total Net Expenditures</b>	\$ 4,119,638	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ —	—



In addition, Santa Clara County's CHI program was replicated in 29 other counties across the state, demonstrating the success and value of the approach. Some of the CHIs have closed their programs due to fund raising difficulties, but all remain committed to connecting children to healthcare.

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 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
6112	Healthy Children Fund 0012	\$ 4,119,638	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ —	—
	<b>Total Gross Expenditures</b>	\$ 4,119,638	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ —	—

### Healthy Children — Budget Unit 612 Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Services And Supplies	3,919,638	4,500,000	4,500,000	4,500,000	—	—
Operating/Equity Transfers	200,000	—	—	—	—	—
<b>Subtotal Expenditures</b>	4,119,638	4,500,000	4,500,000	4,500,000	—	—
<b>Total Net Expenditures</b>	4,119,638	4,500,000	4,500,000	4,500,000	—	—

### Healthy Children — Budget Unit 612 Revenues by Cost Center

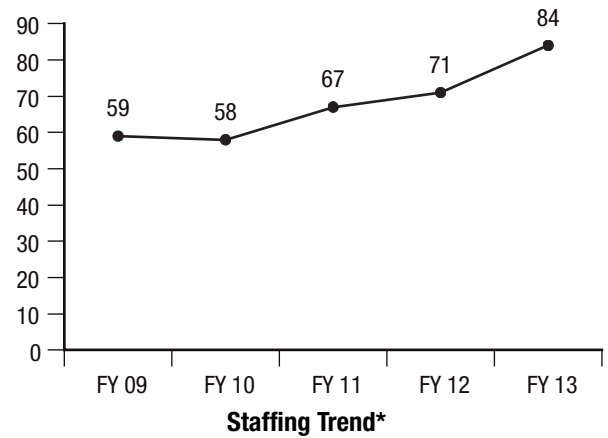
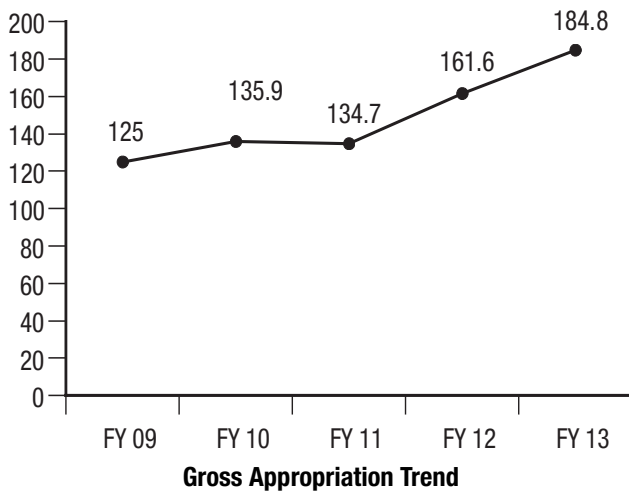
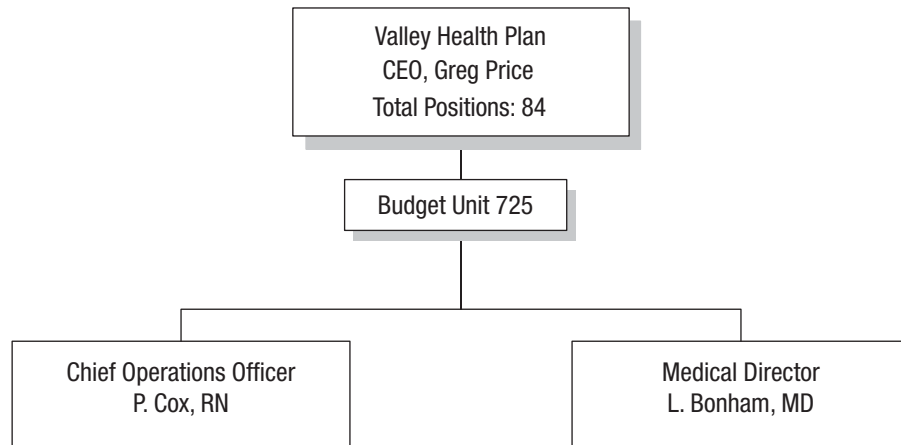
CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
6112	Healthy Children Fund 0012	\$ 3,506,282	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ —	—
	<b>Total Revenues</b>	\$ 3,506,282	\$ 4,500,000	\$ 4,500,000	\$ 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 2012 Approved Budget	—	\$ 4,500,000	\$ 4,500,000
Board Approved Adjustments During FY 2012	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 4,500,000	\$ 4,500,000
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 4,500,000	\$ 4,500,000



# Valley Health Plan



\*Authorized codes include 11.0 unfunded FTEs.

Section 4: Santa Clara Valley Health & Hospital System



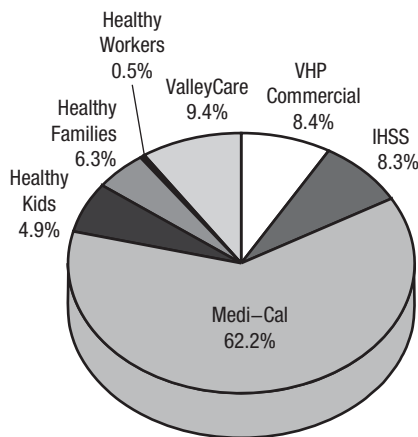
## Public Purpose

- ➔ 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 the County of Santa Clara. As of February 2012, VHP manages more than 91,803 lives across seven product lines as indicated in the following graph:



**Valley Health Plan Enrollment by Product Line as of February 2012**

Valley Health Plan currently offers commercial HMO insurance to In-Home Supportive Services (IHSS) workers, and employees of Santa Clara County, Valley Transportation Authority, Valley Medical Center Foundation, South Bascom Pediatrics, Inc., Santa Clara County Fairgrounds, and the Council on Aging. Newly expanded services provide more choices to Members when accessing health care. A Primary Care Physician can be selected from one of seven Provider Networks, including local Community Clinics, Independent

Physicians, Northern Cal Advantage Medical Group, Palo Alto Medical Foundation, San Jose Medical Group, Santa Clara County Individual Practice Association, and Santa Clara Valley Medical Center. As of November 2011, VHP partnered with Navitus Health Solutions, a Pharmacy Benefit Manager (PBM), to expand pharmacy services and manage benefits. VHP Members can now fill prescriptions at nationwide Safeway and Walgreens pharmacies as well as select pharmacies located in Santa Clara County.

Valley Health Plan is also a managed care option for Federal, State and County subsidized patients. Patients are delegated from Santa Clara Family Health Plan and insured through public programs such as Medi-Cal, Healthy Families, Healthy Kids, and Healthy Workers, a County subsidized program for small employers. VHP also provides health care coverage for Valley Care enrollees, a public program to expand coverage to previously uninsured up to the 200% of federal poverty level.



## 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		■
Commercial Plan	No	Non-Mandated		■
Commercial IHSS and COA	No	Non-Mandated		■
Healthy Family	No	Non-Mandated		■
Healthy Kids	No	Non-Mandated		■
Employee Wellness Program	Yes	Non-Mandated	Increase staffing to provide focused direction for development and implementation of the program.	▲
Administration and Support	No	Required	Increase staffing to comply with State-mandated reporting requirements, coordinate marketing communication, and comply with new mandated electronic coding requirements.	▲

Impact on Current Level of Service:

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

## County Executive's Recommendation

A total of eight new positions are recommended for Valley Health Plan (VHP). There are no new fiscal implications associated with the addition of these positions, which will be funded from existing VHP appropriations.

### ▲ Administration and Support Services

#### Augment Staffing for Analytical Support

**Add 2.0 FTE Senior Health Care Program Analyst Positions for Analytical Support:** Analyst support for VHP was previously provided by SCVMC. These resources are no longer available to the VHP as the resources have either been cut or absorbed by SCVMC to address the Hospital's analytical needs. VHP, acting as the Health Plan as well as the Managed Service Organization (MSO) for SCVMC requires extensive analysis to meet its business and regulatory requirements.

**Service Impact:** The new positions will allow VHP to comply with State-mandated reporting requirements while also enabling the plan to manage millions of dollars in newly acquired risk that has been transferred from SCVMC to VHP for FY2013. The new requirements for rate filings will mandate that the plan extract, analyze and trend data required to ensure

effective financial and medical management of capitation that will be audited by both State and Federal agencies. Historically VHP has used SCVMC Information Services staff exclusively for this function. However, current growth in the health plan, as well as a significant increase in SCVMC's need for similar resources, points to the need for dedicated resources in VHP.

**Positions Added: 2.0 FTE**

**Total Cost: \$248,280**

Funded from existing appropriations

#### Augment Staffing for Administrative Support

**Add 1.0 FTE Executive Assistant I Position for Administrative Support:** This position will provide administrative support to the Executive Medical Director position.

**Service Impact:** VHP has appointed a full time Medical Director to the manage the VHP clinical services and provider network. The recommended position will provide full time administrative support to assure that the Medical Director can focus on the complex clinical



issues, the analysis of utilization data and meeting and conferring with multiple providers and provider organizations.

**Positions Added: 1.0 FTE**

**Total Cost: \$86,052**

Funded from existing appropriations

## Augment Staffing for Contract Management

**Add 1.0 FTE Health Care Services Business Development Analyst Position for Group Contracts Management:** This position will replace a part time contractor, assuming responsibility for VHP's Group management, Group Contracts, Broker liaison and member communication. With VHP's repositioning strategy, large growth in membership, and expended network, member and provider communications needs have grown. Additionally, there is increased opportunity to offer VHP to additional municipal and non-profit groups which will require more Group Service Agreements and additional responsibilities for coordination with benefits departments.

**Service Impact:** There is a pressing need for VHP to coordinate the development of marketing and communication materials with the management of group contracts. The groups benefits and human resources departments need more frequent meetings with benefit coordinators to collaborate on ways to reduce costs, improve employee health status and provide more benefit designs that are more consistent with union contracts and organizational goals. More products are being asked for, and the demands exceed the scope of work that the current contractor was brought on to do. A full time, ongoing staff resource is required.

**Positions Added: 1.0 FTE**

**Total Cost: \$131,508**

Funded from existing appropriations

## Augment Staffing for Information Services

**Add 1.0 FTE Health Care Services Business Development Analyst Position for Core Claims System Replacement:** VHP is replacing its core claims system with a comprehensive healthcare management system to support the business model, comply with new mandated electronic coding requirements and an expanding commercial product. An aggressive time frame for replacing the current system requires focused,

dedicated project management over the next 18 months. This position will assume responsibility for the ongoing management, coordination and oversight of the system beyond the implementation of the new core system.

**Service Impact:** The recommended position is pivotal to successful implementation and ongoing management of a new healthcare core system for VHP. It is key to ensuring efficient operations, which includes vendor management, auditing, reporting and regulatory requirements for claims payment and data processing. This function was historically a shared responsibility between VHP and SCVMC, but due to the size of the plan and the changes in the SCVMC Information Services Department's ability to support VHP, it has been recommended by both the Information Services Department and consultants hired by VHP that a dedicated Information Services Manager is needed for VHP. The new position will act as a liaison with the SCVHHS Information Services Department, other County departments, and a host of vendors VHP must use in connecting a network in nine counties.

**Positions Added: 1.0 FTE**

**Total Cost: \$131,508**

Funded with existing appropriations

## Augment Staffing for Product Evaluation

**Add 1.0 FTE Management Analysis Program Manager II Position for Senior Product Evaluation/ Implementation:** This position will work with key County departments and the federal Center for Medicare and Medicaid Services (CMS) to review options for cost containment, with one option being the development of a Medicare Advantage product, and to prepare for cost containment of the senior health care costs.

**Service Impact:** The goal of this position is to develop, implement and manage a sustainable model/product in support of a cost-effective retiree health program. The current VHP product for retiree health was designed by SCVMC. The County has no relationship to the current retiree health products now offered by Kaiser and Health Net. The time between development and filing with CMS is two years, and in order to meet the goals of the County to start exploring ways to reduce the retiree health obligation, VHP must develop a retiree product that is acceptable by current standards and meets the cost containment needs of several groups' benefit



programs with which VHP currently does business. This program needs to start as soon as possible to get a return on investment by Year 2015.

**Positions Added: 1.0 FTE**

**Total Cost: \$135,384**

Funded with existing appropriations

## ▲ Employee Wellness Program

**Augment staffing for Employee Wellness:** Add 1.0 FTE Senior Health Care Program Manager (SHCPM) and 1.0 FTE Senior Health Care Program Analyst (SHCPA) position. The Employee Wellness Program was relocated to VHP in July 2011 and since then VHP has worked with a consultant to evaluate the entire program and create an overall strategic plan to meet the desired outcomes of the County leadership and support the County mission.

Current Employee Wellness staff continues to work at maximum capacity to operate established legacy events & activities. These activities include the annual Employee Wellness Fair, activity programs (March into May, Step It Up), monthly educational classes, onsite health consultations, health club directory, department presentation requests, bio metric screenings and mini health fairs. These interventions are currently not connected to an overall strategy nor is VHP able to measure the effectiveness and the impact of these interventions.

In order to adopt the best practices and achieve measurable results aligned with the overall objectives of the Board, the program requires additional resources. A full time Senior Health Care Program Manager (SHCPM) is needed to provide management to directly oversee the Employee Wellness staff. In addition the incumbent would manage and direct contract services, oversee implementation of new systems for online HRA and employee portals, develop communications strategies for a very diverse population, and engage in other management activities needed to coordinate and direct a county wide program.

A Senior Health Care Program Analyst (SHCPA) is also needed to develop and implement tools to measure the effectiveness of the program. Data collection and analysis will be linked to a variety of indicators such as the utilization statistics from three health plans, the

rates of occupational medicine expense, absenteeism, employee attitudes and issues, and other indicators established by the Board or the industry.

**Service Impact:** The recommended positions are central to successful implementation and ongoing management of the Employee Wellness overarching strategy. The strategy will better utilize and integrate existing resources, improve departmental and resource efficiencies, incentivize healthier behaviors and determine a set of measurements to illustrate cost-effectiveness of the County wellness efforts.

The SHCPM position will provide management, leadership, and infrastructure needed for developing and promoting a culture of wellness within the county that is sustainable. The incumbent will be managing a \$1.6 million dollar budget and coordinating numerous county wide initiatives focused on containing our health care costs and improving performance.

The SHCPA position will be responsible for the assessment of the current health status of all County employees and dependants as well as the ongoing measurement of the cost effectiveness impact of key County expenditures in health plan experience rated premiums, occupational injuries, absenteeism and other factors present that impact performance and cost of the wellness program.

**Total Positions Added: 2.0 FTE**

**Net Costs: \$265,356**

Funded with existing appropriations

### SCVMC-Valley Health Plan — Budget Unit 725 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
7259	VHP-Employee Wellness Program	\$ —	\$ (17,994)	\$ 1,279,576	\$ 1,279,576	\$ 1,297,570	-7,211.1%
72501	Valley Health Plan Group Fund 0380	152,758,397	158,206,929	180,299,664	180,299,664	22,092,735	14.0%
<b>Total Net Expenditures</b>		<b>\$ 152,758,397</b>	<b>\$ 158,188,935</b>	<b>\$ 181,579,240</b>	<b>\$ 181,579,240</b>	<b>\$ 23,390,305</b>	<b>14.8%</b>

### SCVMC-Valley Health Plan — Budget Unit 725 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
7259	VHP-Employee Wellness Program	\$ —	\$ 625,928	\$ 1,897,974	\$ 1,897,974	\$ 1,272,046	203.2%
72501	Valley Health Plan Group Fund 0380	154,721,179	160,942,111	182,931,609	182,931,609	21,989,498	13.7%
<b>Total Gross Expenditures</b>		<b>\$ 154,721,179</b>	<b>\$ 161,568,039</b>	<b>\$ 184,829,583</b>	<b>\$ 184,829,583</b>	<b>\$ 23,261,544</b>	<b>14.4%</b>

### SCVMC-Valley Health Plan — Budget Unit 725 Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 5,698,735	\$ 7,364,776	\$ 9,480,472	\$ 9,480,472	\$ 2,115,696	28.7%
Services And Supplies	149,022,445	154,203,263	175,349,111	175,349,111	21,145,848	13.7%
<b>Subtotal Expenditures</b>	<b>154,721,179</b>	<b>161,568,039</b>	<b>184,829,583</b>	<b>184,829,583</b>	<b>23,261,544</b>	<b>14.4%</b>
Expenditure Transfers	(1,962,782)	(3,379,104)	(3,250,343)	(3,250,343)	128,761	-3.8%
<b>Total Net Expenditures</b>	<b>152,758,397</b>	<b>158,188,935</b>	<b>181,579,240</b>	<b>181,579,240</b>	<b>23,390,305</b>	<b>14.8%</b>

### SCVMC-Valley Health Plan — Budget Unit 725 Revenues by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
72501	Valley Health Plan Group Fund 0380	159,116,577	158,188,935	181,579,240	181,579,240	23,390,305	14.8%
<b>Total Revenues</b>		<b>\$ 159,116,577</b>	<b>\$ 158,188,935</b>	<b>\$ 181,579,240</b>	<b>\$ 181,579,240</b>	<b>\$ 23,390,305</b>	<b>14.8%</b>



## VHP-Employee Wellness Program — Cost Center 7259

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>VHP-Valley Health Plan (Fund Number 0380)</b>			
FY 2012 Approved Budget	3.0	\$ (17,994)	\$ —
Board Approved Adjustments During FY 2012	—	1,290,880	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	272,046	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(265,356)	—
Subtotal (Current Level Budget)	3.0	\$ 1,279,576	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Augment Staffing for Wellness Program	2.0	—	—
◆ Add 1.0 FTE Senior Health Care Program Manager/Health Care Program Manager II position for a cost of \$141,216			
◆ Add 1.0 FTE Senior Health Care Program Manager position for a cost of \$124,140			
◆ Reduce \$265,356 in funding for Salaries Without Benefits account			
Subtotal (Recommended Changes)	2.0	\$ —	\$ —
<b>Total Recommendation</b>	<b>5.0</b>	<b>\$ 1,279,576</b>	<b>\$ —</b>

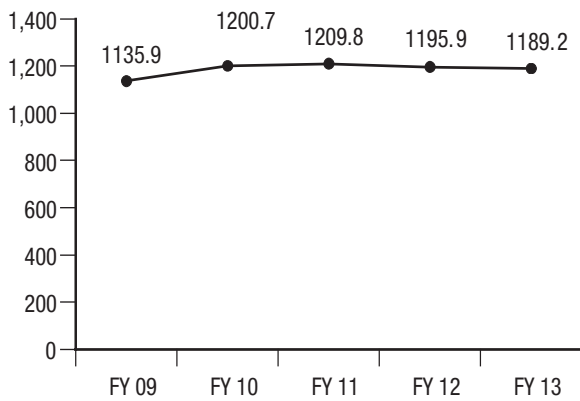
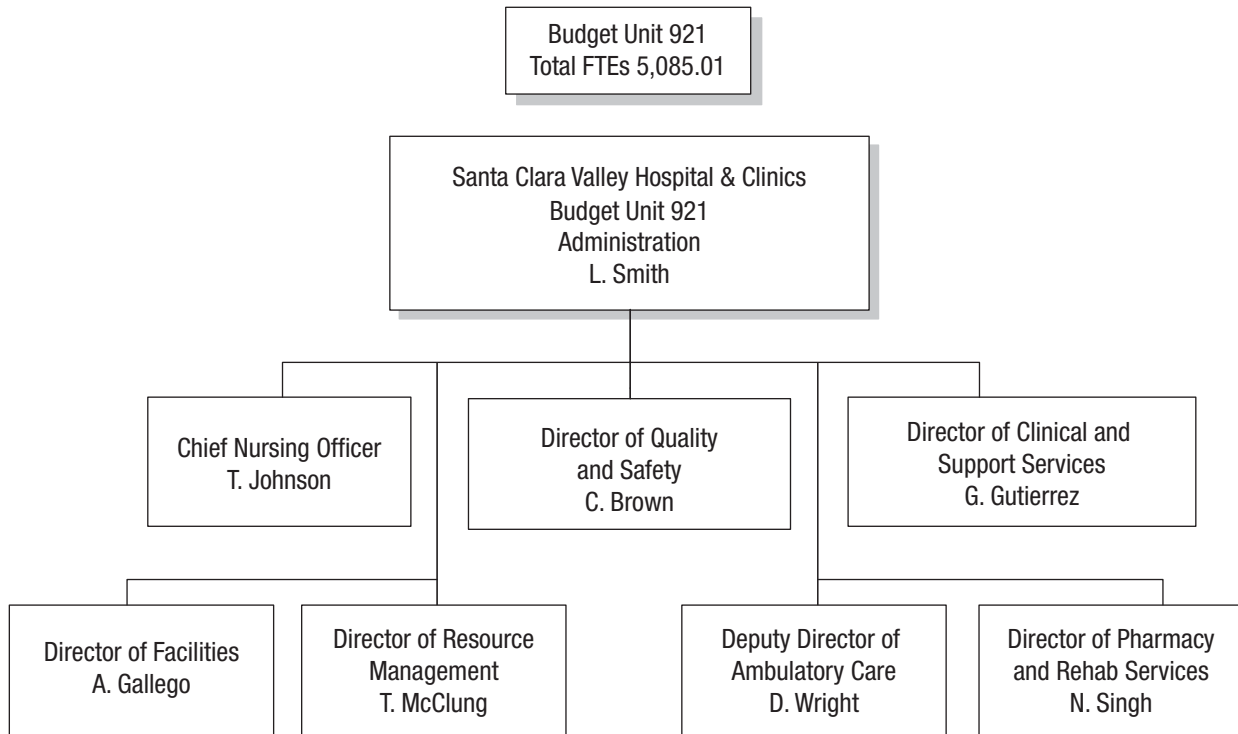
## Valley Health Plan Group Fund 0380 — Cost Center 72501

### Major Changes to the Budget

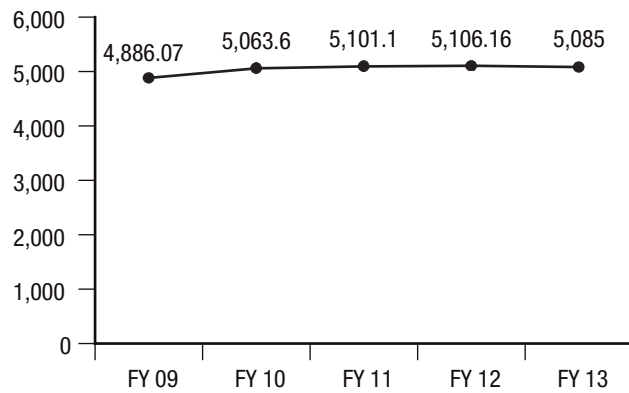
	Positions	Appropriations	Revenues
<b>VHP-Valley Health Plan (Fund Number 0380)</b>			
FY 2012 Approved Budget	68.0	\$ 158,206,929	\$ 158,188,935
Board Approved Adjustments During FY 2012	5.0	22,141,576	23,390,305
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	1,295,685	—
Internal Service Fund Adjustments	—	(265,414)	—
Other Required Adjustments	—	(1,079,112)	—
Subtotal (Current Level Budget)	73.0	\$ 180,299,664	\$ 181,579,240
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Augment Staffing for Administrative and Support Services	6.0	—	—
Add a total of 6.0 FTE as follows:			
◆ 2.0 FTE Senior Health Care Program Analyst positions for a total costs of \$248,280			
◆ 1.0 FTE Executive Assistant position for a cost of \$86,052			
◆ 2.0 FTE Health Care Services Business Development Analyst positions for a total costs of \$263,016			
◆ 1.0 FTE Management Analysis Program Manager II position for a cost of \$135,384			
◆ Reduce \$732,732 in funding from Salaries Without Benefits Account			
Subtotal (Recommended Changes)	6.0	\$ —	\$ —
<b>Total Recommendation</b>	<b>79.0</b>	<b>\$ 180,299,664</b>	<b>\$ 181,579,240</b>



# Santa Clara Valley Medical Center



**Gross Appropriation Trend**



**Staffing Trend**

Funded FTEs



## Public Purpose

- ➔ **Provide quality healthcare for all persons in Santa Clara County regardless of their individual ability to pay.**



## Description of Major Services

Santa Clara Valley Medical Center (SCVMC), the County's safety net and largest hospital, was founded in 1876. The 574-bed hospital and its ten clinics provide a range of inpatient and ambulatory care to all county residents, regardless of ability to pay. SCVMC is the only hospital in the region that provides advanced services including a head trauma and spinal injury Rehabilitation Center, Regional Burn Center, and a High-Risk Maternity Program.

SCVMC is a critical component of the County's health and hospital system:

- As a base-station hospital, SCVMC provides medical expertise and consultation to ambulances throughout the county.
- The Trauma Center provides the highest level of care, and is San Jose's only pediatric trauma center.
- The Burn-Trauma Center is one of only two Burn-Trauma centers north of Los Angeles.
- The Emergency Department has 24 beds and managed 59,277 visits in FY 2008, and visits were 74,719 by the end of FY 2011.
- The Obstetrics Department delivered 4,463 babies in FY 2011, and will deliver 4,540 babies in FY 2012 based on current projections.
- Primary Care Clinics provide over 800,000 visits to 250,000 unique patients.

Innovative strategies have enabled SCVMC to continue providing high quality care to county residents during consecutive years of declining revenue. Promoting wellness and providing access to primary and specialty care improves health and reduces more expensive care. Toward that end, the Medical Home Model was pioneered at VHC Silver Creek and moved to VHC Milpitas, focusing on patient-centered continuous and coordinated health care services from a team of providers led by a primary care physician. Health care services provided in a medical home include preventive services, treatment of acute and chronic illness, and help with end-of-life matters. The Medical Home Model has also been expanded to VHC Sunnyvale and VHC Gilroy, and a modified Medical Home Model is in place at VHC Moorpark.

The Medical Home Model is building the base for patient-centered care as envisioned in the Federal Health Care Reform Bill. Through the Model, SCVMC is implementing the future of health care. In addition, California hopes to implement a similarly focused approach to caring for Seniors and Persons with Disabilities enrolled in the Medi-Cal program.

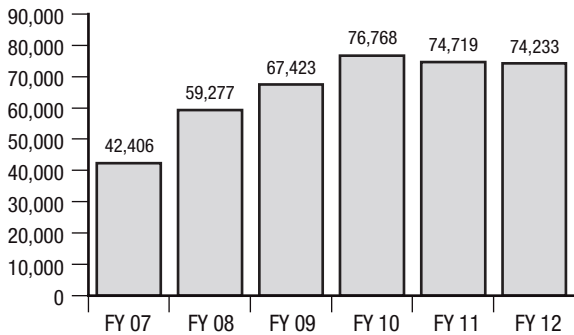
## Current and Emerging Issues

### Economy Changes Behavior related to Healthcare

Santa Clara Valley Medical Center's (SCVMC) patient population has grown 60% in the last decade, and is projected to grow further with the passage of health care reform. Nearly 1 in 2 of our adult paneled patients has at least one chronic illness, and many of them have multiple chronic diseases and social situations requiring a greater intensity of service.

With the economy struggling to recover from a recession, SCVMC will continue to be challenged by an increasing demand for services by uninsured and underinsured residents. People who have lost jobs have also lost health insurance; as others struggle to make mortgage payments, they may choose to forgo health insurance and put off preventative or necessary primary care or specialty health care services. Medications used to control chronic disease may become unaffordable. SCVMC's emergency department will continue to be a vital resource for Santa Clara County residents.

Emergency Department Visits



### Health Care Reform

Health Care Reform remains a significant issue for the County, the Health & Hospital System and the nation. The insurance and health care industries both will be required to transform to meet the requirements of the Patient Protection and Affordable Care Act. While a Supreme Court decision (expected within the next few months) could modify or negate portions of the Act, other changes will go forward regardless of the decision. For example, Medicare is beginning to withhold a portion of payment and will only pay that withheld portion if certain value metrics are met. This is called the Value-Based Purchasing Program and starts at 1% withholding the first year, with increasing withhold amounts thereafter.

In addition, the "Bridge to Healthcare Reform" has started in California through the Low Income Health Program (LIHP). In 2014, persons enrolled in the LIHP plus tens of thousands other people will become Medi-Cal eligible and no longer be un-insured (depending on the Supreme Court decision).

With this new coverage the population will be able to choose among health plans and providers, and SCVMC will need to compete for its patient population. The Incentive Program (also known as the Delivery System Reform Incentive Program) started in 2011 and is helping SCVMC take the steps necessary to change its systems to meet these new challenges.

### Core Health Information Systems Project (EPIC)

In FY 2011-12, SCVHHS began the journey toward automating all patient records in Mental Health, Drug and Alcohol, Custody Health, Public Health, and Santa Clara Valley Medical Center. This effort will have a profound impact on residents of Santa Clara County who receive care at any SCVHHS location, as well as for the staff delivering care. The installation of the Epic system will occur in waves beginning on May 4, 2013. The installation will continue over the next 18 months until all care locations are automated. Health information will then be immediately available for staff caring for the patient.

Currently, much of personal health information is only available on paper. As paper is not often available at all system access points in real time, this leads to caring for patients without all of the necessary medical information. This information gap frustrates our patients and their providers, and requires repetition of personal health information at all of our access points. In the new system, not only will our staff have access to the record, but the patient will also be able to access their own information.

Furthermore, as multiple private providers in the County use this system, we will be able to share (with the patient's permission) across health care systems (public and private) for the first time. The electronic data will also offer the opportunity to track, trend, and improve patient care and safety.



## Patient Satisfaction & Experience

Like most companies providing a service, health care organizations nationwide are focused on the experience of patients. Many patients have choices regarding where they get their health care, and their choices are based on recommendations from a provider, family, or friend, or on their own experience with an organization.

Data shows that patients who think highly of their health care provider are more likely to make difficult lifestyle changes, and take medication as prescribed. Patient experience really does improve the quality of care. Medicare has recognized this and will begin in 2013 rewarding or penalizing institutions based on their outcomes in both quality and safety.

SCVMC has collected patient experience data for nearly a decade, and the data provides insight for improving our focus. Collaboration with the California Association

of Public Hospitals' Safety Net Institute allows all public hospitals to share learning and improve patient experience. SCVMC has a program "Every Contact Counts" that trains staff in patient experience data and improvement strategies. The focus in the coming year will be on noise, telephone access to SCVMC, and clinic throughput time.

## Budget Monitoring

SCVMC is expanding its monthly budget reporting and analysis process. Continued and close monitoring of budget performance will be a priority and will be reported to the Board of Supervisors through the Health and Hospital Committee.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes/No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
SCVMC Departments	Yes	Mandated		■
Emergency Medicine				■
Orthopedics				■
Surgery				■
General Medicine				■
OB-GYN				■
Pediatrics			Neonatology services to O'Connor Hospital will be discontinued unless a satisfactory contract can be negotiated. Service reduction would be to O'Connor patients.	▼
Pathology				■
Physical Medicine & Rehabilitation				■
Diagnostic Imaging				■
Anesthesia				■
Neurology				■
Radiation Oncology				■
Psychiatry				■
Custody Health Services	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
Public Safety Realignment Program - AB 109	No	Mandated	Inmate dental and medical care needs will be addressed in a timely and comprehensive manner; Re-entry Center Client mental health needs will be identified and if needed, referred for treatment.	▲
Ambulatory Care	Yes	Mandated		▲
Valley Specialty Center			Additional appointment slots will be available to patients in FY 2013	▲
Valley Connection				■
Community Health Services				■
Valley Homeless Healthcare				■
Regional Valley Health Centers			Additional appointment slots will be available to patients in FY 2013	▲
FQHC				■
Clinical & Ancillary Support	Yes	Mandated		■
Resource Management	Yes	Mandated		■
Facilities/Capital	Yes	Mandated		■
Quality & Safety	Yes	Mandated		■
Pharmacy & Rehab Services	Yes	Mandated		■
Nursing	Yes	Mandated		■
Administration	Yes	Required		■
Finance				■
Information Technology			Significant funding is provided for the Core Health Information System replacement and ICD-10 Implementation projects	▲
Planning, Contracting & Business Development				■

Impact on Current Level of Service:

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

### General Fund Subsidy to Santa Clara Valley Medical Center

Revenues collected by the Santa Clara Valley Medical Center (SCVMC) from State and Federal programs, insurance companies, and cash-paying patients are not sufficient to fully cover expenditures. A General Fund subsidy is provided as a transfer from Special Programs. The subsidy is comprised of three basic elements: pass-through revenues, unreimbursed County services (e.g., medical care for inmates), and the General Fund grant, which represent the discretionary support provided by the General Fund to SCVMC.

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

Subsidy Component	2010	2011	2012	2013 CLB	2013 Rec
VLF Revenue	\$49.9	\$51.6	\$49.4	\$52.1	\$52.1
Tobacco Rev	\$12.0	\$12.0	\$12.0	\$12.0	\$12.0
Inmate Care	\$11.4	\$11.4	\$11.4	\$11.4	\$11.4
GF Grant	\$0.0	\$48.0	\$14.7	\$13.0	\$13.0
<b>Total Subsidy</b>	<b>\$73.3</b>	<b>\$123.0</b>	<b>\$87.5</b>	<b>\$88.5</b>	<b>\$88.5</b>
Use of VMC Reserves	\$117.5	\$0.0	\$0.0	\$0.0	\$0.0

a. \$ reflected in millions

The General Fund subsidy has been adjusted in the FY2013 base/current level budget (CLB) to reflect changes in costs for current resources.





### Summary of Base Adjustments to the GF Subsidy<sup>a</sup>

Basis for Adjustment	Amount
<b>FY 2012 Approved Budget</b>	<b>\$87.5</b>
Net increase in salaries and benefit costs <sup>b</sup>	\$15.0
Base budget placeholders representing targeted savings from RNPA and Engineers & Architects	(\$10.4)
Remove FY 2012 one-time salary savings	\$1.8
Net ongoing savings from position changes in FY 2012	(\$6.3)
Other miscellaneous base adjustments	\$0.9
<b>Total FY 2013 Current Level Budget</b>	<b>\$88.5</b>

a. \$ reflected in millions

b. Approximately \$6.5 million of the increased cost is associated with the increase in Retiree Health funding level from 50% of Normal Cost to 75% of Normal Cost.

The General Fund subsidy has *not* been adjusted to reflect the shortfall in SCVMC revenue reflective of FY 2012 experience. That adjustment is made below, and then followed by a series of proposals that correct the shortfall for FY 2013.

### County Executive's Recommendation

The County Executive's recommendations for the SCVMC FY 2013 budget are focused on closing an \$84.3 million budget gap, reflective of SCVMC's FY 2012 experience, without the use of additional General Fund subsidy or SCVMC budget reserves.

SCVMC is on track to achieve a number of rebalancing strategies to improve the FY 2012 budget performance and currently expects to end the fiscal year with a \$30 million budget shortfall, half of the roughly \$60 million shortfall projected at mid-year. As previously approved by the Board, the \$30 million FY 2012 shortfall will be funded through a one-time increase in the General Fund subsidy.

However, this level of increased subsidy cannot be sustained. The rebalancing strategies currently in progress position SCVMC to re-balance its FY 2013 budget through the revenue enhancement and cost savings proposals recommended below.

#### Re-base Revenue to Reflect FY 2012

##### Experience

**Reduce budgeted revenue to reflect FY 2012 budget performance.** This action effectively re-bases SCVMC budgeted revenues to reflect the SCVMC FY 2012 "run rate" or actual-to-budget experience *as though no operational changes were implemented to change that run rate.*

**Total Revenue Reduction: \$84,303,883**

### Rebalancing the SCVMC FY 2013 Budget

The following recommendations reflect either reduced expenses or revised revenue projections based on FY 2013 projected patient volume and reimbursement rates. *These recommendations reflect the impact of operational changes already underway at SCVMC.*

#### Primary and Specialty Clinic Volume

**Adjust budgeted revenues to reflect FY 2013 projected patient volume for primary and specialty clinics.** SCVMC is projecting a budget for primary care and specialty care visits of 2,899 visits per day.

**Service Impact:** Clinic visits for FY 2012 were running approximately 20% below budget through December 2011. Significant work has been done with Valley Physicians Group (VPG) to expand clinic appointment slots and improve clinic scheduling processes beginning in January 2012. This effort has added significant appointment slots for nearly all physicians. Additional changes in April and May 2012 will add more slots.

#### Newly Created Appointment Slots

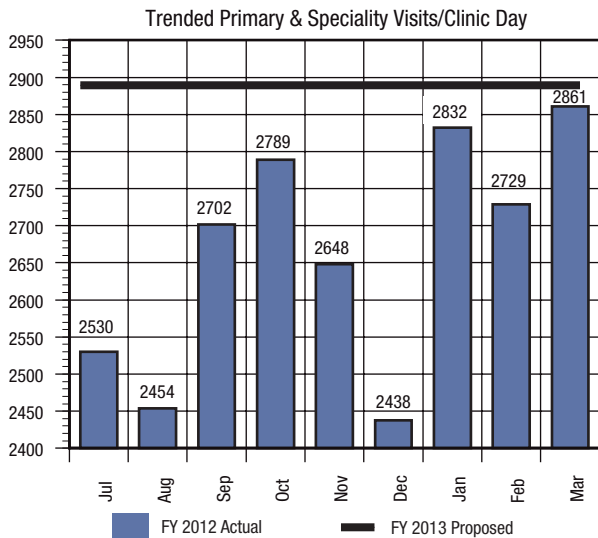
Clinic	Month Added	# of New Weekly Appointment Slots
Primary Care	January 2012	660
OB-GYN	February 2012	225
Specialty Care	March-June 2012	139 <sup>a</sup>
<b>New Weekly Appointment Slots</b>		<b>1,024</b>

a. New slots created to date; additional slots are in development



Budget projections in previous years used a variety of projection methods to develop the anticipated volume for primary and specialty care clinics. The FY 2013 projection is based on actual appointment slots found in the electronic appointment system. This volume projection assumes that SCVMC will maximize services to patients by keeping these appointment slots filled.

The following graph illustrates SCVMC's success in significantly increasing clinic visit volume beginning in January.



The July through December 2012 average daily visit volume was 2,593. Since the initial improvements in clinic slots were implemented, the average daily visit volume increased to 2,832 in January, 2,729 in February and 2,861 in March.

In April, the total daily appointment slots available in the SCVMC scheduling system was 3,052. Changes to the last of the surgical and medical specialty clinics expected by the end of June 2012 are projected to add an additional 40 daily appointment slots to the surgery, eye, orthopedic, gastrointestinal, pulmonary, and neurosciences clinics, bringing total available capacity to an average of 3,092 visits daily. SCVMC projects a 6.25% unused appointment rate, which results in an average of 2,899 primary care and specialty care visits per day for budget purposes.

Emergency Department (ED) and Hospital Express Care volume is projected at FY 2012 actual volume, which is a combined 337 visits per day.

SCVMC expects additional and sustained success in building visit volume as subsequent improvements are made in FY 2013.

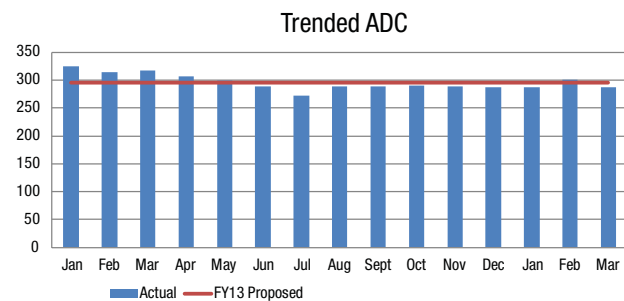
**Total Increased Revenue: \$24,578,165**

**█ Inpatient Volume**

**Adjust budgeted revenues to reflect FY 2013 projected inpatient volume.** SCVMC is projecting a budget for an average daily inpatient census of 295.

The inpatient average daily census projection of 295 for FY 2013 is 2% higher than the March year-to-date average of 288. The modest increase of 7 is expected as a result of patient flow from increased primary and specialty care clinic visit volume. These extra patients will likely be dispersed throughout the facility, so no additional nursing and/or additional staff is required.

The graph below illustrates the inpatient census trend from January 2011 to March 2012:



**Total Increased Revenue: \$7,489,567**

**█ Revenue Cycle Redesign**

**Adjust budgeted revenues to reflect a 5% increase in net revenue per patient day/clinic visit based on anticipated results from the Revenue Cycle Redesign.** SCVMC kicked off the Revenue Cycle Redesign initiative with Accretive Health in the second week of January 2012. The initial focus of this initiative is improving processes around registration accuracy, insurance verification, treatment authorizations and denial management.

Revenue enhancement is also anticipated as a result of a reduction in denials and better revenue capture resulting from improvements in coding and



documentation of medical necessity through the ICD-10 project. In addition to the Revenue Cycle Redesign and ICD-10 initiatives, there are several other initiatives that are expected to improve SCVMC's net revenue. These include increases in commercial payor contract rates and third-party billing and collection support for Lab and Dialysis services.

A summary of the expected revenue increase by initiative is provided in the following table.

### Current Revenue Initiatives

Revenue Initiative	Expected Revenue Increase
Revenue Cycle Redesign	Improve registration accuracy, insurance verification, treatment authorizations, medical record coding, contract payment compliance. Accretive's historical 1st year increase with similar clients is 2.5% \$14,420,522
Commercial Payor Contract Rate Changes	Anticipated FY 2013 contract rate changes ranging from 5%-8% for six commercial payors for contracts recently renegotiated or for negotiations currently in progress. \$4,700,000
Lab Billing	Reduce denials by improving coding, capturing diagnosis coding and identification of referring physician. Initiate billing for professional fees on anatomical pathology cases. \$600,000
Dialysis Billing	Reduce missing charges, improve management of treatment authorizations, improve coding. Range of increased revenue is \$1.3M - \$2.7M annually, by improving SCVMC historical collection rate of 17% to industry benchmark of 26%. \$1,300,000
<b>Total Revenue Increase \$21,020,522</b>	

**Total Increased Revenue: \$21,020,522**

### Staffing Reductions and Efficiencies

**Eliminate 33.2 FTE vacant positions.** Dual strategies are aimed at cost savings through staffing changes. These include deleting vacant positions and not filling all of the unclassified Epic backfill positions. The following table reflects the positions recommended for deletion.

### Vacant Positions Recommended for Deletion<sup>a</sup>

Class	Description	FTE	Savings
S11	Assistant Nurse Manager	1.0	\$231,564
S75	Clinical Nurse III	4.8	\$848,040
R8G	Diagnostic Image Tech	0.5	\$55,788
R71	Dialysis Technician	1.5	\$102,360
H67	Food Service Worker I	1.0	\$69,720
J68	Health Information Clerk II	1.0	\$74,364
H18	Janitor	1.0	\$73,356
S85	Licensed Vocational Nurse	3.8	\$322,704
H93	Medical Assistant	1.5	\$105,204
D02	Medical Unit Clerk	0.6	\$39,528
S39	Nurse Coordinator	1.0	\$169,174
D09	Office Specialist III	1.0	\$80,112
R90	Orthopedic Technician	0.5	\$34,860
P41	Physician-VMC	1.0	\$318,032
S46	Physician Asst Primary Care	1.0	\$182,158
U98	Protective Services Officer	1.0	\$68,328
R54	Respiratory Therapy Insrvc Coord	0.5	\$54,708
S38	Staff Developer	0.5	\$88,896
<b>Subtotal Vacant Positions</b>		<b>23.2</b>	<b>\$2,918,896</b>
B3Z	Sr. Mgmt Info Systems Analyst-U	5.0	\$625,000
W23	Info Systems Analyst II-U	4.0	\$480,000
Q39	Nurse Coordinator-U	1.0	\$160,000
<b>Subtotal Vacant EPIC Backfill Positions</b>		<b>10.0</b>	<b>\$1,265,000</b>
<b>Total Vacant Position Deletions</b>		<b>33.2</b>	<b>\$4,183,896</b>

a. In some cases a vacant 0.5 FTE may be part of a split code where the other half of the code is filled. In this circumstance the full code will be deleted from the Salary Ordinance and a separate half code added back for the existing employee, with no net change in the number of FTE vacancies being deleted.

- **Vacant Positions:** A total of 32 vacant positions (23.2 FTE) are recommended for deletion. These are positions for which SCVMC has no current plan to recruit or hire and none of the positions are back-filled by extra help/per diem employees, or overtime.
- **EPIC Backfill Positions:** More than 70 existing positions have been transferred to the Epic team group to help SCVMC implement its electronic medical record. As a further means of holding down payroll, 10 of the unclassified positions that were created to backfill employees reassigned to work on the Epic implementation will be deleted. At the end of the implementation when certain positions are no longer needed for the long term maintenance of the

system, the employees who transferred to the Epic project will still be able to return to their pre-Epic positions.

**Total Position Deleted: 33.2 FTE**  
**Total Savings: \$4,183,896**

On April 9, 2012, CMS announced a proposed delay of the effective date to October 1, 2014. SCVMC and Navigant have reviewed the potential impact of this delay on the project timeline and the FY 2013 project budget reflects the deferral of some costs to FY 2014.

**Total Cost: \$2,864,000**

## ▲ ICD-10 Implementation

**Increase appropriations for ICD-10 project.** A total of \$3.8 million is required in FY 2013 to meet current project goals. Of this amount, \$927,000 will be funded by reallocating funds from existing SCVMC projects, reducing the required new appropriation to \$2.9 million.

**Service Impact:** This project will implement the changes required by the federal mandate to use the ICD-10 coding structure beginning October 1, 2013. Compliance with ICD-10 will be required for billing to Medicare, Medi-Cal and all Commercial payors. In addition to coding compliance, there would be significant training and education for coding documentation improvement that is expected to yield the kind of revenue improvements discussed under the Revenue Cycle Redesign recommendation.

FY 2013 project costs are summarized in the following table.

### FY 2013 ICD-10 Project Costs

Description	Cost
<b>External Project Staff</b>	
Project management, training and education	\$1,659,000
<b>External Information Services</b>	
Interface Programming	\$178,000
<b>Internal Staffing</b>	
Health Information Management	\$398,000
<b>Information Technology</b>	
Upgrades, interfaces, hardware, software	\$927,000
<b>Contingency</b>	\$629,000
<b>Total FY 2013 Project Requirement</b>	<b>\$3,791,000</b>

**Background:** As approved by the Board of Supervisors on February 28, 2012, SCVMC has engaged Navigant Consulting Inc. as project managers to lead the implementation and training for ICD-10.

## ▲ Core Health Information System

**Increase appropriations to fund FY 2013 costs associated with the Core Health Information System replacement project.** The FY 2013 costs for this project are offset by anticipated bond funding, available reimbursement through the Mental Health Services Act, reallocation of funds from other capital projects, and a reduction in contract expenses related to the existing legacy information systems.

**Service Impact:** Healthcare reform is making it increasingly important and necessary for healthcare organizations and providers to adopt and utilize advanced clinical information technology in order to meet:

- Higher standards for patient care
- Higher standards for patient surveillance (safety/infection control/quality review)
- Expanded data collection and reporting requirements for Center for Medicare and Medicaid (CMS) Incentive Program quality reporting and continuous quality improvement
- New insurance billing formats
- Requirements to securely exchange data with external providers and entities

Santa Clara Valley Health & Hospital System (SCVHHS) has a core information system that must be replaced in order to meet the above requirements and:

- Facilitate evidence-based clinical and administrative decision-making
- Provide for the seamless flow of information across the entire continuum of care (from the ambulatory care setting to the Emergency Department to return home and post discharge care)
- Support chronic disease management
- Support patient self management

- Enhance patient, family and staff satisfaction
- Qualify for American Recovery and Reinvestment Act (ARRA) "Meaningful Use" funding
- Optimize revenue cycle processes and reimbursements
- Reduce costs by minimizing duplicate testing and numerous other inefficiencies.

The current information system utilized by SCVHHS does not fully accommodate the requirements listed above. The acquisition of a new core healthcare information system is necessary for SCVHHS to succeed in the future. Approval of the FY 2013 funding will allow SCVHHS and the County to efficiently meet the requirements of the evolving healthcare industry, continue to bill insurance companies, and improve the coordination of healthcare for our patients.

### FY 2013 Core Health Information System Project

Description	Cost
Application Software	\$3,662,908
3rd Party Software (through EPIC)	\$1,382,603
Vendor Implementation Training Fees	\$5,711,400
Estimated System Hardware	\$700,000
Estimated Related Technical Costs	\$159,000
Estimated Other 3rd Party Software	\$950,642
Internal SCVHHS Project Implementation Staff	\$12,114,502
SCVHHS Champion Backfill (4 FTES)	\$1,000,000
Contract Project Implementation Staff	\$10,147,798
Capital Contingency	\$5,374,328
<b>Subtotal FY 2013 Capital Costs</b>	<b>\$41,203,181</b>
Application Software Operating Expense	\$240,117
Estimated 3rd Party Software (through EPIC)	\$187,437
Estimated System Hardware Operating Exp	\$475,000
Estimated Related Technical Operating Exp	\$1,544,600
Estimated Bedside Device Integration Operating Exp	\$240,000
Estimated Other 3rd Party Software Operating Exp	\$1,249,761
End User Training Backfill	\$9,515,536
Internal SCVHHS Staff 6 Months Post Live	\$1,527,258
Contract Staff 3 Months Post Live	\$1,325,745
Contract Staff Process Redesign Aligned w/EPIC Implementation	\$2,500,000
Contract Staff Legacy System Support	\$1,300,000
Misc Operating Expense	\$100,000
Operating Contingency	\$3,030,818
<b>Subtotal FY 2013 Operating Costs</b>	<b>\$23,236,272</b>
<b>Total Project Expense Budget for FY 2013</b>	<b>\$64,439,453</b>
<b>Reallocation of Funds from Existing Projects</b>	
Aspect IVR	(\$532,000)

### FY 2013 Core Health Information System Project

Description	Cost
Aspect/Pulsevoice Switch Upgrade	(\$87,000)
EWS Interfaces	(\$33,000)
<b>Total FY 2013 Appropriation Required for Project</b>	<b>\$63,787,453</b>
FY 2013 Debt Service on New Bonds	\$4,700,000
Legacy Contract Savings	(\$500,000)
<b>Net FY 2013 Expense for Project</b>	<b>\$67,987,453</b>

The net FY 2013 project expense is fully offset by the following anticipated revenue and reimbursements:

- \$23,384,272 from anticipated bond revenue associated with FY 2012 capital costs for the project
- \$41,203,181 from anticipated bond revenue associated with FY 2013 capital costs for the project
- \$3,400,000 from available Mental Health Services Act (MHSA) monies to cover project costs associated with the Mental Health Department

The total bond issuance is planned at \$100 million. FY 2013 use of bond proceeds is \$64,587,453 for this project. An additional \$20 million is recommended to support various technology projects discussed in County Executive's recommendations for the Information Services Department. \$10 million is planned for reserve and the cost of issuance. The remaining \$5,412,547 remains available to support further implementation of this project in FY 2014.

#### **Net One-time Cost: \$67,987,453**

Fully offset by anticipated bond revenue and reimbursement from MHSA funds

### ▲ CMS Incentive Program

**Increase revenue from the Center for Medicare and Medicaid Services (CMS) Incentive Program.** After evaluating the FY 2013 plan and milestones approved by the federal government, a budget of \$60 million is recommended for FY 2013. This represents a \$5 million increase over the FY 2012 budgeted amount of \$55 million.

FY 2013 will be the third year of SCVMC participation in the CMS Incentive program (formerly known as Delivery System Reform Incentive Pool or DSRIP). Years 1 and 2 have been successful in assisting SCVMC in



transforming the care, patient experience, and quality provided in the hospital and clinics in anticipation of health reform in 2014.

In FY 2013 the eligible incentive payment increases from \$57.1 million to \$61.3 million. SCVMC has increased project management of the incentive program milestones and is on track to meet FY 2012 budget goals.

The following table sums the *eligible* incentive payment (including the 50% SCVMC matching share) for FY 2013.

### CMS FY 2013 Incentive Program Funding

Category	Eligible Payment <sup>a</sup>
<b>Category I – Infrastructure Development</b>	<b>\$30,000,000</b>
Expand Primary Care Capacity	\$15,000,000
Implement and Utilize Disease Management Registry Functionality	\$15,000,000
<b>Category II – Innovation and Redesign</b>	<b>\$30,600,000</b>
Expand Chronic Care Management Models	\$12,000,000
Integrate physical and Behavioral Health Care	\$12,000,000
Improve Patient Experience	\$5,000,000
Redesign for Cost Containment	\$1,600,000
<b>Category III – Population-Focused Improvement Reporting Measures</b>	<b>\$33,600,000</b>
Patient /Care Giver Experience	\$8,400,000
Care Coordination	\$8,400,000
Preventive health	\$8,400,000
At-risk Populations	\$8,400,000
<b>Category IV – Urgent Improvement In Care</b>	<b>\$28,400,000</b>
Severe Sepsis Detection and Management	\$7,100,000
Central Line Associated Blood Stream Infection Prevention	\$7,100,000
Surgical Site Infection Prevention	\$7,100,000
Hospital-Acquired Pressure Ulcer Prevention	\$7,100,000
<b>Total Incentive Funding Available</b>	<b>\$122,600,000</b>
50% Federal Share	\$61,300,000
<b>FY 2013 Recommended Budget Level</b>	<b>\$60,000,000</b>
Potential for Additional Revenue	\$1,300,000

a. Includes 50% matching share

**Background:** On March 31, 2012 SCVMC submitted the mid-year CMS Incentive report for the timeline of July 1, 2011 - December 31, 2011 for partial incentive payment. The report included completed percentages, narratives,

and baseline data for seventeen projects. SCVMC expects to receive full incentive payment by October 31, 2012.

**Total Increased Revenue: \$5,000,000**

### Managed Care Contracts - ▲ Performance-Based Risk Pools

**Increase budgeted revenue from managed care contracts that include performance-based risk pools.** SCVMC participates in managed care contracts that include "performance-based risk pools" that provide additional revenue if certain performance metrics are met.

Risk pool disbursements are expected to be at least \$15.5 million for FY 2012 and were \$16.1 million for FY 2011. However, the level of budgeted revenue for FY 2012 (and in the FY 2013 base budget) is only \$4.3 million. Based on past history, negotiations with the health plans, and the expectations that risk pool metrics will continue to be met, the budget for this revenue source should conservatively be increased to \$12 million.

**Total Increased Revenue: \$7,721,466**

### Managed Care Contracts - ▣ Valley Health Plan

**Adjust revenues and expenditures related to Commercial and Medi-Cal Managed Care beneficiaries enrolled with VHP.** SCVMC contracts with Valley Health Plan (VHP) to provide care to Commercial and Medi-Cal Managed Care beneficiaries enrolled with VHP. Prior to FY 2013, SCVMC received capitation payments for the provision of care to *all* VHP enrollees. As a result, SCVMC was financially responsible for the care of *all* VHP enrollees, regardless of where that care was provided.

**Service Impact:** Beginning in FY 2013, SCVMC will receive capitation payments for all Medi-Cal Managed Care enrollees as before, *but only for the VHP Commercial enrollees who are assigned primary care physicians at SCVMC.* As a result, SCVMC will only be financially responsible for their assigned patients.

VHP will be financially responsible for Commercial enrollees assigned to non-VMC providers, including any outside medical costs for these enrollees. SCVMC will be paid on a fee-for-service (FFS) basis for any non-SCVMC enrollees who receive care at SCVMC facilities.

This change requires a number of budget adjustments.

- Capitation revenue is reduced by \$42.4 million, as SCVMC will receive this revenue only for the VHP Commercial enrollees who are assigned primary care physicians at SCVMC and not for all VHP enrollees.
- Fee-for service revenue is increased by \$19.7 million to reflect anticipated revenue related to care provided to some portion of non-SCVMC enrollees.
- Outside medical costs are reduced by \$18.2 million, as SCVMC will no longer be financially responsible for the care of VHP enrollees that are not assigned to SCVMC.

**Net Increased Cost: \$4,457,174**

### ▲ Low Income Health Program (LIHP)

**Adjust revenue and expenditures for the Low Income Health Program (LIHP).** The recommended budget adjustments reflect an expected increase in the population served by the LIHP.

**Service Impact:** SCVMC currently has approximately 8,000 LIHP enrollees and is forecasting an increase to 12,000 enrollees for FY 2013. The increase in enrollment is a result of the newly implemented group screening process.

Instead of a face-to-face, 1:1 interview, the Patient Access staff is conducting group sessions, allowing 30 people to complete the application process in one session. The new process has been well-received. In March 2012, four sessions were scheduled each day (with as many as 30 applicants in each group). As of April 10, 2012 there were seven sessions scheduled each day. The number of sessions per day will increase as necessary to accommodate demand.

**Background:** SCVMC participates in the Low Income Health Program (LIHP) and currently receives payment equal to 50% of costs to provide medical services. This payment is received retroactively through the annual

Waiver workbook submission. CMS and DHCS are implementing an optional capitation payment plan that would pre-pay a fixed amount per member per month for LIHP enrollees.

The budget assumption is an increase of capitation revenue of \$11.4 million, partially offset by \$4.6 million of increased medical expenses for this additional population.

**Net Savings: \$6,809,824**

Increased revenue of \$11,416,800  
Increased expenditure of \$4,606,976

### ▲ Medi-Cal Managed Care Contracts

**Increase budgeted revenue for fee-for-service (FFS) contracts.** SCVMC is renegotiating its fee-for-service (FFS) and capitation contracts for health care services provided to Medi-Cal Managed Care beneficiaries.

New FFS per diem rates were effective April 1, 2012 and new capitation rates are expected to be effective June 1, 2012. As a result, the proposed budget assumes increased revenue from higher rates. SCVMC does not have an ability to determine utilization rates for this network of patients, so the FY 2013 budget proposal assumes the same level of patient volume and membership enrollment as FY 2012.

**Total Increased Revenue: \$7,032,994**

### ▣ Debt Service Budget Adjustments

**Reduce appropriations for debt service principal and interest expense.** The budget for expenditures associated with debt service can be reduced from the level of appropriations in the FY 2013 base budget, based on requirements provided by the Controller-Treasurer.

### FY 2013 Debt Services Principal & Interest Expense

Bond Issue	Principal Requirement	Interest Expense
1994 Series B Interest Only		\$507,584
1997 Series A Principal & Interest	\$10,056,548	\$568,934
2006 Series I Principal & Interest	\$1,911,680	\$2,428,976
2007 Series K Principal & Interest	\$1,510,000	\$3,284,850
2008 Series A Interest Only		\$5,864,000
2008 Series L Interest Only		\$2,784,600
2008 Series M Principal & Interest	\$4,150,000	\$4,695,400
<b>Subtotal Controller Requirement</b>	<b>\$17,628,228</b>	<b>\$19,565,410</b>
Interest Expense on Negative Cash		\$2,400,000
<b>Total FY 2013 Requirement</b>	<b>\$17,628,228</b>	<b>\$21,965,410</b>
Appropriations in the FY 2013 CLB	\$22,700,002	\$23,987,763
<b>Recommended Reduction</b>	<b>\$5,071,774</b>	<b>\$1,453,419</b>

**Total Savings: \$6,525,193**

### Neonatology Services for O'Connor Hospital

**Reduce 3.5 FTE Neonatologists (physicians that treat sick and premature newborns).** SCVMC currently provides clinical coverage to O'Connor Hospital's Level 2 Neonatal Intensive Care Unit (NICU). Negotiations are underway to continue this coverage with different financial terms. This recommendation assumes that services will no longer be provided to O'Connor if negotiations are not successful.

**Background:** Over a number of years, SCVMC has developed a complicated relationship, regarding perinatal services, with the Daughters of Charity hospitals in the County, specifically O'Connor Hospital. Some of that relationship has been incorporated into certain contracts, but a comprehensive professional services agreement memorializing this relationship has not yet been established. SCVMC is in the process of negotiating an appropriate agreement with Daughters of Charity Hospitals relating to these services.

Under the current arrangement, SCVMC provides physician services to O'Connor Hospital's Level 2 Neonatal Intensive Care Unit (NICU) by assigning County employed physicians to work at O'Connor. When SCVMC first began to provide this unique service, there was a belief that reimbursement from the care for privately insured neonates who were transferred to SCVMC would pay for the County costs that were being tendered to O'Connor. With the benefit of hindsight, it has become apparent that this informal relationship places too great a risk on the County that

services may not be fully reimbursed and/or that the insurance risk for these services may not be adequately covered.

Because the costs of these services are quite high and the insurance risks related to these services are also quite significant, the County has recently notified O'Connor that we cannot continue to provide these services without a dedicated professional services agreement that addresses risks and reimbursement appropriately.

Negotiations are currently ongoing with the intent to continue these services pursuant to a professional services agreement that fully reimburses the County for its associated risks and costs. As this recommended budget goes to print, the two parties have not yet agreed to the conditions of such a contract. Therefore, this recommendation is based upon the worst case assumption-that such an agreement cannot be reached. In that case, SCVMC will no longer need the additional physician staff that is required to operate the O'Connor NICU.

**Service Impact:** The SCVMC NICU staffing will be maintained at a level commensurate with the need at SCVMC alone. However, a reduction in total staff would be necessary without the additional services required by the O'Connor NICU. That reduction is included in this recommendation.

If the County and O'Connor are able to reach agreement upon the terms of a contract before the Final Budget is approved, the County Executive will withdraw this recommendation and replace it with new revenue from that contract.

**Total Positions Deleted: 3.5 FTE  
Total Savings: \$1,300,000**

### Reallocation of Contract Physician Budget

**Reallocate funds for contract services to budgeted extra help for physician clinic coverage.** Contract funding for Supplemental Provider Services (SPS) is reduced based on recent Board approval of contract amendments that limit the use of the SPS contract to psychiatric services and the Sexual Assault Response Team.



\$2.6 million of contract funds are reallocated to cover the cost of 15.0 FTE extra help physicians in the clinics previously served by SPS.

**Total Cost: \$0**

Reduction in contract funds: \$2,650,466  
Increase in extra help funds: \$2,650,466

### ▲ Gardner Family Healthcare Contract

**Budget one-time funds for a possible increase in the contract with Gardner Family Healthcare to operate the Downtown Medical Clinic.** A one-time \$300,000 increase in funding will assure that adequate funds are available in FY 2013 for Gardner Family Healthcare to provide medical services at the Downtown Medical Clinic.

Initially it was hoped that Gardner would be able to qualify for Federal grant funding to offset the cost of operating this facility, but those grants are no longer available due to reductions in Federal funding.

**Background:** On April 10, 2012 the Board approved a \$550,000 allocation from the Contingency Reserve for the Agreement with Gardner Family Health Network, Inc. relating to providing medical services at the Downtown Medical Clinic.

An additional \$300,000 is estimated to be required in FY 2013. Allocating these funds for this specific purpose as part of the FY 2013 budget will provide reasonable assurance that another draw on contingency funds in FY 2013 will not be required.

**Total One-time Cost: \$300,000**

### ▣ Transfer Utility Expense for Tully Clinic to Facilities and Fleet Department

**Transfer the budget for utility expenses at the Tully clinic to the Facilities and Fleet (FAF) Department.** FAF handles utility payments for all other regional clinics. This transfer of budget will assure a more uniform process for handling these expenses.

**Total Savings: \$265,270**

Budget is reallocated to Facilities and Fleet

### ▲ Public Safety Realignment Program - AB 109

**Increase staff for both custodial and non-custodial AB 109 clients:** Add 1.0 FTE Dentist position, 1.0 FTE Physician position, and 1.0 FTE Psychiatrist position.

**Service Impact:** The Dentist and Physician positions will provide services, via Custody Health Services, to in-custody inmates and Re-entry Center clients. AB 109 inmates are sentenced to jail for their entire sentence instead of serving their time in the State prison system. Due to the length of their sentences, which can range from 18 months to 18 years, dental and health care needs of this population must be addressed in a comprehensive and timely manner. A full range of health care services are provided to inmates but pre-sentenced inmates receive only minimal/emergency Dental care. In order to provide AB 109 inmates adequate community standard care, dental services need to be expanded. Additionally, at the end of their sentences, the AB 109 inmates will be released back into the community. In order to insure a successful re-entry of these inmates, linkages to relevant medical services must be provided.

The Psychiatrist position will provide services, via the Mental Health Department, to AB 109 clients who are re-entering into the community. Services will be provided via the Re-entry Multi-Agency Pilot Program, at the Re-entry Center and at Evans Lane. Access to psychiatric services will assist the re-entry population to develop better coping skills resulting in fewer hospitalizations and lower rates of recidivism.

**Positions Added: 3.0 FTE**

**Total Net Cost: \$0**

Custody Health Services AB 109 Funded Reimbursement: \$515,372  
Mental Health Department AB 109 Funded Reimbursement: \$228,732

**Santa Clara Valley Medical Center Summary of Budgeted Expenditures and Revenues<sup>a</sup>**

	FY 2012 Approved	FY 2013 Recommended	Difference	Percent Difference
<b>FTES &amp; Statistics</b>				
Payroll FTEs	5,106.16	5,085.01	(21.15)	-0.4%
Total Patient Days	119,939	107,785	(12,154)	-10.1%
Average Daily Census (ADC)	328.6	295.3	(33.3)	-10.1%
Acute Outpatient Observation ADC	14.4	13.1	(1.3)	-9.0%
Outpatient Visits	950,685	904,065	(46,620)	-4.9%
<b>Revenue</b>				
Patient Revenue	835,204,596	795,806,337	(39,398,259)	-4.7%
CMS Incentive Revenue	55,000,000	60,000,000	5,000,000	9.1%
Cost Recovery	46,473,036	46,720,558	247,522	0.5%
Realignment	8,692,215	8,692,215	0	0.0%
Revenue from Bonds	0	64,587,453	64,587,453	
Other	16,856,080	25,178,917	8,322,837	49.4%
<b>Total Revenue</b>	<b>962,225,927</b>	<b>1,000,985,480</b>	<b>38,759,553</b>	<b>4.0%</b>
<b>Expense</b>				
Payroll/Personnel	726,777,321	726,957,478	180,157	0.0%
Services and Supplies	273,570,499	256,889,300	(16,681,199)	-6.1%
County Overhead	17,600,426	13,184,854	(4,415,572)	-25.1%
Debt Service/Fixed Assets	38,728,669	102,206,941	63,478,272	163.9%
Interest Expense	23,987,763	22,534,344	(1,453,419)	-6.1%
Transfers	(30,393,026)	(31,696,243)	(1,303,217)	4.3%
<b>Total Expense</b>	<b>1,050,271,652</b>	<b>1,090,076,674</b>	<b>39,805,022</b>	<b>3.8%</b>
<b>Operating Income/Loss</b>	<b>(88,045,725)</b>	<b>(89,091,194)</b>	<b>(1,045,469)</b>	<b>1.2%</b>
<b>Transfers</b>				
Vehicle License Fee Revenue	49,400,000	52,093,000	2,693,000	5.5%
Tobacco Settlement Revenue	12,000,000	12,000,000	0	0.0%
Inmate Medical Care at SCVMC	11,399,451	11,400,000	549	0.0%
General Fund Grant	14,674,307	13,026,227	(1,648,080)	-11.2%
<b>Total General Fund Subsidy</b>	<b>87,473,758</b>	<b>88,519,227</b>	<b>1,045,469</b>	<b>1.2%</b>
Operating Transfers	(7,314,770)	(7,314,770)	0	0.0%
<b>Total Transfers</b>	<b>80,158,988</b>	<b>81,204,457</b>	<b>1,045,469</b>	<b>1.3%</b>
<b>Net Income/(Loss)</b>	<b>(7,886,737)</b>	<b>(7,886,737)</b>	<b>0</b>	<b>0.0%</b>
<i>Unfunded Compensated Absences</i>	<i>(6,571,546)</i>	<i>(6,571,546)</i>		
<i>Unfunded Amortization of Prior Debt Financing Costs</i>	<i>(1,315,192)</i>	<i>(1,315,192)</i>		

a. SCVMC Enterprise Fund 0060 only. Does not include the Intergovernmental Transfer or SCVMC Capital Fund 0059



### Santa Clara Valley Medical Center — Budget Unit 921 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
6846	SCVMC Capital Fund 0059	\$ 76,646,997	\$ 6,258,721	\$ 62,593	\$ 62,593	\$ (6,196,128)	-99.0%
6849	SCVMC Fixed Assets & Debt Svc Fund 0060	53,505,464	41,665,823	38,791,262	102,206,941	60,541,118	145.3%
6862	SCVMC Intergovernmental Trfs Fund 0060	—	60,000,000	60,000,000	60,000,000	—	—
92106	SCVMC Operations Fund 0060	1,002,501,632	1,057,586,422	1,015,973,574	995,184,503	(62,401,919)	-5.9%
<b>Total Net Expenditures</b>		<b>\$ 1,132,654,093</b>	<b>\$ 1,165,510,966</b>	<b>\$ 1,114,827,429</b>	<b>\$ 1,157,454,037</b>	<b>\$ (8,056,929)</b>	<b>-0.7%</b>

### Santa Clara Valley Medical Center — Budget Unit 921 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
6846	SCVMC Capital Fund 0059	\$ 76,646,997	\$ 6,258,721	\$ 62,593	\$ 62,593	\$ (6,196,128)	-99.0%
6849	SCVMC Fixed Assets & Debt Svc Fund 0060	53,505,464	41,665,823	38,791,262	102,206,941	60,541,118	145.3%
6862	SCVMC Intergovernmental Trfs Fund 0060	—	60,000,000	60,000,000	60,000,000	—	—
92106	SCVMC Operations Fund 0060	1,033,585,971	1,087,979,448	1,044,269,817	1,026,880,746	(61,098,702)	-5.6%
<b>Total Gross Expenditures</b>		<b>\$ 1,163,738,432</b>	<b>\$ 1,195,903,992</b>	<b>\$ 1,143,123,672</b>	<b>\$ 1,189,150,280</b>	<b>\$ (6,753,712)</b>	<b>-0.6%</b>

### Santa Clara Valley Medical Center — Budget Unit 921 Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 732,641,021	\$ 726,777,321	\$ 724,525,613	\$ 726,957,478	\$ 180,157	0.0%
Services And Supplies	273,615,999	291,257,325	288,504,264	270,136,747	(21,120,578)	-7.3%
Other Charges	20,892,914	69,387,767	29,059,537	22,534,344	(46,853,423)	-67.5%
Fixed Assets	88,820,497	34,908,088	16,028,667	79,816,120	44,908,032	128.6%
Operating/Equity Transfers	47,768,001	73,573,491	85,005,591	89,705,591	16,132,100	21.9%
<b>Subtotal Expenditures</b>	<b>1,163,738,432</b>	<b>1,195,903,992</b>	<b>1,143,123,672</b>	<b>1,189,150,280</b>	<b>(6,753,712)</b>	<b>-0.6%</b>
Expenditure Transfers	(31,084,339)	(30,393,026)	(28,296,243)	(31,696,243)	(1,303,217)	4.3%
<b>Total Net Expenditures</b>	<b>1,132,654,093</b>	<b>1,165,510,966</b>	<b>1,114,827,429</b>	<b>1,157,454,037</b>	<b>(8,056,929)</b>	<b>-0.7%</b>



## Santa Clara Valley Medical Center — Budget Unit 921

### Revenues by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
6846	SCVMC Capital Fund 0059	\$ 89,640,286	\$ 6,258,721	\$ 62,593	\$ 62,593	\$ (6,196,128)	-99.0%
6849	SCVMC Fixed Assets & Debt Svc Fund 0060	2,741,100	38,728,669	—	64,587,453	25,858,784	66.8%
6862	SCVMC Intergovernmental Trfs Fund 0060	—	60,000,000	60,000,000	60,000,000	—	—
92106	SCVMC Operations Fund 0060	1,077,732,796	1,049,699,685	1,046,878,099	1,024,917,254	(24,782,431)	-2.4%
<b>Total Revenues</b>		<b>\$ 1,170,114,183</b>	<b>\$ 1,154,687,075</b>	<b>\$ 1,106,940,692</b>	<b>\$ 1,149,567,300</b>	<b>\$ (5,119,775)</b>	<b>-0.4%</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 2012 Approved Budget	—	\$ 6,258,721	\$ 6,258,721
Board Approved Adjustments During FY 2012	—	(6,172,321)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(23,807)	(6,196,128)
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 62,593	\$ 62,593
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 62,593	\$ 62,593

### 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 2012 Approved Budget	—	\$ 41,665,823	\$ 38,728,669
Board Approved Adjustments During FY 2012	—	(14,306,661)	(38,728,669)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(390,009)	—
Internal Service Fund Adjustments	—	11,432,100	—
Other Required Adjustments	—	390,009	—
Subtotal (Current Level Budget)	—	\$ 38,791,262	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
1. SCVHHS Core Health Information System Replacement Project (EPIC)	—	68,487,453	64,587,453



### SCVMC Fixed Assets & Debt Svc Fund 0060 — Cost Center 6849 Major Changes to the Budget

	Positions	Appropriations	Revenues
FY 2013 expenditures for the SCVHHS Core Health Information Systems Replacement Project, offset by anticipated bond revenue, are budgeted here. The \$3.4 million net cost reflected here is offset by a transfer from the Mental Health Department (Mental Health Services Act funding) reflected on the Intra-County line.			
2. Debt Services Adjustments	—	(5,071,774)	—
Appropriations related to debt service principal expense and interest on bonds is reduced to match the level of FY 2013 anticipated expense provided by the Controller-Treasurer's Office.			
Subtotal (Recommended Changes)	—	\$ 63,415,679	\$ 64,587,453
<b>Total Recommendation</b>	—	\$ 102,206,941	\$ 64,587,453

### 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 2012 Approved Budget	—	\$ 60,000,000	\$ 60,000,000
Board Approved Adjustments During FY 2012	—	—	—
<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 2013</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 2012 Approved Budget	5,106.2	\$ 1,057,586,422	\$ 1,049,699,685
Board Approved Adjustments During FY 2012	-2.5	(44,927,671)	(2,607,378)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	7.2	(538,592)	—
Internal Service Fund Adjustments	—	(3,040,283)	(214,208)
Other Required Adjustments	-7.2	6,893,698	—
Subtotal (Current Level Budget)	5,103.7	\$ 1,015,973,574	\$ 1,046,878,099
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Public Safety Realignment AB109-Reimbursement from Custody Health for Dentist Services.	—	—	199,344
Public Safety Realignment AB109-Reimbursement from Custody Health for Physician Services	—	—	316,028
Public Safety Realignment - AB 109-Reimbursement for Expansion of Mental Health Services	—	—	229,788



## SCVMC Operations Fund 0060 — Cost Center 92106

### Major Changes to the Budget

	Positions	Appropriations	Revenues
MHSA Support for SCVHHS Core Information System Replacement Project	—	(3,400,000)	—
Increase reimbursement from SCVMC to Integrated Pest Management Program	—	1,840	—
Decision Packages			
1. Downtown Medical Clinic	—	300,000	—
2. Neonatology Services Provided to O'Connor Hospital	-3.5	(1,300,000)	—
SCVMC currently provides clinical coverage to O'Connor Hospital's Level 2 Neonatal Intensive Care Unit (NICU). Negotiations are underway to continue this coverage with different financial terms. This recommendation, deletion of 3.5 FTE Neonatologists, assumes that services will no longer be provided to O'Connor if negotiations are not successful			
3. Transfer Utility Cost for Tully Clinic to Facilities & Fleet	—	(265,270)	—
Currently the Facilities and Fleet Department handles utility charges for all SCVHHS outpatient clinics with the exception of the Tully Clinic. Beginning July 1, 2012 Facilities and Fleet will take on responsibility for utility charges for the Tully Clinic. The SCVMC budget can be reduced to reflect lower utility costs. The utility budget for the Facilities and Fleet Department is increased by a concomitant amount.			
4. Eliminate Vacant Positions	-33.2	(4,183,896)	—
Eliminate vacant positions that are not being backfilled by extra help or overtime resources:			
◆ 23.2 FTE vacant positions throughout SCVMC			
◆ 10.0 FTE vacant positions originally slated for use as backfill for employees assigned to the Core Health Information Services replacement project.			
5. Reduce Revenue to Reflect FY 2012 Run Rate	—	—	(84,303,883)
Reduce budgeted revenue to reflect FY 2012 experience (run rate). Additional recommendations readjust revenues and expenditures for projected FY 2013 experience eliminating the \$84.3 million deficit created by this specific action.			
6. Revenue Adjustment for Inpatient Volume	—	—	7,489,567
Revenues are readjusted to reflect FY 2013 projected inpatient volume (295 average daily census).			
7. Revenue Adjustment for Outpatient Volume	—	—	24,578,165
Revenues are readjusted to reflect FY 2013 projected outpatient visit volume:			
◆ Average 2,899 primary care and specialty care visits per day			
◆ Average 337 visits per day for Emergency Department and Hospital Express Care combined			
8. Revenue Cycle Redesign	—	—	14,420,522
Increase revenue anticipated from the Revenue Cycle Redesign initiative with Accretive Health			
9. Commercial Payor Contract Rate Changes	—	—	4,700,000
Adjust revenue based on anticipated FY 2013 contract rate changes ranging from 5% to 8% for six commercial payors			
10. Improved Lab Services Revenue	—	—	600,000
Adjust revenues based on anticipated improvement in the lab billing process.			
11. Improved Dialysis Revenue	—	—	1,300,000
Adjust revenues based on anticipated improvement in the billing process for dialysis services.			
12. FY 2013 ICD-10 Implementation Costs	—	2,864,000	—
A total of \$3,791,000 is required in FY 2013 to meet current ICD-10 project goals. Of this amount, \$927,000 will be funded by reallocating funds from existing SCVMC projects, reducing the required new appropriation to \$2,864,000.			
13. CMS Incentive Revenue	—	—	5,000,000
Revenue from the Center for Medicare and Medicaid Services (CMS) Incentive Program is increased from the \$55 million budgeted for FY 2012 to \$60 million for FY 2013. (CMS Incentive Program was previously referred to as Delivery System Reform Incentive Pool or DSRIP).			
14. Managed Care Contracts - Performance Based Risk Pools	—	—	7,721,466
Increase anticipated revenue from managed care contracts that include "performance-based risk pools" that provide additional revenue if certain performance metrics are met.			
15. Low Income Health Plan	—	4,606,976	11,416,800
Increase anticipated revenue from the Low Income Health Plan (LIHP) based on a forecasted increase in enrollees from 8,000 to 12,000 for FY 2013. The increase in enrollment is a result of the newly implemented group screening process.			



**SCVMC Operations Fund 0060 — Cost Center 92106**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
16. Medi-Cal Managed Care Contracts	—	—	7,032,994
Increase anticipated revenue from renegotiation of SCVMC fee-for-service (FFS) and capitation contracts for health care services provided to Medi-Cal Managed Care beneficiaries.			
17. Managed Care Contracts - Valley Health Plan	—	(18,204,462)	(22,661,636)
Expenditures and revenues are adjusted to reflect the shift of financial risk for Valley Health Plan (VHP) enrollees from SCVMC to VHP.			
18. Reallocate Contract Funding to Extra Help	15.0	—	—
Contract funding for Supplemental Provider Services (SPS) is reduced based on recent Board approval of contract amendments that limit the use of the SPS contract to psychiatric services and the Sexual Assault Response Team. \$2.6 million of contract funds are reallocated to cover the cost of 15.0 FTE extra help physicians in the clinics previously served by SPS, with no net impact on expenditures.			
19. AB 109 Treatment Services	3.0	745,160	—
Add new positions for expanded AB 109 mental and physical health services to adults:			
◆ 1.0 FTE Psychiatrist III			
◆ 1.0 FTE Dentist			
◆ 1.0 FTE Physician			
SCVMC expenditures are fully offset by transfers from the Mental Health Department and the Custody Health Services Department reflected on the Intra-County line above.			
Subtotal (Recommended Changes)	-18.7	\$ (18,835,652)	\$ (21,960,845)
<b>Total Recommendation</b>	<b>5,085.0</b>	<b>\$ 995,184,503</b>	<b>\$ 1,024,917,254</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

# Housing, Land Use, Environment & Transportation

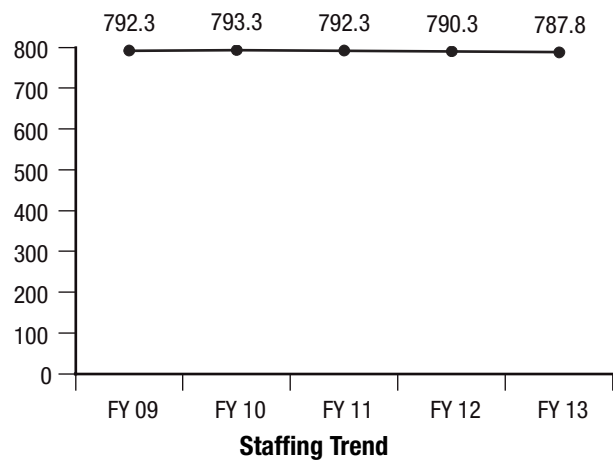
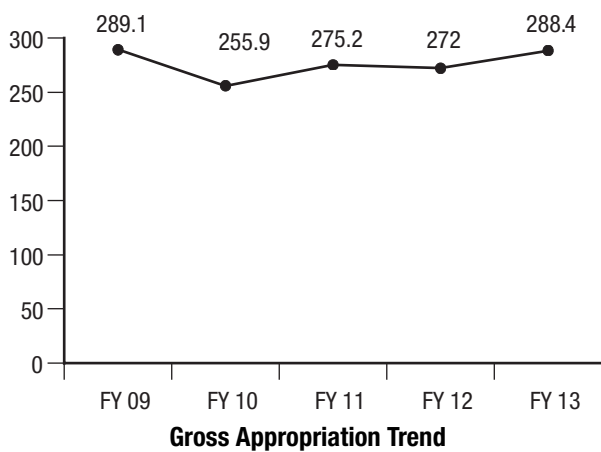
Planning and Development  
Budget Unit 260

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 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
260	Department of Planning and Development	\$ 12,933,224	\$ 12,118,652	\$ 12,286,220	\$ 12,316,360	\$ 197,708	1.6%
168	Office of Affordable Housing	8,566,953	6,630,212	4,524,156	4,524,156	(2,106,056)	-31.8%
710	Parks and Recreation Department	40,981,467	45,519,921	35,802,920	46,063,100	543,179	1.2%
262	Agriculture and Environmental Mgmt	8,218,033	8,713,566	9,464,045	9,527,326	813,760	9.3%
261	Department of Environmental Health	19,206,122	21,629,631	21,516,368	21,792,920	163,289	0.8%
411	Vector Control District	5,869,848	6,608,002	6,549,448	6,549,448	(58,554)	-0.9%
603	Roads & Airports Department - Roads	50,768,718	48,924,462	40,706,973	66,971,752	18,047,290	36.9%
608	Roads & Airports Dept - Airports	2,988,744	3,010,297	2,855,598	2,855,598	(154,699)	-5.1%
904	Santa Clara County Fire Dept	80,833,463	82,479,775	78,641,872	79,909,169	(2,570,606)	-3.1%
979	Los Altos Hills County Fire District	8,198,738	21,948,185	22,966,858	22,966,858	1,018,673	4.6%
980	South Santa Clara County Fire District	4,338,631	6,177,913	6,090,120	6,331,120	153,207	2.5%
<b>Total Net Expenditures</b>		<b>\$ 242,903,940</b>	<b>\$ 263,760,616</b>	<b>\$ 241,404,578</b>	<b>\$ 279,807,807</b>	<b>\$ 16,047,191</b>	<b>6.1%</b>

## Gross Expenditures By Department

BU	Department Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
260	Department of Planning and Development	\$ 13,242,385	\$ 12,467,538	\$ 12,601,128	\$ 12,671,408	\$ 203,870	1.6%
168	Office of Affordable Housing	9,652,795	7,613,607	5,455,628	5,455,628	(2,157,979)	-28.3%
710	Parks and Recreation Department	42,279,216	47,219,921	37,502,920	47,763,100	543,179	1.2%
262	Agriculture and Environmental Mgmt	8,682,676	9,228,909	9,869,006	9,932,287	703,378	7.6%
261	Department of Environmental Health	19,580,717	22,063,642	22,147,949	22,424,501	360,859	1.6%
411	Vector Control District	5,869,848	6,608,002	6,549,448	6,549,448	(58,554)	-0.9%
603	Roads & Airports Department - Roads	52,807,934	51,924,462	40,706,973	70,171,752	18,247,290	35.1%
608	Roads & Airports Dept - Airports	2,988,744	3,010,297	2,855,598	2,855,598	(154,699)	-5.1%
904	Santa Clara County Fire Dept	82,151,674	83,815,075	79,977,172	81,244,469	(2,570,606)	-3.1%
979	Los Altos Hills County Fire District	8,198,738	21,948,185	22,966,858	22,966,858	1,018,673	4.6%
980	South Santa Clara County Fire District	4,338,631	6,177,913	6,090,120	6,331,120	153,207	2.5%
<b>Total Gross Expenditures</b>		<b>\$ 249,793,357</b>	<b>\$ 272,077,551</b>	<b>\$ 246,722,800</b>	<b>\$ 288,366,169</b>	<b>\$ 16,288,618</b>	<b>6.0%</b>

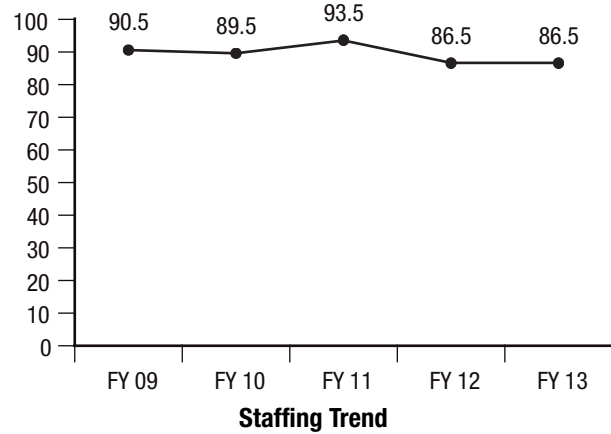
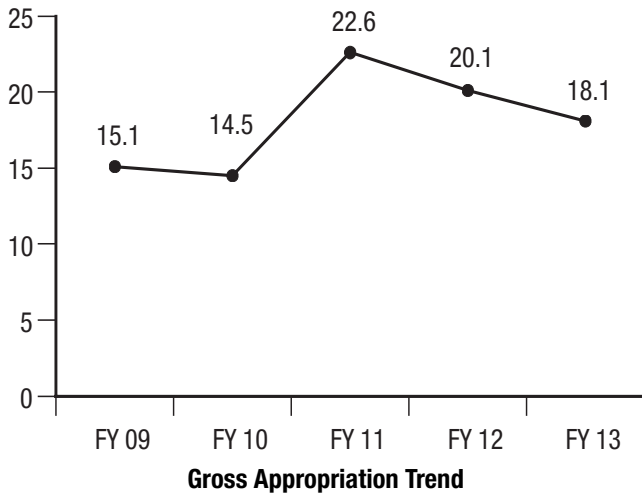
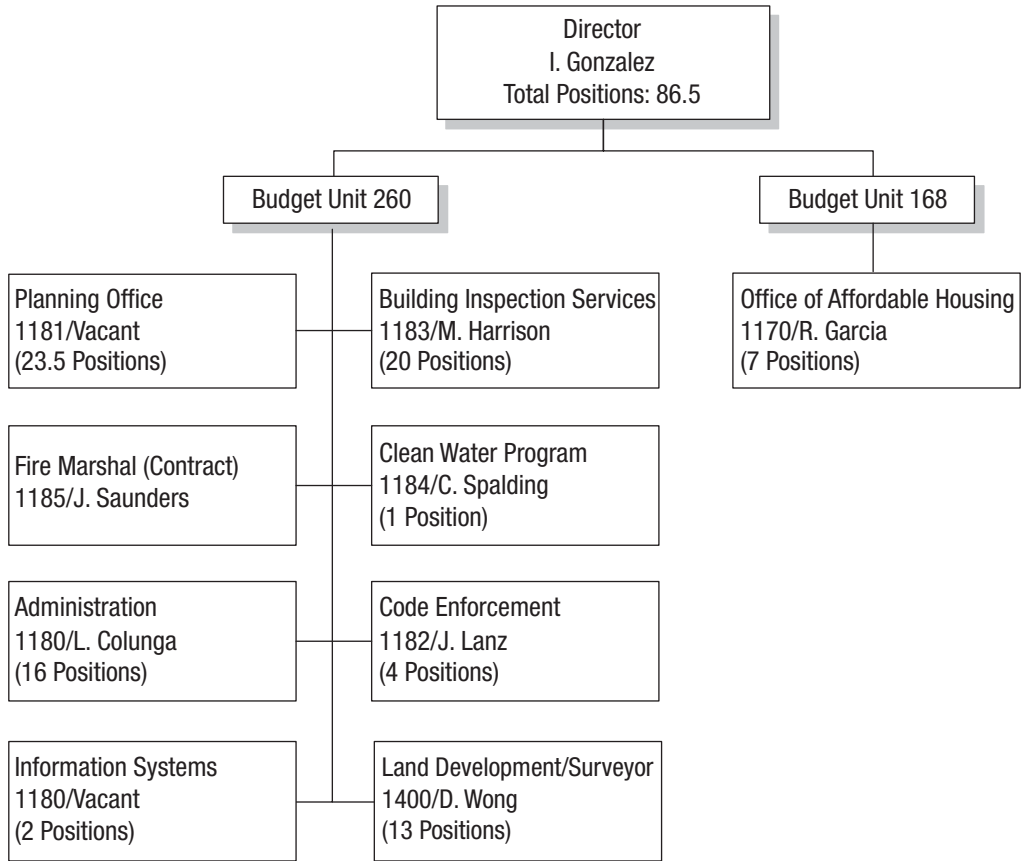


## Revenues By Department

BU	Department Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
260	Department of Planning and Development	\$ 7,173,746	\$ 6,786,116	\$ 7,217,086	\$ 7,217,086	\$ 430,970	6.4%
168	Office of Affordable Housing	8,122,633	5,774,144	5,776,605	5,776,605	2,461	0.0%
710	Parks and Recreation Department	48,372,687	46,399,701	47,090,783	47,090,783	691,082	1.5%
262	Agriculture and Environmental Mgmt	7,206,105	6,551,005	6,548,522	6,313,803	(237,202)	-3.6%
261	Department of Environmental Health	18,788,827	20,211,954	21,955,480	22,108,540	1,896,586	9.4%
411	Vector Control District	7,373,388	7,100,688	7,111,543	7,111,543	10,855	0.2%
603	Roads & Airports Department - Roads	48,477,125	45,250,368	40,785,524	62,491,377	17,241,009	38.1%
608	Roads & Airports Dept - Airports	3,640,251	3,068,682	2,946,682	2,946,682	(122,000)	-4.0%
904	Santa Clara County Fire Dept	79,060,919	79,282,500	78,183,200	78,183,200	(1,099,300)	-1.4%
979	Los Altos Hills County Fire District	7,115,830	7,605,000	7,612,300	7,612,300	7,300	0.1%
980	South Santa Clara County Fire District	4,083,591	4,590,597	4,935,877	4,935,877	345,280	7.5%
<b>Total Revenues</b>		<b>\$ 239,415,102</b>	<b>\$ 232,620,755</b>	<b>\$ 230,163,602</b>	<b>\$ 251,787,796</b>	<b>\$ 19,167,041</b>	<b>8.2%</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 & Development include implementation of the General Plan, issuance of Building Permits and completion of Permit Inspections, review and approval of Planning & Zoning Applications, administration of the Williamson Act and Open Space Easement Program, Historic Preservation, application for and inspection of Land Development Engineering permits, Code Enforcement, Surveying, administration of the Affordable Housing Program, administration of the Clean Water Program and services provided by the Fire Marshal.

### Building Inspection Office

The Building Inspection Office continues to ensure that the built environment is safe, accessible and in compliance with the County's building codes and land use requirements. The office issues building permits for construction of new buildings and remodels, additions and other alterations of existing buildings in unincorporated Santa Clara County. Comprehensive review of plans and documents submitted in the application process help ensure that proposed projects get the best start possible while inspections performed during construction help bring the projects to successful completion.

### Williamson Act

The County sustains a variety of viable agricultural operations that continue to flourish, such as cattle production, row crops, orchards, grape and wine production, and nurseries. Since the late 1960's, the County has been an active participant in the Williamson Act, a statewide program that enables private landowners to contract with local governments to voluntarily restrict their land to agricultural use and compatible uses in return for a reduced property assessment, resulting in lower property taxes. As of December 2010, approximately 349,000 acres of land in unincorporated Santa Clara County are restricted by Williamson Act Contracts.

### Open Space Easement Agreements

The County's Open Space Easement Program allows property owners in the unincorporated areas to apply to transfer their Williamson Act land into an open space easement to preserve the natural or scenic character of the open space land. Since 2006, over 4,000 acres under Williamson Act contract have been transferred into open space easements, which allow limited uses of the land but require that 95% of the parcel be maintained in open space use.

## Historic Preservation Program

Stewardship of Santa Clara County's historic resources, with their unique opportunities and challenges, is the focus of the Historic Preservation Program. The County's General Plan policies and strategies for historic resources serve as the backbone of the program, which identifies and evaluates historic properties, and prevents or minimizes adverse impacts. The County is one of only a few California counties to earn certification from the Department of the Interior as a Certified Local Government.

## General Plan Update: Housing Element

The Housing Element is one of seven required elements of a General Plan and addresses the housing needs of a jurisdiction, in this case the unincorporated areas of Santa Clara County. It must be updated every five years or as otherwise determined by the State HCD. The next cycle for updating the Housing Element is for the years 2015-2022. It is an eight year cycle, in contrast to previous statutes for a five year cycle. The preliminary phases of the next Housing Element update have begun, in conjunction with the regional planning efforts being undertaken that are related to SB 375 requirements for a Sustainable Communities Strategy (SCS). County staff is participating in the next Regional Housing Needs Allocation process (RHNA), through ABAG's Housing Methodology Committee and other discussion forums. That process will continue through 2012, and following final adoption of the RHNA to cities and counties in 2013, housing elements will be due for adoption by October 2014.

## General Plan Update: Health and Wellness Element

Last year the County began the process of incrementally updating various elements of the General Plan by initiating the creation of a Health and Wellness Element. It will be a new element that incorporates certain portions of the existing Health & Safety Chapters, and establishes new goals, policies, and implementation measures to promote general public health through a comprehensive planning approach. It will address land use issues, transportation and mobility, physical activity, prevention, air quality, access to health care and healthy food choices, and promoting local agriculture and food supply, among other additional subjects.

The process for creating the new Health Element will take approximately 2-3 years. Planning Department staff are coordinating the effort in collaboration with the County's Public Health Department and various other related agencies, stakeholders, and non-governmental entities. Work is now well underway to develop an existing conditions report, conduct public outreach through a wellness survey, conduct workshops, develop expert advisory committees, and complete other project objectives.

## Regional Planning Involvement

Santa Clara County Planning Department staff is becoming increasingly involved in the regional planning efforts being undertaken by ABAG and other regional agencies to develop a Sustainable Communities Strategy (SCS) as part of SB 375 implementation. This unprecedented opportunity for regional planning will be instrumental in defining a consistent regional approach to environmental, economic and social equity issues that are fundamental to achieving a sustainable Bay Region. It will develop means at the regional level for achieving targets for greenhouse gas emission reductions over the next 25 years, as well as promoting smart growth, affordable housing, resource conservation, and improved access to and use of alternative transportation modes. The SCS will be developed from 2012 to 2013. The draft Preferred Scenario will be released in May 2012 for formal review and preparation of environmental documents.

## Urban Island Annexations

Annexation of the County's urban unincorporated islands is a major goal of the County General Plan. Islands are unincorporated areas located within a city's Urban Service Area, and may be entirely or partially surrounded by incorporated cities. Island annexation reduces County service costs, promotes efficient urban service delivery, and provides for more logical city boundaries. Annexation also enables residents to vote and actively participate in municipal elections, decision-making, and planning for the improvement of neighborhoods and surrounding areas.

This year it is expected that San Jose and Campbell will annex the 103-acre island, Cambrian 36. After this annexation is completed there will be seven islands greater than 150 acres remaining in San Jose's urban service area. Two are primarily residential (Burbank and Alum Rock) and five consist of County-owned property or park lands. Efforts continue to coordinate smaller



island annexations with Los Altos Hills. The County will continue annexation efforts with cities having urban islands, in conjunction with the Local Agency Formation Commission.

### Quarry Regulation

The State Surface Mine and Reclamation Act (SMARA) and County Zoning Regulations require surface mines to have and to implement reclamation plans. The County currently has eight mines that are subject to SMARA. All eight mines within unincorporated Santa Clara County have reclamation plans approved by the County. The County is processing a reclamation plan amendment for the Permanente Quarry, which is the largest surface mine in Santa Clara County. This is a significant revision to the original plan approved in 1985. The County is also processing an amendment for the Freeman Quarry, which is the newest of all the County's mines.

Currently, five mines are active operations that extract and sell minerals used primarily in construction. The remaining three mines are being reclaimed, but no further mineral harvesting is taking place within them. Each year, County staff inspects the mines for compliance with their reclamation plans, prepares the annual inspection reports, and files those reports with the State Office of Mine Reclamation.

### Code Enforcement

The Code Enforcement Program is responsible for the enforcement of the County Ordinance Code related to land use. It has continued to expand with the creation of a division within the Department coordinating the efforts of the building, planning, fire, housing, land development, and engineering divisions. It also provides liaison services to other county agencies such as Environmental Health and Roads and Airports. The Division responds to citizen complaints and other department referrals systematically to inspect each site for possible code violations and notifies the responsible parties when violations are verified.

Inspectors and investigators work with property owners and other responsible parties to bring sites back into compliance with code requirements. This frequently involves onsite meetings and telephone conversations to discuss possible resolutions to problems in addition to identifying issues that must be abated. Once an agreement has been reached, a follow up inspection is conducted to insure violations have been corrected and

no outstanding issues remain. This process has resulted in a majority of violations being resolved through voluntary compliance and a better understanding of the land development process by our clients.

Historically, those who failed to bring their properties into compliance with applicable ordinance code were issued citations and cases were resolved through criminal court actions. The Division now uses an Administrative Fee and Fine program that processes unresolved violations through the issuance of fines and hearings. This program has resulted in several longstanding cases being resolved through a system much better equipped to deal with complicated land use issues than criminal prosecution. The Division also administers the Administrative Hearing Process for appeals of several ordinance code violations not associated with the Department of Planning and Development, such as the Social Host Ordinance, enforced by the Sheriff's Office, and the Department of Agriculture's Weed Abatement Program. The Code Enforcement Division continues to work with the Office of the District Attorney and the Office of the County Counsel to represent the County on civil and criminal land use issues being processed through the courts, providing investigative services and offering expert testimony as required.

### Office of Affordable Housing

The Office of Affordable Housing (OAH) provides loans and grants for the development of new affordable housing units for the County's "special populations" – extremely low income households, seniors, at-risk youth, the disabled, the mentally ill, and the homeless. Since 2002, the County has provided a total of \$60 million to 55 community-based organizations (CBOs) that build affordable housing or provide housing related services. During that time, 2,101 new housing units have been created that provide permanent affordable housing to these populations.

OAH also administers Federal Community Development Block Grant (CDBG) and HOME funds for seven smaller cities and the unincorporated areas of the County. The annual CDBG grant is \$1.3 million and the HOME grant is \$400,000, which is sub-granted to CBOs and developers for the creation and preservation of affordable housing and housing-related services.



OAH also offers a Housing Rehab Program providing low interest loans to low income homeowners to make health and safety improvements to their homes. Qualifying first time homebuyers are also able to obtain down payment assistance federal Mortgage Credit Certificates through the Office.

### **Water Resources**

As mandated by State and Federal law, the County's Clean Water Program was created to maintain the County's compliance with a National Pollutant Discharge Elimination System (NPDES) Storm Water Discharge Permit, and to promote storm water pollution prevention. Penalties for non-compliance with an NPDES permit are severe.

The County is uniquely located within two Regional Water Quality Control Boards (RWQCB) and obtained a NPDES Permit under each board. The northern portion of the County is under the San Francisco Bay RWQCB and the southern portion is under the Central Coast RWQCB.

On October 14, 2009, the Municipal Regional NPDES Permit (MRP) was adopted to replace the 2001 NPDES Permit. The MRP includes scheduled additional

requirements which are implemented in phases and become increasingly stringent with every year. On February 1, 2012 the County submitted a Short-Term Trash Load Reduction Plan to the San Francisco Bay RWQCB, to achieve a 40% reduction in trash from the Municipal Separate Storm Sewer System by July 2014.

### **Fire Marshal**

The County contracts with the Santa Clara County Central Fire Protection District for Fire Marshal services. In coordination with Planning & Development Services, the Fire Marshal's Office reviews land use applications for compliance with fire department access and fire protection water supply regulations. Plan review for fire code compliance is conducted as part of the building and fire code permitting process, followed by inspections to ensure compliance with approved plans for both private and County-owned/occupied construction. Annual inspections are also conducted on all County-owned or leased facilities and at Stanford University. The Fire Marshal is responsible for code enforcement in areas not covered by a fire district which adopts a fire code.

## **Current and Emerging Issues**

The Department submitted a one-time budget request of \$50,000 to create a Nuisance Abatement fund for the purpose of having dedicated financial resources available for abatement work in instances where property owners are unresponsive to orders to remove the violations from their property. The Department desired to use the one-time funding as "seed" money to get the program started. Any tax liens obtained from non-compliant properties would eventually recoup additional funding to add to the Nuisance Abatement Fund.

While the County Executive's Office agrees that public nuisances should be abated when they create a public health and safety issue, the up-front dedication of General Fund monies is not a strategy that should be pursued in this time of limited budgetary resources. Instead, the Office of Budget and Analysis has discussed with the Department the availability of the County Contingency Reserve funding, which can be requested

on a case by case basis if egregious situations arise that should be abated. The Department is in agreement with this strategy.

Planning staff will have the ability to present the Board of Supervisors with a Nuisance Abatement request seeking authorization to have abatement work performed by an outside contractor. Upon Board approval, a court order can be obtained to have the violations removed from the property. A contract for abatement work can be executed and the contractor work paid from funding appropriated from the Contingency Reserve. Any tax liens that are recouped on the property can be returned to the Contingency Reserve.



## 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		■
Fire Marshal	Yes	Mandated		■
Planning Services	Yes	Mandated		■
Building Inspection	No	Mandated		■
Williamson Act	Yes	Mandated		■
Zoning Investigation	Yes	Mandated		■
Habitat Conservation Plan	Yes	Mandated		■
Geographical Information System	Yes	Mandated		■
Commission Support	Yes	Mandated		■
Viewshed Protection Study	Yes	Mandated		■
Post-Approval Monitoring	Yes	Mandated		■
Surveying of County Projects	Yes	Mandated	Add Land Surveyor and Delete Permit Technician to provide an additional Surveyor's license in the office, which will allow the department to perform more survey work. The additional work will bring in new funding that will pay for the higher level position.	▲
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		■
Administration and Support - Office of Affordable Housing	Yes	Required		■
Affordable Housing Fund	No	Non-Mandated		■
Housing and Community Development	No	Non-Mandated		■

Impact on Current Level of Service:

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

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
HOME Investment Partnership	No	Non-Mandated		■
REHAB - Rehabilitation Programs	No	Non-Mandated		■
MCC/Housing Bond Programs	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

### ▲ Surveyor's Office

#### Add Land Surveyor position and delete Permit Technician:

Take the following cost-neutral actions to provide the appropriate level of staffing:

- Add 1.0 Land Surveyor position and delete 1.0 vacant Permit Technician - \$40,140
- Recognize New Reimbursement from Survey Monument Preservation Fund - \$30,140
- Recognize New Reimbursement from Parks and Recreation Department - \$10,000

**Service Impact:** These actions will provide additional staffing resources that are needed to provide an adequate level of services in the Surveyor's Office. Adding a Land Surveyor position and deleting a Permit Technician will ensure that two staff people will have a California Land Surveyor's License, which is needed to sign and approve corner records, records of survey maps, and subdivision maps in a timely manner. The new position will allow the Department to perform more billable survey work, which will offset the increased cost of the higher level position.

The higher level position will help eliminate the backlog of work, and will increase revenues and reimbursements that are based upon work output. The Survey Monument Preservation Fund is funded through fees that are charged when deeds are recorded, and this fund can be charged when Survey staff perform activities related to monument preservation. Historical monuments are critical to determining land boundaries, and preservation of the monuments is an

essential function in land development. It is estimated the new position will recoup \$30,140 in fees from the Survey Monument Fund monies. An additional \$10,000 in fees will come from the Parks and Recreation Department, which is currently contracting out for survey services. Discussion between the departments indicate that the addition of a Land Surveyor Position in Planning would result in the ability to provide these services to the Parks Department.

**Net Positions Added: 0 FTE**  
**Total Net Cost: \$0**  
 Cost of Position Add-Delete Actions: \$40,140  
 Reimbursements: \$40,140

## Department of Planning and Development — Budget Unit 260 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1179	Surveyor Monument Fund 0366	\$ 39,556	\$ 152,486	\$ 55,000	\$ 85,140	\$ (67,346)	-44.2%
1180	Planning and Dev Admin Fund 0001	1,466,935	1,395,592	1,450,238	1,450,238	54,646	3.9%
1400	Land Development Engineering/Surveyors Fund 0001	—	1,608,616	1,640,826	1,640,826	32,210	2.0%
26001	Planning & Development Fund 0001	11,426,732	8,961,958	9,140,156	9,140,156	178,198	2.0%
<b>Total Net Expenditures</b>		<b>\$ 12,933,224</b>	<b>\$ 12,118,652</b>	<b>\$ 12,286,220</b>	<b>\$ 12,316,360</b>	<b>\$ 197,708</b>	<b>1.6%</b>

## Department of Planning and Development — Budget Unit 260 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1179	Surveyor Monument Fund 0366	\$ 39,556	\$ 152,486	\$ 55,000	\$ 85,140	\$ (67,346)	-44.2%
1180	Planning and Dev Admin Fund 0001	1,466,935	1,414,478	1,488,517	1,488,517	74,039	5.2%
1400	Land Development Engineering/Surveyors Fund 0001	—	1,703,616	1,710,826	1,750,966	47,350	2.8%
26001	Planning & Development Fund 0001	11,735,894	9,196,958	9,346,785	9,346,785	149,827	1.6%
<b>Total Gross Expenditures</b>		<b>\$ 13,242,385</b>	<b>\$ 12,467,538</b>	<b>\$ 12,601,128</b>	<b>\$ 12,671,408</b>	<b>\$ 203,870</b>	<b>1.6%</b>

## Department of Planning and Development — Budget Unit 260 Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 10,980,003	\$ 10,033,931	\$ 10,162,297	\$ 10,202,437	\$ 168,506	1.7%
Services And Supplies	2,262,382	2,433,607	2,438,831	2,468,971	35,364	1.5%
<b>Subtotal Expenditures</b>	<b>13,242,385</b>	<b>12,467,538</b>	<b>12,601,128</b>	<b>12,671,408</b>	<b>203,870</b>	<b>1.6%</b>
Expenditure Transfers	(309,161)	(348,886)	(314,908)	(355,048)	(6,162)	1.8%
<b>Total Net Expenditures</b>	<b>12,933,224</b>	<b>12,118,652</b>	<b>12,286,220</b>	<b>12,316,360</b>	<b>197,708</b>	<b>1.6%</b>



## Department of Planning and Development — Budget Unit 260

### Revenues by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1179	Surveyor Monument Fund 0366	\$ 53,420	\$ 52,000	\$ 41,355	\$ 41,355	\$ (10,645)	-20.5%
1180	Planning and Dev Admin Fund 0001	12,482	—	—	—	—	—
1400	Land Development Engineering/Surveyors Fund 0001	—	954,150	692,900	692,900	(261,250)	-27.4%
26001	Planning & Development Fund 0001	7,107,844	5,779,966	6,482,831	6,482,831	702,865	12.2%
<b>Total Revenues</b>		<b>\$ 7,173,746</b>	<b>\$ 6,786,116</b>	<b>\$ 7,217,086</b>	<b>\$ 7,217,086</b>	<b>\$ 430,970</b>	<b>6.4%</b>

### 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 2012 Approved Budget	—	\$ 152,486	\$ 52,000
Board Approved Adjustments During FY 2012	—	(97,486)	(10,645)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 55,000	\$ 41,355
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Reimbursement from Monument Preservation Fund for Surveyor's Services related to monument preservation	—	30,140	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 30,140	\$ —
<b>Total Recommendation</b>	—	\$ 85,140	\$ 41,355

### 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 2012 Approved Budget	8.0	\$ 1,395,592	\$ —
Board Approved Adjustments During FY 2012	—	5,919	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	29,861	—
Internal Service Fund Adjustments	—	18,353	—
Other Required Adjustments	—	513	—
Subtotal (Current Level Budget)	8.0	\$ 1,450,238	\$ —



**Planning and Dev Admin Fund 0001 — Cost Center 1180**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>8.0</b>	<b>\$ 1,450,238</b>	<b>\$ —</b>

**Land Development Engineering/Surveyors Fund 0001 — Cost Center 1400**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	13.0	\$ 1,608,616	\$ 954,150
Board Approved Adjustments During FY 2012	—	27,420	(261,250)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	7,210	—
Internal Service Fund Adjustments	—	(25,000)	—
Other Required Adjustments	—	22,580	—
Subtotal (Current Level Budget)	13.0	\$ 1,640,826	\$ 692,900
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Reimbursement from Parks Department for Land Surveying Services from Planning Department	—	(10,000)	—
Reimbursement from Monument Preservation Fund for Surveyor's Services related to monument preservation	—	(30,140)	—
Decision Packages			
1. Add 1.0 FTE Land Surveyor (L17) and Delete 1.0 FTE Permit Technician (N33)	—	40,140	—
Add 1.0 FTE Land Surveyor (L17) and Delete 1.0 FTE Permit Technician (N33) to provide the Land Development and Engineering Division with an additional employee with a California Land Surveyor's License. The new position will realize an additional \$40,140 in new revenue, making this add/delete action cost-neutral.			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>13.0</b>	<b>\$ 1,640,826</b>	<b>\$ 692,900</b>

**Planning & Development Fund 0001 — Cost Center 26001**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	58.5	\$ 8,961,958	\$ 5,779,966
Board Approved Adjustments During FY 2012	—	172,767	702,865
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	84,863	—
Internal Service Fund Adjustments	—	34,095	—
Other Required Adjustments	—	(113,527)	—
Subtotal (Current Level Budget)	58.5	\$ 9,140,156	\$ 6,482,831
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			



**Planning & Development Fund 0001 — Cost Center 26001**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	58.5	\$ 9,140,156	\$ 6,482,831
<b>Survey Monument Preservation Fund (Fund Number 0366)</b>			
FY 2012 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2012	—	—	—
<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 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ —	\$ —

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

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1119	Mortgage & Rental Asst Fund 0198	\$ 13,275	\$ —	\$ —	\$ —	\$ —	—
1161	HCD Home Fund 0038	1,085,280	999,461	584,298	584,298	(415,163)	-41.5%
1162	HCD Rehab Fund 0036	375,117	565,000	692,232	692,232	127,232	22.5%
1167	HCD Rental Rehab Fund 0029	27,987	32,000	62,400	62,400	30,400	95.0%
1168	Housing And Comm Dev Fund 0035	2,438,155	2,285,019	2,303,526	2,303,526	18,507	0.8%
1169	Housing Bond Prog Fund 0208	145,770	170,205	218,577	218,577	48,372	28.4%
1170	OAH Admin Fund 0001	50,325	(47,937)	1,096	1,096	49,033	-102.3%
1174	Housing Set Aside Fund 0196	3,404,597	581,164	272,027	272,027	(309,137)	-53.2%
1175	Los Gatos - Rhab Revolving Loan-Fund 0101	160,729	—	—	—	—	—
1176	Saratoga Rehab Revolving Loan-Fund 0102	—	150,000	140,000	140,000	(10,000)	-6.7%
1177	Los Altos Rehab Revolving Loan-Fund 0103	—	100,000	100,000	100,000	—	—
1178	CalHome Resue Account Fund 0104	187,718	120,300	120,000	120,000	(300)	-0.2%
9859	Stanford Affordable Housing Fund 0289	678,000	1,675,000	30,000	30,000	(1,645,000)	-98.2%
<b>Total Net Expenditures</b>		\$ 8,566,953	\$ 6,630,212	\$ 4,524,156	\$ 4,524,156	\$ (2,106,056)	-31.8%





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

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1119	Mortgage & Rental Asst Fund 0198	\$ 13,275	\$ —	\$ —	\$ —	\$ —	—
1161	HCD Home Fund 0038	1,085,280	999,461	584,298	584,298	(415,163)	-41.5%
1162	HCD Rehab Fund 0036	375,117	565,000	692,232	692,232	127,232	22.5%
1167	HCD Rental Rehab Fund 0029	27,987	32,000	62,400	62,400	30,400	95.0%
1168	Housing And Comm Dev Fund 0035	2,438,155	2,285,019	2,303,526	2,303,526	18,507	0.8%
1169	Housing Bond Prog Fund 0208	145,770	170,205	218,577	218,577	48,372	28.4%
1170	OAH Admin Fund 0001	1,136,167	935,458	932,568	932,568	(2,890)	-0.3%
1174	Housing Set Aside Fund 0196	3,404,597	581,164	272,027	272,027	(309,137)	-53.2%
1175	Los Gatos - Rhab Revolving Loan-Fund 0101	160,729	—	—	—	—	—
1176	Saratoga Rehab Revolving Loan-Fund 0102	—	150,000	140,000	140,000	(10,000)	-6.7%
1177	Los Altos Rehab Revolving Loan-Fund 0103	—	100,000	100,000	100,000	—	—
1178	CalHome Resue Account Fund 0104	187,718	120,300	120,000	120,000	(300)	-0.2%
9859	Stanford Affordable Housing Fund 0289	678,000	1,675,000	30,000	30,000	(1,645,000)	-98.2%
<b>Total Gross Expenditures</b>		<b>\$ 9,652,795</b>	<b>\$ 7,613,607</b>	<b>\$ 5,455,628</b>	<b>\$ 5,455,628</b>	<b>(2,157,979)</b>	<b>-28.3%</b>

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

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 1,013,766	\$ 762,437	\$ 760,561	\$ 760,561	\$ (1,876)	-0.2%
Services And Supplies	8,221,875	6,154,333	4,217,835	4,217,835	(1,936,498)	-31.5%
Operating/Equity Transfers	417,153	696,837	477,232	477,232	(219,605)	-31.5%
<b>Subtotal Expenditures</b>	<b>9,652,795</b>	<b>7,613,607</b>	<b>5,455,628</b>	<b>5,455,628</b>	<b>(2,157,979)</b>	<b>-28.3%</b>
Expenditure Transfers	(1,085,842)	(983,395)	(931,472)	(931,472)	51,923	-5.3%
<b>Total Net Expenditures</b>	<b>8,566,953</b>	<b>6,630,212</b>	<b>4,524,156</b>	<b>4,524,156</b>	<b>(2,106,056)</b>	<b>-31.8%</b>

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

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1119	Mortgage & Rental Asst Fund 0198	\$ 366	\$ —	\$ —	\$ —	\$ —	—
1132	Homeless Concerns Fund 0001	(907)	—	—	—	—	—
1161	HCD Home Fund 0038	911,658	983,386	584,298	584,298	(399,088)	-40.6%
1162	HCD Rehab Fund 0036	434,744	665,278	692,232	692,232	26,954	4.1%
1167	HCD Rental Rehab Fund 0029	29,383	32,000	20,400	20,400	(11,600)	-36.3%



## Office of Affordable Housing — Budget Unit 168

### Revenues by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1168	Housing And Comm Dev Fund 0035	2,263,752	1,891,480	2,303,526	2,303,526	412,046	21.8%
1169	Housing Bond Prog Fund 0208	194,378	187,000	187,890	187,890	890	0.5%
1170	OAH Admin Fund 0001	13,275	—	—	—	—	—
1174	Housing Set Aside Fund 0196	304,725	70,000	63,259	63,259	(6,741)	-9.6%
1175	Los Gatos - Rhab Revolving Loan-Fund 0101	275,117	—	—	—	—	—
1176	Saratoga Rehab Revolving Loan-Fund 0102	—	150,000	140,000	140,000	(10,000)	-6.7%
1177	Los Altos Rehab Revolving Loan-Fund 0103	134,573	100,000	100,000	100,000	—	—
1178	CalHome Resue Account Fund 0104	288,316	45,000	120,000	120,000	75,000	166.7%
9859	Stanford Affordable Housing Fund 0289	3,273,253	1,650,000	1,565,000	1,565,000	(85,000)	-5.2%
<b>Total Revenues \$</b>		<b>8,122,633 \$</b>	<b>5,774,144 \$</b>	<b>5,776,605 \$</b>	<b>5,776,605 \$</b>	<b>2,461</b>	<b>0.0%</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 2012 Approved Budget	—	\$ 999,461	\$ 983,386
Board Approved Adjustments During FY 2012	—	(437,741)	(399,088)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	22,578	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 584,298	\$ 584,298
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 584,298	\$ 584,298

## HCD Rehab Fund 0036 — Cost Center 1162

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Unincorporated Area Rehabilitation (Fund Number 0036)</b>			
FY 2012 Approved Budget	—	\$ 565,000	\$ 665,278
Board Approved Adjustments During FY 2012	—	177,232	(50,000)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(50,000)	76,954



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

	Positions	Appropriations	Revenues
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 692,232	\$ 692,232
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 692,232	\$ 692,232

### 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 2012 Approved Budget	—	\$ 32,000	\$ 32,000
Board Approved Adjustments During FY 2012	—	31,600	(11,600)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(1,200)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 62,400	\$ 20,400
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 62,400	\$ 20,400

### 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 2012 Approved Budget	—	\$ 2,285,019	\$ 1,891,480
Board Approved Adjustments During FY 2012	—	167,902	412,046
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(149,395)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 2,303,526	\$ 2,303,526
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 2,303,526	\$ 2,303,526



### 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 2012 Approved Budget	—	\$ 170,205	\$ 187,000
Board Approved Adjustments During FY 2012	—	—	890
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	48,372	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 218,577	\$ 187,890
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 218,577	\$ 187,890

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

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	7.0	\$ (47,937)	\$ —
Board Approved Adjustments During FY 2012	—	(15,898)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(1,299)	—
Internal Service Fund Adjustments	—	63,909	—
Other Required Adjustments	—	2,321	—
Subtotal (Current Level Budget)	7.0	\$ 1,096	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	7.0	\$ 1,096	\$ —

### 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 2012 Approved Budget	—	\$ 581,164	\$ 70,000
Board Approved Adjustments During FY 2012	—	(200,000)	(6,741)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(109,137)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 272,027	\$ 63,259



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

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 272,027	\$ 63,259

### 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 2012 Approved Budget	—	\$ 150,000	\$ 150,000
Board Approved Adjustments During FY 2012	—	(10,000)	(10,000)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 140,000	\$ 140,000
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 140,000	\$ 140,000

### 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 2012 Approved Budget	—	\$ 100,000	\$ 100,000
Board Approved Adjustments During FY 2012	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 100,000	\$ 100,000
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 100,000	\$ 100,000



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

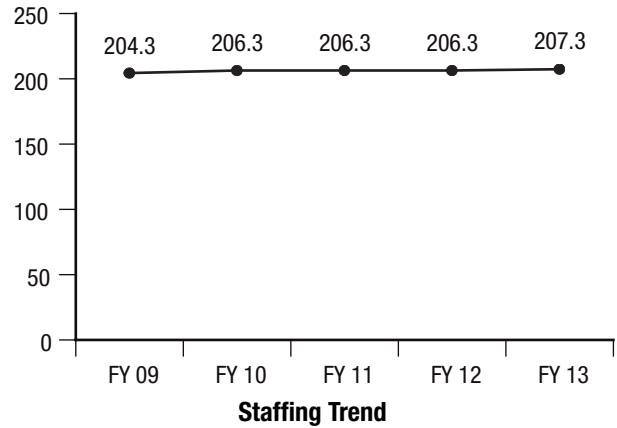
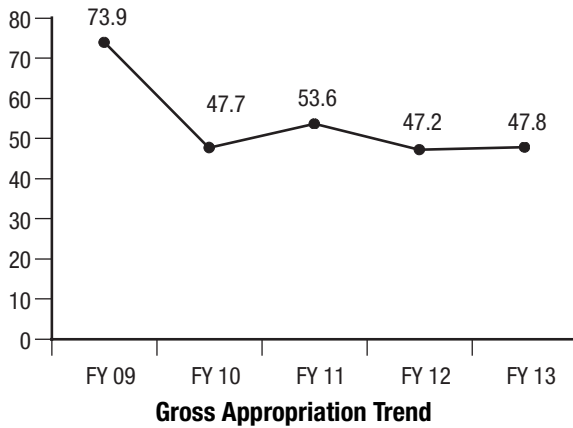
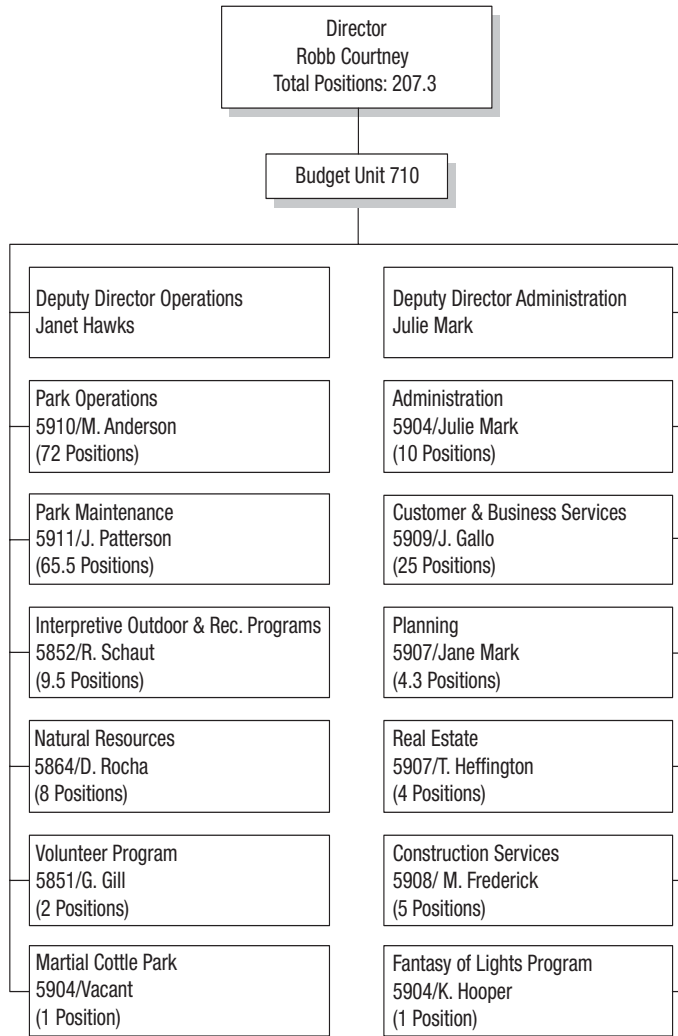
	Positions	Appropriations	Revenues
<b>CalHome Resue Account (Fund Number 0104)</b>			
FY 2012 Approved Budget	—	\$ 120,300	\$ 45,000
Board Approved Adjustments During FY 2012	—	38,700	75,000
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(39,000)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 120,000	\$ 120,000
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 120,000	\$ 120,000

**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 2012 Approved Budget	—	\$ 1,675,000	\$ 1,650,000
Board Approved Adjustments During FY 2012	—	(1,650,000)	(85,000)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	5,000	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 30,000	\$ 1,565,000
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 30,000	\$ 1,565,000



# Department of Parks and Recreation



Section 5: Housing, Land Use, Environment & Transportation



## Public Purpose

- ➔ Provide, protect, and preserve regional parklands for the enjoyment, education, and inspiration of this and future generations



## Description of Major Services

The Department of Parks and Recreation administers the County's parks and recreation programs, operates and maintains 28 diverse parks, and works with other jurisdictions to develop complementary park and recreation facilities and programs. The Department maintains more than 46,000 land acres and 3,640 lake acres. Other facilities include:

- 4 major interpretive facilities and one museum
- 3 off-leash dog facilities
- 10 reservoirs with four operating boat launches
- 5 campgrounds, including a total of 244 individual campsites, 62 RV campsites, 12 group campsites, 8 equestrian campsites, 6 amphitheaters, 3 RV dump stations, 4 shower facilities, and yurt camping at Mt. Madonna State Park.
- 40 group picnic facilities, including 16 covered structures
- 2 golf courses
- Unique facilities such as the velodrome (bike racing arena), fly-casting ponds, sport practice shooting range, off-road motorcycle park and disc golf course
- 62 restroom facilities
- 265 miles of trails, including 36 miles of paved trails
- 25 miles of paved roads and 135 paved parking lots for a total of 4,938 spaces
- 10 water systems that are entirely built and operated by the Parks staff
- 72 vehicle bridges and 40 foot bridges
- 91 acres of irrigated lawn and landscaped areas

## The Park Charter Fund

Since 1972, the County residents have demonstrated a commitment to regional parks through the establishment and renewal of the Park Charter Fund (Section 604 of the County Charter). The residents have voted favorably six times to set aside a certain percentage of the County's property tax dollars for parkland acquisition, development, maintenance and operation. The Park Charter Fund is not a new or

additional tax, but rather a set-aside of existing property tax dollars collected by the County. Most recently, the voters renewed the Park Charter fund in June 2006 with an overwhelming 71% passing rate. At that time, voters approved a \$0.01425 per \$100 assessed valuation set-aside that commenced July 2009 and continues until June 2021. The greatest use of the Park Charter Fund is



for ongoing operations and maintenance expenses with 15% of the Fund dedicated to land acquisition and 5% to Capital Improvements.

## Current and Emerging Issues

### Martial Cottle Park Master Plan

Martial Cottle Park is a 287.54 acre property located in south San Jose, bounded by Branham Lane, Snell Avenue, Chynoweth Avenue and Highway 85. The project site is comprised of three parcels, of which one is owned by the State of California (136.52 acres) and two are owned by the County of Santa Clara (120.12 acres). A 30.9-acre site located at the southeast corner of the project site remains as private property under the prior owner's retained Life Estate, as described in the property transfer agreement between the County and the Park donor. In the future, the Life Estate will become part of the Park as the fourth parcel, but this area is currently not included in the project.

The Donor's vision for Martial Cottle Park is that it be jointly developed, operated and maintained as a single park unit. The establishment of the Park is intended to provide recreational and educational resources that honor the Donor's intent to preserve and educate visitors about Santa Clara Valley's agricultural history. The Park's agricultural uses will be a component of educational and interpretive programming about the agricultural history of the Santa Clara Valley.

The main uses of Martial Cottle Park will include recreational facilities and trails, educational and interpretive programming related to the site's cultural and natural resources and agricultural production that relates to the site's history. Over half of the Park will be in agricultural production capable of providing food for local and regional markets using sustainable farming practices. The Park's agricultural facilities will include on-site marketing opportunities for farmers, as well as facilities for produce storage.

Recreational activities within the Park will be passive, supported by a trail network through agricultural land and through the enhanced seasonal wetlands, and by picnic grounds and day use facilities. A visitor center, a

multi-use outdoor pavilion, grassy area, and picnic areas will serve as community space for events and gatherings.

The Board of Supervisors approved the Park Plan project in February 2011. The California State Park and Recreation Commission considered the environmental findings and adopted the Park Plan project in March 2011. The Parks and Recreation Department is now proceeding with Phase I implementation of the Park Plan project, and plans to open the perimeter trail to the public late in 2013, with full completion of Phase I improvements in 2014. In the FY 2013 budget the Department is requesting the addition of a Program Manager II position to coordinate the overall development of the park and to oversee future operations.

### Guadalupe River Watershed Mercury Total Maximum Daily Load (TMDL) Project

The Guadalupe watershed has been on the impaired list for mercury contamination for several years. A Total Maximum Daily Load (TMDL) study is conducted once a water body has been determined to be impaired according to regulations issued by the Environmental Protection Agency (EPA) under the federal Clean Water Act. A mercury TMDL study for the entire San Francisco Bay was approved by the State Water Resources Board in 2007 and established standards for mercury in fish tissue as well as source load standards for the bay.

On June 18, 2009, the San Francisco Bay Regional Water Quality (SFB-RWQCB) issued to Santa Clara County two separate orders under Water Code section 13267 for technical reports regarding the potential erosion of mining wastes into surface waters of the Guadalupe

River Watershed from Almaden Quicksilver County Park and the development of a coordinated monitoring plan.

The Department complied with both orders by submitting a technical report characterizing areas of erosion in Almaden Quicksilver County Park and completing a coordinated monitoring plan. The parties named to develop and submit a coordinated monitoring plan (Santa Clara Valley Water District, the Midpeninsula Regional Open Space District, and the Guadalupe Rubbish Disposal Company) also agreed to share the costs of implementation of the plan. The Board of Supervisors approved the cost sharing agreement on November 9, 2010.

The next step is the development of project scope(s) that are appropriate controls to contain any eroding mining waste from entering surface waters inside Almaden Quicksilver County Park. The coordinated monitoring plan is also in the implementation phase, and the consultant is currently in the process of obtaining a permit to allow for the collection of fish at several locations in order to test tissue as defined in the plan.

### **Santa Clara Valley Habitat Conservation Plan/Natural Community Conservation Plan**

In 2001 and as part of the approval of a series of local development projects, the United States Fish and Wildlife Service (USFWS) and the California Department of Fish and Game (CDFG), required the County of Santa Clara, City of San Jose, Santa Clara Valley Water District, and the Santa Clara Valley Transportation Agency to undertake development of a Habitat Conservation Plan (HCP) for Santa Clara County. The HCP was undertaken so that local agencies could address the cumulative and indirect effects of future private and public sector development and maintenance and operations projects on federally listed endangered species.

Six local agencies known as the Local Partners (County of Santa Clara, Santa Clara Valley Water District, Santa Clara Valley Transportation Authority, and the Cities of Gilroy, Morgan Hill and San Jose) have been working cooperatively with the FWS and the CDFG to prepare the Santa Clara Valley Habitat Plan (Habitat Plan). The Habitat Plan is a HCP under federal endangered species law and a Natural Community Conservation Plan (NCCP) under state law, intended to provide an effective mechanism to

protect, enhance and restore natural resources in specific areas of Santa Clara County while improving and streamlining the environmental permitting process for impacts on threatened and endangered species.

The Habitat Plan 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 Habitat Plan 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, including projects such as bridge replacement, roadside brush clearing, and park trail work.

The Draft Habitat Plan was released in December 2010 for public review. Comments have been received from stakeholders, the public and elected officials since that time. Local Partner staff have identified modifications and refinements to the Draft Habitat Plan to respond to concerns raised regarding the scale and cost of the Draft Habitat Plan, size of the Reserve System, development fees, equity of fees and other economic factors, streamlining other permits such as the wetland permitting process, public access and recreation in the Reserve, and the formation of a new governing body to implement the Habitat Plan. Local Partner staff and consultants, in cooperation with the Wildlife Agencies, are completing revisions to the Draft Habitat Plan to produce a Final Habitat Plan that will be distributed for public review and final adoption by the elected officials. The Final Habitat Plan is anticipated for release in Spring 2012.



## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Acquisition Fund	No	Mandated	Annual augmentation will reserve funds for future parkland acquisitions.	■
Administration	No	Mandated	Implement customer survey to guide future planning decisions regarding parks and parks services	■
Administration	No	Mandated	Replace software and computers to maintain information technology resources.	■
Capital Improvement Program & Dedicated Development Fund	No	Mandated	Funding will allow new capital improvement projects that improve infrastructure and park user experiences.	▲
Customer & Business Services	No	Required		■
Historical Heritage Fund	No	Mandated	Annual augmentation, no change to current level funding.	■
Interpretive Program	No	Required		■
Maintenance Division	No	Mandated	Funding will replace aging fixed assets and improve the turnaround time for maintenance projects.	▲
Marketing and Development	No	Required		■
Natural Resources Management	No	Mandated		■
Outdoor Recreation Program	No	Mandated		■
Operations Division	No	Mandated	Addition of a new Program Manager II to oversee development and future operations of Martial Cottle Park will provide additional recreational opportunities for the public.	▲
Planning and Development	No	Mandated		■

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

## County Executive's Recommendation

### ▲ Martial Cottle Park

**Add 1.0 Program Manager II position:** This position will serve as the park manager for Martial Cottle Park.

**Service Impact:** The park manager will manage the development and opening of Martial Cottle Park to the public. After the park opens the manager will be responsible for the day-to-day operations and maintenance of the park, as well as the management of neighborhood relationships and the affiliate partnerships with groups, including Our City Forest, UC Cooperative Extension, Master Gardeners, and 4-H. The park manager will manage the park's annual budget development, coordinate capital projects conducted on

park property, and coordinate with any future park advisory groups. In addition the manager will also be responsible for developing and implementing a revenue generation model that earns income, sponsorships, grants and other types of support for Martial Cottle Park.

**Position Added: 1.0 FTE**  
**Total Cost: \$124,620**

## Acquisition Holding Account

**One-time Appropriation for Parkland Acquisition:** This appropriation is comprised of the 15% set aside of the voter-approved Park Charter Fund for the acquisition of future parklands, as well as revenue from the sale of various easements.

**Service Impact:** This appropriation fulfills the Board-approved plan of 1995 and other policies and guidelines developed to meet future recreation demands and maintain the County's natural resources through numerous strategies and actions, one of which is the expansion of the regional park system.

**One-Time Cost: \$6,000,000**

**One-Time Appropriation for Labor Cost Distribution:** This allocation sets aside labor costs associated with projects.

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

## Historical Heritage Commission Grant Program

**One-time Appropriation for Historical Heritage Grant Program:** In 1990 the Board of Supervisors established this grant program to promote historical preservation and the awareness of significant cultural, historical and archeological resources within the County. Funding for this program is achieved through the dedication of a portion of the Park Charter Fund for this program. Grant announcements for new funding occur in the spring of each year.

**Service Impact:** Funding will be available to qualified designated historic resources in the County. The appropriation is for the same amount as last year.

**One-time Appropriation: \$90,000**

## Operations and Maintenance

**Allocate One-time Funding of \$60,000 for Hand Pack Radios** for the Parks Maintenance Division.

**Service Impact:** The replacement of analog radios with new digital radios will comply with the County Communications' planned radio network change. The

upgrade will ensure that equipment is compatible with the new network, to provide continued communications services.

**Total One-time Cost: \$60,000**

## Operations and Maintenance

**Allocate One-time Funding of \$756,400 for Fixed Asset Purchases:** This appropriation will be used to purchase the following equipment:

- CAT Forklift - \$58,000
- Portable generator - \$25,000
- Two (2) John Deere tractors - \$60,000
- John Deere narrow gauge tractor - \$30,000
- Two (2) John Deere skip loaders - \$160,000
- Gas powered fire pumper - \$21,500
- Pat trap machine for field sports park - \$12,000
- Mower/mulcher head for excavator - \$26,000
- Polaris all-terrain vehicle - \$13,000

**Service Impact:** The forklift, two tractors, two skip loaders, and pat trap machine all replace aging equipment as part of the Department's replacement plan. The generator will provide back-up power at the Central Yard, which is designated at the Department's alternative emergency operation center. The fire pumper will provide Ed Levin Park with improved wildfire fighting and will support the prescribed burn component of the resource management plan for this park. The mower/mulcher head will provide evacuation work for trail maintenance and fire break projects. The narrow gauge tractor will provide trail crew staff with access to remote areas for single-track trail construction. The all-terrain vehicle will provide the trail crew a vehicle to haul materials to remote sites along single track trails.

**One-time Cost: \$756,400**

## Administration and Support - IT Purchases

**Allocate One-time Funding of \$93,900 for Technology-Related Software and Equipment:** This appropriation will be used to purchase the following:

- Reservation Software Upgrade - \$13,000

- ArcGis Software - \$3,500
- Volunteer management software - \$23,000
- Computer Replacements - \$29,400
- Server Replacements - \$23,000

**Service Impact:** The reservation software upgrade will provide real time master calendar capacity and enhanced reporting capability, which will reduce data entries and streamline special park use reservations. The ArcGis software will be used by the Department's 15 GIS users, and is needed to supplement the two existing floating licenses. The volunteer management software will replace an inadequate system, and will provide web interface for volunteers to enter and track their own hours and will automate repetitive tasks.

Replacement of 24 computers is required to maintain the County's four-year computer rotation schedule. In addition, two new computers are being added to the new Anderson office for interpretive staff and docents. Two servers are also being replaced in keeping with the County's four-year replacement schedule.

**Total One-time Cost: \$93,900**

## Administration and Support

### Allocate \$50,000 One-time Funding for Customer Survey

**Service Impact:** The survey will determine current level of customer satisfaction and will gather public opinion on parks and parks services. The information gathered

will be useful in future planning regarding improvements to parks services and to the overall park experience for County residents.

**Total Cost: \$50,000**

## Capital Projects

**One-Time Appropriation for Capital Projects:** A few new capital projects have been identified for FY 2013. Funding for these projects come from the Dedicated Development and the Capital Improvement Fund of the Park Charter Fund. The selection of projects was based upon the following criteria:

- health and safety needs
- requirements from regulatory agencies
- threat of loss of use
- essential park operations
- meets Department's Strategic Plan objectives
- leverages the capital improvement funds to the greatest extent possible
- potential for revenue generation

These projects are described in more detail in the table below.

**One-time Cost: \$3,325,000**

Fiscal Year 2013 Capital Projects	Amount
<b>Paving Management Program</b> - Repair sections of a trail at Sanborn County Park from the parking lot to the Sequoia group picnic area, and repair three sections of the Valley View road loop in Mt. Madonna County Park.	\$125,000
<b>Sanborn Welch Hurst Study Implementation</b> - Evaluate the state of the Welch Hurst youth hostel at Sanborn County Park in order to inform repairs and needed renovation.	\$200,000
<b>Almaden Quicksilver County Park</b> - Install permanent restrooms in the Hacienda area of the park. A previous site investigation determined this to be the best site, due to mercury remediation constraints and the proximity of Alamos Creek.	\$350,000
<b>Santa Teresa County Park Historic Area Neighborhood Improvements</b> - Design and prepare construction documents for improvements to facilitate neighborhood access to the Santa Teresa County Park historic area.	\$600,000
<b>Coyote Lake-Harvey Bear Ranch</b> - Replace the lakeside park entrance kiosk at Coyote Lake.	\$50,000
<b>Labor Cost Distribution</b> - this allocation sets aside labor costs associated with the capital projects identified above.	\$1,600,000
<b>Contingency Reserve</b> - annual allocation used to augment CIP projects as needed.	\$400,000
<b>Total</b>	<b>\$3,325,000</b>



**Parks and Recreation Department — Budget Unit 710**  
**Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
5852	Interpretive Program Fund 0039	\$ 1,118,889	\$ 1,112,528	\$ 607,679	\$ 607,679	\$ (504,849)	-45.4%
5864	Natural Resource Mgt Fund 0039	634,293	666,340	361,413	387,413	(278,927)	-41.9%
5900	Parks Dedicated Development Fund 0064	183,589	1,876,028	197,290	1,922,290	46,262	2.5%
5901	Parks Capital Improvement Fund 0056	4,378,187	1,737,960	60,432	1,660,432	(77,528)	-4.5%
5902	Parks Hist Heritage Fund 0065	277,485	90,000	—	90,000	—	—
5903	Parks Acquisition Fund 0066	1,687,242	6,341,076	220,637	6,320,637	(20,439)	-0.3%
5905	Parks Capital Improve Grant Fund 0067	88,164	250,000	—	—	(250,000)	-100.0%
5907	Planning & Dev Fund 0039	1,240,553	1,636,900	1,693,700	1,703,700	66,800	4.1%
5908	Construction Svcs Fund 0039	114,248	791,476	769,533	769,533	(21,943)	-2.8%
71010	Administration Fund 0039	2,579,914	2,812,437	2,991,286	3,165,906	353,469	12.6%
71011	Customer & Business Svcs Fund 0039	5,958,563	4,917,620	4,749,260	4,818,160	(99,460)	-2.0%
71013	Park Operations Fund 0039	12,466,148	13,072,269	13,315,399	13,373,899	301,630	2.3%
71014	Park Maintenance Fund 0039	10,254,192	10,215,287	10,836,291	11,243,451	1,028,164	10.1%
<b>Total Net Expenditures</b>		<b>\$ 40,981,466</b>	<b>\$ 45,519,921</b>	<b>\$ 35,802,920</b>	<b>\$ 46,063,100</b>	<b>\$ 543,179</b>	<b>1.2%</b>

**Parks and Recreation Department — Budget Unit 710**  
**Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
5852	Interpretive Program Fund 0039	\$ 1,118,889	\$ 1,112,528	\$ 607,679	\$ 607,679	\$ (504,849)	-45.4%
5864	Natural Resource Mgt Fund 0039	634,293	666,340	361,413	387,413	(278,927)	-41.9%
5900	Parks Dedicated Development Fund 0064	183,589	1,876,028	197,290	1,922,290	46,262	2.5%
5901	Parks Capital Improvement Fund 0056	4,378,187	1,737,960	60,432	1,660,432	(77,528)	-4.5%
5902	Parks Hist Heritage Fund 0065	277,485	90,000	—	90,000	—	—
5903	Parks Acquisition Fund 0066	1,687,242	6,341,076	220,637	6,320,637	(20,439)	-0.3%
5905	Parks Capital Improve Grant Fund 0067	88,164	250,000	—	—	(250,000)	-100.0%
5907	Planning & Dev Fund 0039	1,586,907	1,636,900	1,693,700	1,703,700	66,800	4.1%
5908	Construction Svcs Fund 0039	713,589	791,476	769,533	769,533	(21,943)	-2.8%
71010	Administration Fund 0039	2,592,433	2,812,437	2,991,286	3,165,906	353,469	12.6%
71011	Customer & Business Svcs Fund 0039	5,958,563	6,617,620	6,449,260	6,518,160	(99,460)	-1.5%
71013	Park Operations Fund 0039	12,466,148	13,072,269	13,315,399	13,373,899	301,630	2.3%
71014	Park Maintenance Fund 0039	10,593,727	10,215,287	10,836,291	11,243,451	1,028,164	10.1%
<b>Total Gross Expenditures</b>		<b>\$ 42,279,216</b>	<b>\$ 47,219,921</b>	<b>\$ 37,502,920</b>	<b>\$ 47,763,100</b>	<b>\$ 543,179</b>	<b>1.2%</b>



## Parks and Recreation Department — Budget Unit 710 Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 21,948,841	\$ 22,702,990	\$ 23,356,181	\$ 23,480,801	\$ 777,811	3.4%
Services And Supplies	12,009,311	12,162,731	11,908,339	12,100,399	(62,332)	-0.5%
Other Charges	284,122	291,200	298,400	298,400	7,200	2.5%
Fixed Assets	6,761,088	10,123,000	—	9,943,500	(179,500)	-1.8%
Operating/Equity Transfers	1,275,854	1,690,000	1,690,000	1,690,000	—	—
Reserves	—	250,000	250,000	250,000	—	—
<b>Subtotal Expenditures</b>	<b>42,279,216</b>	<b>47,219,921</b>	<b>37,502,920</b>	<b>47,763,100</b>	<b>543,179</b>	<b>1.2%</b>
Expenditure Transfers	(1,297,749)	(1,700,000)	(1,700,000)	(1,700,000)	—	—
<b>Total Net Expenditures</b>	<b>40,981,467</b>	<b>45,519,921</b>	<b>35,802,920</b>	<b>46,063,100</b>	<b>543,179</b>	<b>1.2%</b>

## Parks and Recreation Department — Budget Unit 710 Revenues by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
5852	Interpretive Program Fund 0039	\$ 131	\$ —	\$ —	\$ —	\$ —	—
5864	Natural Resource Mgt Fund 0039	1	—	—	—	—	—
5900	Parks Dedicated Development Fund 0064	1,873,477	1,890,648	1,933,002	1,933,002	42,354	2.2%
5901	Parks Capital Improvement Fund 0056	4,722,557	1,600,000	1,600,000	1,600,000	—	—
5902	Parks Hist Heritage Fund 0065	90,000	90,000	90,000	90,000	—	—
5903	Parks Acquisition Fund 0066	5,646,881	5,671,945	5,799,009	5,799,009	127,064	2.2%
5905	Parks Capital Improve Grant Fund 0067	(1,936)	250,000	—	—	(250,000)	-100.0%
5906	Parks Interest Fund 0068	639,268	1,100,000	1,100,000	1,100,000	—	—
5907	Planning & Dev Fund 0039	1,305,605	1,395,000	1,360,000	1,360,000	(35,000)	-2.5%
71010	Administration Fund 0039	49,837	32,930	32,930	32,930	—	—
71011	Customer & Business Svcs Fund 0039	33,343,288	33,994,178	34,800,842	34,800,842	806,664	2.4%
71013	Park Operations Fund 0039	703,575	375,000	375,000	375,000	—	—
71014	Park Maintenance Fund 0039	4	—	—	—	—	—
	<b>Total Revenues</b>	<b>\$ 48,372,687</b>	<b>\$ 46,399,701</b>	<b>\$ 47,090,783</b>	<b>\$ 47,090,783</b>	<b>\$ 691,082</b>	<b>1.5%</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 2012 Approved Budget	8.5	\$ 1,112,528	\$ —
Board Approved Adjustments During FY 2012	—	585	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-5.0	(507,745)	—



### Interpretive Program Fund 0039 — Cost Center 5852 Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	2,311	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	3.5	\$ 607,679	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>3.5</b>	<b>\$ 607,679</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 2012 Approved Budget	4.0	\$ 666,340	\$ —
Board Approved Adjustments During FY 2012	—	31,500	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-3.0	(334,040)	—
Internal Service Fund Adjustments	—	(2,387)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	1.0	\$ 361,413	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Fixed Asset Purchase	—	26,000	—
Purchase a mower/mulcher head for an excavator.			
Subtotal (Recommended Changes)	—	\$ 26,000	\$ —
<b>Total Recommendation</b>	<b>1.0</b>	<b>\$ 387,413</b>	<b>\$ —</b>

### 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 2012 Approved Budget	—	\$ 1,876,028	\$ 1,890,648
Board Approved Adjustments During FY 2012	—	(1,656,863)	42,354
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(21,875)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 197,290	\$ 1,933,002
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			





## Parks Dedicated Development Fund 0064 — Cost Center 5900

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Decision Packages</b>			
1. One-Time Expenditure for Various Capital Projects	—	1,725,000	—
One-time expenditure allocation for the following capital improvement projects:			
◆ Paving Management Program - \$125,000			
◆ Sanborn Welch Hurst House Study Implementation Design - \$200,000			
◆ Almaden Quicksilver Hacienda Restroom Construction - \$350,000			
◆ Santa Teresa County Park Historic Area Neighborhood Access Improvements - \$600,000			
◆ Coyote Lake-Harvey Bear Ranch Kiosk - \$50,000			
◆ CIP Contingency - \$400,000			
Subtotal (Recommended Changes)	—	\$ 1,725,000	\$ —
<b>Total Recommendation</b>	—	\$ 1,922,290	\$ 1,933,002

## 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 2012 Approved Budget	—	\$ 1,737,960	\$ 1,600,000
Board Approved Adjustments During FY 2012	—	(1,675,000)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(2,528)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 60,432	\$ 1,600,000
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. One-time Expenditure for Various Capital Projects	—	1,600,000	—
◆ Labor Distribution - \$1,600,000			
Subtotal (Recommended Changes)	—	\$ 1,600,000	\$ —
<b>Total Recommendation</b>	—	\$ 1,660,432	\$ 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 2012 Approved Budget	—	\$ 90,000	\$ 90,000
Board Approved Adjustments During FY 2012	—	(90,000)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ 90,000
<b>Recommended Changes for FY 2013</b>			



**Parks Hist Heritage Fund 0065 — Cost Center 5902**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments			
Decision Packages			
1. One-time Expenditure for Various Capital Projects	—	90,000	—
◆ Historic Heritage Commission Projects (Grants) - \$90,000			
Subtotal (Recommended Changes)	—	\$ 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 2012 Approved Budget	—	\$ 6,341,076	\$ 5,671,945
Board Approved Adjustments During FY 2012	—	(6,090,588)	127,064
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(29,851)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 220,637	\$ 5,799,009
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. One-time Expenditure for Various Capital Projects	—	6,100,000	—
Allocate the following:			
◆ Land Acquisition Holding Account - \$6,000,000			
◆ Labor Distribution - \$100,000			
Subtotal (Recommended Changes)	—	\$ 6,100,000	\$ —
<b>Total Recommendation</b>	—	\$ 6,320,637	\$ 5,799,009

**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 2012 Approved Budget	—	\$ 250,000	\$ 250,000
Board Approved Adjustments During FY 2012	—	(250,000)	(250,000)
<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 2013</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 2012 Approved Budget	—	\$ —	\$ 1,100,000
Board Approved Adjustments During FY 2012	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ 1,100,000
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ —	\$ 1,100,000

### 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 2012 Approved Budget	8.3	\$ 1,636,900	\$ 1,395,000
Board Approved Adjustments During FY 2012	—	10,200	(35,000)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	46,600	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	8.3	\$ 1,693,700	\$ 1,360,000
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Reimbursement from Parks Department for Land Surveying Services from Planning Department	—	10,000	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 10,000	\$ —
<b>Total Recommendation</b>	8.3	\$ 1,703,700	\$ 1,360,000

### Construction Svcs Fund 0039 — Cost Center 5908 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>County Park Charter Fund (Fund Number 0039)</b>			
FY 2012 Approved Budget	5.0	\$ 791,476	\$ —
Board Approved Adjustments During FY 2012	—	(29,819)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(22,083)	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	29,959	—
Subtotal (Current Level Budget)	5.0	\$ 769,533	\$ —



### Construction Svcs Fund 0039 — Cost Center 5908 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>5.0</b>	<b>\$ 769,533</b>	<b>\$ —</b>

### Administration Fund 0039 — Cost Center 71010 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>County Park Charter Fund (Fund Number 0039)</b>			
FY 2012 Approved Budget	11.0	\$ 2,812,437	\$ 32,930
Board Approved Adjustments During FY 2012	—	38,182	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	1.0	34,101	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	106,566	—
Subtotal (Current Level Budget)	12.0	\$ 2,991,286	\$ 32,930
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. One-time allocation for Customer Survey	—	50,000	—
Allocate one-time funding for customer opinion/satisfaction on the parks system and parks services.			
2. Add 1.0 FTE Program Manager II (B3N)	1.0	124,620	—
Add 1.0 FTE Program Manager II to manage the development and opening of Martial Cottle Park, as well as daily operations of the park.			
Subtotal (Recommended Changes)	1.0	\$ 174,620	\$ —
<b>Total Recommendation</b>	<b>13.0</b>	<b>\$ 3,165,906</b>	<b>\$ 32,930</b>

### Customer & Business Svcs Fund 0039 — Cost Center 71011 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>County Park Charter Fund (Fund Number 0039)</b>			
FY 2012 Approved Budget	25.0	\$ 4,917,620	\$ 33,994,178
Board Approved Adjustments During FY 2012	—	66,460	806,664
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-1.0	(48,827)	—
Internal Service Fund Adjustments	—	(185,993)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	24.0	\$ 4,749,260	\$ 34,800,842
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			



### Customer & Business Svcs Fund 0039 — Cost Center 71011 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Decision Packages</b>			
1. One-time funding for Information Technology	—	68,900	—
Allocate funding for information technology needs, including the following:			
◆ Software upgrade for reservation system - \$13,000			
◆ Computer replacements and 2 new computers - \$29,400			
◆ Two servers - \$23,000			
◆ Software license - \$3,500			
Subtotal (Recommended Changes)	—	\$ 68,900	\$ —
<b>Total Recommendation</b>	24.0	\$ 4,818,160	\$ 34,800,842

### 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 2012 Approved Budget	75.0	\$ 13,072,269	\$ 375,000
Board Approved Adjustments During FY 2012	—	(151,153)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	4.0	720,084	—
Internal Service Fund Adjustments	—	(318,634)	—
Other Required Adjustments	—	(7,167)	—
Subtotal (Current Level Budget)	79.0	\$ 13,315,399	\$ 375,000
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
<b>Decision Packages</b>			
1. Fixed Asset Purchases	—	33,500	—
Purchase equipment as follows:			
◆ Fire pumper unit and accessories - \$21,500			
◆ Pat trap machine - \$12,000			
2. One-time Funding for Technology	—	25,000	—
Allocate one-time funding for volunteer management software.			
Subtotal (Recommended Changes)	—	\$ 58,500	\$ —
<b>Total Recommendation</b>	79.0	\$ 13,373,899	\$ 375,000

### 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 2012 Approved Budget	69.5	\$ 10,215,287	\$ —
Board Approved Adjustments During FY 2012	—	(26,454)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	4.0	666,006	—
Internal Service Fund Adjustments	—	(13,215)	—
Other Required Adjustments	—	(5,333)	—

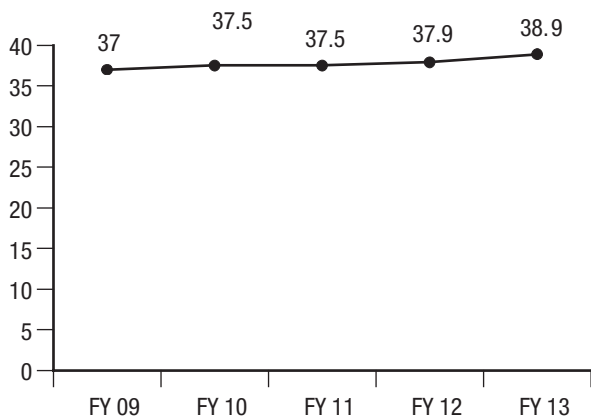
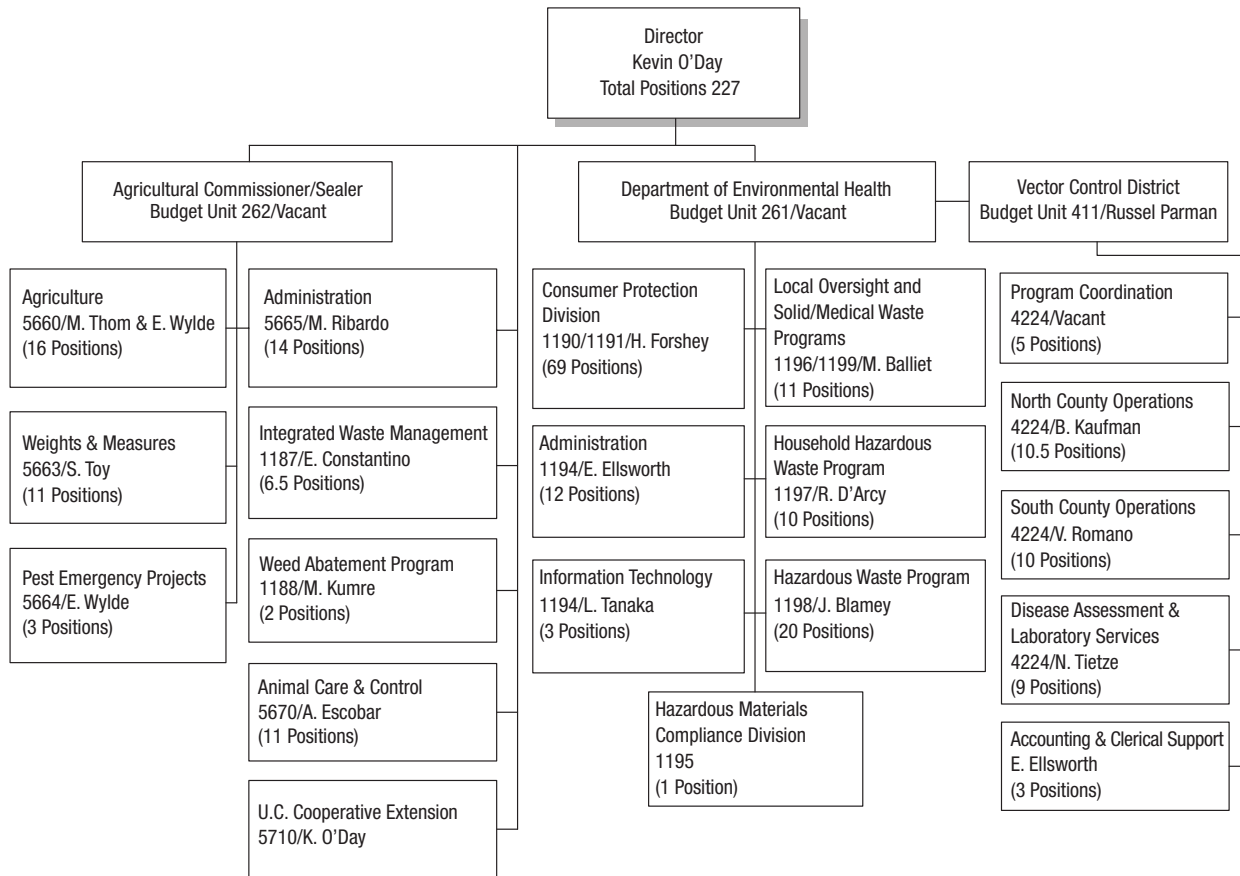


**Park Maintenance Fund 0039 — Cost Center 71014**  
**Major Changes to the Budget**

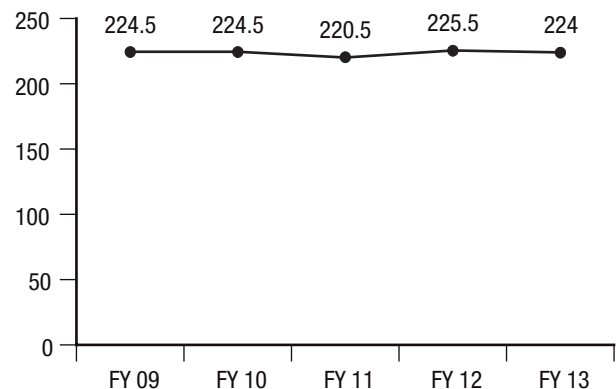
	Positions	Appropriations	Revenues
Subtotal (Current Level Budget)	73.5	\$ 10,836,291	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Increase reimbursement from Parks and Recreation Department to Integrated Pest Management Program	—	1,160	—
Decision Packages			
1. Fixed Asset Purchases	—	346,000	—
Purchase equipment as follows:			
◆ Forklift (10,000 lb. capacity) - \$58,000			
◆ Portable generator - \$25,000			
◆ 3 Tractors - \$30,000 each			
◆ Skip Loader - \$160,000			
◆ All terrain vehicle - \$13,000			
2. One-time Allocation for Hand Pack Radios	—	60,000	—
Allocation one-time funding to replace analog hand pack radios with digital radios in the Parks Maintenance Division.			
Subtotal (Recommended Changes)	—	\$ 407,160	\$ —
<b>Total Recommendation</b>	73.5	\$ 11,243,451	\$ —



# Agriculture and Environmental Management



**Gross Appropriation Trend**



**Staffing Trend**

The Staffing Trend chart does not reflect 3 new positions that are recommended for the Department, as new job classifications are required. The recommended funding to support these new positions is included in the Gross Appropriation Trend Chart.

Section 5: Housing, Land Use, Environment & Transportation



## Public Purpose

- Protection of the Environment
- Protection of Public Health
- Consumer Protection
- Environmental Stewardship through cost-effective Vector Control strategies





## Description of Major Services

The mission of the Department of Agriculture and Environmental Management is to:

- Promote and protect the agricultural industry of the County and its environment
- Ensure the health and safety of the County's citizens and foster confidence and equity in the marketplace
- Prevent, preserve and improve the environmental factors affecting the community's health and safety
- Protect public health and safety by detecting and minimizing vector-borne disease, abating mosquitoes, and assisting the public in resolving problems with rodents, wildlife, and insects of medical significance.

The mission is accomplished through education and the fair and uniform enforcement of laws, regulations, and ordinances enacted by the people of the State of California and the County of Santa Clara.

The Department includes the following major programs:

- Agriculture and Environmental Management
- Department of Environmental Health
- Vector Control District

### Agriculture and Environmental Management

The Department enforces State and local laws and ordinances related to agriculture production, equity in the marketplace, animals, weed abatement and recycling and waste diversion.

The major services of the Department include:

- Ensure legal, responsible, and judicious use of pesticides by farmers, pest control companies, government, industry, and the general public
- Prevent the introduction, establishment and spread of pests and diseases
- Test and certify all commercial weighing and measuring devices within the County, including gas pumps, retail checkout stands, and taxi meters
- Inspect price verification systems (scanners) in retail businesses. The Weights & Measures division is responsible for protecting both buyers and sellers by inspecting and testing various commercial devices

to insure their accuracy. These inspections are mandated by the State and conducted in accordance with State regulations and procedures.

- Provide animal control field services and sheltering services to the unincorporated areas of Santa Clara County, to ensure and protect the health and safety of the people and animals of the unincorporated area. The Animal Shelter accepts stray dogs, cats and livestock from the unincorporated areas, maintains lost and found records for animals throughout the County and actively works to reunite pet owners with their lost companions. The County also provides a widely available low-cost spay/neuter program for cats and dogs. This program is available to all County residents through partner veterinary clinics.
- Implement and monitor the County's integrated waste management plan and provide staff support to the Board's Recycling and Waste Reduction Commission
- Inspect private parcels for minimum fire and safety standards
- Administer a Memorandum of Understanding with the University of California Cooperative Extension for research and education in agriculture, rangeland management, nutrition and youth development

### Department of Environmental Health

The Department enforces various State laws to protect the consumer and public from food-borne illnesses, contamination of the drinking water supply, and childhood lead poisoning. It also provides hazardous materials enforcement and collection.

The major services of the Department include:

- Inspect and issue permits to retail food facilities, such as restaurants, markets, bars and food vehicles to prevent food-borne illnesses
- Inspect public swimming pools and spas to prevent the transmission of disease and illness and to ensure public safety
- Issue permits for private sewer systems and inspect drinking water sources from individual or private wells

- Conduct public outreach and environmental monitoring of potential childhood lead exposures
- Conduct household hazardous waste collection and solid medical waste enforcement programs
- Monitor the handling, storage, and transportation of hazardous materials and hazardous waste
- Oversee clean-up of petroleum contaminated properties

### **Vector Control District**

The District protects health and safety through the surveillance and treatment of vectors that carry diseases, such as mosquitoes, rodents, ticks, fleas and wildlife.

The major services of the District include:

- Provide surveillance and treatment of residential areas for mosquitoes to protect against West Nile Virus and other mosquito-borne diseases
- Inspect and abate mosquito habitats within streams, marshlands and storm catch basins Countywide
- Provide wildlife management services when health and safety are at risk
- Participate in the South Bay Salt Pond Restoration Project in the lower area of San Francisco Bay

## **Current and Emerging Issues**

### **County of Santa Clara Animal Shelter**

The Department's Animal Care and Control Division operates an animal shelter in San Martin that serves unincorporated Santa Clara County from Stanford University to the rural areas surrounding Gilroy. When space is available, the Shelter also provides care for animals from the cities of Morgan Hill and Gilroy. The current animal shelter was built nearly 40 years ago and typically operates at maximum animal capacity with excess animals placed into foster care or with rescue organizations.

The age, size, and design of the current facility substantially impedes its animal sheltering capabilities. The Shelter and its staff are currently unable to provide the full array of modern animal shelter services, such as a public spay/neuter clinic, a state-of-the-art clinic equipped to handle complex animal medical and behavioral conditions, free-roaming cat enclosures, improved living quarters for dogs, and an inviting destination for prospective pet adopters and Shelter supporters.

In September 2011, the Board of Supervisors approved a project to construct a new animal shelter and to establish a Capital Building Campaign to raise donated funds for its construction. With the help of benefactors interested in funding the construction of a new shelter,

a modern, fully-equipped facility will enable the County to provide residents a wide range of services at affordable prices in a convenient location.

The programming phase for the new animal shelter project is scheduled to be completed in December 2012. At that time, the Department will work with Administration and the Board of Supervisors to begin the Shelter's capital building campaign, starting with a development plan.

### **City of San Jose Waste Tire Facilities**

In November 2011, CalRecycle notified the Department of Environmental Health that the City of San Jose elected not to apply for grant funding to continue inspecting its waste tire facilities. As a result, CalRecycle requested that the Department assume oversight of 400+ waste tire facilities in the City of San Jose beginning July 1, 2012.

The improper disposal of waste tires creates a fire hazard, contributes to environmental blight, and negatively affects the health of Santa Clara County communities by harboring disease-carrying mosquitoes and other vectors. The Department anticipates that CalRecycle will provide approximately \$400,000 to the County to perform regulatory inspections at waste tire facilities in San Jose. Following receipt of the grant, the Department will return to the Board of Supervisors with recommendations establishing an appropriate level of staffing to implement the program.



### On-Site Sewage Disposal Ordinance

The Department of Environmental Health, with assistance of the Department of Planning and Development, is continuing a comprehensive review and update of the County's On-site Sewage Disposal Ordinance. In FY 2012, technical studies and GIS-based analyses were completed which form the basis for recommendations for updates and improvements to the County ordinance.

Proposed ordinance changes include modifying siting and system sizing criteria, leach field trench design, and approval of a limited number of alternative treatment and dispersal systems. An Environmental Impact Report (EIR) is being prepared to study the potential growth implications, identify areas that would be affected, and describe the cumulative or long-term effects resulting from the ordinance changes. The ordinance and Draft EIR will be available for comments in late summer; EIR certification and ordinance adoption may occur in late 2012.

### Extended Producer Responsibility

The Household Hazardous Waste (HHW) Program continues its efforts in support of Extended Producer Responsibility (EPR). The EPR policy initiative strives to shift the physical and financial burden of managing hazardous household products to the industries that produce them. The HHW Program was selected as one of six programs nationwide to work with the Corporation for Battery Recycling to design recycling options that are both environmentally preferred to landfill disposal and economically viable. Through this partnership, the HHW Program anticipates costs savings of over \$50,000 per year by shifting the cost to transport and recycle batteries to the manufacturers.

### European Grapevine Moth Eradication

The European Grapevine Moth (EGVM) is a serious pest of grapes, and occasionally of other crops, including olive, cherry, nectarine and plum. It was first found in the United States in September 2009 in the Napa Valley. In September 2010 an infestation was discovered in the southern portion of the County, leading to the establishment of an eradication program and quarantine. In 2011, significant progress was made in eradicating the moth within the County. The quarantine boundaries in the County have now been substantially reduced, thereby freeing a number of growers from commodity shipping restrictions. In FY 2013 eradication efforts will be focused on commercial and non-commercial grapes grown within 500 meters of sites where the pest was previously found.

### West Nile Virus

Since 2004, 17 human cases of West Nile Virus have been reported in Santa Clara County. In FY 2012, the Vector Control District conducted four ground fogging operations following the discovery of adult mosquitoes infected with West Nile Virus.

In FY 2013, the District's aerial surveillance program for backyard breeding sources will continue, and will explore the use of new satellite imagery to detect and track thousands of neglected swimming pools. The District will continue its educational outreach efforts, test dead birds for West Nile Virus, monitor mosquito-breeding areas, and respond to citizen requests for assistance and information.

## 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		■

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
Agricultural Services	Yes	Mandated	Create new Agricultural Commissioner/Sealer position to oversee both the Agriculture and Weights and Measures divisions, to enhance the ability to identify cost savings and funding opportunities.	▲
Agricultural Services	Yes	Mandated	Delete 1.0 FTE in the Pierce's Disease Control Program and 1.5 FTE in the European Grapevine Moth Eradication Program. Successful control and eradication efforts in these programs have led to a decreased need for staffing.	▼
Animal Services	Yes	Mandated	Create Senior Kennel Attendant position to add additional kennel attendant services and eliminate veterinary technician contract.	▲
Integrated Waste Management Unincorporated Area Fund 0001	Yes	Mandated	One-time funding to support franchise agreement development and initiatives for the unincorporated area.	◻
University of CA, Cooperative Extension	Yes	Non-Mandated		■
Weights and Measures	Yes	Mandated	Create new Agricultural Commissioner/Sealer position to oversee both the Agriculture and Weights and Measures divisions, to enhance ability to identify cost savings and funding opportunities.	▲
Weights and Measures	Yes	Mandated	Delete one Weights and Measures Inspector III and create new Supervising Weights and Measures Inspector position to allow Deputy Sealer to concentrate on program efficiencies and possible partnership opportunities with other counties.	◻
<b>Non-General Fund Programs</b>				
Consumer Protection Division Fund 0030	No	Mandated	Add Supervising Environmental Health Specialist to provide the appropriate level of supervisory staff, and provide support in several program areas.	■
Environmental Health Administration and Support Fund 0030	No	Required		■
Graffiti and Litter Abatement Fund 0037	No	Mandated		■
Green Business Fund 0037	No	Mandated		■
Hazardous Materials Program Fund 0030	No	Mandated	Add Senior Hazardous Materials Specialist to provide the appropriate level of staff support for the Underground Storage Tank program that was transferred from the City of San Jose in 2011.	■
Household Hazardous Waste Program - Fund 0030	No	Mandated		■
Integrated Waste Management Countywide program Fund 0037	No	Mandated		■
Local Oversight Program - Fund 0030	No	Mandated		■
Vector Control District - Fund 0028	No	Mandated		■
Weed Abatement - Fund 0031	No	Mandated		■
Impact on Current Level of Service: ◻ = Eliminated ▼ = Reduced ◻ = Modified ▲ = Enhanced ■ = No Change				

## County Executive's Recommendation

### ▲ Agriculture & Weights and Measures

**Allocate funding for the creation of an Agricultural Commissioner/Sealer position:** Allocate funding of \$160,000 in anticipation of the creation of a new position to oversee the Agriculture and Weights and Measures programs.

**Service Impact:** Each California county must have a licensed Agricultural Commissioner/Sealer. Typically this person's responsibilities are limited to Agriculture and the Weights and Measures programs. This was the case when the former AEM Director started in his position almost 30 years ago. Over time the scope of responsibilities grew to also include Animal Care and Control, Department of Environmental Health, Vector Control District, Weed Abatement, Integrated Waste Management, and UC Cooperative Extension. Santa Clara County is the only county in the state with an Agricultural Commissioner/Sealer with such a broad range of responsibilities.

The current AEM Director has announced his intention to retire. He also holds the necessary State licensure. With his departure the County will need to recruit for a new director. The requirement for the licensure, along with the knowledge, skills and abilities to manage multiple complex divisions, will make recruitment extremely difficult. The pool of licensed candidates is quite narrow, and there are numerous competing job opportunities statewide. Other agricultural commissioner/sealer positions receive comparable pay, yet have fewer program responsibilities compared to the AEM Director position.

Establishing a new Agricultural Commission/Sealer position will restore a more appropriate level of management and oversight to the Agriculture and Weights and Measures divisions. Also, the new position would provide the ability to more fully participate in legislative issues, networking and partnership activities with other jurisdictions and entities, which could identify cost saving and funding opportunities in these programs.

In addition, the position will bring in additional funding beginning in FY 2014, due to state reimbursement of administrative costs dedicated to agricultural services.

Gas tax revenue and mill tax revenue is anticipated to increase by about 65%, resulting in approximately \$60,000 in new revenue. This revenue is collected one year in arrears, so the new revenue will not be realized until FY 2014.

**Position Added: 1.0 FTE**  
**Total Cost: \$160,000**

Position to be added after ESA classification study  
Associated reimbursement is \$60,000 beginning in FY 2014

### ■ Weights and Measures Program

**Adjust staffing level in the Weights and Measures Division:** Take the following actions to provide more efficient and effective service levels, with a neutral impact to the General Fund:

Take the following actions to provide more efficient and effective service levels, with a neutral impact to the General Fund:

- Allocate \$86,191 to create 1.0 new Supervising Weights and Measures position
- Delete 1.0 Weights and Measures Inspector III - \$77,352
- Delete premium pay for the deleted position - \$5,000
- Recognize new ongoing revenue - \$3,839

**Service Impact:** The Weights & Measures Division is currently comprised of 1 Deputy Sealer and 10 Weights & Measures Inspectors, a span of control of 1:10. In addition to day-to-day operations, the Deputy Sealer is responsible for maintaining relationships with the State Division of Measurement Standards, Weights & Measures departments in other counties, regulated businesses and other public jurisdictions. The Deputy Sealer is also responsible for monthly workload reports and an annual report to the State. These reports are the basis for most of the contract revenue and reimbursements received from the State.

Adding a Supervising Weights & Measures Inspector to assist with the day-to-day operations of the Division will allow the Deputy Sealer to participate in partnership opportunities and alliances with other counties that can provide future efficiencies and reduce operational costs. It will also build bench strength by providing an opportunity for staff to promote to a supervising level and build the necessary knowledge and skills required to perform the Deputy Sealer functions should they desire to compete for this position in the future.

Due to state regulations that became effective on March 6, 2012, the County will now collect an annual administrative fee for every registered commercial weighing, measuring and counting device. The County is able to retain up to 15% of the fees collected. This small amount of new revenue, coupled with savings from no longer having to provide premium pay for a lead Weights and Measures Inspector III, will make this action cost neutral.

**Total Net Positions: 0 FTE**

**Total Net Cost: \$0**

Cost of Add/Delete Action: \$3,839

Recognize New Revenue: \$3,839

Position to be added after ESA classification study

### ▲ Animal Care and Control Program

**Allocate funding for the creation of a Senior Kennel Attendant position:** Take the following actions to provide better veterinary technician and kennel attendant services:

- Allocate \$78,000 to fund one new Senior Kennel Attendant position at the San Martin Animal Shelter
- Reduce \$15,000 from the services and supplies budget to terminate the existing veterinary technician contract

**Service Impact:** The new position will serve as both a veterinary technician and a kennel attendant. This position will make it possible to terminate a veterinary technician contract and provide this service in-house. It will also lessen the shelter's reliance on volunteer kennel attendant services for day-to-day operations, by adding two to three additional days of Kennel Attendant support. This will allow volunteers to instead focus on providing enhanced services to improve the customer experience at the animal shelter.

**Position Added: 1.0 FTE**

**Total Net Cost: \$63,000**

Position Cost: \$78,000

Services and Supplies Savings: \$15,000

Position to be added after ESA classification study

### ▣ Integrated Waste Management Program

**Allocate one-time funding for Unincorporated Area program:** \$75,000 from the General Fund will be allocated for one-time expenses.

**Service Impact:** The Integrated Waste Management program continues to experience increased workload in the unincorporated area of the program. Additional one-time funding is needed to develop new franchise agreements, which will expire next year. Expenses will include additional staff time spent on the agreements, including extensive work performed by the Office of the County Counsel. Additional printing services and postage expenses are needed to inform the public of the new franchise fees.

In addition, staff continues to work on several Board-sponsored initiatives for unincorporated projects. Projects included an ordinance regulating single-use carryout bags, an ordinance regulating E-waste, research and development of language for garbage and recycling contracts intended to maximize worker retention efforts, and research regarding the appropriate disposal and management of expanded polystyrene.

**Background:** In an effort to more readily identify expenditures for the "unincorporated only" portion of the Integrated Waste Management Program, the Department worked with the Office of Budget and Analysis earlier this year to separate the budget for the unincorporated area projects from that of the countywide program by dividing the program into two separate cost centers. This will make the program expenditures more transparent than they were when internal orders were used to identify General Fund versus Non-General Fund expenses. Unincorporated projects are supported by the General Fund and those with countywide impact are supported by Fund 0037, which is composed of city contributions and other revenue sources.

**Total One-time Cost: \$75,000**

### ▼ Pest Eradication Program

**Delete 2.5 FTE Half-time Agricultural Assistants and decrease associated revenues,** as follows:

- Delete two vacant half-time Agricultural Assistants in the Pierce's Disease Control Program, effective July 1, 2012.
- Delete two filled half-time Agricultural Assistants in the European Grapevine Moth Program, effective October 15, 2012.

- Delete one filled half-time Agricultural Assistants in the European Grapevine Moth Program, effective November 1, 2012.
- Reduce services and supplies - \$91,745
- Reduce associated State revenue - \$238,558

**Service Impact:** The deletion of these positions is in direct relation to the reduced effort needed in the pest eradication program, due to successful control pest control efforts over the last year. With staffing decreases, there will be corresponding decreases in vehicle costs and other expenditures. State revenue contracts for these programs will also be reduced accordingly.

By the end of December 2010, the Agriculture Division successfully eradicated four of the six Glassy-winged sharpshooter infestations in Santa Clara County (infestations were discovered in County grape crops for the first time in 2001). The Department anticipates a fifth infestation area will be declared eradicated by November 1, 2012 and the final infestation area will likely be declared eradicated by November 2013. As eradication efforts have been successful, there are lower workload requirements for the State's Pierce's Disease contract; therefore two vacant half-time codes can be deleted effective July 1, 2012.

By November 2012, eradication of the European Grapevine Moth (EGVM) from Santa Clara County is anticipated, and the County and will become eligible for deregulation from EGVM program requirements. This pest was first discovered in the southern portion of the County in September 2010. As a result of the successful eradication efforts, the extensive trapping, treatment and quarantine activities will no longer be required and three filled half-time positions can be deleted. Two positions will be deleted on October 15, and one position will be deleted on November 1, 2012.

**Positions Deleted: 2.5 FTE**  
**Net Savings: \$0**

Position Deletions: \$146,813  
Services and Supplies Reductions: \$91,745  
State Reimbursement Reduction: \$238,558

## Hazardous Materials Program

**Add 1.0 Senior Hazardous Materials Specialist position** in the amount of \$123,492.

**Service Impact:** In 2011 the City of San Jose terminated its agreement to provide inspection and support services related to the Unified Program, a collection of six State environmental programs. Responsibility for the Underground Storage Tank program and the Hazardous Materials Business Plan program for the City was formally transferred to the Department of Environmental Health (DEH). Over 1,900 new businesses and 290 underground fuel storage tanks were added to DEH's responsibility, and four new positions were added at that time. However it has become apparent that an additional position is needed due to the increased workload and level of complexity caused by this transfer of responsibility.

Funding for the position will be offset by revenue generated from issuance of program permits in Fund 0030. This revenue has already been included in the Department's current level budget.

**Total Cost: \$123,492**  
Fund 0030

## Consumer Protection Program

### Add 1.0 Supervising Environmental Health Specialist:

This position is fully offset by \$153,060 in new permit fees and charges.

**Service Impact:** This position is needed due to growth in the workload and increased complexity of work. In addition to supervising 10 employees this position will assist in training standardization, customer service quality assurance, program development and implementation of mandates. The supervisor to staff ratio is currently 13.7:1; this position will bring the ratio down to 10.3:1.

**Position Added: 1.0 FTE**  
**Total Net Cost: \$0**  
Position Cost: \$153,060  
New Revenue: \$153,060  
Fund 0030

### Agriculture and Environmental Mgmt — Budget Unit 262 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1187	Integrated Waste Mgt Fund 0037	\$ 1,216,092	\$ 1,202,957	\$ 1,037,524	\$ 1,037,524	\$ (165,433)	-13.8%
1188	Weed Abatement Fund 0031	445,839	886,715	884,827	884,827	(1,888)	-0.2%
5660	Agriculture Fund 0001	1,554,266	1,765,363	1,860,543	1,860,543	95,180	5.4%
5663	Weights & Measures Fund 0001	1,083,070	1,116,864	1,297,274	1,301,113	184,249	16.5%
5664	Pierces Disease Control Prog Fund 0001	975,316	852,416	874,115	635,557	(216,859)	-25.4%
5665	Administration Fund 0001	1,436,000	1,459,480	1,687,455	1,880,455	420,975	28.8%
5666	Integrated Waste Mgt Fran Fund 0001	—	—	340,385	382,385	382,385	—
5670	Animal Control Fund 0001	1,383,760	1,314,771	1,366,749	1,429,749	114,978	8.7%
5710	U.C. Cooperative Ext Fund 0001	123,690	115,000	115,173	115,173	173	0.2%
<b>Total Net Expenditures</b>		<b>\$ 8,218,033</b>	<b>\$ 8,713,566</b>	<b>\$ 9,464,045</b>	<b>\$ 9,527,326</b>	<b>\$ 813,760</b>	<b>9.3%</b>

### Agriculture and Environmental Mgmt — Budget Unit 262 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1187	Integrated Waste Mgt Fund 0037	\$ 1,216,092	\$ 1,202,957	\$ 1,037,524	\$ 1,037,524	\$ (165,433)	-13.8%
1188	Weed Abatement Fund 0031	488,618	923,715	921,827	921,827	(1,888)	-0.2%
5660	Agriculture Fund 0001	1,554,266	1,765,363	1,860,543	1,860,543	95,180	5.4%
5663	Weights & Measures Fund 0001	1,083,070	1,116,864	1,297,274	1,301,113	184,249	16.5%
5664	Pierces Disease Control Prog Fund 0001	975,316	852,416	874,115	635,557	(216,859)	-25.4%
5665	Administration Fund 0001	1,813,343	1,887,823	2,005,416	2,198,416	310,593	16.5%
5666	Integrated Waste Mgt Fran Fund 0001	—	—	340,385	382,385	382,385	—
5670	Animal Control Fund 0001	1,428,280	1,364,771	1,416,749	1,479,749	114,978	8.4%
5710	U.C. Cooperative Ext Fund 0001	123,690	115,000	115,173	115,173	173	0.2%
<b>Total Gross Expenditures</b>		<b>\$ 8,682,676</b>	<b>\$ 9,228,909</b>	<b>\$ 9,869,006</b>	<b>\$ 9,932,287</b>	<b>\$ 703,378</b>	<b>7.6%</b>

### Agriculture and Environmental Mgmt — Budget Unit 262 Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 6,209,845	\$ 6,300,325	\$ 6,487,135	\$ 6,582,161	\$ 281,836	4.5%
Services And Supplies	2,462,655	2,895,884	3,054,821	3,023,076	127,192	4.4%





## Agriculture and Environmental Mgmt — Budget Unit 262 Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Other Charges	(525)	22,000	22,000	22,000	—	—
Operating/Equity Transfers	10,700	10,700	305,050	305,050	294,350	2,750.9%
<b>Subtotal Expenditures</b>	<b>8,682,676</b>	<b>9,228,909</b>	<b>9,869,006</b>	<b>9,932,287</b>	<b>703,378</b>	<b>7.6%</b>
Expenditure Transfers	(464,643)	(515,343)	(404,961)	(404,961)	110,382	-21.4%
<b>Total Net Expenditures</b>	<b>8,218,033</b>	<b>8,713,566</b>	<b>9,464,045</b>	<b>9,527,326</b>	<b>813,760</b>	<b>9.3%</b>

## Agriculture and Environmental Mgmt — Budget Unit 262 Revenues by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1187	Integrated Waste Mgt Fund 0037	\$ 1,388,872	\$ 1,185,933	\$ 1,177,283	\$ 1,177,283	\$ (8,650)	-0.7%
1188	Weed Abatement Fund 0031	642,704	640,000	600,000	600,000	(40,000)	-6.3%
5660	Agriculture Fund 0001	1,700,531	1,481,072	1,388,000	1,388,000	(93,072)	-6.3%
5663	Weights & Measures Fund 0001	1,349,264	1,339,500	1,339,500	1,343,339	3,839	0.3%
5664	Pierces Disease Control Prog Fund 0001	978,792	909,000	873,239	634,681	(274,319)	-30.2%
5665	Administration Fund 0001	108,623	67,000	67,000	67,000	—	—
5666	Integrated Waste Mgt Fran Fund 0001	690,500	650,000	825,000	825,000	175,000	26.9%
5670	Animal Control Fund 0001	346,819	278,500	278,500	278,500	—	—
	<b>Total Revenues</b>	<b>\$ 7,206,105</b>	<b>\$ 6,551,005</b>	<b>\$ 6,548,522</b>	<b>\$ 6,313,803</b>	<b>\$ (237,202)</b>	<b>-3.6%</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 2012 Approved Budget	6.5	\$ 1,202,957	\$ 1,185,933
Board Approved Adjustments During FY 2012	—	(40,597)	(303,000)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(34,091)	—
Internal Service Fund Adjustments	—	(121,539)	294,350
Other Required Adjustments	—	30,794	—
Subtotal (Current Level Budget)	6.5	\$ 1,037,524	\$ 1,177,283
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>6.5</b>	<b>\$ 1,037,524</b>	<b>\$ 1,177,283</b>



### Weed Abatement Fund 0031 — Cost Center 1188 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Weed Abatement (Fund Number 0031)</b>			
FY 2012 Approved Budget	2.0	\$ 886,715	\$ 640,000
Board Approved Adjustments During FY 2012	—	—	(40,000)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	4,953	—
Internal Service Fund Adjustments	—	(6,803)	—
Other Required Adjustments	—	(38)	—
Subtotal (Current Level Budget)	2.0	\$ 884,827	\$ 600,000
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>2.0</b>	<b>\$ 884,827</b>	<b>\$ 600,000</b>

### Agriculture Fund 0001 — Cost Center 5660 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	16.0	\$ 1,765,363	\$ 1,481,072
Board Approved Adjustments During FY 2012	—	11,165	(93,072)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	77,387	—
Internal Service Fund Adjustments	—	17,793	—
Other Required Adjustments	—	(11,165)	—
Subtotal (Current Level Budget)	16.0	\$ 1,860,543	\$ 1,388,000
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>16.0</b>	<b>\$ 1,860,543</b>	<b>\$ 1,388,000</b>

### Weights & Measures Fund 0001 — Cost Center 5663 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	11.0	\$ 1,116,864	\$ 1,339,500
Board Approved Adjustments During FY 2012	—	2,328	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	53,767	—
Internal Service Fund Adjustments	—	126,643	—
Other Required Adjustments	—	(2,328)	—
Subtotal (Current Level Budget)	11.0	\$ 1,297,274	\$ 1,339,500
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			



### Weights & Measures Fund 0001 — Cost Center 5663 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Decision Packages</b>			
1. Add 1.0 Supervising Weights & Measures Inspector and Delete 1.0 Weights & Measures Inspector III	-1.0	3,839	3,839
Delete 1.0 Weights & Measures Inspector III and associated premium pay of \$5,000, and allocate funding for the creation of 1.0 new Supervising Weights and Measures Inspector.			
Subtotal (Recommended Changes)	-1.0	\$ 3,839	\$ 3,839
<b>Total Recommendation</b>	<b>10.0</b>	<b>\$ 1,301,113</b>	<b>\$ 1,343,339</b>

### 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 2012 Approved Budget	5.5	\$ 852,416	\$ 909,000
Board Approved Adjustments During FY 2012	—	421	(35,761)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(3,442)	—
Internal Service Fund Adjustments	—	25,141	—
Other Required Adjustments	—	(421)	—
Subtotal (Current Level Budget)	5.5	\$ 874,115	\$ 873,239
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
FY 2013 Fuel Rate	—	(21,445)	—
Decision Packages			
1. Reductions in Pest Emergency Project Revenues and Expenditures	-2.5	(217,113)	(238,558)
Reductions are proposed in Pest Eradication Programs, due to successful eradication efforts over the past several years, and associated reductions in State funding. A total of five half-time Agricultural Assistant positions will be deleted. Three of these half-time codes are vacant, and two are filled. The positions are being deleted in the following programs:			
◆ Pierce's Disease Program - Delete 2 half-time positions (1.0 FTE Total)			
◆ European Grapevine Moth Program - Delete 3 half-time positions (1.5 FTE Total)			
Subtotal (Recommended Changes)	-2.5	\$ (238,558)	\$ (238,558)
<b>Total Recommendation</b>	<b>3.0</b>	<b>\$ 635,557</b>	<b>\$ 634,681</b>

### Administration Fund 0001 — Cost Center 5665 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	13.0	\$ 1,459,480	\$ 67,000
Board Approved Adjustments During FY 2012	—	32,240	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	6,857	—
Internal Service Fund Adjustments	—	153,437	—
Other Required Adjustments	—	35,441	—
Subtotal (Current Level Budget)	13.0	\$ 1,687,455	\$ 67,000
<b>Recommended Changes for FY 2013</b>			



### Administration Fund 0001 — Cost Center 5665 Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments			
Decision Packages			
1. Create New Agricultural Commissioner/Sealer Position	—	160,000	—
\$160,000 will be allocated for the creation of 1.0 FTE new position - Agricultural Commissioner/Sealer.			
2. One-time Augmentation to Integrated Waste Management Program for the Unincorporated Area	—	33,000	—
One-time augmentation to Integrated Waste Management Program for unincorporated projects, including the development of new franchise agreements and the establishment of a County ordinance regulating food containers made from expanded polystyrene.			
Subtotal (Recommended Changes)	—	\$ 193,000	\$ —
<b>Total Recommendation</b>	13.0	\$ 1,880,455	\$ 67,000

### 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 2012 Approved Budget	—	\$ —	\$ 650,000
Board Approved Adjustments During FY 2012	—	6,555	175,000
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	333,830	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 340,385	\$ 825,000
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
One-time augmentation for printing associated with new franchise fees notification	—	22,000	—
One-time augmentation for legal services related to renewal of franchise fees.	—	20,000	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 42,000	\$ —
<b>Total Recommendation</b>	—	\$ 382,385	\$ 825,000

### Animal Control Fund 0001 — Cost Center 5670 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	10.0	\$ 1,314,771	\$ 278,500
Board Approved Adjustments During FY 2012	—	6,638	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	22,119	—
Internal Service Fund Adjustments	—	14,859	—
Other Required Adjustments	—	8,362	—
Subtotal (Current Level Budget)	10.0	\$ 1,366,749	\$ 278,500
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			



### Animal Control Fund 0001 — Cost Center 5670 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Decision Packages</b>			
1. Add 1.0 New Senior Kennel Attendant at the Animal Shelter	—	63,000	—
Add allocation of \$78,000 to create 1.0 FTE new Sr. Kennel Attendant position at the Animal Shelter, and reduce the hours allocated for the veterinary technician contract for a savings of \$15,000, for an overall augmentation of \$63,000 to the Animal Care and Control Unit.			
Subtotal (Recommended Changes)	—	\$ 63,000	\$ —
<b>Total Recommendation</b>	10.0	\$ 1,429,749	\$ 278,500

### 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 2012 Approved Budget	—	\$ 115,000	\$ —
Board Approved Adjustments During FY 2012	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	173	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 115,173	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 115,173	\$ —

### Department of Environmental Health — Budget Unit 261 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1194	DEH - Admin Fund 0030	\$ 2,627,312	\$ 2,750,655	\$ 3,016,544	\$ 3,016,544	\$ 265,889	9.7%
26102	EHS - Planning Fund 0030	8,628,640	9,055,424	9,023,787	9,176,847	121,423	1.3%
26103	Toxics, Solid & Haz Materials Fund 0030	7,950,170	9,823,552	9,476,037	9,599,529	(224,023)	-2.3%
<b>Total Net Expenditures</b>		<b>\$ 19,206,122</b>	<b>\$ 21,629,631</b>	<b>\$ 21,516,368</b>	<b>\$ 21,792,920</b>	<b>\$ 163,289</b>	<b>0.8%</b>



## Department of Environmental Health — Budget Unit 261 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1194	DEH - Admin Fund 0030	\$ 2,915,696	\$ 3,105,655	\$ 3,401,544	\$ 3,401,544	\$ 295,889	9.5%
26102	EHS - Planning Fund 0030	8,714,850	9,134,435	9,270,368	9,423,428	288,993	3.2%
26103	Toxics, Solid & Haz Materials Fund 0030	7,950,170	9,823,552	9,476,037	9,599,529	(224,023)	-2.3%
<b>Total Gross Expenditures</b>		<b>\$ 19,580,717</b>	<b>\$ 22,063,642</b>	<b>\$ 22,147,949</b>	<b>\$ 22,424,501</b>	<b>\$ 360,859</b>	<b>1.6%</b>

## Department of Environmental Health — Budget Unit 261 Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 14,608,918	\$ 16,007,746	\$ 16,211,270	\$ 16,487,822	\$ 480,076	3.0%
Services And Supplies	4,681,284	5,973,396	5,936,679	5,936,679	(36,717)	-0.6%
Fixed Assets	290,515	82,500	—	—	(82,500)	-100.0%
<b>Subtotal Expenditures</b>	<b>19,580,717</b>	<b>22,063,642</b>	<b>22,147,949</b>	<b>22,424,501</b>	<b>360,859</b>	<b>1.6%</b>
Expenditure Transfers	(374,594)	(434,011)	(631,581)	(631,581)	(197,570)	45.5%
<b>Total Net Expenditures</b>	<b>19,206,122</b>	<b>21,629,631</b>	<b>21,516,368</b>	<b>21,792,920</b>	<b>163,289</b>	<b>0.8%</b>

## Department of Environmental Health — Budget Unit 261 Revenues by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
1194	DEH - Admin Fund 0030	\$ 83,879	\$ 75,387	\$ 75,738	\$ 75,738	\$ 351	0.5%
26102	EHS - Planning Fund 0030	10,021,795	9,619,683	11,355,039	11,508,099	1,888,416	19.6%
26103	Toxics, Solid & Haz Materials Fund 0030	8,683,152	10,516,884	10,524,703	10,524,703	7,819	0.1%
<b>Total Revenues</b>		<b>\$ 18,788,827</b>	<b>\$ 20,211,954</b>	<b>\$ 21,955,480</b>	<b>\$ 22,108,540</b>	<b>\$ 1,896,586</b>	<b>9.4%</b>

## DEH - Admin Fund 0030 — Cost Center 1194 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Environmental Health (Fund Number 0030)</b>			
FY 2012 Approved Budget	13.0	\$ 2,750,655	\$ 75,387
Board Approved Adjustments During FY 2012	—	—	351
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	3.0	255,776	—
Internal Service Fund Adjustments	—	(1,368)	—
Other Required Adjustments	—	11,481	—
Subtotal (Current Level Budget)	16.0	\$ 3,016,544	\$ 75,738



**DEH - Admin Fund 0030 — Cost Center 1194**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	16.0	\$ 3,016,544	\$ 75,738

**EHS - Planning Fund 0030 — Cost Center 26102**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Environmental Health (Fund Number 0030)</b>			
FY 2012 Approved Budget	67.0	\$ 9,055,424	\$ 9,619,683
Board Approved Adjustments During FY 2012	—	—	1,735,356
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	89,706	—
Internal Service Fund Adjustments	—	(189,713)	—
Other Required Adjustments	—	68,370	—
Subtotal (Current Level Budget)	67.0	\$ 9,023,787	\$ 11,355,039
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. Add 1.0 FTE Supervising Environmental Health Specialist Position and Associated Revenues	1.0	153,060	153,060
Add 1.0 FTE Supervising Environmental Health Specialist position and associated revenues in the Hazardous Materials Compliance Division, for a net zero impact to Fund 0030.			
Subtotal (Recommended Changes)	1.0	\$ 153,060	\$ 153,060
<b>Total Recommendation</b>	68.0	\$ 9,176,847	\$ 11,508,099

**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 2012 Approved Budget	44.0	\$ 9,823,552	\$ 10,516,884
Board Approved Adjustments During FY 2012	—	(105,661)	7,819
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-3.0	(236,140)	—
Internal Service Fund Adjustments	—	(13,206)	—
Other Required Adjustments	—	7,492	—
Subtotal (Current Level Budget)	41.0	\$ 9,476,037	\$ 10,524,703
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			



## Toxics, Solid & Haz Materials Fund 0030 — Cost Center 26103

### Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
1. Add 1.0 FTE Sr. Hazardous Materials Specialist in Consumer Protection Division	1.0	123,492	—
Add 1.0 FTE Sr. Hazardous Materials Specialist in Consumer Protection Division			
Subtotal (Recommended Changes)	1.0	\$ 123,492	\$ —
<b>Total Recommendation</b>	<b>42.0</b>	<b>\$ 9,599,529</b>	<b>\$ 10,524,703</b>

## Vector Control District — Budget Unit 411

### Net Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
4224	Vector Control Fund 0028	\$ 5,869,848	\$ 6,608,002	\$ 6,549,448	\$ 6,549,448	\$ (58,554)	-0.9%
	<b>Total Net Expenditures</b>	<b>\$ 5,869,848</b>	<b>\$ 6,608,002</b>	<b>\$ 6,549,448</b>	<b>\$ 6,549,448</b>	<b>\$ (58,554)</b>	<b>-0.9%</b>

## Vector Control District — Budget Unit 411

### Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
4224	Vector Control Fund 0028	\$ 5,869,848	\$ 6,608,002	\$ 6,549,448	\$ 6,549,448	\$ (58,554)	-0.9%
	<b>Total Gross Expenditures</b>	<b>\$ 5,869,848</b>	<b>\$ 6,608,002</b>	<b>\$ 6,549,448</b>	<b>\$ 6,549,448</b>	<b>\$ (58,554)</b>	<b>-0.9%</b>

## Vector Control District — Budget Unit 411

### Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 3,631,411	\$ 3,658,580	\$ 3,758,308	\$ 3,758,308	\$ 99,728	2.7%
Services And Supplies	1,519,258	2,546,637	2,411,140	2,411,140	(135,497)	-5.3%
Other Charges	351,731	380,000	380,000	380,000	—	—
Fixed Assets	367,446	22,785	—	—	(22,785)	-100.0%
<b>Subtotal Expenditures</b>	<b>5,869,848</b>	<b>6,608,002</b>	<b>6,549,448</b>	<b>6,549,448</b>	<b>(58,554)</b>	<b>-0.9%</b>
<b>Total Net Expenditures</b>	<b>5,869,848</b>	<b>6,608,002</b>	<b>6,549,448</b>	<b>6,549,448</b>	<b>(58,554)</b>	<b>-0.9%</b>

## Vector Control District — Budget Unit 411

### Revenues by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
4224	Vector Control Fund 0028	\$ 7,371,163	\$ 7,097,988	\$ 7,109,319	\$ 7,109,319	\$ 11,331	0.2%
4225	Vector Control Fund 0199	2,224	2,700	2,224	2,224	(476)	-17.6%
	<b>Total Revenues</b>	<b>\$ 7,373,388</b>	<b>\$ 7,100,688</b>	<b>\$ 7,111,543</b>	<b>\$ 7,111,543</b>	<b>\$ 10,855</b>	<b>0.2%</b>





**Vector Control Fund 0028 — Cost Center 4224**  
**Major Changes to the Budget**

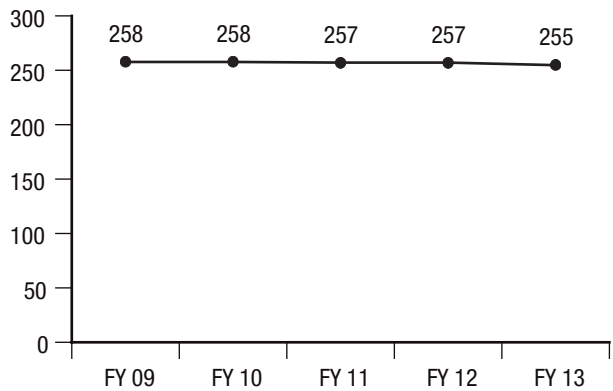
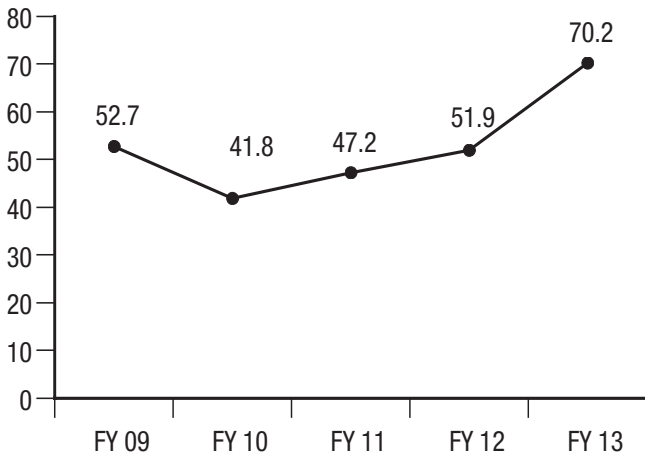
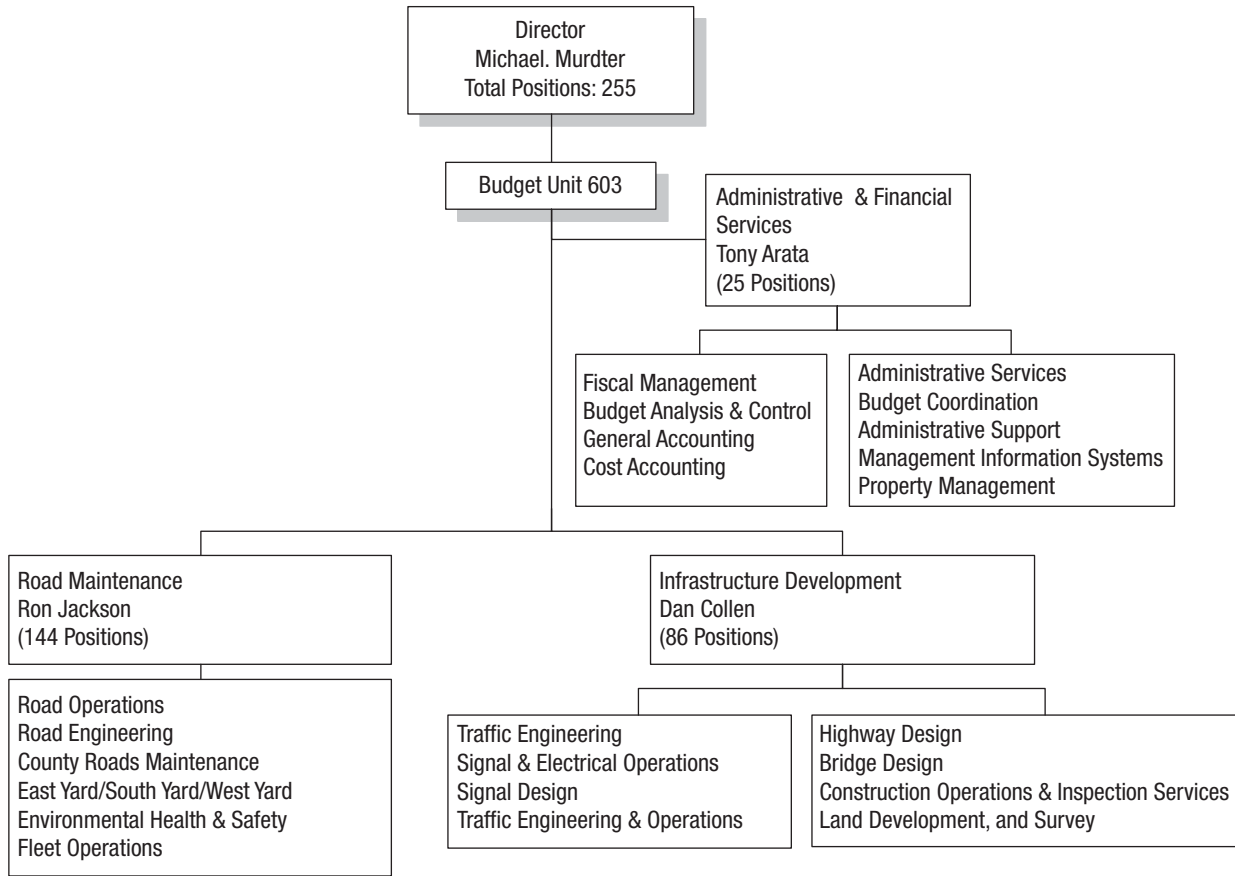
	Positions	Appropriations	Revenues
<b>Vector Control District (Fund Number 0028)</b>			
FY 2012 Approved Budget	37.5	\$ 6,608,002	\$ 7,097,988
Board Approved Adjustments During FY 2012	—	(29,785)	11,331
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	75,772	—
Internal Service Fund Adjustments	—	(125,497)	—
Other Required Adjustments	—	20,956	—
Subtotal (Current Level Budget)	37.5	\$ 6,549,448	\$ 7,109,319
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>37.5</b>	<b>\$ 6,549,448</b>	<b>\$ 7,109,319</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 2012 Approved Budget	—	\$ —	\$ 2,700
Board Approved Adjustments During FY 2012	—	—	(476)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ 2,224
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	<b>—</b>	<b>\$ —</b>	<b>\$ 2,224</b>



# Roads Department



## Public Purpose

- ➔ **Promote the economic vitality and quality of life of the County by ensuring the safety of the traveling public and accommodating road travelers**



## Description of Major Services

The Department maintains and operates approximately 646 miles of expressway and rural and urban roadways in the unincorporated areas, including:

- 23 miles of sound walls
- 172 bridges
- 39 miles of carpool lanes
- 160 signalized intersections
- 4,500 street lights

- 25,000 regulatory signs, and
- 2,185 drain inlets

The County of Santa Clara is the only County in the State of California that maintains its own expressway system. The mission of the Department is to maintain, operate and enhance the County's roadways and promote the economic vitality and the quality of life of the County by ensuring the safety of the traveling public and accommodating road travelers.

The Department achieves this mission through three main functional areas: traffic management, infrastructure development, and property management.

### Traffic Management

Traffic is managed by:

- Providing ongoing roadway monitoring, traffic engineering services as needed or in conjunction with Capital Improvement Projects
- Optimizing traffic signal timing
- Installing and maintaining traffic control devices to mitigate recurrent traffic congestion

### Road and Expressway Infrastructure Improvement

Road and expressway infrastructure is preserved by:

- Maintaining, repairing and replacing paved surfaces, bridges and traffic signals

- Repairing and replacing road signage, pavement striping, road markings and street lights
- Maintaining and improving other road features to ensure safety and minimize life-cycle costs

### Property Management

Property is managed by providing land development, survey, inspection, permit and property services in a responsive and effective manner.

The Property Section handles the disposal of surplus property, acquisition of property rights necessary for capital projects, development of surplus properties for revenue-generating purposes, vacation applications, and numerous other property-related transactions such as temporary rights of entry, etc.

## Programs and Functions

Name of Program/Function	GF Subsidy Yes /No/Less than 5%	Mandated or Non-Mandated	Impact Highlight	Impact on Current Level of Service
Administrative and Financial Services	No	Mandated	The School Crossing Guard program will continue for an additional year.	■
Capital Projects	No	Mandated	Capital projects will improve infrastructure and ensure greater safety on the roadways.	▲
Fleet Maintenance	No	Required	Funding will enable Department to replace aging equipment in compliance with the State mandate.	▲
Infrastructure Development	No	Mandated	Duties of deleted position have been absorbed by existing staff.	■
Road Maintenance	No	Mandated	Labor cost reimbursement prevents double-counting of costs associated with capital projects.	▲
Road Operations	No	Mandated	Health and safety of staff and the County's resources will be maintained.	▲
Traffic Engineering	No	Mandated		■

Impact on Current Level of Service:

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

## County Executive's Recommendation

The Department's main source of funding is derived from state excise taxes on gasoline through a predetermined formula. The gas tax is not indexed for inflation, and subsequently not keeping pace with the



increasing cost of carrying out the Department's operations. Other sources of funding include State and local grants. The Department has identified several capital projects that qualify for this funding. Revenue is also derived from the sale of real or excess property.

## ▲ Fleet Maintenance

**One-time Expenditure Allocation for Fixed Asset Purchases:** Available fund balance will be used to purchase a combination of new and used vehicles and equipment to replace or upgrade aging fixed assets.

### FY 2013 Fixed Assets

Item	Quantity	Estimated Cost
Sedans	6	\$168,000
Tree Truck	1	\$120,000
10 Wheeler Dump	2	\$320,000
Skip Loader	1	\$90,000
Broce Boom	1	\$65,000
Mower – Side/Rear Flail	2	\$160,000
Mower – Boom	3	\$300,000
Mobile Sweeper	1	\$300,000
<b>Total</b>	<b>17</b>	<b>\$1,523,000</b>

**One-time Expenditure Allocation for Contracted Street Sweeping Services:** Contract expressway sweeping on a weekly basis. This will enable the Department to provide a higher level of service to the public while avoiding more capital costs for replacement of four existing sweepers that are at the end of their useful lives.

**Ongoing Cost: \$72,000**

## ■ Signal and Electrical Operations

**Add 1.0 FTE Electrical Electronic Technician position:** A new position is recommended to maintain safety lighting, County Lighting Service Area (CLSA), re-lamping traffic signals, and assisting in repairing and replacing traffic signal pole knock-downs. This position was originally created as an entry-level position to perform limited duties in the repair and maintenance of traffic signals. This classification was deleted several years ago and the need to bring this classification back has become increasingly evident.

**Service Impact:** The addition of this new position will allow the division to be able to allow high-level technicians to address more specialized issues.

**Total Positions Added: 1.0 FTE**  
**Total Ongoing Cost: \$88,716**

**Delete 1.0 FTE Engineering Aide I position:** Savings from this deletion will reduce overall expenditures.

**Service Impact:** The duties assigned to this position will be absorbed by the addition of a new Electrical Electronic Technician.

**Positions Deleted: 1.0 FTE**  
**Total Ongoing Savings: \$76,260**

## ▼ Roads Operations

**Delete 2.0 Account Clerk II positions:** Savings from this deletion will reduce overall expenditures.

**Service Impact:** The duties assigned to these positions have been absorbed by staff within the division.

**Positions Deleted: 2.0 FTE**  
**Total Ongoing Savings: \$148,044**

## ▲ Road Maintenance

**One-time Labor Cost Adjustment for Capital Projects:** This action recognizes various one-time reimbursements of labor costs charged to individual projects. This is a technical adjustment for accounting purposes.

**Service Impact:** This action ensures accurate labor costs and prevents double-counting of program costs.

**One-time Reimbursement: \$3,200,000**

**One-time Expenditure Allocation for Facility Upgrades at Road Maintenance yards:** This funding allocation is required to perform upgrades to security and yard ready rooms, aged HVAC systems at both East and West yards, and aged and failing plumbing at West yard.

**One-time Cost: \$335,000**

**One-time Funding for Road Material Expense:** This augmentation increases the annual budget allocation for road resurfacing, providing for an increase in rural roads to be chip sealed from 35 miles to 50 miles as well as micro surfacing 15 miles of residential roads. The

additional pavement funding will result in an increase in the overall Pavement Condition Index (PCI) of the County road system.

**One-time Cost: \$2,170,000**

## ▲ Capital Projects

**One-time Funding for Capital Projects:** Capital projects totaling \$25,499,367 have been identified for the fiscal year. These include rehabilitation and repairs to several

expressways; level of service improvements; bridge repair and rehabilitation; spot safety; highway signals and bicycle route improvements. The projects are listed in full below. About 85%, or \$21,705,853, of the total project cost is funded by the grants from the State and Federal government to repair and rehabilitate the County's roads and expressways. The Road Fund balance will cover the additional \$3,793,514 needed to complete the projects.

### Capital Projects

FY 2012 Projects	Revenue	Fund Balance	Total Appropriation
Page Mill Expressway Bicycle Signal Detection		\$20,000	\$20,000
FY 2013 Pedestrian Ramps		\$175,000	\$175,000
FY 2013 Striping, Markings, Markers		\$175,000	\$175,000
FY 2013 Metal Beam Guard Rail		\$175,000	\$175,000
Controllers Replacement/Phase 1 Various Expressways		\$150,000	\$150,000
Almaden Expwy. & Santa Teresa Blvd. Traffic Signal Mod. (Design)		\$50,000	\$50,000
Foothill, Page Mill Weekday TR Timing (MTC Pass)		\$20,000	\$20,000
Lawrence and Tasman Cabinet/Controller Upgrade		\$30,000	\$30,000
ATMS Signal Timing Sheet Reporting Enhancement		\$50,000	\$50,000
Cold in Place Pavement Recycling Project		\$400,000	\$400,000
Skyport/South/West Yard Solar Project (Design)		\$150,000	\$150,000
Sidewalk Repair Program		\$500,000	\$500,000
Miscellaneous Road Operations JOC Project		\$600,000	\$600,000
Soundwall Repair and Replacement		\$150,000	\$150,000
2013 TDA Project	\$35,000		\$35,000
Expressway Pedestrian Program	\$300,000	\$150,000	\$450,000
Capitol Expressway Rehabilitation		\$100,000	\$100,000
Church and Monterey Highway RR Crossing Safety Improvement		\$50,000	\$50,000
DeWitt Avenue "S" Curves Elimination	\$500,000		\$500,000
San Tomas Expressway Widening and Intersection Improvements	\$1,700,000		\$1,700,000
Montague at Highway 101 Interchange Improvements - PSR		\$105,000	\$105,000
Little Llagas Creek Bridge at Center Avenue (37C-523)	\$70,824	\$24,176	\$95,000
Stevens Canyon Mitigation and Monitoring (37C-576 & 577)	\$54,889	\$27,111	\$82,000
Uvas Creek Bridge at Uvas Road (37C-093) Mitigation	\$241,887	\$56,313	\$298,200
Stevens Creek Bridge at Stevens Canyon Road ( 37C-577)	\$177,060	\$72,940	\$250,000
Stevens Creek Bridge at Stevens Canyon Road ( 37C-576)	\$91,147	\$58,853	\$150,000
Stevens Creek Bridge at Stevens Canyon Road ( 37C-574)	\$3,280,000	\$50,000	\$3,330,000
Stevens Creek Bridge at Stevens Canyon Road ( 37C-575)	\$3,280,000	\$50,000	\$3,330,000
Uvas Creek Bridge at Uvas Road (37C-094)	\$97,383	\$32,617	\$130,000
Alamitos Creek Bridge at Alamitos Road (37C0159)	\$6,262,267	\$30,000	\$6,292,267
Isabel Creek Bridge at San Antonio Valley Road (37C0089)	\$100,000		\$100,000
Loyola Drive/Foothill Expressway (37C0117)	\$3,615,000		\$3,615,000
Red Fox Creek Bridge at New Avenue (37C-172)	\$100,000		\$100,000
Bridge Inspection (Bi-Annual) Load Rating	\$205,000	\$95,000	\$300,000
Cochran Bridge Monitoring (37C-166)		\$100,000	\$100,000
Various Scour Protection Projects	\$1,108,480	\$48,420	\$1,156,900



## Capital Projects

FY 2012 Projects	Revenue	Fund Balance	Total Appropriation
Various Bridge Deck Treatment Projects	\$486,916	\$98,084	\$585,000
<b>Total</b>	<b>\$21,705,853</b>	<b>\$3,793,514</b>	<b>\$25,499,367</b>

## Roads & Airports Department - Roads — Budget Unit 603 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
60020	Roads Capital Improvement Fund 0020	\$ 15,524,002	\$ 10,037,296	\$ 465,196	\$ 25,964,563	\$ 15,927,267	158.7%
60023	Roads Fund 0023	34,972,185	38,372,166	39,820,920	40,586,332	2,214,166	5.8%
61528	County Lighting District Fund 1528	272,531	490,000	405,000	405,000	(85,000)	-17.3%
61620	El Matador District Fund 1620	—	25,000	15,857	15,857	(9,143)	-36.6%
<b>Total Net Expenditures</b>		<b>\$ 50,768,718</b>	<b>\$ 48,924,462</b>	<b>\$ 40,706,973</b>	<b>\$ 66,971,752</b>	<b>\$ 18,047,290</b>	<b>36.9%</b>

## Roads & Airports Department - Roads — Budget Unit 603 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
60020	Roads Capital Improvement Fund 0020	\$ 14,133,083	\$ 10,037,296	\$ 465,196	\$ 25,964,563	\$ 15,927,267	158.7%
60023	Roads Fund 0023	38,402,320	41,372,166	39,820,920	43,786,332	2,414,166	5.8%
61528	County Lighting District Fund 1528	272,531	490,000	405,000	405,000	(85,000)	-17.3%
61620	El Matador District Fund 1620	—	25,000	15,857	15,857	(9,143)	-36.6%
<b>Total Gross Expenditures</b>		<b>\$ 52,807,934</b>	<b>\$ 51,924,462</b>	<b>\$ 40,706,973</b>	<b>\$ 70,171,752</b>	<b>\$ 18,247,290</b>	<b>35.1%</b>

## Roads & Airports Department - Roads — Budget Unit 603 Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 26,749,955	\$ 28,179,347	\$ 28,654,038	\$ 28,518,450	\$ 339,103	1.2%
Services And Supplies	9,895,129	12,346,819	11,800,882	14,378,882	2,032,063	16.5%
Fixed Assets	17,553,769	11,398,296	252,053	27,274,420	15,876,124	139.3%
<b>Subtotal Expenditures</b>	<b>52,807,934</b>	<b>51,924,462</b>	<b>40,706,973</b>	<b>70,171,752</b>	<b>18,247,290</b>	<b>35.1%</b>
Expenditure Transfers	(3,430,135)	(3,000,000)	—	(3,200,000)	(200,000)	6.7%
<b>Total Net Expenditures</b>	<b>50,768,718</b>	<b>48,924,462</b>	<b>40,706,973</b>	<b>66,971,752</b>	<b>18,047,290</b>	<b>36.9%</b>



## Roads & Airports Department - Roads — Budget Unit 603

### Revenues by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
60020	Roads Capital Improvement Fund 0020	\$ 9,680,115	\$ 5,243,816	\$ 256,804	\$ 21,962,657	\$ 16,718,841	318.8%
60023	Roads Fund 0023	38,493,452	39,644,552	40,166,720	40,166,720	522,168	1.3%
61528	County Lighting District Fund 1528	303,329	361,000	361,000	361,000	—	—
61620	El Matador District Fund 1620	228	1,000	1,000	1,000	—	—
<b>Total Revenues</b>		<b>\$ 48,477,125</b>	<b>\$ 45,250,368</b>	<b>\$ 40,785,524</b>	<b>\$ 62,491,377</b>	<b>\$ 17,241,009</b>	<b>38.1%</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 2012 Approved Budget	—	\$ 10,037,296	\$ 5,243,816
Board Approved Adjustments During FY 2012	—	(9,572,100)	(4,820,816)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	(166,196)
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 465,196	\$ 256,804
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. One-time Expenditure for Pedestrian and Bicycle Projects	—	20,000	—
One-time expenditure allocation for various pedestrian and bicycle projects - \$20,000			
2. One-time Expenditure for Road Safety Projects	—	525,000	—
One time expenditure allocation for pedestrian ramps, striping, markings, markers, metal beam guard rails, and soundwall repair and replacement.			
3. One-time Expenditure for Signal Synchronization and Intelligent Transportation System Projects	—	300,000	—
One-time expenditure allocation for signal timing projects.			
4. One-time Expenditure for Various Road Operations JOC Project	—	1,800,000	—
One-time expenditure allocation for various road operations JOC projects.			
5. One-time Expenditure for Pedestrian Projects	—	485,000	335,000
One-time expenditure allocation for various expressway pedestrian programs.			
6. One-time Expenditure for Pavement Management	—	100,000	—
One-time expenditure allocation for pavement management for Capitol Expressway.			
7. One-time Expenditure for Level of Service Improvement Projects	—	2,250,000	2,200,000
One-time expenditure allocation for improving the level of service for the following projects:			
◆ Church and Monterey Highway RR Crossing - \$50,000			
◆ DeWitt Avenue "S" Curves Elimination - \$500,000			
◆ San Tomas Expressway Widening and Intersection Improvements - \$1,700,000.			
8. One-time Expenditure for Interchange Improvements	—	105,000	—





## Roads Capital Improvement Fund 0020 — Cost Center 60020

### Major Changes to the Budget

	Positions	Appropriations	Revenues
One-time expenditure allocation for improving the interchange for Montague at Highway 101 Interchange - \$105,000.			
9. One-time Expenditure for Bridge Rehabilitation and Replacement Projects	—	17,672,467	17,270,457
One-time expenditure allocation for bridge rehabilitation and replacement projects at various locations.			
10. One-time Expenditure for Bridge Safety Project	—	100,000	100,000
One time expenditure allocation for bridge safety project at Red Fox Creek Bridge at New Avenue (37C-172).			
11. One-time Expenditure for Various Bridge Repair & Maintenance Projects	—	2,141,900	1,800,396
One-time expenditure allocation for bridge replacement and scour protection projects at various locations.			
Subtotal (Recommended Changes)	—	\$ 25,499,367	\$ 21,705,853
<b>Total Recommendation</b>	—	\$ 25,964,563	\$ 21,962,657

## Roads Fund 0023 — Cost Center 60023

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Road Fund (Fund Number 0023)</b>			
FY 2012 Approved Budget	257.0	\$ 38,372,166	\$ 39,644,552
Board Approved Adjustments During FY 2012	—	926,792	643,317
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	477,806	—
Internal Service Fund Adjustments	—	(241,643)	(121,149)
Other Required Adjustments	—	285,799	—
Subtotal (Current Level Budget)	257.0	\$ 39,820,920	\$ 40,166,720
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Increase reimbursement from Roads Department to Integrated Pest Management Program	—	1,000	—
Decision Packages			
1. One-time Expenditure to Replace 17 units of equipment/vehicles.	—	1,523,000	—
One-time expenditure allocation for replacement of 17 units of equipment/vehicles that have come to the end of their useful life. These fixed assets include sedans, skip loader, mower, and a mobile sweeper.			
2. Facility Upgrades at Road Maintenance Yards.	—	335,000	—
One-time expenditure allocation for security and yard ready room upgrades, upgrade aged HVAC systems at both east and west yards, and replace aged and failing plumbing at west yard.			
3. Road Material Expense.	—	2,170,000	—
One-time expenditure allocation to increase the annual budget for road resurfacing, providing for an increase in rural roads to be chip sealed from 35 miles to 50 miles as well as microsurfacing 15 miles of residential roads.			
4. Contracted Street Sweeping Services.	—	72,000	—
Ongoing expenditure allocation for contracted street sweeping services for expressway sweeping on a weekly basis.			
5. One-time Labor Cost Adjustments for Capital Projects.	—	(3,200,000)	—
One-time adjustment of labor cost reimbursements for capital projects charged to individual projects to ensure accurate labor costs and prevent double-counting.			
6. Delete 2.0 FTE Account Clerk II positions in the Roads Operations Division.	-2.0	(148,044)	—
Delete 2.0 FTE Account Clerk II positions in the Roads Operations Division.			
7. Delete 1.0 FTE Engineering Aide I position in the Signal and Electrical Operations Division.	-1.0	(76,260)	—



### Roads Fund 0023 — Cost Center 60023 Major Changes to the Budget

	Positions	Appropriations	Revenues
Delete 1.0 FTE Engineering Aide I position in the Signal and Electrical Operations Division.			
8. Add 1.0 FTE Electrical Electronic Technician position in the Signal and Electrical Operations Division.	1.0	88,716	—
Add 1.0 FTE Electrical Electronic Technician position in the Signal and Electrical Operations Division.			
Subtotal (Recommended Changes)	-2.0	\$ 765,412	\$ —
<b>Total Recommendation</b>	255.0	\$ 40,586,332	\$ 40,166,720

### County Lighting District Fund 1528 — Cost Center 61528 Major Changes to the Budget

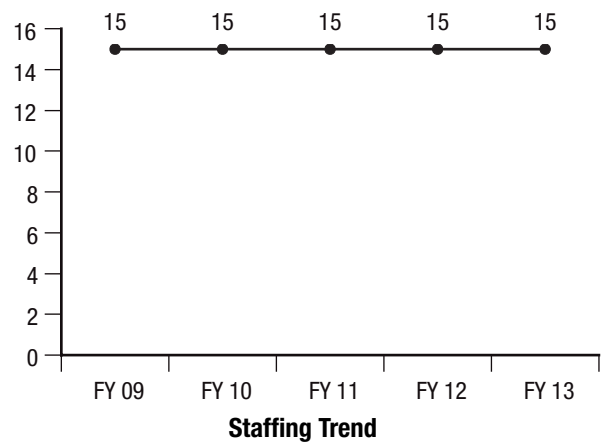
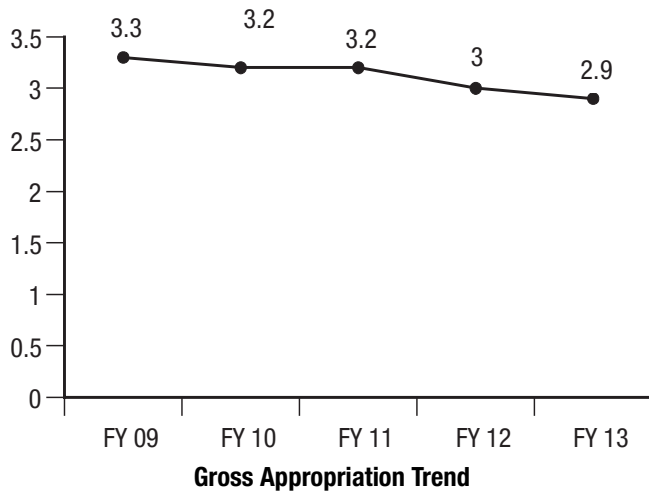
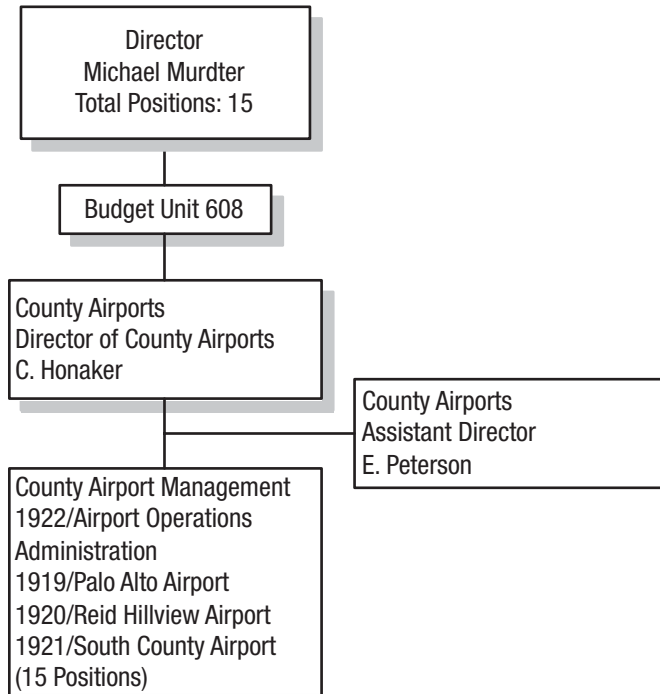
	Positions	Appropriations	Revenues
<b>County Lighting Service Fund (Fund Number 1528)</b>			
FY 2012 Approved Budget	—	\$ 490,000	\$ 361,000
Board Approved Adjustments During FY 2012	—	(45,000)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(40,000)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 405,000	\$ 361,000
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 405,000	\$ 361,000

### EI Matador District Fund 1620 — Cost Center 61620 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>EI Matador Drive Maint (Fund Number 1620)</b>			
FY 2012 Approved Budget	—	\$ 25,000	\$ 1,000
Board Approved Adjustments During FY 2012	—	(10,000)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	857	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 15,857	\$ 1,000
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 15,857	\$ 1,000



# Airports Department



Section 5: Housing, Land Use, Environment & Transportation



## Public Purpose

- ➔ **Promote the economic and social vitality of the County by meeting the needs of the General Aviation community and the traveling public**



## Description of Major Services

The Airports Department is authorized by the Santa Clara County Code (Section A13-13(c)) to “Plan, design, construct, maintain, and operate County airports.” The Board of Supervisors determines the level of service to be provided at the airports, and the Santa Clara County Airports Commission provides advice, studies, and recommendations to the Board on airport issues.

The Department manages three airports: Palo Alto, Reid-Hillview, and South County Airports, comprised of:

- 7 miles of runways and taxiways
- 245 aircraft hangars, and
- 648 open aircraft tie-down storage spaces

## Operations Management

This function oversees the daily operations and maintenance services of the three airports. The services include general maintenance and repair, runway and taxiway maintenance, storm-water pollution prevention, aircraft storage and twice-daily airfield safety inspections. In addition, Operations Management provides community and education services, business planning, noise abatement and special event services, as well as support to the Airport Commission.

## Property Management

This function oversees airport-related licenses, leases, and rental agreements along with monitoring the Fixed Based Operator (FBO) agreements while maintaining a self-sufficient financial status.

Over the years the Department has maintained financial self-sufficiency in its management of the airport facilities and resources.

## Capital Improvement Projects

This function is responsible for the design and implementation of capital projects necessary to provide safe and useful facilities for general aircraft pilots while improving upon the current infrastructure.

With the help of FAA grant funding, the Department is nearing completion of two projects to acoustically insulate a number of nearby homes and install a Noise Monitoring System as part of ongoing noise mitigation measures at Reid-Hillview Airport. The Department also received an FAA grant for a project to install an Automated Weather Observation System at the South County Airport which should be completed early in the new fiscal year.

## 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 2013.

### Roads & Airports Dept - Airports — Budget Unit 608 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
60805	Airports Operations	\$ 2,988,744	\$ 3,010,297	\$ 2,855,598	\$ 2,855,598	\$ (154,699)	-5.1%
	<b>Total Net Expenditures</b>	\$ 2,988,744	\$ 3,010,297	\$ 2,855,598	\$ 2,855,598	\$ (154,699)	-5.1%

### Roads & Airports Dept - Airports — Budget Unit 608 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
60805	Airports Operations	\$ 2,988,744	\$ 3,010,297	\$ 2,855,598	\$ 2,855,598	\$ (154,699)	-5.1%
	<b>Total Gross Expenditures</b>	\$ 2,988,744	\$ 3,010,297	\$ 2,855,598	\$ 2,855,598	\$ (154,699)	-5.1%

### Roads & Airports Dept - Airports — Budget Unit 608 Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 1,292,960	\$ 1,424,562	\$ 1,406,003	\$ 1,406,003	\$ (18,559)	-1.3%
Services And Supplies	943,550	1,165,340	1,029,200	1,029,200	(136,140)	-11.7%
Other Charges	249,195	420,395	420,395	420,395	—	—
Fixed Assets	159,742	—	—	—	—	—
Operating/Equity Transfers	343,297	—	—	—	—	—
<b>Subtotal Expenditures</b>	2,988,744	3,010,297	2,855,598	2,855,598	(154,699)	-5.1%
<b>Total Net Expenditures</b>	2,988,744	3,010,297	2,855,598	2,855,598	(154,699)	-5.1%



## Roads & Airports Dept - Airports — Budget Unit 608

### Revenues by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
60805	Airports Operations	\$ 3,640,251	\$ 3,068,682	\$ 2,946,682	\$ 2,946,682	\$ (122,000)	-4.0%
	<b>Total Revenues</b>	\$ 3,640,251	\$ 3,068,682	\$ 2,946,682	\$ 2,946,682	\$ (122,000)	-4.0%

### Airports Operations — Cost Center 60805

#### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Reid Hillview Special Aviation Fund (Fund Number 0053)</b>			
FY 2012 Approved Budget	—	\$ 0	\$ —
Board Approved Adjustments During FY 2012	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 0	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 0	\$ —
<b>Palo Alto Special Aviation Fund (Fund Number 0054)</b>			
FY 2012 Approved Budget	—	\$ 0	\$ —
Board Approved Adjustments During FY 2012	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 0	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 0	\$ —
<b>South County Special Aviation Fund (Fund Number 0055)</b>			
FY 2012 Approved Budget	—	\$ 0	\$ —
Board Approved Adjustments During FY 2012	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 0	\$ —
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —



**Airports Operations — Cost Center 60805**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Total Recommendation</b>	—	\$ 0	\$ —
<b>Airport Enterprise Fund (Fund Number 0061)</b>			
FY 2012 Approved Budget	15.0	\$ 3,010,296	\$ 3,068,682
Board Approved Adjustments During FY 2012	—	(95,803)	(122,000)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(19,156)	—
Internal Service Fund Adjustments	—	(91,801)	—
Other Required Adjustments	—	52,061	—
Subtotal (Current Level Budget)	15.0	\$ 2,855,597	\$ 2,946,682
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	15.0	\$ 2,855,597	\$ 2,946,682



# County Fire Districts

## Public Purpose

- ➔ Protect life and property



## Description of Major Services

Pursuant to State and local Health and Safety Code-related legislation, the residents of Santa Clara County are served by four fire protection districts: Santa Clara County Central Fire Protection District, Los Altos Hills County Fire District, South Santa Clara County Fire Protection District, and Saratoga Fire District.

The County Board of Supervisors serves as the Board of Directors for all but Saratoga Fire District. The districts are empowered to establish, equip, and maintain a fire department. Each district may operate rescue and first-aid services, and may provide and maintain all functions necessary for the prevention of fire, and for the protection of life and property from fire.

### Santa Clara County Central Fire Protection District

The Santa Clara County Central Fire Protection District provides services to 246,000 residents in the communities of Campbell, Cupertino, Los Altos, Monte Sereno, Morgan Hill, Saratoga, the Town of Los Gatos, the Town of Los Altos Hills, and unincorporated areas generally west of these cities.

The Board of Supervisors, sitting as the Board of Directors, hears all concerns at their regularly agendized meetings. The District is also known as the Santa Clara County Fire Department.

Health and Safety Code Section 13862 empowers the Department to provide services for fire protection, rescue, emergency medical (including advanced life support), hazardous materials, emergency response, and others related to the protection of life and property.

The organization is structured around five distinct service divisions:

- The Fire Prevention Division provides fire inspection services, and code enforcement.
- The Operations Division coordinates resources for emergency response.
- The Training Division coordinates and delivers training to District employees and public fire education.
- The Administrative Services Division provides general management and administrative support.



- The Support Service Division administers supplies, apparatus maintenance, and facility maintenance.

Revenues include local property taxes, contract revenues, Homeowners Property Tax Replacement, supplemental property taxes, and miscellaneous revenues.

### Los Altos Hills County Fire District

The Los Altos Hills County Fire District is empowered to establish, equip, and maintain a fire department. It may enter into contracts for the purpose of fire protection and may perform any or all activities necessary for the prevention of fires. The Board of Supervisors, as a governing body, appoints seven district commissioners for four-year terms.

The District provides fire protection and emergency medical services to the unincorporated area adjacent to the City of Los Altos and approximately 12 square miles in the Town of Los Altos Hills bounded by Arastradero Road, Permanente Creek, the City of Palo Alto, and the Mid-Peninsula Regional Park District and Permanente properties. The district serves approximately 13,000 people. Fire protection services are provided through a contract with the Santa Clara County Fire Department.

Revenues include local property taxes, Homeowners Property Tax Replacement, supplemental property taxes, and miscellaneous revenues.

### South Santa Clara County Fire District

The South Santa Clara County Fire District operates under the provisions of the California Health and Safety Code commencing at Section 13801. The Board of Supervisors, as the governing body, appoints seven district commissioners to four-year terms.

The District is empowered to establish, equip, and maintain a fire department. It may enter into contracts for the purpose of fire protection and may perform any or all activities necessary for the prevention of fires. The district provides fire protection, first responder defibrillator medical services, and advanced life support to the unincorporated rural areas of South Santa Clara County.

The District includes the unincorporated County area south of Metcalf Road and serves approximately 35,000 County residents. The district is staffed by California Department of Forestry and Fire Protection personnel whose salaries and wages are reimbursed to the State by the District through a contractual arrangement. The District currently maintains three fire stations: one on Highway 152 west of Gilroy, one near San Martin, and one in Morgan Hill.

Revenues include local property taxes, Homeowners Property Tax Replacement, supplemental property taxes, and miscellaneous revenues.

## County Executive's Recommendation

### Central Fire Protection District

The Central Fire Protection District proposes a budget that anticipates using \$1,725,969 in fund balance from FY 2012. The revenues and expenses will be adjusted in the Final Budget if necessary, pending the calculation of actual available fund balance.

### Fixed Assets

#### The Central Fire Protection District Recommends the Following Fixed Asset Purchases in FY 2013:

#### Fixed Assets

Description:	Amount
Networking Equipment	\$100,000
Autopulse Resuscitation Platform	\$36,000
Computers and Servers	\$104,175
CERT Mobile Training Unit	\$26,320

### Fixed Assets

EMS Data Management Software	\$102,608
Carpet Replacement - Various Locations	\$55,300
Radios (for individual fire fighters), Emtrac (traffic pre-emptors on signal lights), and Ringdown equipment (alarm system activated at fire stations by dispatches from County Communications)	\$125,000
Station Exhaust System Modifications (EM)	\$84,000
Station Modifications	\$98,500
Thermal Imaging Cameras (7)	\$78,894
Automobiles and Vans	\$68,000
Station Generator	\$70,000
Shop Equipment	\$44,000
Parking Lot	\$37,600
HazMat Monitoring Equipment	\$49,000
Medix Safe	\$45,000
HVAC Improvements	\$37,000



**Fixed Assets**

Major Roof Repairs	\$20,000
Extractor	\$16,000
Exercise Equipment	\$15,000
Records Management Unit	\$12,000
Fire Station Phone System Replacement	\$10,000
Conex Box	\$10,000
Apparatus Bay Lights	\$5,000
Evidence Room Upgrade	\$1,200
GIS/GPS Unit	\$3,200
Hose Storage Rack	\$2,500
Special Events Booth	\$5,000
Video and Voice Recording Unit	\$3,000
Modular Office Equipment	\$3,000
<b>Total:</b>	<b>\$1,267,297</b>

**Total One-time Fixed Assets: \$1,267,297**

**Summary of Central Fire Protection District Budget — FY 2013**

<b>Resources</b>	<b>Amount</b>
FY 2013 Revenues	\$78,183,200
Estimated Fund Balance as of 6/30/12	\$1,725,969
<b>Total Revenue plus Fund Balance</b>	<b>\$79,909,169</b>
<b>Expenses</b>	<b>Amount</b>
Salaries and Benefits	\$65,815,925
Services and Supplies	\$12,069,272
Other Charges - Debt Service and Interest	\$441,975
Fixed Assets	\$1,267,297
Operating/Equity Transfers	\$1,650,000
Reimbursements	(\$1,335,300)
<b>Total Expense</b>	<b>\$79,909,169</b>

**Central Fire Protection District Job Classes and Salary Ranges effective July 1, 2012**

	<b>Positions</b>	<b>Step 1 Monthly</b>	<b>Step 5 Monthly</b>
Administrative Support Officer I or	1	5,527.84	6,719.12
Administrative Support Officer II or		6,633.41	8,062.95
Administrative Support Officer III		7,628.45	9,272.42
Administrative Support Officer I or	1	5,527.84	6,719.12
Administrative Support Officer II		6,633.41	8,062.95
Arson Investigator I or	1	8,995.93	10,934.62
Arson Investigator II		10,104.03	12,281.50
Assistant Fire Chief	1	14,608.43	18,644.37

**Central Fire Protection District Job Classes and Salary Ranges effective July 1, 2012**

	<b>Positions</b>	<b>Step 1 Monthly</b>	<b>Step 5 Monthly</b>
Assistant County Fire Marshal (c)	1	10,957.06	13,318.38
Associate Fire Protection Engineer or	2	7,771.02	9,445.73
Fire Protection Engineer		8,772.63	10,663.18
Associate Public Education Officer A or	1	6,357.05	7,727.03
Associate Public Education Officer B		7,628.45	9,272.42
Battalion Chief or	13	11,840.80	14,392.56
Battalion Chief - Probationary		10,957.06	13,318.38
Business Services Associate	1	5,445.39	6,618.91
Chief Fire Investigator	1	10,957.06	13,318.38
Construction Coordinator	1	8,981.91	10,917.57
Continued Employment Program Position	2	7,771.02	9,445.70
Deputy Chief	4	13,202.19	16,047.35
Deputy Fire Marshal I (c) or	13	7,771.02	9,445.70
Deputy Fire Marshal II (c)		8,772.63	10,663.18
Director Of Business Services	1	12,827.72	15,592.19
Emergency Services Coordinator	2	7,771.02	9,445.73
Firefighter/Engineer (a)	164	7,771.02	9,445.73
Fire Captain (b) (d)	73	9,325.07	11,334.80
Fire Chief	1	16,227.30	20,710.50
Fire Mechanic or	3	8,165.32	9,925.00
Fire Mechanic I or		5,955.13	7,238.50
Fire Mechanic II		7,146.19	8,686.24
General Maintenance Craftsworker or	2	8,165.32	9,925.00
General Maintenance Craftsworker Hired After 11/22/04		5,940.58	7,220.81
Hazardous Materials Program Supervisor	1	9,713.65	11,807.01
Hazardous Materials Specialist	2	8,772.63	10,663.18
Information Systems Manager	1	8,936.60	10,862.49
Information Systems Network Analyst	1	7,338.12	8,890.36
Management Analyst or	1	7,628.45	9,272.42
Management Analyst A or		5,527.84	6,719.12
Management Analyst B		6,633.41	8,062.95
Office Assistant I or	4	4,090.49	4,797.21
Office Assistant II		4,499.53	5,469.22
Personnel Services Manager	1	10,104.03	12,281.50
Public Education Officer	1	8,772.63	10,663.18



## Central Fire Protection District Job Classes and Salary Ranges effective July 1, 2012

	Positions	Step 1 Monthly	Step 5 Monthly
Secretary	4	5,445.39	6,618.91
Senior Deputy Fire Marshal (c)	3	9,476.79	11,519.10
Senior Emergency Services Coordinator	1	8772.63	10,663.18
Senior Fire Mechanic	1	8,573.59	10,421.25
Senior Hazardous Materials Specialist	1	9,713.65	11,807.01
Supply Services Assistant	1	5,683.58	6,908.43
Supply Services Specialist	1	7,388.63	8,980.92
<b>Total Positions</b>	<b>313</b>		

In addition to base salary, firefighters who are assigned paramedic duties receive an additional 7.5% or 10% pay as per the Memorandum of Agreement (MOA) with Firefighters International Local 1165.

- b. In addition to base salary, Captains who retain their paramedic qualifications are eligible to receive a dollar differential as per the MOA.
- c. In addition to base salary, incumbents in these classes might be eligible for a fire command/suppression differential depending on assignment and qualifications.
- d. When a Captain is assigned the duties of an information technology project administrator he/she will receive a differential added to base wage of 8% in lieu of the special assignment differential normally paid to 40 hour captains.

The labor agreement with Local 1165 expires November 14, 2011.

## Los Altos Hills County Fire District

The Los Altos Hills Fire District has proposed a budget that anticipates at least a \$4,354,558 million fund balance from FY 2012. The revenues and expenses will be adjusted in the Final Budget if necessary, pending the calculation of actual fund balance. The proposed budget was approved by the Los Altos Hills County Fire District Commission and includes a reserve of \$11 million.

### Summary of Los Altos Hills County Fire District Budget - FY 2013

Resources	Amount
FY 2013 Revenues	\$7,612,300
Available Reserves	\$11,000,000
Estimated Fund Balance as of 6/30/12	\$4,354,558
<b>Total Revenue plus Fund Balance</b>	<b>\$22,966,858</b>
Expenses	Amount
Salaries and Benefits - Contract Out	\$0
Services and Supplies	\$11,966,858
Reserves - budgeted	\$11,000,000
<b>Total Expense</b>	<b>\$22,966,858</b>

## South Santa Clara County Fire District

The South Santa Clara County Fire District is proposing a budget that anticipates using at least \$1,395,243 in fund balance from FY 2012. The revenues and expenses will be adjusted in the Final Budget if necessary, pending the calculation of actual fund balance.

### Fixed Assets

#### The South Santa Clara County Fire District Recommends the Following Fixed Asset Purchases in FY 2013:

- 15 HT Radios - \$25,000
- Radio Equipment for Frequency Project/Support Net - \$16,000
- Structure at Station 3 for up to three employees - \$200,000 (this project was delayed from FY 2012)

**Total One-time Fixed Assets: \$241,000**

### Summary of South Santa Clara County Fire District Budget - FY 2013

Resources	Amount
FY 2013 Revenues	\$4,935,877
Available Reserves	0
Estimated Fund Balance as of 6/30/12	\$1,395,243
<b>Total Revenue plus Fund Balance</b>	<b>\$6,331,120</b>
Expenses	Amount
Salaries and Benefits - Contract Out	\$0
Services and Supplies	\$6,050,280
Fixed Assets	\$241,000
Operating/Equity Transfers	\$39,840
Subtotal Operating Expense	\$6,331,120
Reserves	0
<b>Total Expense</b>	<b>\$6,331,120</b>



### Santa Clara County Fire Dept — Budget Unit 904 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
9104	CFD Admin Gen Dist Fund 1524	\$ 24,735,059	\$ 82,479,775	\$ 78,641,872	\$ 79,909,169	\$ (2,570,606)	-3.1%
9144	General Support Svcs Fund 1524	1,618,173	—	—	—	—	—
90403	Operations Div Fund 1524	48,839,659	—	—	—	—	—
90404	Training Div Fund 1524	1,734,646	—	—	—	—	—
90405	Prevention Div Fund 1524	3,905,926	—	—	—	—	—
<b>Total Net Expenditures</b>		<b>\$ 80,833,463</b>	<b>\$ 82,479,775</b>	<b>\$ 78,641,872</b>	<b>\$ 79,909,169</b>	<b>\$ (2,570,606)</b>	<b>-3.1%</b>

### Santa Clara County Fire Dept — Budget Unit 904 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
9104	CFD Admin Gen Dist Fund 1524	\$ 26,053,270	\$ 83,815,075	\$ 79,977,172	\$ 81,244,469	\$ (2,570,606)	-3.1%
9144	General Support Svcs Fund 1524	1,618,173	—	—	—	—	—
90403	Operations Div Fund 1524	48,839,659	—	—	—	—	—
90404	Training Div Fund 1524	1,734,646	—	—	—	—	—
90405	Prevention Div Fund 1524	3,905,926	—	—	—	—	—
<b>Total Gross Expenditures</b>		<b>\$ 82,151,674</b>	<b>\$ 83,815,075</b>	<b>\$ 79,977,172</b>	<b>\$ 81,244,469</b>	<b>\$ (2,570,606)</b>	<b>-3.1%</b>

### Santa Clara County Fire Dept — Budget Unit 904 Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Salaries And Employee Benefits	\$ 67,014,046	\$ 68,518,400	\$ 65,815,925	\$ 65,815,925	\$ (2,702,475)	-3.9%
Services And Supplies	12,112,008	12,535,987	12,069,272	12,069,272	(466,715)	-3.7%
Other Charges	643,764	535,788	441,975	441,975	(93,813)	-17.5%
Fixed Assets	1,061,855	724,900	—	1,267,297	542,397	74.8%
Operating/Equity Transfers	1,320,000	1,500,000	1,650,000	1,650,000	150,000	10.0%
<b>Subtotal Expenditures</b>	<b>82,151,674</b>	<b>83,815,075</b>	<b>79,977,172</b>	<b>81,244,469</b>	<b>(2,570,606)</b>	<b>-3.1%</b>
Expenditure Transfers	(1,318,211)	(1,335,300)	(1,335,300)	(1,335,300)	—	—
<b>Total Net Expenditures</b>	<b>80,833,463</b>	<b>82,479,775</b>	<b>78,641,872</b>	<b>79,909,169</b>	<b>(2,570,606)</b>	<b>-3.1%</b>



## Santa Clara County Fire Dept — Budget Unit 904

### Revenues by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
9104	CFD Admin Gen Dist Fund 1524	\$ 78,431,956	\$ 79,282,500	\$ 78,183,200	\$ 78,183,200	\$ (1,099,300)	-1.4%
90403	Operations Div Fund 1524	(1,435)	—	—	—	—	—
90404	Training Div Fund 1524	55,800	—	—	—	—	—
90405	Prevention Div Fund 1524	574,599	—	—	—	—	—
<b>Total Revenues</b>		<b>\$ 79,060,919</b>	<b>\$ 79,282,500</b>	<b>\$ 78,183,200</b>	<b>\$ 78,183,200</b>	<b>\$ (1,099,300)</b>	<b>-1.4%</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 2012 Approved Budget	—	\$ 82,479,775	\$ 79,282,500
Board Approved Adjustments During FY 2012	—	34,724,362	(1,099,300)
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	(2,702,475)	—
Internal Service Fund Adjustments	—	(154,865)	—
Other Required Adjustments	—	(35,704,925)	—
Subtotal (Current Level Budget)	—	\$ 78,641,872	\$ 78,183,200
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. One-time Fixed Assets	—	1,267,297	—
One-time fixed assets for FY 2013 total \$1,267,297. See detail in the narrative section for Central Fire Protection District.			
Subtotal (Recommended Changes)	—	\$ 1,267,297	\$ —
<b>Total Recommendation</b>	—	\$ 79,909,169	\$ 78,183,200

## Los Altos Hills County Fire District — Budget Unit 979

### Net Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
9114	Los Altos Co Fire Protect Dist Fund 1606	\$ 8,198,738	\$ 21,948,185	\$ 22,966,858	\$ 22,966,858	\$ 1,018,673	4.6%
<b>Total Net Expenditures</b>		<b>\$ 8,198,738</b>	<b>\$ 21,948,185</b>	<b>\$ 22,966,858</b>	<b>\$ 22,966,858</b>	<b>\$ 1,018,673</b>	<b>4.6%</b>

## Los Altos Hills County Fire District — Budget Unit 979

### Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
9114	Los Altos Co Fire Protect Dist Fund 1606	\$ 8,198,738	\$ 21,948,185	\$ 22,966,858	\$ 22,966,858	\$ 1,018,673	4.6%
<b>Total Gross Expenditures</b>		<b>\$ 8,198,738</b>	<b>\$ 21,948,185</b>	<b>\$ 22,966,858</b>	<b>\$ 22,966,858</b>	<b>\$ 1,018,673</b>	<b>4.6%</b>



### Los Altos Hills County Fire District — Budget Unit 979 Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Services And Supplies	8,198,738	10,948,185	11,966,858	11,966,858	1,018,673	9.3%
Reserves	—	11,000,000	11,000,000	11,000,000	—	—
<b>Subtotal Expenditures</b>	8,198,738	21,948,185	22,966,858	22,966,858	1,018,673	4.6%
<b>Total Net Expenditures</b>	8,198,738	21,948,185	22,966,858	22,966,858	1,018,673	4.6%

### Los Altos Hills County Fire District — Budget Unit 979 Revenues by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
9114	Los Altos Co Fire Protect Dist Fund 1606	\$ 7,115,830	\$ 7,605,000	\$ 7,612,300	\$ 7,612,300	\$ 7,300	0.1%
	<b>Total Revenues</b>	\$ 7,115,830	\$ 7,605,000	\$ 7,612,300	\$ 7,612,300	\$ 7,300	0.1%

### 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 2012 Approved Budget	—	\$ 21,948,185	\$ 7,605,000
Board Approved Adjustments During FY 2012	—	1,018,692	7,300
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(19)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 22,966,858	\$ 7,612,300
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 22,966,858	\$ 7,612,300

### South Santa Clara County Fire District — Budget Unit 980 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
9118	South Santa Clara Co Fire Dist Fund 1574	\$ 4,168,215	\$ 5,784,316	\$ 5,896,867	\$ 5,937,867	\$ 153,551	2.7%
9120	South Santa Clara Co Fire Dist Fund 1574	170,416	193,597	193,253	193,253	(344)	-0.2%
9121	Gen Reserve-Spec Dist Mitigation Fund 1575	—	200,000	—	200,000	—	—
	<b>Total Net Expenditures</b>	\$ 4,338,631	\$ 6,177,913	\$ 6,090,120	\$ 6,331,120	\$ 153,207	2.5%



### South Santa Clara County Fire District — Budget Unit 980 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
9118	South Santa Clara Co Fire Dist Fund 1574	\$ 4,168,215	\$ 5,784,316	\$ 5,896,867	\$ 5,937,867	\$ 153,551	2.7%
9120	South Santa Clara Co Fire Dist Fund 1574	170,416	193,597	193,253	193,253	(344)	-0.2%
9121	Gen Reserve-Spec Dist Mitigation Fund 1575	—	200,000	—	200,000	—	—
<b>Total Gross Expenditures</b>		<b>\$ 4,338,631</b>	<b>\$ 6,177,913</b>	<b>\$ 6,090,120</b>	<b>\$ 6,331,120</b>	<b>\$ 153,207</b>	<b>2.5%</b>

### South Santa Clara County Fire District — Budget Unit 980 Expenditures by Object

Object	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
Services And Supplies	4,300,038	5,837,654	6,050,280	6,050,280	212,626	3.6%
Other Charges	38,593	40,259	39,840	39,840	(419)	-1.0%
Fixed Assets	—	300,000	—	241,000	(59,000)	-19.7%
<b>Subtotal Expenditures</b>	<b>4,338,631</b>	<b>6,177,913</b>	<b>6,090,120</b>	<b>6,331,120</b>	<b>153,207</b>	<b>2.5%</b>
<b>Total Net Expenditures</b>	<b>4,338,631</b>	<b>6,177,913</b>	<b>6,090,120</b>	<b>6,331,120</b>	<b>153,207</b>	<b>2.5%</b>

### South Santa Clara County Fire District — Budget Unit 980 Revenues by Cost Center

CC	Cost Center Name	FY 2011 Actuals	FY 2012 Approved	FY 2013 Base Budget	FY 2013 Recommended	Amount Chg From FY 2012 Approved	% Chg From FY 2012 Approved
9118	South Santa Clara Co Fire Dist Fund 1574	\$ 3,883,146	\$ 4,349,000	\$ 4,694,280	\$ 4,694,280	\$ 345,280	7.9%
9120	South Santa Clara Co Fire Dist Fund 1574	177,192	193,597	193,597	193,597	—	—
9121	Gen Reserve-Spec Dist Mitigation Fund 1575	23,253	48,000	48,000	48,000	—	—
<b>Total Revenues</b>		<b>\$ 4,083,591</b>	<b>\$ 4,590,597</b>	<b>\$ 4,935,877</b>	<b>\$ 4,935,877</b>	<b>\$ 345,280</b>	<b>7.5%</b>

### South Santa Clara Co Fire Dist Fund 1574 — Cost Center 9118 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>So. Santa Clara County Fire (Fund Number 1574)</b>			
FY 2012 Approved Budget	—	\$ 5,784,316	\$ 4,349,000
Board Approved Adjustments During FY 2012	—	118,006	345,280
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(5,455)	—



### South Santa Clara Co Fire Dist Fund 1574 — Cost Center 9118 Major Changes to the Budget

	Positions	Appropriations	Revenues
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 5,896,867	\$ 4,694,280
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
1. One-time Fixed Assets	—	41,000	—
Allocate \$41,000 for the following fixed assets:			
◆ 15 HT Radios - \$25,000			
◆ Radio equipment for Frequency Project/Support Net - \$16,000			
Subtotal (Recommended Changes)	—	\$ 41,000	\$ —
<b>Total Recommendation</b>	—	\$ 5,937,867	\$ 4,694,280

### 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 2012 Approved Budget	—	\$ 193,597	\$ 193,597
Board Approved Adjustments During FY 2012	—	(344)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 193,253	\$ 193,597
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
<b>Total Recommendation</b>	—	\$ 193,253	\$ 193,597

### 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 2012 Approved Budget	—	\$ 200,000	\$ 48,000
Board Approved Adjustments During FY 2012	—	(200,000)	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ 48,000
<b>Recommended Changes for FY 2013</b>			
Internal Service Fund Adjustments			





**Gen Reserve-Spec Dist Mitigation Fund 1575 — Cost Center 9121**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Decision Packages</b>			
1. Special District Equipment Acquisition Funding	—	200,000	—
Allocate \$200,000 for modular structure at Station 3 to provide housing for up to three employees (continued from FY 2012).			
Subtotal (Recommended Changes)	—	\$ 200,000	\$ —
<b>Total Recommendation</b>	—	\$ 200,000	\$ 48,000





# Section 6: Restricted Funds



## Restricted Funds

### Overview

The funds reflected in this section are funds established to hold resources for specific purposes, as well as funds that serve as clearing accounts to temporarily hold funds pending distribution to the General Fund or other County funds.

The difference between the budgeted expense and the budgeted revenue for each fund is the estimated fund balance. Expenses and revenues will be adjusted in the FY 2013 Final Budget process based on a calculation of actual fund balance as of June 30, 2012.

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 2011 Actual		FY 2012 Approved		FY 2013 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9809	Court Temp Construction Restricted Fund 0213	\$ 0	\$ (388,735)	\$ 4,367,050	\$ 2,588,583	\$ 2,320,232	\$ 2,320,232
9810	Justice Facility Temp Construction Rs Fund 0214	2,000,000	1,039,260	8,550,241	2,675,016	5,287,847	4,595,377
9825	Domestic Violence Prog Restricted Fund 0231	200,000	202,262	1,200,030	218,000	400,000	200,000
9841	Justice Asst Grant Fund 0202	86,835	114,101	158,943	0	154,380	0
9858	SB1246 DV Trust Fund Probation Fund 0378	54,531	55,022	0	0	61,000	61,000
9860	Veteran Services Special Lic Pft Fee Fund 0248	0	1,136	0	0	0	0
9861	State Prop 35 Aid (SACPA) Fund 0325	0	450	57,083	0	0	0

### Assessor Restricted Funds

CC	Cost Center Name	FY 2011 Actual		FY 2012 Approved		FY 2013 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9800	Assessor's Modernization Fund 0265	\$ 0	\$ 130,412	\$ 545,523	\$ 0	\$ 1,137,230	\$ 100,000
9801	AB 818 SCPTAP Grant Fund 0269	1,880,188	51,619	3,788,441	100,000	5,652,920	100,000

### County Library Headquarters Trust Funds

CC	Cost Center Name	FY 2011 Actual		FY 2012 Approved		FY 2013 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9301	County Library Service Area Fund 1700	\$ 5,997,289	\$ 5,901,038	\$ 6,000,000	\$ 0	\$ 6,000,000	\$ 0



**Controller-Treasurer Restricted Funds**

CC	Cost Center Name	FY 2011 Actual		FY 2012 Approved		FY 2013 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9813	San Jose RDA Delegated Restricted Fund 1623	\$ 38,901,520	\$ 21,609,089	\$ 200,000	\$ 130,000	\$ 200,000	\$ 0
9869	AB109/AB118 LLES Fund 0443	0	0	0	0	17,855,477	0

**Tax Collector Restricted Funds**

CC	Cost Center Name	FY 2011 Actual		FY 2012 Approved		FY 2013 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9851	Delinquent Property Tax Fund 1474	\$ 650,000	\$ 443,522	\$ 450,000	\$ 500,000	\$ 450,000	\$ 500,000

**Debt Service Restricted Funds**

CC	Cost Center Name	FY 2011 Actual		FY 2012 Approved		FY 2013 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9815	1992 COPS-Interest Restricted Fund 0254	\$ 61,000	\$ 53,611	\$ 67,000	\$ 0	\$ 75,000	\$ 0

**District Attorney Department Restricted Funds**

CC	Cost Center Name	FY 2011 Actual		FY 2012 Approved		FY 2013 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9814	Control Substance Tests Restricted Fund 0227	\$ 329,550	\$ 329,550	\$ 430,000	\$ 430,000	\$ 430,000	\$ 430,000
9816	Health & Safety 11489 Forfeiture Rs Fund 0238	242,789	28,189	391,970	32,287	234,279	23,310
9817	Consumer Fraud Restricted Fund 0264	324,796	0	0	0	0	0
9819	Asset Forfeiture Proceeds Dist Rs Fund 0336	7,983	25,925	125,363	30,992	125,530	30,992
9821	Dispute Resolution Prog Restricted Fund 0345	379,999	397,165	522,126	381,344	495,830	400,907
9822	Federally Forfeited Proerty Restricted Fund 0417	336,123	1,093	70,442	666	69,305	656
9842	Consumer Protection & Unfair Comp Fund 0264	2,536,693	1,102,949	2,458,226	1,775,877	400,000	400,000
9844	DA Workplace Safety Fund 0264	100,000	0	0	0	0	0
9856	Escheated Victim Restitution Fund 0339	95,097	419,693	65,312	65,312	263,299	1,644
9857	DNA Identification County Share Fund 0230	1,106,196	615,519	1,276,559	628,906	601,941	601,941
9866	DEA Federal Asset Forfeiture Fund 0333	200,026	36,444	413,850	123,678	495,283	117,379
9879	2011 Realignment DA Trust Fund 0414	0	0	0	0	296,808	296,808
9890	React Fed Assist for Justice Fund 0410	0	0	0	0	88,836	684



**Public Defender Restricted Funds**

CC	Cost Center Name	FY 2011 Actual		FY 2012 Approved		FY 2013 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9878	2011 Realignment-Public Defender Fund 0415	\$ 0	\$ 0	\$ 0	\$ 0	\$ 296,808	\$ 296,808

**District Attorney Crime Lab Restricted Funds**

CC	Cost Center Name	FY 2011 Actual		FY 2012 Approved		FY 2013 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9823	Crime Lab Drug Analysis Restricted Fund 0233	\$ 331,550	\$ 344,013	\$ 582,771	\$ 550,000	\$ 618,575	\$ 550,000

**Criminal Justice Support Restricted Funds**

CC	Cost Center Name	FY 2011 Actual		FY 2012 Approved		FY 2013 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9868	AB109/AB118 LCC Fund 0433	0	0	0	0	25,828,042	25,828,042

**Sheriff's Department Restricted Funds**

CC	Cost Center Name	FY 2011 Actual		FY 2012 Approved		FY 2013 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9805	Asset Forfeiture Restricted Fund 0335	\$ 0	\$ 6,627	\$ 112,000	\$ 16,500	\$ 112,000	\$ 3,000
9806	Sheriff Donation Restricted Fund 0346	0	0	167,000	2,500	167,000	0
9807	Civil Assessment Restricted Fund 0403	96,863	292,949	1,574,860	316,200	1,480,000	316,200
9808	Federally Forfeited Prop Restricted Fund 0427	0	45,906	1,204,495	229,495	1,204,495	100,000
9843	SCC Justice Training Ctr Fund 0431	(240)	461,230	575,000	0	775,000	200,000
9872	Trial Court Security Fund 0434	0	0	0	0	30,062,059	30,062,059

**DCSS Special Revenue Fund**

CC	Cost Center Name	FY 2011 Actual		FY 2012 Approved		FY 2013 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
3803	Child Support Services Programs Fund 0195	\$ 36,802,484	\$ 36,812,023	\$ 36,904,125	\$ 36,800,941	\$ 36,850,643	\$ 36,850,643

**Social Services Agency Restricted Funds**

CC	Cost Center Name	FY 2011 Actual		FY 2012 Approved		FY 2013 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9824	County Children's Restricted Fund 0210	\$ 398,034	\$ 494,892	\$ 977,067	\$ 500,000	\$ 976,505	\$ 453,000
9863	SSA-ARRA TANF ECF Fund 0241	13,759,301	13,762,600	0	0	0	0



**Public Health Restricted Funds**

CC	Cost Center Name	FY 2011 Actual		FY 2012 Approved		FY 2013 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9830	AIDS Education Prog Restricted Fund 0356	\$ 40,969	\$ 51,395	\$ 405,537	\$ 0	\$ 52,564	\$ 52,564
9831	Health Dept Donations Restricted Fund 0358	46,390	58,914	1,469,795	500,000	195,000	195,000
9832	Tobacco Education Restricted Fund 0369	383,699	442,158	1,214,530	464,501	499,826	499,826
9833	Joe Camel Mangini Settlement R Fund 0373	0	427	0	9,000	0	0
9834	Public Health Bioterrorism Resp R Fund 0377	1,578,331	2,626,061	2,680,284	1,535,583	2,264,174	2,264,174
9852	BT Hospital Prep Program Fund 0424	806,804	807,400	726,124	726,124	776,708	776,708
9853	Pandemic Flu Preparedness Fund 0425	341,772	(123,592)	98,000	98,000	0	0
9854	EMS Fines & Penalties	880,073	407,556	508,000	1,208,000	2,008,000	2,008,000

**Mental Health Department Restricted Funds**

CC	Cost Center Name	FY 2011 Actual		FY 2012 Approved		FY 2013 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9839	MH Donation Restricted Fund 0357	(335)	2,140	10,304	12,000	60,304	62,000
9846	MHSA CSS Other Services Fund 0446	28,821,224	48,648,078	45,646,246	46,980,814	45,646,246	46,980,814
9847	MHSA Prevention Restricted Fund 0447	13,322,259	31,408,077	12,972,210	12,319,258	12,259,628	10,518,392
9848	MH Svcs Act CSS Housing Restricted Fund 0448	2,112,288	16,629	5,135,075	1,988,187	5,135,075	1,988,187
9849	MH Svcs Act Capital & IT Restricted Fund 0449	1,733,807	9,552,591	6,363,239	6,363,239	6,363,239	6,363,239
9850	MS Svcs Act Ed & Training Restricted Fund 0445	3,770,165	2,071,226	3,105,719	3,105,515	3,105,719	3,105,515
9855	MHSA Prudent Reserve Fund 0374	0	118,082	4,700,000	4,700,000	4,700,000	4,700,000
9864	MHSS PEI Tech Asset Fund 0452	582,454	582,111	1,640,812	1,640,812	1,640,812	1,640,812
9865	MHSA Innovation Fund 0453	488,731	11,741,956	4,987,228	4,987,228	5,967,285	4,935,177
9871	Mental Health-PSR Fund 0429	0	0	0	0	48,431,648	0

**Dept of Alcohol & Drug Programs Restricted Funds**

CC	Cost Center Name	FY 2011 Actual		FY 2012 Approved		FY 2013 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9827	Drunk Driver Prevention Fees Restricted F0201	\$ 105,000	\$ 81,587	\$ 58,396	\$ 45,000	\$ 123,396	\$ 45,000
9828	Alcohol AB541 Restricted Fund 0221	190,000	125,079	191,789	190,000	71,789	190,000



**Dept of Alcohol & Drug Programs Restricted Funds**

CC	Cost Center Name	FY 2011 Actual		FY 2012 Approved		FY 2013 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9829	Statham AB2086 Restricted Fund 0222	192,000	218,742	229,010	222,000	207,010	222,000
9836	Drug Abuse Restricted Fund 0212	121,000	150,194	126,842	123,600	148,694	123,600
9837	Alcohol Abuse Education & Prev R Fund 0219	176,000	219,249	205,130	228,033	210,728	228,033
9840	DADS Donation Restricted Fund 0359	0	9	1,152	40	14,171	13,059
9874	Health & Human Services Fund 0439	0	0	0	0	3,803,343	3,778,343





# 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 2013 Budget Timeline

Nov.	Dec	Jan.	Feb.	Mar	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.
Preparation of Current Level Budget											
Mid Year Budget Review											
Department FY 2013 Budget Requests Submitted to County Executive											
Staff Analysis of Budget											
FY 2013 Recommended Budget Prepared											
FY 2013 Recommended Budget Released to Public											
FY 2013 Budget Workshops, May 15-17, 2012											
Santa Clara County Board of Supervisors Budget Hearings and Adoption, June 11-15, 2012											
Implementation of FY 2013 Budget becomes Effective July 1, 2012											
FY 2013 Final Budget Prepared for Release in July, 2012											

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 2013 runs from July 1, 2012 to June 30, 2013. 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 2012.”

### 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 2013”:

- **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 2013”

The *total* budget in each cost center recommended for FY 2013 is at the bottom of each of the cost center pages.

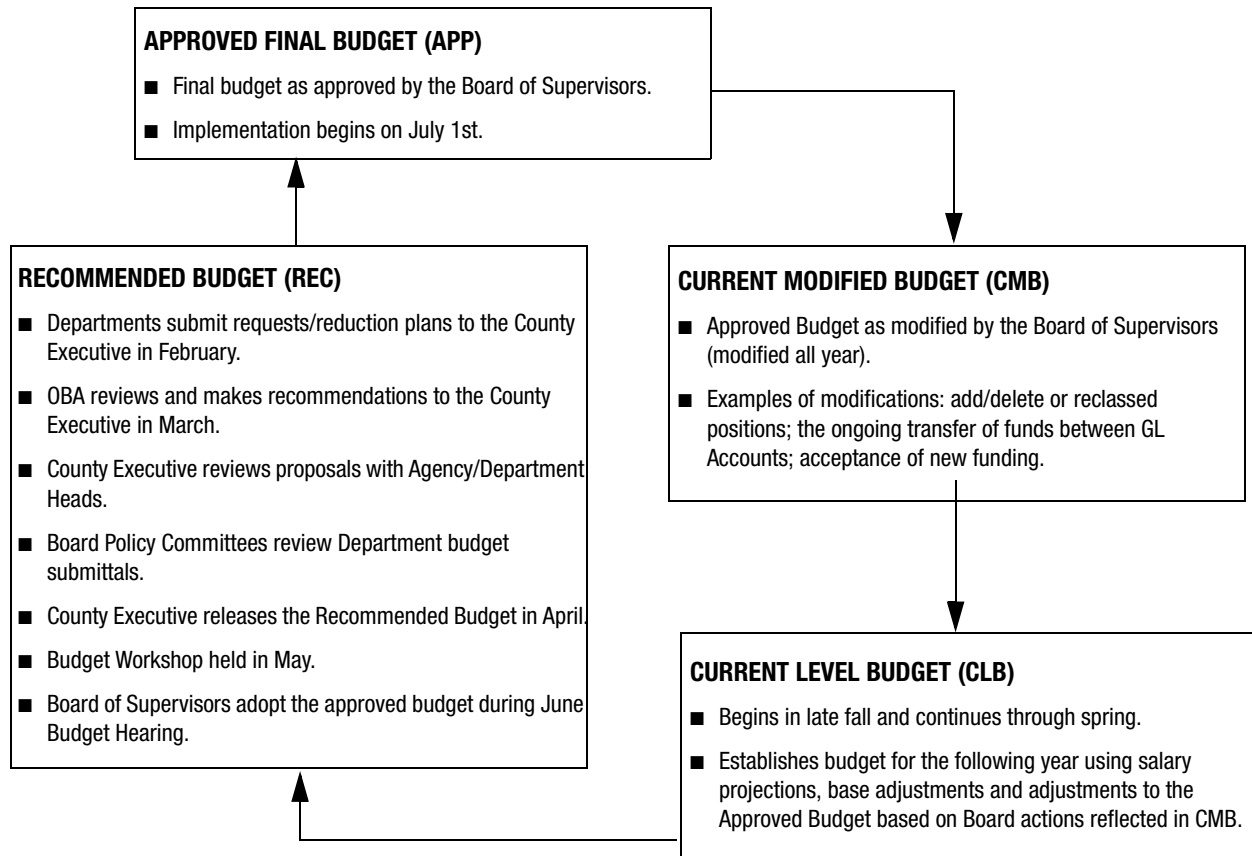
### **Final or Approved Budget:**

The Board, through its committees and in public session, will review the County Executive’s recommendations, making revisions as they see fit. An inventory of modifications, sponsored by the five Board Committees or by individual Board members, is developed in May and early June for review and consideration during the budget hearings. At the conclusion of the public budget hearings in June, the Board will adopt an Approved Budget which sets the funding levels for County Departments for the following year. These approved budget amounts are published in a separate document, the Final Budget.

The figure on the next page illustrates the relationship and overlapping nature of the budget phases.



## Santa Clara County Budget Cycle:



# Cost Center Example

**Cost Center Name and Number**

U.C. Cooperative Ext Fund 0001 — Cost Center 5710

**Major Changes to the Budget**

**Positions      Appropriations      Revenues**

<b>General Fund (Fund Number 0001)</b>			
FY 2012 Approved Budget	0.5	109,698	-
Board Approved Adjustments During FY 2012	-	46,902	-
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	-0.5	(34,854)	-
Internal Service Funds Adjustment	-	4,100	-
Other Required Adjustments	-	(846)	-
Subtotal (Current Level Budget)	-	125,000	-
<b>Recommended Changes for FY 2012</b>			
Internal Service Fund Adjustment	-	-	-
Establishment of MOU with UCCE Beginning FY 2013	-	(23,531)	-
Decision Packages	-	-	-
1. New Contractual Agreement with University of California Cooperative Extension	-	23,531	-
<small>Existing appropriations for Services and Supplies and extra help are reallocated to a single appropriation for contract services, with no net increased cost over the FY 2013 Current Level Budget. The Department will establish a Memorandum of Understanding with the University of California Cooperative Extension for the support and maintenance of a Cooperative Agricultural Extension Program in the County in the amount of \$125,000 annually.</small>			
Subtotal (Recommended Changes)	-	-	-
<b>Total Recommendation</b>	<b>0</b>	<b>125,000</b>	<b>-</b>

**U.C. Cooperative Ext Fund 0001 — Cost Center 5710**

**Major Changes to the Budget**

**Positions      Appropriations      Revenues**

**General Fund (Fund Number 0001)**

FY 2012 Approved Budget      0.5      109,698      -

Board Approved Adjustments During FY 2012      -      46,902      -

**Cost to Maintain Current Program Services**

Salary and Benefit Adjustments      -0.5      (34,854)      -

Internal Service Funds Adjustment      -      4,100      -

Other Required Adjustments      -      (846)      -

Subtotal (Current Level Budget)      -      125,000      -

**Recommended Changes for FY 2012**

Internal Service Fund Adjustment      -      -      -

Establishment of MOU with UCCE Beginning FY 2013      -      (23,531)      -

Decision Packages      -      -      -

1. New Contractual Agreement with University of California Cooperative Extension      -      23,531      -

Existing appropriations for Services and Supplies and extra help are reallocated to a single appropriation for contract services, with no net increased cost over the FY 2013 Current Level Budget. The Department will establish a Memorandum of Understanding with the University of California Cooperative Extension for the support and maintenance of a Cooperative Agricultural Extension Program in the County in the amount of \$125,000 annually.

Subtotal (Recommended Changes)      -      -      -

**Total Recommendation      0      125,000      -**

**Annotations:**

- Cost Center Name and Number:** U.C. Cooperative Ext Fund 0001 — Cost Center 5710
- Title of Fund for which appropriations and revenues are being described:** U.C. Cooperative Ext Fund 0001
- Positions, Appropriations, and Revenues - Starting with increases or decreases during FY 2012, and, recommended increases or decreases for FY 2013:** The table columns.
- Adjustments to this cost center, approved by the Board of Supervisors during FY 2012:** Board Approved Adjustments During FY 2012.
- Salary and benefit changes required to maintain the current program services:** Salary and Benefit Adjustments.
- Internal Service Funds (ISF) adjustments required to maintain the current program services. This line reflects the fiscal impact of ISF rate changes and the annualization of any partial year changes approved by the Board in FY 2012:** Internal Service Funds Adjustment.
- All other adjustments required to maintain the current program services. Typical changes include: removal of one-time appropriations granted by the Board in FY 2012, annualization of partial year changes approved by the Board in FY 2012, adjustments to revenues to reflect FY 2013 factors:** Other Required Adjustments.
- Reflects the total positions, appropriations, and revenues necessary to maintain the FY 2012 level of service in FY 2013:** Subtotal (Current Level Budget).
- Subtotal of all changes recommended by the County Executive for FY 2013:** Subtotal (Recommended Changes).
- Total positions, appropriations, and revenues necessary to fund the recommended level of service for this cost center in FY 2012. If no further action is taken by the Board of Supervisors at Budget Hearings, this line becomes the Approved Budget level for FY 2013:** Total Recommendation.
- County Executive recommended changes to the current level of service for FY 2013:** Establishment of MOU with UCCE Beginning FY 2013.
- Subtotal of FY 2012 Approved Budget levels and all adjustments to annualize for FY 2013:** Subtotal (Current Level Budget).



## 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 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, 2012 (FY 2013). The recommended for FY 2013 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 2012 but not in FY 2013.

**Ongoing**

Refers to revenues or expenditures which are expected to recur from one fiscal year to the next e.g. in FY 2012, FY 2013, 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 has been provided in the Recommended Budget since FY 2002 at the pursuant to an agreement between the County of Santa Clara and SEIU Local 521 regarding Extra Help Usage which required 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”*.

Although the current Agreement between the County of Santa Clara and SEIU Local 521 does not specifically require this report, the information continues to be provided in the interest of transparency.

### Budgeted Extra Help Resources (General Ledger Account 501110)

Department	FY 2011 Actual	FY 2012 Approved	FY 2013 Base	FY 2013 Recommended	\$ Change from FY 2012 Approved	% Change from FY 2012 Approved
Supervisorial District #1		\$4,342	\$5,292	\$5,292	\$950	21.9%
Supervisorial District #2	-\$1,400	\$4,342	\$10,788	\$10,788	\$6,446	148.5%
Supervisorial District #3	\$13,425	\$4,342	\$5,292	\$5,292	\$950	21.9%
Supervisorial District #4		\$4,342	\$5,292	\$5,292	\$950	21.9%
Supervisorial District #5	\$61,076	\$4,342	\$10,764	\$10,764	\$6,422	147.9%
Clerk of the Board of Supervisors	\$34,811					
County Executive	\$23,849					
Assessor	\$138,629	\$205,188	\$215,796	\$215,796	\$10,608	5.2%
Procurement	\$36,965			\$0		
County Counsel	\$203,444			\$128,000	\$128,000	
Registrar of Voters	\$1,042,856	\$1,849,385	\$1,849,385	\$1,695,293	-\$154,092	-8.3%
Information Services	\$122,904	\$38,143	\$38,143	\$38,143		
Communications Department	\$19,389					
Facilities Department	\$168,924			\$47,964	\$47,964	
Fleet Services	\$19,763	\$11,484	\$11,484	\$11,484		
County Library Headquarters	\$1,185,074	\$1,087,550	\$1,218,935	\$1,218,935	\$131,385	12.1%
Human Resources, LR, and EOED	\$208,621	\$8,493	\$10,833	\$10,833	\$2,340	27.6%
Risk Management Department	\$25,440	\$15,198	\$15,198	\$15,198		
Controller-Treasurer	\$73,362			\$100,000	\$100,000	
Tax Collector	\$228,198	\$98,499	\$89,679	\$89,679	-\$8,820	-9.0%
County Recorder		\$43,052	\$43,052	\$294,152	\$251,100	583.2%
Department of Revenue	\$98,115					
District Attorney	\$605,396	\$38,598	\$38,598	\$38,598		
Public Defender	\$454,333	\$514,575	\$514,575	\$514,575		
Office of Pretrial Services	\$110,639	\$160,514	\$160,514	\$160,514		
Sheriff's Department	\$1,749,133	\$482,396	\$515,900	\$515,900	\$33,504	6.9%
Department of Correction	\$311,600	\$3,287	\$3,287	\$3,287		
Probation Department	\$3,008,120	\$1,121,143	\$1,121,143	\$1,121,143		
Dept of Child Support Services	\$215,639					
Social Services Agency	\$1,213,372	\$693,960	\$693,960	\$693,960		
Nutrition Services To Aged	-\$1,003	\$4,882	\$4,882	\$4,882		



**Budgeted Extra Help Resources (General Ledger Account 501110)**

Department	FY 2011 Actual	FY 2012 Approved	FY 2013 Base	FY 2013 Recommended	\$ Change from FY 2012 Approved	% Change from FY 2012 Approved
Public Health	\$907,099	\$383,081	\$331,222	\$331,222	-\$51,859	-13.5%
Mental Health Department	\$854,599	\$626,060	\$741,322	\$741,322	\$115,262	18.4%
Custody Health Services	\$3,092,385	\$3,776,838	\$3,776,838	\$3,776,838		
Department of Alcohol & Drug Services	\$165,692	\$45,136	\$45,136	\$45,136		
Community Health Services	\$147,275	\$99,484	\$99,484	\$99,484		
Santa Clara Valley Medical Center	\$28,717,750	\$13,730,149	\$17,103,943	\$24,111,201	\$10,381,052	75.6%
Parks and Recreation Department	\$642,916	\$856,819	\$856,819	\$856,819		
Department of Environmental Health	\$94,718	\$394,594	\$384,594	\$384,594	-\$10,000	-2.5%
Agriculture and Environmental Mgmt	\$85,623	\$124,863	\$124,863	\$124,863		
Vector Control District	\$9,877	\$33,000	\$33,000	\$33,000		
Roads & Airports Department - Roads	\$115,679	\$114,200	\$114,200	\$114,200		
Roads & Airports Dept - Airports	\$8,680	\$6,000	\$6,000	\$6,000		
Santa Clara County Fire Dept	\$461,176	\$320,000	\$150,000	\$150,000	-\$170,000	-53.1%
<b>Countywide Total</b>	<b>\$46,674,143</b>	<b>\$26,908,281</b>	<b>\$30,350,213</b>	<b>\$37,730,443</b>	<b>\$10,822,162</b>	<b>40.2%</b>



## List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 2010 Approved	FY 2011 Approved	FY 2012 Approved	Amount as of April 2012
Advent Group Ministries, Inc.	Alcohol/Drug	337,113	337,113	501,613	501,613
Alcohol Recovery Homes	Alcohol/Drug	1,796,565	1,816,327	0	0
Asian Amer Community Involvement	Alcohol/Drug	106,229	106,229	0	0
Asian American Recovery Services	Alcohol/Drug	537,828	746,984	761,969	761,969
Community Hlth Awareness Cncl (CHAC)	Alcohol/Drug	73,255	36,628	0	0
Countywide Alcohol and Drug Services, Inc.	Alcohol/Drug	281,364	390,783	390,783	390,783
Crossroads	Alcohol/Drug	219,600	305,000	305,000	305,000
Family & Children Services (FCS)	Alcohol/Drug	779,149	1,082,152	1,082,152	1,082,152
Family Life Center	Alcohol/Drug	0	0	277,253	277,253
Gardner Family Care Corporation	Alcohol/Drug	680,779	979,484	979,484	979,484
Horizon Services Inc.	Alcohol/Drug	894,819	1,242,803	1,242,803	1,242,803
Indian Health Center	Alcohol/Drug	232,200	322,500	322,500	322,500
InnVision	Alcohol/Drug	84,883	117,893	117,893	117,893
Our Common Ground	Alcohol/Drug	145,329	145,329	145,329	145,329
Parisi House On The Hill	Alcohol/Drug	0	0	1,303,172	622,272
Pathway Society	Alcohol/Drug	2,147,152	2,966,371	3,210,371	3,210,371
Project Ninety	Alcohol/Drug	579,963	805,504	805,504	805,504
Solace Supportive Living	Alcohol/Drug	0	0	1,261,028	1,261,028
Asian American Community Involvement	Community Health Services	162,322	162,322	157,410	157,410
Gardner Family Health Network	Community Health Services	1,032,663	1,032,663	988,098	988,098
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	132,798	132,798
May View Community Health Center	Community Health Services	780,758	780,758	757,131	757,131
Planned Parenthood Mar Monte	Community Health Services	683,668	683,668	683,668	683,668
Women's Health Alliance	Community Health Services	68,177	68,177	0	0
Catholic Charities of Santa Clara County	District Attorney	24,400	0	0	0
Center for Non-Profit Media	District Attorney	7,955	0	0	0
Central YMCA	District Attorney	16,145	0	0	0
Community Crime Prevention Associates	District Attorney	6,000	0	0	0
Fresh Lifelines for Youth	District Attorney	10,000	0	0	0
Project Sentinel (Mediation)	District Attorney	73,143	73,143	76,800	76,800
Silicon Valley FACES (Victim Witness)	District Attorney	1,908,676	1,990,131	1,794,226	2,046,105
Catholic Charities for General Inmates Services	DOC	200,000	200,000	200,000	200,000
Catholic Charities of SCC for Religious Services	DOC	0	22,500	45,000	45,000
Purple Communications, formerly Hands On Sign Language Services	DOC	5,000	0	3,000	3,000
Purple Language Services	Employee Service Agency	3,485	3,485	3,485	0
Achieve	Mental Health	378,850	378,850	469,319	413,555
Ali Baba Riviera / Oasis Care	Mental Health	1,053,824	1,053,824	1,371,809	1,371,809
Alum Rock	Mental Health	0	839,266	820,142	830,429
Asian Amer Community Involvement	Mental Health	783,677	783,677	999,840	999,840
Bill Wilson	Mental Health	0	700,755	700,755	700,755
Catholic Charities	Mental Health	419,287	419,287	441,472	433,485
Chamberlain's Mental Health Services	Mental Health	277,194	277,194	277,194	277,194

### Appendix

List of General-Funded Community-Based Organizations



County of Santa Clara  
FY 2013 Recommended Budget

## List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 2010 Approved	FY 2011 Approved	FY 2012 Approved	Amount as of April 2012
Children's Health Council	Mental Health	237,683	237,683	389,489	389,489
City of San Jose/Grace Baptist	Mental Health	67,893	98,312	164,681	164,681
Community Solutions	Mental Health	828,632	1,096,987	1,268,780	1,256,324
Eastern European Services Agency	Mental Health	119,360	119,360	0	0
Eastfield Ming Quong Families First	Mental Health	2,711,851	2,711,851	3,151,139	3,058,236
Emergency Housing Consortium	Mental Health	0	400,000	600,000	600,000
Family and Children's Services	Mental Health	330,570	330,570	420,863	468,946
Gardner Family Care Corp.	Mental Health	1,745,551	1,745,551	1,941,802	1,921,720
HOPE Rehabilitation Services	Mental Health	308,439	308,439	417,330	405,719
Indian Health Center	Mental Health	171,019	171,018	187,669	187,667
Mekong Community Center	Mental Health	176,891	176,891	225,095	220,083
MH Advocacy Project - SC Co Bar Assoc	Mental Health	382,186	382,186	495,332	500,732
Momentum (Formerly Alliance for Community Care)	Mental Health	5,873,424	5,977,953	7,604,604	7,569,231
Rebekah Children's Services	Mental Health	468,221	522,222	618,309	618,309
Seneca	Mental Health	2,206	0	0	0
Ujima Adult & Family Services	Mental Health	190,558	175,300	215,778	212,878
Victor Treatment	Mental Health	54,553	269,189	214,634	214,634
Alum Rock Counseling Center - Youth Intervention (APA)	Probation	59,450	0	0	0
Breakout Prison Outreach (CYO) - Gang Intervention	Probation	23,702	0	0	0
Community Solutions - Youth Intervention - Countywide	Probation	452,877	0	0	0
Correctional Institution Chaplaincy	Probation	26,266	0	0	0
Fresh Lifelines for Youth - Education (APA)	Probation	21,218	0	0	0
Gardner Family Care Corporation	Probation	41,800	0	0	0
Law Foundation of Silicon Valley	Probation	99,292	0	0	0
Morrissey/Compton Educational Center	Probation	55,839	0	0	0
Pathway Society - Substance Abuse	Probation	173,191	0	0	0
Peace-It-Together	Probation	40,460	0	0	0
Seniors Council - Foster Grandparents	Probation	9,999	0	0	0
Sentencing Alternatives Program, Inc.	Probation	191,584	180,051	180,051	180,051
Support Network for Battered Women	Probation	59,518	0	0	0
Unity Care Group	Probation	39,032	0	0	0
Asian Amer Community Involvement	Public Health	0	18,000	0	0
Bill Wilson Center	Public Health	0	23,000	0	0
Community Health Awareness Council	Public Health	0	6,500	0	0
Planned Parenthood Mar Monte	Public Health	0	150,000	374,786	375,000
The Health Trust	Public Health	435,000	435,000	420,000	460,000
Catholic Charities of Santa Clara County	Registrar of Voters	0	0	100,000	20,000
Foothill-De Anza Community College District	Registrar of Voters	0	0	100,000	20,000
Services, Immigrant Rights and Education Network (SIREN)	Registrar of Voters	0	0	100,000	20,000
Working Partnerships USA	Registrar of Voters	0	0	100,000	24,000
Advent Group Ministries - Step Up! Program Consortium	Social Svcs Gen Fund Contracts	37,876	37,876	28,407	28,407



## List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 2010 Approved	FY 2011 Approved	FY 2012 Approved	Amount as of April 2012
Alum Rock Counseling Center Child Abuse prevention Case Management Services	Social Svcs Gen Fund Contracts	45,000	45,000	33,750	33,750
Asian American for Community Involvement (AACI) Senior Wellness Program	Social Svcs Gen Fund Contracts	38,504	38,504	28,878	28,878
Asian American for Community Involvement (AACI) Youth After School Program	Social Svcs Gen Fund Contracts	25,000	25,000	18,750	18,750
Asian Americans for Community Involvement (AACI) - Domestic Violence Prgm	Social Svcs Gen Fund Contracts	22,326	22,326	35,393	35,393
Avenidas/Rose Kleiner Senior Health Center	Social Svcs Gen Fund Contracts	55,911	55,911	41,933	41,933
Bay Area Legal Aid/Legal Assistance to Low-income Disabled Adults Project	Social Svcs Gen Fund Contracts	48,451	48,451	36,338	36,338
Bill Wilson Center - 24-7 Youth Crisis Line /24-7 Youth Safety Network	Social Svcs Gen Fund Contracts	27,055	27,055	20,291	20,291
Bill Wilson Center - Centre Cares	Social Svcs Gen Fund Contracts	80,017	80,017	60,013	60,013
Bill Wilson Center - Power through Choices Pregnancy Prevention & Education	Social Svcs Gen Fund Contracts	50,000	50,000	37,500	37,500
Bill Wilson Center - Transitional Housing for Youth Collaboration	Social Svcs Gen Fund Contracts	25,000	25,000	18,750	18,750
Bill Wilson Center - Youth Work Consortium	Social Svcs Gen Fund Contracts	76,833	76,833	57,625	57,625
Catholic Charities - A Positive Response to Healthcare Challenges Consortium	Social Svcs Gen Fund Contracts	27,055	27,055	20,291	20,291
Catholic Charities - Day Break Caregivers Services Programs	Social Svcs Gen Fund Contracts	31,310	31,310	23,483	23,483
Catholic Charities - Grandparent Caregiver Program/Kinship Resource Center	Social Svcs Gen Fund Contracts	27,055	27,055	20,291	20,291
Catholic Charities - Leadership, Ethnic and Academic Pride (LEAP Project)	Social Svcs Gen Fund Contracts	63,166	63,166	47,375	47,375
Catholic Charities (Friends Outside) in Santa Clara County - Family Services	Social Svcs Gen Fund Contracts	25,000	0	18,750	18,750
Catholic Charities (Friends Outside) in Santa Clara County - Steps Ahead Home Visitation Program	Social Svcs Gen Fund Contracts	27,055	0	20,291	20,291
Child Advocates of Silicon Valley - Court Designated Child Advocates	Social Svcs Gen Fund Contracts	55,000	55,000	0	0
Community Health Awareness Council-Outlet Program	Social Svcs Gen Fund Contracts	25,000	25,000	18,750	18,750
Community Health Awareness Council-Village Wellness	Social Svcs Gen Fund Contracts	51,469	51,469	38,602	38,602
Community Solutions-Domestic Violence Support Services	Social Svcs Gen Fund Contracts	60,084	60,084	63,711	63,711
Community Svcs Agency of Mountain View & Los Altos - Integrated Senior Case Management	Social Svcs Gen Fund Contracts	27,750	27,750	19,313	19,313

### Appendix

List of General-Funded Community-Based Organizations



County of Santa Clara  
FY 2013 Recommended Budget

## List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 2010 Approved	FY 2011 Approved	FY 2012 Approved	Amount as of April 2012
Deaf Counseling Advocacy & Referral Agency (DCARA) - Deaf for Self Sufficient	Social Svcs Gen Fund Contracts	36,167	36,167	27,125	27,125
Deaf Counseling Advocacy & Referral Agency (DCARA) - Parent Connections	Social Svcs Gen Fund Contracts	27,055	27,055	20,291	20,291
Emergency Housing Consortium (dba EHC Life Builders) - Reception Center	Social Svcs Gen Fund Contracts	96,821	96,821	72,616	72,616
Emergency Housing Consortium (dba EHC Life Builders)/Shelter & Support	Social Svcs Gen Fund Contracts	48,501	48,501	36,376	36,376
Family and Children Services - FAST/Families & School Together Program	Social Svcs Gen Fund Contracts	45,240	45,240	33,930	33,930
Family Supportive Housing, Inc. - San Jose Family Shelter	Social Svcs Gen Fund Contracts	27,055	27,055	20,291	20,291
Fresh Lifelines for Youth (FLY) - Legal Eagle Program	Social Svcs Gen Fund Contracts	63,188	63,188	47,391	47,391
Fresh Lifelines for Youth (FLY) - South County Program	Social Svcs Gen Fund Contracts	33,750	33,750	25,313	25,313
Gardner Family Health Network-Adult Day Health Care	Social Svcs Gen Fund Contracts	0	64,577	48,433	48,433
Health Trust - Family Health Insurance	Social Svcs Gen Fund Contracts	48,698	48,698	36,524	36,524
Health Trust, The - Case Management Services for HOPWA Clients	Social Svcs Gen Fund Contracts	97,500	97,500	73,125	73,125
Health Trust, The - Meals on Wheels	Social Svcs Gen Fund Contracts	56,250	56,250	42,188	42,188
Indian Health Center - Coordinating Care for American Indian Elders	Social Svcs Gen Fund Contracts	43,287	43,287	32,465	32,465
Inn Vision- Family Place/(Georgia Travis Center)	Social Svcs Gen Fund Contracts	32,438	32,438	24,329	24,329
Inn Vision- Montgomery Shelter	Social Svcs Gen Fund Contracts	45,405	45,405	34,054	34,054
Inn Vision-Commercial Street Inn	Social Svcs Gen Fund Contracts	33,022	33,022	24,767	24,767
InnVision - Safe Haven II for Homeless Mentally Ill	Social Svcs Gen Fund Contracts	27,055	27,055	20,291	20,291
Japanese American Community Services (Yu-ai Kai)/Minority Senior	Social Svcs Gen Fund Contracts	150,000	150,000	112,500	112,500
Live Oak Adult Day Care	Social Svcs Gen Fund Contracts	81,163	81,163	60,872	60,872
Loaves and Fishes Family Kitchen/Loaves & Fishes Food & Nutrition Project	Social Svcs Gen Fund Contracts	43,287	43,287	32,465	32,465
Mexican American Community Services (MACSA) - Adult Day Health Care	Social Svcs Gen Fund Contracts	64,577	0	0	0
Mexican American Community Services- Zero Drop-Out Youth Academy	Social Svcs Gen Fund Contracts	118,895	118,895	89,171	89,171
Next Door Solutions to Domestic Violence	Social Svcs Gen Fund Contracts	107,167	107,167	117,671	117,671
Outreach & Escort (Senior Outreach Program)	Social Svcs Gen Fund Contracts	64,578	64,578	48,434	48,434
Parents Helping Parents, Inc. /ITECH Center	Social Svcs Gen Fund Contracts	25,000	25,000	18,750	18,750



## List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 2010 Approved	FY 2011 Approved	FY 2012 Approved	Amount as of April 2012
Respite & Research for Alzheimer's Disease/Alzheimer's Activity Center	Social Svcs Gen Fund Contracts	49,937	49,937	37,453	37,453
Sacred Heart Community Services - Families First	Social Svcs Gen Fund Contracts	48,698	48,698	36,524	36,524
Sacred Heart Community Services (Community Food Program)	Social Svcs Gen Fund Contracts	33,874	33,874	25,406	25,406
Santa Clara Unified School District - Skills Plus Program	Social Svcs Gen Fund Contracts	32,466	32,466	24,350	24,350
Second Start Learning Disabilities Program, Inc. - Newton Program General Fund	Social Svcs Gen Fund Contracts	25,000	25,000	18,750	18,750
Senior Adults Legal Assistance (SALA)/Legal Assistance to Elders	Social Svcs Gen Fund Contracts	39,765	39,765	29,824	29,824
Silicon Valley Independent Living Center	Social Svcs Gen Fund Contracts	0	0	238,590	238,590
St. Joseph's Family Center (Children/Youth)/Children & Family Services	Social Svcs Gen Fund Contracts	74,510	74,510	55,883	55,883
St. Joseph's Family Center (Housing Services)/Homeless Stabilization & Em	Social Svcs Gen Fund Contracts	58,385	58,385	43,789	43,789
Sunnyvale Community Services - Comprehensive Emergency Assistance	Social Svcs Gen Fund Contracts	43,287	43,287	32,465	32,465
Support Network for Battered Women - Project Right Response/Domestic Violence	Social Svcs Gen Fund Contracts	20,983	0	0	0
Unity Care Group, Inc., The - Foster Care & High Risk Youth Leadership Program Consortium	Social Svcs Gen Fund Contracts	27,054	27,054	0	0
Unity Care Group, Inc., The - Transitional Housing for Youth Collaboration	Social Svcs Gen Fund Contracts	41,000	41,000	0	0
Vietnamese Voluntary Foundation, Inc. (VIVO) - Vietnamese Elderly Consortium	Social Svcs Gen Fund Contracts	33,825	33,825	25,369	25,369
VISTA Center for the Blind & Visually Impaired (formerly Peninsula Center for the Blind and Visually	Social Svcs Gen Fund Contracts	27,054	27,054	20,291	20,291
West Valley Community Services, Inc. - Emergency Assistance Program	Social Svcs Gen Fund Contracts	50,000	50,000	37,500	37,500
YWCA of Silicon Valley - Domestic Violence Program	Social Svcs Gen Fund Contracts	0	20,983	34,385	34,385
YWCA of Silicon Valley - Youth Wellness Program	Social Svcs Gen Fund Contracts	52,500	52,500	39,375	39,375
Catholic Charities - Citizenship Services - South County	Social Svcs PII	33,545	33,545	33,545	33,545
Catholic Charities - Immigration Legal Services as a Path to Citizenship	Social Svcs PII	136,581	136,581	136,581	136,581
Center for Employment Center (CET) - Immigration Legal Services as Path to Citizenship	Social Svcs PII	103,685	103,685	103,685	103,685
Center for Employment Center (CET) - Legal Support for Citizenship	Social Svcs PII	43,284	43,284	43,284	43,284
Center for Employment Training (CET) - Citizenship Services	Social Svcs PII	53,319	53,319	53,319	53,319

### Appendix

List of General-Funded Community-Based Organizations



County of Santa Clara  
FY 2013 Recommended Budget



## List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 2010 Approved	FY 2011 Approved	FY 2012 Approved	Amount as of April 2012
Collins, Franci - Immigrantinfo.org Web Site Maintenance	Social Svcs PII	13,879	13,879	13,879	13,879
International Rescue committee (IRC) - Immigration Legal Services as Path to Citizenship	Social Svcs PII	52,531	52,531	52,531	52,531
Sacred Heart Community Services - Citizenship Services	Social Svcs PII	26,266	26,266	26,266	26,266
Santa Clara County Asian Law Alliance (ALA) - Citizenship Services	Social Svcs PII	26,266	26,266	26,266	26,266
Santa Clara County Asian Law Alliance (ALA) - Community Education and Civic Engagement	Social Svcs PII	33,663	33,663	33,663	33,663
Santa Clara County Asian Law Alliance (ALA) - Immigration Legal Services as a Path to Citizenship	Social Svcs PII	25,134	25,134	25,134	25,134
Santa Clara County Asian Law Alliance (ALA) - Legal Support for Citizenship	Social Svcs PII	43,285	43,285	43,285	43,284
Santa Clara University - Immigration Legal Services as a Path to Citizenship	Social Svcs PII	31,519	31,519	31,519	31,519
Services, Immigrant Rights and Education Network (SIREN) - Citizenship Services	Social Svcs PII	88,530	88,530	88,530	88,530
Services, Immigrant Rights and Education Network (SIREN) - Community Education and Civic Engagement	Social Svcs PII	21,919	21,919	21,919	21,919
Services, Immigrant Rights and Education Network (SIREN) - Immigrant Assistance Hot Line	Social Svcs PII	45,991	45,991	45,991	45,991
Alum Rock Counseling Center	Social Svcs SOS Network	851,644	0	0	0
Bill Wilson Center	Social Svcs SOS Network	700,755	0	0	0
Community Solutions	Social Svcs SOS Network	268,356	0	0	0
Asian Americans for Community Involvement	Social Svcs Sr Nutrition Prog Contracts	53,744	56,713	57,227	57,546
Bateman (Formerly Compass Group USA, Inc.) Frozen Meals	Social Svcs Sr Nutrition Prog Contracts	1,614,448	1,576,440	1,700,000	1,600,000
Catholic Charities	Social Svcs Sr Nutrition Prog Contracts	423,085	419,832	444,097	459,627
City of Campbell	Social Svcs Sr Nutrition Prog Contracts	45,316	45,853	44,895	44,895
City of Milpitas	Social Svcs Sr Nutrition Prog Contracts	175,099	171,277	180,450	173,489
City of San Jose	Social Svcs Sr Nutrition Prog Contracts	1,210,875	1,114,249	900,000	1,022,206
City of Santa Clara	Social Svcs Sr Nutrition Prog Contracts	117,619	124,415	129,484	136,062
Community Services Agency of Mountain View & Los Altos	Social Svcs Sr Nutrition Prog Contracts	169,829	173,543	171,200	173,166
First Methodist Church of Sunnyvale	Social Svcs Sr Nutrition Prog Contracts	242,306	220,220	207,596	206,365
India Community Center - Milpitas	Social Svcs Sr Nutrition Prog Contracts	62,832	64,880	63,785	68,165



## List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 2010 Approved	FY 2011 Approved	FY 2012 Approved	Amount as of April 2012
Japanese American Community Senior (Yu-Ai Kai)	Social Svcs Sr Nutrition Prog Contracts	187,321	205,074	193,092	197,467
Korean American Community Services Inc.	Social Svcs Sr Nutrition Prog Contracts	80,885	83,785	81,914	85,802
La Comida de California	Social Svcs Sr Nutrition Prog Contracts	220,058	223,445	222,793	235,220
Los Gatos United Methodist Church	Social Svcs Sr Nutrition Prog Contracts	102,568	110,834	104,431	107,236
Northside	Social Svcs Sr Nutrition Prog Contracts	0	114,643	101,000	32,777
Outreach & Escort (Senior Nutrition Transportation Services)	Social Svcs Sr Nutrition Prog Contracts	129,950	142,945	160,000	160,000
Portuguese Org. for Social Services	Social Svcs Sr Nutrition Prog Contracts	82,290	88,160	85,430	85,630
Salvation Army	Social Svcs Sr Nutrition Prog Contracts	120,860	137,453	139,690	141,862
Santa Clara Valley Blind Center	Social Svcs Sr Nutrition Prog Contracts	11,284	13,389	13,337	13,337
Self Help for the Elderly of Santa Clara County	Social Svcs Sr Nutrition Prog Contracts	280,606	284,774	293,542	264,689
YMCA Morgan Hill	Social Svcs Sr. Nutrition Prog	120,111	124,257	121,299	121,299
	<b>Total:</b>	<b>43,844,251</b>	<b>46,233,682</b>	<b>51,061,813</b>	<b>50,144,778</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 2012 Positions		FY 2013	Amount
										Approved	Adjusted	Recommended	Change
													from FY
													2012
													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						
		W52	Board Aide-U	7.0	7.0	7.0	0.0						
<b>101</b>				<b>Total</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>0.0</b>					
102	Supervisorial District #2												
	1102	Supervisorial Dist #2 Fund 0001											
		A01	Supervisor	1.0	1.0	1.0	0.0						
		W52	Board Aide-U	7.0	7.0	7.0	0.0						
<b>102</b>				<b>Total</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>0.0</b>					
103	Supervisorial District #3												
	1103	Supervisorial Dist #3 Fund 0001											
		A01	Supervisor	1.0	1.0	1.0	0.0						
		W52	Board Aide-U	7.0	7.0	7.0	0.0						
<b>103</b>				<b>Total</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>0.0</b>					
104	Supervisorial District #4												
	1104	Supervisorial Dist #4 Fund 0001											
		A01	Supervisor	1.0	1.0	1.0	0.0						
		W52	Board Aide-U	7.0	7.0	7.0	0.0						
<b>104</b>				<b>Total</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>0.0</b>					
105	Supervisorial District #5												
	1105	Supervisorial Dist #5 Fund 0001											
		A01	Supervisor	1.0	1.0	1.0	0.0						
		W52	Board Aide-U	7.0	7.0	7.0	0.0						
<b>105</b>				<b>Total</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>0.0</b>					
106	Clerk-Board Of Supervisors												
	1106	Clerk Of The Board Fund 0001											
		A05	Clerk of Board of Supervisors	1.0	1.0	1.0	0.0						
		B48	Div Mgr-Clerk of The Board	1.0	1.0	1.0	0.0						
		B53	Bus Mgr-Clerk of The Board	1.0	1.0	1.0	0.0						
		D09	Office Specialist III	0.5	0.5	0.5	0.0						
		D53	Supv Board Clerk	1.0	1.0	1.0	0.0						
		D54	Board Clerk II	4.0	4.0	4.0	0.0						
		D55	Board Clerk I	7.0	7.0	7.0	0.0						
		D71	Chief Deputy-Clk of Board	1.0	1.0	1.0	0.0						
		E87	Senior Account Clerk	1.0	1.0	1.0	0.0						
		G12	Information Systems Manager II	1.0	1.0	1.0	0.0						
		J82	Board Records Assistant II	1.0	1.0	1.0	0.0						
		J83	Board Records Assistant I	1.0	1.0	1.0	0.0						



## Finance and Government Operations (Continued)

Agency Name					Amount Change from FY 2012	
Budget Unit Number and Name					Approved	
Cost Center Number and Name					Approved	
Index Number and Name		FY 2012 Positions		FY 2013		
Job Class Code and Title		Approved	Adjusted	Recommended		
	J84	Records Mgr-Clerk of The Board	1.0	1.0	1.0	0.0
	W51	Confidential Secretary-ACE-U	1.0	1.0	1.0	0.0
	W52	Board Aide-U	1.0	1.0	1.0	0.0
	X12	Office Specialist III-ACE	2.0	2.0	2.0	0.0
1173	SB 813 Admin Fund 0001					
	D09	Office Specialist III	2.0	2.0	2.0	0.0
	D55	Board Clerk I	4.0	4.0	4.0	0.0
<b>106</b>			<b>Total</b>	<b>31.5</b>	<b>31.5</b>	<b>0.0</b>
107	County Executive					
	10717	County Executive Admin Fund 0001				
	A02	County Executive-U	1.0	1.0	1.0	0.0
	A10	Deputy County Executive	3.0	3.0	3.0	0.0
	A1C	Chief Operating Officer	1.0	1.0	1.0	0.0
	A2H	Mgr Office Women'S Advocacy	1.0	1.0	1.0	0.0
	A2L	Public Communication Director	1.0	1.0	1.0	0.0
	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
	B2P	Admin Support Officer II	1.0	1.0	1.0	0.0
	B3N	Program Mgr II	1.5	1.5	1.5	0.0
	B3P	Program Mgr I	0.5	0.5	0.5	0.0
	B5A	Asset & Econ Dev Dir	1.0	1.0	1.0	0.0
	B73	Mgr, Integrated Pest Mgt	1.0	1.0	1.0	0.0
	B77	Accountant III	1.0	1.0	1.0	0.0
	B78	Accountant II	1.0	1.0	1.0	0.0
	B96	Dept Fiscal Officer	1.0	1.0	1.0	0.0
	B9P	Census/Redistricting Prog Mgr	1.0	1.0	0.0	-1.0
	C08	Sr Executive Assistant	3.0	4.0	4.0	1.0
	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	1.0	1.0	1.0	0.0
	D2F	Account Clerk II-ACE	1.0	1.0	1.0	0.0
	D9C	Accountant Assistant-ACE	1.0	1.0	1.0	0.0
	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
	N08	Asset Development Manager	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
	W44	Secretary To County Exec-U	1.0	1.0	1.0	0.0
	W45	Secretary Asst County Exec	1.0	1.0	1.0	0.0
	X12	Office Specialist III-ACE	1.0	1.0	1.0	0.0
	Z01	Deputy County Executive-U	1.0	1.0	1.0	0.0
1220	Budget And Analysis Fund 0001					
	A2B	Budget Director	1.0	1.0	1.0	0.0
	C63	Principal Budget & Policy Anal	2.0	2.0	2.0	0.0
	C64	Budget & Public Policy Analyst	9.0	9.0	9.0	0.0



## 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 2012 Positions		FY 2013		2012
Job Class Code and Title				Approved	Adjusted	Recommended	Approved	
		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	2.0	2.0	2.0		0.0
2530	Office Of Emergency Svcs Fund 0001							
		B06	Sr Emergency Planning Coord	1.0	1.0	1.0		0.0
		B10	Emergency Planning Coord	2.0	2.0	2.0		0.0
		B1P	Mgmt Analyst	1.0	1.0	1.0		0.0
		B3N	Program Mgr II	1.0	1.0	1.0		0.0
		B6E	Dir of Emergency Preparedness	1.0	1.0	1.0		0.0
		C29	Exec Assistant I	1.0	1.0	1.0		0.0
		D97	Account Clerk II	0.5	0.5	0.5		0.0
		L23	Emergency Svc Prog Mgr	1.0	1.0	1.0		0.0
2532	Office of Sustainability Fund 0001							
		B1N	Sr Mgmt Analyst	1.0	1.0	1.0		0.0
		K4A	Mgr, Office of Sustainability	1.0	1.0	1.0		0.0
2535	AB109-Resource Services Fund 0001							
		B1N	Sr Mgmt Analyst	0.0	0.0	1.0		1.0
		D49	Office Specialist II	0.0	0.0	1.0		1.0
5700	Human Relations Fund 0001							
		B14	Human Relations Coord III	2.0	2.0	3.0		1.0
		B16	Human Relations Coord II	2.0	2.0	2.0		0.0
		B17	Human Relations Mgr	1.0	1.0	1.0		0.0
		B4P	Omnibudsperson Prog Coord	1.0	1.0	1.0		0.0
		E03	Dispute Resolution Prog Coord	1.0	1.0	1.0		0.0
		H95	Immigrant Services Coord	1.0	1.0	1.0		0.0
		X19	Admin Assistant-ACE	1.0	1.0	1.0		0.0
<b>107</b>				<b>Total</b>	<b>72.5</b>	<b>73.5</b>	<b>75.5</b>	<b>3.0</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>
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	1.0	1.0	1.0		0.0
		B1N	Sr Mgmt Analyst	1.0	1.0	1.0		0.0
		C50	Appraiser II	0.0	0.0	0.0		0.0
		D09	Office Specialist III	1.0	1.0	1.0		0.0
		D5D	Human Resources Asst II	1.0	1.0	1.0		0.0



## Finance and Government Operations (Continued)

Agency Name					Amount Change from FY 2012	
Budget Unit Number and Name					Change	
Cost Center Number and Name					from FY 2012	
Index Number and Name		FY 2012 Positions		FY 2013	Approved	
Job Class Code and Title		Approved	Adjusted	Recommended		
	D97 Account Clerk II	1.0	1.0	1.0	0.0	
	D98 Account Clerk I	1.0	1.0	1.0	0.0	
	Q5D Sr Appraiser-U	0.0	0.0	0.0	0.0	
	Q68 Property Transfer Examiner-U	0.0	0.0	0.0	0.0	
	W51 Confidential Secretary-ACE-U	1.0	1.0	1.0	0.0	
	Z80 Accountant Auditor Appraiser-U	0.0	0.0	0.0	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	
	X09 Sr Office Specialist	1.0	1.0	1.0	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	4.0	4.0	4.0	0.0	
	D86 Supv Assessment Clerk	1.0	1.0	1.0	0.0	
	D88 Assessment Clerk	1.0	1.0	1.0	0.0	
1153	Assessor-Services Fund 0001					
	C4C Assist Chief Assessmt SSE Div	1.0	1.0	1.0	0.0	
	C65 Property Transfer Examiner	9.0	9.0	11.0	2.0	
	D09 Office Specialist III	6.0	5.0	5.0	-1.0	
	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	2.0	2.0	2.0	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	
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	28.0	28.0	34.0	6.0	
	C50 Appraiser II	24.0	24.0	29.0	5.0	
	C51 Appraiser I	4.0	4.0	4.0	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	5.0	4.0	4.0	-1.0	
	D82 Appraisal Data Coord	1.0	1.0	1.0	0.0	
	D88 Assessment Clerk	4.0	4.0	4.0	0.0	



## 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 2012 Positions		FY 2013		2012	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	Q5E	Supv Appraiser-U	0.0	1.0	1.0	1.0	
	T40	Appraiser III	6.0	6.0	6.0	0.0	
1155	Personal Property Fund 0001						
	B79	Auditor-Appraiser	16.0	16.0	16.0	0.0	
	B80	Accountant Auditor Appraiser	0.0	0.0	3.0	3.0	
	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	20.0	20.0	20.0	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	3.0	3.0	-1.0	
	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	
	Q53	Supv Auditor/Appraiser-U	0.0	1.0	1.0	1.0	
	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	3.0	3.0	3.0	0.0	
	D09	Office Specialist III	1.0	0.0	0.0	-1.0	
	G11	Information Systems Mgr III	1.0	2.0	2.0	1.0	
	G12	Information Systems Manager II	1.0	1.0	1.0	0.0	
	G14	Information Systems Manager I	9.0	8.0	8.0	-1.0	
	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	1.0	1.0	1.0	
	U02	Information Sys Tech II - U	0.0	0.0	0.0	0.0	
<b>115</b>			<b>Total</b>	241.0	240.0	256.0	15.0
118	Procurement						
2300	Procurement Dept Fund 0001						
	A25	Director of Procurement	1.0	1.0	1.0	0.0	
	B1N	Sr Mgmt Analyst	3.0	3.0	3.0	0.0	
	B3N	Program Mgr II	1.0	1.0	1.0	0.0	
	C31	Buyer III	8.0	8.0	8.0	0.0	
	C32	Buyer II	1.0	1.0	1.0	0.0	
	C35	Buyer Assistant	0.0	0.0	1.0	1.0	
	D49	Office Specialist II	1.0	1.0	1.0	0.0	
	G2P	Procurement Sys Mgr	1.0	1.0	1.0	0.0	
	G76	Sr Warehouse Materials Handler	1.0	1.0	1.0	0.0	
	P07	Procurement Manager	3.0	3.0	3.0	0.0	
	P09	Procurement Contracts Spec	10.0	10.0	10.0	0.0	
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
<b>118</b>			<b>Total</b>	31.0	31.0	32.0	1.0
120	County Counsel						



## 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 2012 Positions		FY 2013	Amount Change from FY 2012
					Approved	Adjusted	Recommended	Approved
	1110	Counsel Indigent Defense Fund 0001						
			D66	Legal Secretary II	1.0	1.0	1.0	0.0
			D96	Accountant Assistant	1.0	1.0	1.0	0.0
			G51	Information Sys Tech I	0.5	0.5	0.5	0.0
			U27	Attorney IV-County Counsel	2.5	2.5	2.5	0.0
			U39	Asst County Counsel-U	1.0	1.0	0.0	-1.0
			V73	Sr Paralegal	1.0	1.0	1.0	0.0
	1120	County Counsel Admin Fund 0001						
			A62	County Counsel-U	1.0	1.0	1.0	0.0
			A79	Assistant County Counsel	3.0	3.0	3.0	0.0
			B1P	Mgmt Analyst	2.0	2.0	2.0	0.0
			B2K	Admin Serv Mgr III-2D	1.0	1.0	1.0	0.0
			B2P	Admin Support Officer II	1.0	1.0	1.0	0.0
			B96	Dept Fiscal Officer	1.0	1.0	1.0	0.0
			D09	Office Specialist III	1.0	1.0	1.0	0.0
			D49	Office Specialist II	1.0	1.0	1.0	0.0
			D66	Legal Secretary II	7.0	7.0	7.0	0.0
			D7D	Legal Secretary II-ACE-W/O/Sh	5.0	5.0	5.0	0.0
			D96	Accountant Assistant	2.0	2.0	2.0	0.0
			G12	Information Systems Manager II	1.0	1.0	1.0	0.0
			G28	Information Systems Analyst II	1.0	1.0	1.0	0.0
			Q79	Attorney II-County Counsel-U	1.0	1.0	0.0	-1.0
			U27	Attorney IV-County Counsel	31.5	31.5	31.5	0.0
			U28	Attorney III-County Counsel	3.0	3.0	3.0	0.0
			U31	Attorney II-County Counsel	0.0	0.0	1.0	1.0
			U32	Attorney I-County Counsel	0.0	1.0	1.0	1.0
			U39	Asst County Counsel-U	0.0	0.0	1.0	1.0
			V73	Sr Paralegal	7.0	7.0	7.0	0.0
			V74	Paralegal	1.0	2.0	2.0	1.0
			V82	Supervising Paralegal	1.0	1.0	1.0	0.0
			W03	Paralegal-U	0.0	1.0	1.0	1.0
			W51	Confidential Secretary-ACE-U	1.0	1.0	1.0	0.0
			W70	Sr Paralegal-U	0.0	0.0	0.0	0.0
	1121	Julian Street Office Fund 0001						
			D09	Office Specialist III	5.0	5.0	5.0	0.0
			D49	Office Specialist II	1.0	1.0	1.0	0.0
			D66	Legal Secretary II	5.5	5.5	5.5	0.0
			D70	Legal Secretary I	1.0	1.0	1.0	0.0
			D7D	Legal Secretary II-ACE-W/O/Sh	1.0	1.0	1.0	0.0
			U27	Attorney IV-County Counsel	19.0	19.0	19.0	0.0
			U28	Attorney III-County Counsel	1.0	1.0	1.0	0.0
			V73	Sr Paralegal	9.0	9.0	9.0	0.0
			V82	Supervising Paralegal	2.0	2.0	2.0	0.0
<b>120</b>				<b>Total</b>	124.0	127.0	127.0	3.0
140	Registrar Of Voters							





## 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 2012 Positions		FY 2013		2012	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
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		
	D09 Office Specialist III	1.0	1.0	2.0	1.0		
	D49 Office Specialist II	2.5	2.5	1.0	-1.5		
	D96 Accountant Assistant	1.0	1.0	1.0	0.0		
	G12 Information Systems Manager 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	7.0	7.0	7.0	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	2.0	2.0	2.0	0.0		
	G97 Election Specialist	1.0	1.0	1.0	0.0		
	X09 Sr Office Specialist	2.0	2.0	2.0	0.0		
<b>140</b>		<b>Total</b>	<b>42.5</b>	<b>42.5</b>	<b>42.0</b>	<b>-0.5</b>	
145	Information Services						
14501	Information Services Fund 0001						
	A1F Chief Information Officer	1.0	1.0	1.0	0.0		
	B1R Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0		
	G05 Asst Supv Program Analyst	1.0	1.0	4.0	3.0		
	G1P Business Info Tech Consultant	0.0	0.0	2.0	2.0		
	G31 Network Designer	1.0	1.0	1.0	0.0		
	G3A Sr Info Technology Proj Mgr	1.0	1.0	6.0	5.0		
	G44 County Networks Manager	1.0	1.0	1.0	0.0		
	G45 Senior Network Engineer	1.0	0.0	0.0	-1.0		
	G46 Network Engineer	4.0	4.0	4.0	0.0		
	G49 IT Planner/Architect	3.0	3.0	4.0	1.0		
	G4E Info Tech Security Engineer	0.0	1.0	1.0	1.0		
	G5E Software Engineer IV	0.0	0.0	1.0	1.0		
	G5F Software Engineer III	0.0	0.0	2.0	2.0		
	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	3.0	4.0	2.0		
	G8D County Info Tech Sec Ofc	1.0	1.0	1.0	0.0		
	K63 Geographic Info Sys 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 2012 Positions		FY 2013	2012	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	K79	GEOGRAPHIC INFO SYSTEM TECH II	1.0	1.0	1.0	0.0
	K7C	GIS Analyst Supervisor	1.0	1.0	1.0	0.0
	K7G	Geographic Info Sys Analyst	2.0	2.0	2.0	0.0
	X15	Exec Assistant II-ACE	1.0	1.0	1.0	0.0
14574	Information Services Fund 0074					
	A1Q	Financial Adm Serv Mgr	0.0	1.0	1.0	1.0
	B1R	Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0
	B27	Admin Services Mgr-Dp	1.0	0.0	0.0	-1.0
	B2M	Senior Database Administrator	5.0	5.0	5.0	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	2.0	2.0	2.0	0.0
	B3U	Database Administrator-U	2.5	2.5	2.5	0.0
	B4M	Sr Database Administrator-U	1.0	1.0	1.0	0.0
	B76	Sr Accountant	1.0	1.0	1.0	0.0
	B77	Accountant III	1.0	1.0	1.0	0.0
	B78	Accountant II	1.0	1.0	1.0	0.0
	D09	Office Specialist III	3.0	3.0	3.0	0.0
	D12	Data Processing Contrl Tech II	2.0	2.0	2.0	0.0
	D61	Sr Dp Equipment Operator	1.0	1.0	1.0	0.0
	D96	Accountant Assistant	1.0	1.0	1.0	0.0
	E20	Telecom Services Specialist	2.0	2.0	2.0	0.0
	E27	Telecommunications Ops Mgr	1.0	1.0	1.0	0.0
	F68	Enterprise ITPS Manager	1.0	1.0	1.0	0.0
	G02	Asst Tech Planning & Ctl Mgr	1.0	1.0	1.0	0.0
	G04	Systems & Programming Mgr	1.0	1.0	1.0	0.0
	G05	Asst Supv Program Analyst	2.0	2.0	2.0	0.0
	G07	Sr Programming Analyst	9.0	9.0	9.0	0.0
	G0A	Enterprise Content Manager	1.0	1.0	1.0	0.0
	G1A	Senior Call Center Coordinator	1.0	1.0	1.0	0.0
	G1P	Business Info Tech Consultant	0.0	0.0	0.0	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	10.0	10.0	10.0	0.0
	G38	Information Systems Tech III	1.0	1.0	1.0	0.0
	G3A	Sr Info Technology Proj Mgr	4.0	4.0	4.0	0.0
	G49	IT Planner/Architect	4.0	4.0	4.0	0.0
	G50	Information Sys Tech II	5.0	5.0	5.0	0.0
	G51	Information Sys Tech I	1.0	1.0	1.0	0.0
	G54	Project Support Svcs Mgr	1.0	1.0	1.0	0.0
	G5D	Info Technology Project Mgr	1.0	1.0	1.0	0.0
	G5E	Software Engineer IV	11.0	11.0	11.0	0.0
	G5F	Software Engineer III	21.0	21.0	21.0	0.0
	G5L	Software Engineer III-U	0.5	0.5	0.5	0.0
	G67	Local Area Network Specialist	6.0	6.0	6.0	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 2012 Positions		FY 2013	2012	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	G6T Systems Software Engineer II	5.0	5.0	5.0	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	
	K16 Telephone Services Engineer	1.0	1.0	1.0	0.0	
	K18 Sr Telephone Technician	1.0	1.0	1.0	0.0	
	K35 Local Area Network Analyst II	10.0	10.0	10.0	0.0	
	K7G Geographic Info Sys Analyst	0.0	0.0	0.0	0.0	
	K7H GIS Analyst-U	2.0	2.0	2.0	0.0	
	L35 Telecommunications Tech	7.0	7.0	7.0	0.0	
	Q70 Sr. Business It Consultant-U	3.0	3.0	3.0	0.0	
14577	Printing Operations Fund 0077					
	B2N Admin Support Officer III	1.0	1.0	1.0	0.0	
	D09 Office Specialist III	1.0	1.0	1.0	0.0	
	E87 Senior Account Clerk	1.0	1.0	1.0	0.0	
	F26 Print On Demand Operator	1.0	1.0	1.0	0.0	
	F78 Printing Supervisor	1.0	1.0	1.0	0.0	
	F80 Offset Press Operator II	2.0	2.0	2.0	0.0	
	F82 Production Graphics Tech	1.0	1.0	1.0	0.0	
	F85 Offset Press Operator III	1.0	1.0	1.0	0.0	
	F90 Bindery Worker II	2.0	2.0	2.0	0.0	
14502	Messenger Driver - Records Ret Fund 0001					
	E28 Messenger Driver	3.0	3.0	3.0	0.0	
	E30 Mail Room Supervisor	1.0	1.0	1.0	0.0	
	G81 Storekeeper	1.0	1.0	1.0	0.0	
<b>145</b>	<b>Total</b>	<b>191.0</b>	<b>192.0</b>	<b>207.0</b>	<b>16.0</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	
	B2J Admin Services Mgr II	0.0	0.0	0.0	0.0	
	B36 County Communications Asst Dir	1.0	1.0	1.0	0.0	
	B76 Sr Accountant	1.0	1.0	1.0	0.0	
	D09 Office Specialist III	1.0	1.0	1.0	0.0	
	G87 Chief Communications Disp	1.0	1.0	1.0	0.0	
	G91 Supv Communications Dispatcher	5.0	5.0	5.0	0.0	
	G92 Sr Communications Dispatcher	9.0	9.0	9.0	0.0	
	G93 Communications Dispatcher II	30.0	30.0	30.0	0.0	
	G94 Communications Dispatcher I	8.5	8.5	8.5	0.0	
	G9A Communications Dispatcher III	39.5	39.5	39.5	0.0	
	K7G Geographic Info Sys Analyst	0.0	0.0	0.0	0.0	
	X17 Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
19002	Communications Tech Svcs Div Fund 0001					
	B2P Admin Support Officer II	1.0	1.0	1.0	0.0	



## 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 2012 Positions		FY 2013	2012	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	D09 Office Specialist III	1.0	1.0	1.0	0.0	
	D97 Account Clerk II	1.0	1.0	1.0	0.0	
	G38 Information Systems Tech III	1.0	1.0	1.0	0.0	
	K02 Communications Engineering Mgr	1.0	1.0	1.0	0.0	
	K05 Communications Engineer	2.0	2.0	2.0	0.0	
	K20 Sr Communications Technician	1.0	1.0	1.0	0.0	
	L36 Associate Com Sys Tech	1.0	1.0	1.0	0.0	
	L37 Communications Systems Tech	4.0	4.0	4.0	0.0	
<b>190</b>	<b>Total</b>	<b>112.0</b>	<b>112.0</b>	<b>112.0</b>	<b>0.0</b>	
263	Facilities Department					
2309	FAC Utilities Fund 0001					
	B1W Mgmt Aide	0.0	0.0	1.0	1.0	
	D97 Account Clerk II	1.0	1.0	1.0	0.0	
	L47 Utility Program Analyst	1.0	1.0	1.0	0.0	
	L48 Utilities Engr/Prog Mrg	1.0	1.0	1.0	0.0	
26301	Facilities Admin Fund 0001					
	A53 Dir, Facilities and Fleet	1.0	1.0	1.0	0.0	
	B1P Mgmt Analyst	1.0	1.0	1.0	0.0	
	B1R Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0	
	B76 Sr Accountant	2.0	2.0	2.0	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	
	D94 Supv Account Clerk II	1.0	1.0	1.0	0.0	
	D96 Accountant Assistant	5.0	5.0	5.0	0.0	
	D97 Account Clerk II	3.0	3.0	3.0	0.0	
	G11 Information Systems Mgr III	1.0	1.0	1.0	0.0	
	G28 Information Systems Analyst II	1.0	1.0	1.0	0.0	
	L49 Climate Chg/Sustain Prog Mgr	1.0	1.0	1.0	0.0	
	M37 Dep Dir, Facilities & Fleet	1.0	1.0	1.0	0.0	
	X15 Exec Assistant II-ACE	1.0	1.0	1.0	0.0	
26302	Capital Programs Division					
	B2P Admin Support Officer II	1.0	1.0	1.0	0.0	
	C12 Dep Dir, Fac & Fleet-Cap Progs	1.0	1.0	1.0	0.0	
	L21 Chf of Construction Svcs	1.0	1.0	1.0	0.0	
	L22 Chief of Design Services	1.0	1.0	1.0	0.0	
	L67 Capital Projects Mgr III	7.0	7.0	7.0	0.0	
	L68 Capital Projects Mgr II	2.0	2.0	2.0	0.0	
	X17 Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
26303	Property Management Fund 0001					
	B1N Sr Mgmt Analyst	1.0	1.0	1.0	0.0	
	C73 Assoc Real Estate Agent	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					
	B1R Assoc Mgmt Analyst B	0.0	0.0	1.0	1.0	
	B2J Admin Services Mgr II	1.0	1.0	1.0	0.0	



## Finance and Government Operations (Continued)

Agency Name					Amount Change from FY 2012	
Budget Unit Number and Name					Approved	
Cost Center Number and Name					Approved	
Index Number and Name		FY 2012 Positions		FY 2013		
Job Class Code and Title		Approved	Adjusted	Recommended		
B5M	Maintenance Project Manager	2.0	2.0	2.0	0.0	
D51	Office Specialist I	0.0	0.0	0.0	0.0	
D97	Account Clerk II	4.0	4.0	4.0	0.0	
G29	Information Systems Analyst I	1.0	1.0	1.0	0.0	
G38	Information Systems Tech III	2.0	2.0	2.0	0.0	
G76	Sr Warehouse Materials Handler	1.0	1.0	1.0	0.0	
H08	Custodial & Grounds Supt	1.0	1.0	0.0	-1.0	
H12	Janitor Supervisor	2.0	2.0	2.0	0.0	
H17	Utility Worker	8.0	8.0	8.0	0.0	
H18	Janitor	36.0	36.0	37.0	1.0	
H28	Gardener	6.0	6.0	7.0	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	
M05	Bldg Ops Supv	3.0	3.0	3.0	0.0	
M10	Work Center Mgr	5.0	5.0	5.0	0.0	
M12	Elevator Technician II	1.0	1.0	1.0	0.0	
M35	Parking Patrol Coord	1.0	1.0	0.0	-1.0	
M39	Dep Dir, Fac & Fleet-Bldg Ops	1.0	1.0	1.0	0.0	
M45	Building Systems Monitor	2.0	2.0	2.0	0.0	
M47	General Maint Mechanic II	17.0	17.0	18.0	1.0	
M51	Carpenter	11.0	11.0	11.0	0.0	
M56	Genl Maint Mech III	6.0	6.0	6.0	0.0	
M59	Electrician	13.0	13.0	13.0	0.0	
M65	Elevator Mechanic	3.0	3.0	3.0	0.0	
M68	Painter	6.0	6.0	6.0	0.0	
M71	Roofer	4.0	4.0	4.0	0.0	
M75	Plumber	13.0	13.0	13.0	0.0	
M81	Refrigeration Mechanic	13.0	13.0	14.0	1.0	
M83	Locksmith	3.0	3.0	3.0	0.0	
X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
<b>263</b>		<b>Total</b>	216.0	216.0	220.0	4.0
135	Fleet Services					
2321	Fleet Operating Fund 0070					
B2R	Admin Support Officer I	1.0	1.0	1.0	0.0	
D49	Office Specialist II	1.0	0.0	0.0	-1.0	
D97	Account Clerk II	1.0	2.0	2.0	1.0	
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	15.0	15.0	15.0	0.0	
M18	Heavy Equipment Mech Helper	3.0	3.0	3.0	0.0	
M19	Automotive Mechanic	9.0	9.0	9.0	0.0	
M21	Fleet Maintenance Supervisor	3.0	3.0	3.0	0.0	
M24	Automotive Attendant	6.0	6.0	6.0	0.0	
M26	Automotive Parts Coord	4.0	4.0	4.0	0.0	



## Finance and Government Operations (Continued)

Agency Name						Amount	
Budget Unit Number and Name						Change	
Cost Center Number and Name						from FY	
Index Number and Name		FY 2012 Positions		FY 2013		2012	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	M28	Emergency Vehicle Equip Inst	2.0	2.0	2.0	0.0	
	M2M	Fleet Operations Manager	0.0	0.0	1.0	1.0	
	M2S	Fleet Logistics Supervisor	1.0	1.0	1.0	0.0	
	M33	Auto Body Repair Shop Fore	1.0	1.0	1.0	0.0	
<b>135</b>		<b>Total</b>	<b>50.0</b>	<b>50.0</b>	<b>51.0</b>	<b>1.0</b>	
610	County Library Headquarters						
	5556	Library Admin Fund 0025					
	A1Q	Financial Adm Serv Mgr	0.0	1.0	1.0	1.0	
	A38	County Librarian	1.0	1.0	1.0	0.0	
	B2K	Admin Serv Mgr III-2D	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	1.0	1.0	1.0	0.0	
	D5D	Human Resources Asst II	2.0	2.0	2.0	0.0	
	D97	Account Clerk II	2.5	2.5	2.5	0.0	
	E28	Messenger Driver	1.0	1.0	1.0	0.0	
	E40	Library Assistant II	2.5	2.5	2.5	0.0	
	E4J	Elect Resources Librarian II	0.5	0.5	0.5	0.0	
	E4K	Manager, Virtual Library	1.0	1.0	1.0	0.0	
	E54	Library Clerk II	0.5	0.5	0.5	0.0	
	G77	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	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	
	J41	Library Services Manager	2.0	2.0	2.0	0.0	
	J46	Graphic Designer I	0.5	0.5	0.5	0.0	
	J54	Deputy County Librarian	2.0	2.0	2.0	0.0	
	J63	Librarian II	2.0	2.0	2.0	0.0	
	X15	Exec Assistant II-ACE	1.0	1.0	1.0	0.0	
	5559	Cupertino Library Fund 0025					
	E16	Library Page	5.0	5.0	5.0	0.0	
	E39	Sr Library Clerk	2.0	2.0	2.0	0.0	
	E40	Library Assistant II	0.5	0.0	0.0	-0.5	
	E54	Library Clerk II	6.0	6.0	6.0	0.0	
	E55	Library Clerk I	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	11.0	11.0	11.0	0.0	
	5560	Campbell Library Fund 0025					
	E16	Library Page	1.5	2.0	2.0	0.5	
	E39	Sr Library Clerk	2.0	1.0	1.0	-1.0	
	E40	Library Assistant II	0.5	0.5	0.5	0.0	
	E54	Library Clerk II	3.0	3.0	3.0	0.0	
	H18	Janitor	1.0	1.0	1.0	0.0	



## Finance and Government Operations (Continued)

Agency Name						Amount Change from FY 2012
Budget Unit Number and Name						
Cost Center Number and Name		FY 2012 Positions		FY 2013	Approved	
Index Number and Name	Job Class Code and Title	Approved	Adjusted	Recommended		
	J55	Community Library Supervisor	1.0	1.0	1.0	0.0
	J59	Library Circulation Supv	1.0	1.0	1.0	0.0
	J62	Program Librarian	2.0	2.0	2.0	0.0
	J63	Librarian II	4.0	4.5	4.5	0.5
5562	Los Altos 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	7.5	7.5	7.5	0.0
	H18	Janitor	1.5	1.5	1.5	0.0
	J55	Community Library Supervisor	1.0	1.0	1.0	0.0
	J59	Library Circulation Supv	1.0	1.0	1.0	0.0
	J62	Program Librarian	2.0	2.0	2.0	0.0
	J63	Librarian II	7.0	7.0	7.0	0.0
	J64	Librarian I	1.0	1.0	1.0	0.0
5567	Saratoga Comm Library Fund 0025					
	E16	Library Page	2.0	2.0	2.0	0.0
	E39	Sr Library Clerk	2.0	2.0	2.0	0.0
	E40	Library Assistant II	1.0	1.0	1.0	0.0
	E54	Library Clerk II	3.0	3.0	3.0	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	4.0	4.0	4.0	0.0
5571	Milpitas Comm Library Fund 0025					
	E16	Library Page	3.0	3.0	3.0	0.0
	E39	Sr Library Clerk	2.5	2.0	2.0	-0.5
	E54	Library Clerk II	9.0	8.5	7.5	-1.5
	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	7.5	7.0	7.0	-0.5
	J64	Librarian I	0.5	0.0	0.0	-0.5
5576	Morgan Hill Library Fund 0025					
	E16	Library Page	1.5	2.0	2.0	0.5
	E39	Sr Library Clerk	2.0	1.0	1.0	-1.0
	E40	Library Assistant II	0.5	0.5	0.5	0.0
	E54	Library Clerk II	2.5	2.5	2.5	0.0
	H18	Janitor	1.0	1.0	1.0	0.0
	J55	Community Library Supervisor	1.0	1.0	1.0	0.0
	J59	Library Circulation Supv	1.0	1.0	1.0	0.0
	J62	Program Librarian	2.0	2.0	2.0	0.0
	J63	Librarian II	2.0	3.0	3.0	1.0
5577	Gilroy Library Fund 0025					



## 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 2012 Positions		FY 2013	2012	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	E16 Library Page	1.5	1.5	1.5	0.0	
	E39 Sr Library Clerk	1.0	1.0	1.0	0.0	
	E40 Library Assistant II	0.5	0.5	0.5	0.0	
	E54 Library Clerk II	3.5	3.5	3.5	0.0	
	H18 Janitor	1.0	1.0	1.0	0.0	
	J55 Community Library Supervisor	1.0	1.0	1.0	0.0	
	J59 Library Circulation Supv	1.0	1.0	1.0	0.0	
	J62 Program Librarian	2.0	2.0	2.0	0.0	
	J63 Librarian II	3.0	3.0	3.0	0.0	
5585	Technical Svcs Fund 0025					
	D09 Office Specialist III	3.0	3.0	3.0	0.0	
	E24 Library Technician	6.0	6.0	6.0	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	1.0	1.0	1.0	0.0	
	E55 Library Clerk I	1.0	1.0	1.0	0.0	
	G11 Information Systems Mgr III	1.0	1.0	1.0	0.0	
	G28 Information Systems Analyst II	3.0	3.0	3.0	0.0	
	G50 Information Sys Tech II	2.0	2.0	2.0	0.0	
	G51 Information Sys Tech I	1.0	1.0	1.0	0.0	
	J5A Circulation Systems Supervisor	1.0	1.0	1.0	0.0	
	J63 Librarian II	1.5	1.5	1.5	0.0	
5586	Literacy Program Fund 0025					
	J4A Literacy Program Specialist	2.5	2.5	2.5	0.0	
<b>610</b>	<b>Total</b>	<b>201.8</b>	<b>199.8</b>	<b>198.8</b>	<b>-3.0</b>	
<b>Legislative And Executive</b>		<b>Total</b>	<b>1,356.3</b>	<b>1,358.3</b>	<b>1,395.8</b>	<b>39.5</b>
<b>Employee Services Agency</b>						
130	Human Resources, LR, and EOED					
1128	Health & Hospital Systems - HR Fund 0001					
	A2W Human Resources Mgr-Scvhhs	1.0	1.0	1.0	0.0	
	B2Z Sr Mgmt Info Systems Analyst-U	1.0	1.0	1.0	0.0	
	C11 Equal Opportunity Officer	0.0	0.0	3.0	3.0	
	D09 Office Specialist III	0.0	0.0	1.0	1.0	
	D49 Office Specialist II	3.0	3.0	3.0	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	
	D6D Human Resources Asst I	1.0	1.0	1.0	0.0	
	H15 Sr Human Resources Analyst	2.0	2.0	2.0	0.0	
	H16 Human Resources Analyst	7.0	7.0	7.0	0.0	
	S80 Admin Nurse II	0.6	0.6	0.6	0.0	
	X19 Admin Assistant-ACE	1.0	1.0	1.0	0.0	
1145	Employee Benefit Services Fund 0001					
	A99 Employee Benefits Director	1.0	1.0	1.0	0.0	
	B1D Mgmt Analyst-ACE	1.0	1.0	1.0	0.0	
	B1E Sr Mgmt Analyst-ACE	1.0	1.0	1.0	0.0	





## 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 2012 Positions		FY 2013	2012	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	B1G	Mgmt Anal Prog Mgr II-ACE	1.0	1.0	1.0	0.0
	D5D	Human Resources Asst II	5.0	5.0	5.0	0.0
	D67	Supv Personnel Services Clerk	1.0	1.0	1.0	0.0
	D6D	Human Resources Asst I	1.0	1.0	4.0	3.0
	X12	Office Specialist III-ACE	2.0	2.0	2.0	0.0
1163	Employee Dev Fund 0001					
	B1C	Assoc Mgmt Analyst B-ACE	1.0	0.0	0.0	-1.0
	B23	Sr Training & Staff Developmnt	1.0	2.0	2.0	1.0
	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
	D5D	Human Resources Asst II	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	2.0	1.0
	C18	Labor Relations Rep	6.0	6.0	6.0	0.0
	C28	Labor Relations Rep Trainee	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
	B1C	Assoc Mgmt Analyst B-ACE	1.0	1.0	1.0	0.0
	D5D	Human Resources Asst II	5.0	5.0	5.0	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	1.0	1.0	1.0	0.0
	H16	Human Resources Analyst	8.0	8.0	8.0	0.0
	S15	Employee Services Coord	0.8	0.8	0.8	0.0
	X13	Office Specialist II-ACE	1.0	1.0	1.0	0.0
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0
1141	Agency Admin, Fiscal & Sys Fund 0001					
	A10	Deputy County Executive	1.0	1.0	1.0	0.0
	A1Q	Financial Adm Serv Mgr	1.0	1.0	1.0	0.0
	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	2.0	2.0	2.0	0.0
	D9C	Accountant Assistant-ACE	1.0	1.0	1.0	0.0
	H15	Sr Human Resources Analyst	1.0	1.0	1.0	0.0
	Q2E	Information Sys Analyst II-ACE	1.0	1.0	0.0	-1.0
1142	Bay Area Employee Relations Serv Fund 0001					
	A48	Dir Bay Area Empl Rel Svcs	0.8	0.8	0.8	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



## 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 2012 Positions		FY 2013		2012	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
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		
<b>130</b>		<b>Total</b>	106.1	106.1	113.1	7.0	
132	Risk Management Department						
1149	Risk Mgt Admin Fund 0001						
	A1N Director Risk Management	1.0	1.0	1.0	0.0		
	B1N Sr Mgmt Analyst	1.0	1.0	1.0	0.0		
	X17 Exec Assistant I-ACE	1.0	1.0	1.0	0.0		
1147	Workers Comp Fund 0078						
	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	13.0	13.0	13.0	0.0		
	V94 Workers Comp Claims Adj 1	1.0	1.0	1.0	0.0		
	V95 Claims Technician-ACE	7.0	7.0	7.0	0.0		
	X12 Office Specialist III-ACE	4.0	4.0	4.0	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		
	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						
	V46 Envir Hlth & Safty Comp Spec	2.0	2.0	2.0	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		
	X4A Principle Sfty & En Compl Spec	2.0	2.0	2.0	0.0		
	X88 Occ Sfty And Env Comp Mgr	1.0	1.0	1.0	0.0		
<b>132</b>		<b>Total</b>	50.0	50.0	50.0	0.0	
	<b>Employee Services Agency</b>	<b>Total</b>	156.1	156.1	163.1	7.0	
<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		
	A1G Dir, Info Sys, Tax Collection	0.0	0.0	0.0	0.0		
	B1M Bond And Investment Analyst	1.0	1.0	1.0	0.0		
	B1N Sr Mgmt Analyst	1.0	1.0	1.0	0.0		
	B1P Mgmt Analyst	3.0	3.0	3.0	0.0		
	B1R Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0		



## Finance and Government Operations (Continued)

Agency Name						Amount Change from FY 2012	
Budget Unit Number and Name						Approved	
Cost Center Number and Name						Approved	
Index Number and Name		FY 2012 Positions		FY 2013			
Job Class Code and Title		Approved	Adjusted	Recommended			
	B21	Supv Internal Auditor	1.0	1.0	1.0	0.0	
	B2P	Admin Support Officer II	1.0	1.0	1.0	0.0	
	B31	Sr Internal Auditor	2.0	2.0	2.0	0.0	
	B4B	Internal Audit Manager	1.0	1.0	1.0	0.0	
	B55	Controller-Treasurer Div Mgr	2.0	2.0	2.0	0.0	
	B6A	Fixed Income Portfolio Manager	1.0	1.0	1.0	0.0	
	B74	Fiscal Services Mgr	1.0	1.0	1.0	0.0	
	B76	Sr Accountant	8.0	8.0	8.0	0.0	
	B77	Accountant III	14.0	14.0	14.0	0.0	
	B7J	Payroll Manager	1.0	1.0	1.0	0.0	
	B7U	General Accounting Mgr	1.0	1.0	1.0	0.0	
	B80	Accountant Auditor Appraiser	5.0	5.0	5.0	0.0	
	B84	Investment Officer	1.0	1.0	1.0	0.0	
	B8D	Debt Management Officer	1.0	1.0	1.0	0.0	
	B8E	Property Tax Manager	1.0	1.0	1.0	0.0	
	C86	Payroll Services Clerk	6.0	6.0	6.0	0.0	
	C90	Supv Tax Collection Clerk	0.0	0.0	0.0	0.0	
	D09	Office Specialist III	1.0	1.0	1.0	0.0	
	D95	Supv Account Clerk I	1.0	1.0	1.0	0.0	
	D96	Accountant Assistant	2.0	2.0	2.0	0.0	
	D97	Account Clerk II	0.0	0.0	0.0	0.0	
	G12	Information Systems Manager II	1.0	1.0	1.0	0.0	
	G14	Information Systems Manager I	2.0	1.0	1.0	-1.0	
	G29	Information Systems Analyst I	0.0	0.0	0.0	0.0	
	K17	Securities Analyst	1.0	1.0	1.0	0.0	
	T39	Treasury Coordinator	1.0	1.0	1.0	0.0	
	X15	Exec Assistant II-ACE	1.0	1.0	1.0	0.0	
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
2116	Accounting System & Procurement Proj Fund 0001						
	B1J	Mgmt Anal Prog Mgr II	1.0	1.0	1.0	0.0	
	B1N	Sr Mgmt Analyst	2.0	1.0	1.0	-1.0	
	B76	Sr Accountant	2.0	3.0	3.0	1.0	
	G11	Information Systems Mgr III	1.0	1.0	1.0	0.0	
	G12	Information Systems Manager II	1.0	2.0	2.0	1.0	
	G14	Information Systems Manager I	1.0	1.0	1.0	0.0	
<b>110</b>			<b>Total</b>	74.0	74.0	74.0	0.0
112	Tax Collector						
	2212	Tax Collector Fund 0001					
	A1G	Dir, Info Sys, Tax Collection	1.0	1.0	0.0	-1.0	
	A23	Tax Collector	1.0	1.0	1.0	0.0	
	B1P	Mgmt Analyst	0.0	0.0	0.0	0.0	
	B2R	Admin Support Officer I	1.0	1.0	1.0	0.0	
	B3N	Program Mgr II	0.0	0.0	0.0	0.0	
	B76	Sr Accountant	1.0	1.0	1.0	0.0	
	B77	Accountant III	1.0	1.0	1.0	0.0	



## 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 2012 Positions		FY 2013	2012	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	B80 Accountant Auditor Appraiser	1.0	1.0	1.0	0.0	
	C77 Tax Roll Mgr	1.0	1.0	1.0	0.0	
	C89 Tax Collection Manager	1.0	1.0	1.0	0.0	
	C90 Supv Tax Collection Clerk	1.0	1.0	2.0	1.0	
	D09 Office Specialist III	9.0	9.0	9.0	0.0	
	D81 Cashier	2.0	2.0	2.0	0.0	
	D94 Supv Account Clerk II	3.0	3.0	3.0	0.0	
	D95 Supv Account Clerk I	0.0	0.0	1.0	1.0	
	D96 Accountant Assistant	2.0	2.0	5.0	3.0	
	D97 Account Clerk II	8.0	8.0	14.0	6.0	
	E87 Senior Account Clerk	5.0	5.0	5.0	0.0	
	G11 Information Systems Mgr III	0.0	1.0	1.0	1.0	
	G12 Information Systems Manager II	1.0	1.0	1.0	0.0	
	G14 Information Systems Manager I	2.0	2.0	2.0	0.0	
	G29 Information Systems Analyst I	0.0	0.0	1.0	1.0	
	Q10 Account Clerk II-U	6.0	6.0	6.0	0.0	
	V34 Senior Revenue Collections Ofc	5.0	5.0	5.0	0.0	
	V35 Revenue Collections Officer	3.0	3.0	3.0	0.0	
	X17 Exec Assistant I-ACE	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	
	G11 Information Systems Mgr III	1.0	1.0	1.0	0.0	
	G12 Information Systems Manager II	1.0	0.0	0.0	-1.0	
<b>112</b>	<b>Total</b>	<b>59.0</b>	<b>59.0</b>	<b>70.0</b>	<b>11.0</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	
	B1P Mgmt Analyst	1.0	1.0	1.0	0.0	
	B2P Admin Support Officer II	1.0	1.0	1.0	0.0	
	B77 Accountant III	1.0	1.0	1.0	0.0	
	C43 Vital Records Supervisor II	1.0	1.0	1.0	0.0	
	C4A Vital Records Supervisor I	1.0	1.0	1.0	0.0	
	D58 Recordable Documents Indexer	5.0	5.0	5.0	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	
	F04 Recording Div Supervisor II	1.0	1.0	1.0	0.0	
	F10 Recording Div Supervisor I	1.0	1.0	1.0	0.0	
	F30 Supv Recordable Document Tech	1.0	1.0	1.0	0.0	
	F34 Recordable Document Tech	4.0	4.0	4.0	0.0	
	F55 Clerk-Recorder Office Spec III	12.0	12.0	12.0	0.0	
	F56 Clerk-Recorder Office Spec II	14.0	14.0	14.0	0.0	



## 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 2012 Positions		FY 2013		2012
Job Class Code and Title				Approved	Adjusted	Recommended	Approved	
	X17	Exec Assistant I-ACE		1.0	1.0	1.0	0.0	
5656	County Clerk Fund 0001							
	F14	Legal Clerk		1.0	1.0	1.0	0.0	
	F1G	Clerk-Recorder Supervisor		1.0	1.0	1.0	0.0	
	F55	Clerk-Recorder Office Spec III		5.0	5.0	5.0	0.0	
	F56	Clerk-Recorder Office Spec II		3.0	3.0	3.0	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	
	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	
5659	County Recorder Fund 0027							
	D58	Recordable Documents Indexer		1.0	1.0	1.0	0.0	
	F34	Recordable Document Tech		1.0	1.0	1.0	0.0	
<b>114</b>			<b>Total</b>	<b>66.0</b>	<b>66.0</b>	<b>66.0</b>	<b>0.0</b>	
148	Department Of Revenue							
2148	Revenue Fund 0001							
	A34	Director Revenue Collections		1.0	1.0	1.0	0.0	
	B1R	Assoc Mgmt Analyst B		0.0	0.0	0.0	0.0	
	B2P	Admin Support Officer II		1.0	1.0	1.0	0.0	
	B3N	Program Mgr II		0.0	0.0	1.0	1.0	
	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	
	C93	Collection Services Manager		0.0	0.0	0.0	0.0	
	D09	Office Specialist III		6.0	7.0	7.0	1.0	
	D49	Office Specialist II		1.0	2.0	2.0	1.0	
	D62	Revenue Collections Clerk		4.0	4.0	4.0	0.0	
	D81	Cashier		5.0	5.0	5.0	0.0	
	D94	Supv Account Clerk II		2.0	2.0	2.0	0.0	
	D97	Account Clerk II		7.0	7.0	7.0	0.0	
	D98	Account Clerk I		4.0	4.0	4.0	0.0	
	E87	Senior Account Clerk		1.0	1.0	1.0	0.0	
	G11	Information Systems Mgr III		0.0	0.0	0.0	0.0	
	G12	Information Systems Manager II		1.0	1.0	1.0	0.0	
	G14	Information Systems Manager I		1.0	1.0	1.0	0.0	
	G28	Information Systems Analyst II		0.0	0.0	0.0	0.0	
	G29	Information Systems Analyst I		0.0	0.0	0.0	0.0	
	G38	Information Systems Tech III		1.0	1.0	1.0	0.0	
	G50	Information Sys Tech II		1.0	1.0	1.0	0.0	
	G51	Information Sys Tech I		0.0	0.0	0.0	0.0	
	V31	Office Specialist III-U		1.0	0.0	0.0	-1.0	
	V32	Supv Revenue Collections Ofc		3.0	4.0	4.0	1.0	
	V33	Office Specialist II-U		2.0	1.0	1.0	-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 2012 Positions		FY 2013	2012	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
V34	Senior Revenue Collections Ofc	4.0	4.0	4.0	0.0	
V35	Revenue Collections Officer	32.0	35.0	35.0	3.0	
V3C	Revenue Collections Officer-U	7.0	4.0	4.0	-3.0	
V3D	Sr Revenue Collections Ofc-U	1.0	1.0	1.0	0.0	
X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
X56	Supv Revenue Collections Ofc-U	1.0	0.0	0.0	-1.0	
<b>148</b>	<b>Total</b>	92.0	92.0	93.0	1.0	
<b>Finance</b>	<b>Total</b>	291.0	291.0	303.0	12.0	
<b>Finance and Government Operations</b>	<b>Total</b>	1,803.3	1,805.3	1,861.8	58.5	



## Public Safety and Justice

Agency Name								Amount
Budget Unit Number and Name								Change
Cost Center Number and Name								from FY
Index Number and Name				FY 2012 Positions		FY 2013		2012
Job Class Code and Title				Approved	Adjusted	Recommended	Approved	
<b>Law And Justice Agency</b>								
202	District Attorney Department							
3820	Laboratory Of Criminalistics 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		
	F02	Property/Evidence Technician	3.0	3.0	3.0	0.0		
	G14	Information Systems Manager I	1.0	1.0	1.0	0.0		
	G82	Stock Clerk	1.0	1.0	1.0	0.0		
	J39	Photographer	1.0	1.0	1.0	0.0		
	U70	Criminalist I-U	0.0	0.0	0.0	0.0		
	V39	Supv Criminalist	6.0	6.0	6.0	0.0		
	V63	Dir of The Crime Laboratory	1.0	1.0	1.0	0.0		
	V66	Asst Crime Laboratory Dir	1.0	1.0	1.0	0.0		
	V67	Criminalist III	42.0	42.0	42.0	0.0		
	V68	Criminalist II	1.0	1.0	1.0	0.0		
	V77	Criminal Investigator I	0.0	0.0	0.0	0.0		
3832	Administrative Svcs Fund 0001							
	A59	District Attorney-U	1.0	1.0	1.0	0.0		
	A60	Asst District Attorney	5.0	5.0	5.0	0.0		
	A61	Chief Asst District Attorney-U	1.0	0.0	0.0	-1.0		
	B1C	Assoc Mgmt Analyst B-ACE	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		
	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		
	B3P	Program Mgr I	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		
	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	14.0	14.0	7.0		
	D11	Transcriptionist	5.0	5.0	5.0	0.0		
	D49	Office Specialist II	5.0	5.0	5.0	0.0		
	D51	Office Specialist I	2.0	2.0	2.0	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	15.0	15.0	15.0	0.0		
	D70	Legal Secretary I	4.0	4.0	4.0	0.0		
	D7D	Legal Secretary II-ACE-W/O/Sh	4.0	4.0	4.0	0.0		
	D96	Accountant Assistant	1.0	1.0	1.0	0.0		
	D97	Account Clerk II	3.0	3.0	3.0	0.0		
	F02	Property/Evidence Technician	1.0	1.0	1.0	0.0		



## Public Safety and Justice (Continued)

Agency Name					Amount Change from FY 2012		
Budget Unit Number and Name					Approved		
Cost Center Number and Name					Approved		
Index Number and Name		FY 2012 Positions		FY 2013			
Job Class Code and Title		Approved	Adjusted	Recommended			
	F07	Legal Process Officer	5.0	5.0	5.0	0.0	
	F14	Legal Clerk	31.0	32.0	32.0	1.0	
	F16	Legal Clerk Trainee	1.0	9.0	9.0	8.0	
	F37	Justice Systems Clerk II	5.0	5.0	5.0	0.0	
	F38	Justice Systems Clerk - I	27.0	21.0	21.0	-6.0	
	G12	Information Systems Manager II	1.0	1.0	1.0	0.0	
	G38	Information Systems Tech III	0.0	0.0	0.0	0.0	
	G81	Storekeeper	2.0	2.0	2.0	0.0	
	H17	Utility Worker	1.0	1.0	1.0	0.0	
	J44	Investigative Graphic/Media Sp	1.0	1.0	1.0	0.0	
	M20	Facilities Maintenance Rep	1.0	1.0	1.0	0.0	
	M3A	Records Retention Driver	2.0	2.0	2.0	0.0	
	Q96	Community Worker-U	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	
	W51	Confidential Secretary-ACE-U	1.0	1.0	1.0	0.0	
	X09	Sr Office Specialist	1.0	1.0	1.0	0.0	
	Z60	Assistant District Attorney-U	0.0	1.0	1.0	1.0	
3833	Paralegal Services Fund 0001						
	V73	Sr Paralegal	26.5	27.5	27.5	1.0	
	V74	Paralegal	0.0	1.0	1.0	1.0	
	V82	Supervising Paralegal	1.0	1.0	1.0	0.0	
	W70	Sr Paralegal-U	1.0	0.0	0.0	-1.0	
3834	Legal Spt Svcs Fund 0001						
	V71	Chief Investigator Dist Atty	1.0	1.0	1.0	0.0	
	V75	Criminal Investigator III	6.0	6.0	6.0	0.0	
	V76	Criminal Investigator II	60.0	61.0	61.0	1.0	
	V77	Criminal Investigator I	0.0	2.0	3.0	3.0	
	V7A	Asst Chief Investigator, DA	1.0	1.0	1.0	0.0	
3836	Attorneys Fund 0001						
	U20	Attorney IV-District Attorney	140.0	141.0	141.0	1.0	
	U21	Attorney III-District Attorney	13.0	13.0	13.0	0.0	
	U24	Attorney II-District Attorney	9.0	9.0	9.0	0.0	
	U25	Attorney I-District Attorney	2.0	9.0	9.0	7.0	
	W32	Attorney IV-District Atty-U	1.0	1.0	1.0	0.0	
<b>202</b>			<b>Total</b>	<b>475.5</b>	<b>497.5</b>	<b>498.5</b>	<b>23.0</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	
	B1N	Sr Mgmt Analyst	0.0	1.0	1.0	1.0	
	B1P	Mgmt Analyst	1.0	0.0	0.0	-1.0	
	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	
	B78	Accountant II	0.0	1.0	1.0	1.0	





## Public Safety and Justice (Continued)

Agency Name					Amount Change from FY 2012	
Budget Unit Number and Name					Approved	
Cost Center Number and Name		FY 2012 Positions			FY 2013	
Index Number and Name		Approved	Adjusted	Recommended	Approved	
Job Class Code and Title						
D05	Supv Legal Clerk	0.0	1.0	1.0	1.0	
D09	Office Specialist III	4.0	5.0	5.0	1.0	
D49	Office Specialist II	3.0	4.0	4.0	1.0	
D51	Office Specialist I	5.0	4.0	4.0	-1.0	
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	
E28	Messenger Driver	1.0	1.0	1.0	0.0	
F07	Legal Process Officer	0.0	0.0	0.0	0.0	
F14	Legal Clerk	16.0	16.0	16.0	0.0	
F16	Legal Clerk Trainee	1.0	5.0	5.0	4.0	
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	69.0	69.0	69.0	0.0	
U16	Attorney III-Public Defender	8.0	8.0	8.0	0.0	
U17	Attorney II-Public Defender	10.0	10.0	10.0	0.0	
U18	Attorney I-Public Defender	2.0	9.0	9.0	7.0	
V73	Sr Paralegal	23.0	23.0	23.0	0.0	
V74	Paralegal	0.0	4.0	4.0	4.0	
V78	Public Defender Invest II	22.0	22.0	22.0	0.0	
V79	Public Defender Invest I	0.0	1.0	1.0	1.0	
V81	Chief Public Defender Invest	1.0	1.0	1.0	0.0	
V82	Supervising Paralegal	1.0	1.0	1.0	0.0	
V96	Supv Public Defender Invest	0.0	0.0	1.0	1.0	
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	
C76	Office Mgmt Coord	0.0	0.0	1.0	1.0	
D51	Office Specialist I	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	
F16	Legal Clerk Trainee	0.0	0.0	0.0	0.0	
U15	Attorney IV- Public Defender	18.0	18.0	18.0	0.0	
U16	Attorney III-Public Defender	1.0	1.0	1.0	0.0	
U18	Attorney I-Public Defender	0.0	0.0	0.0	0.0	
V73	Sr Paralegal	3.0	3.0	3.0	0.0	
V78	Public Defender Invest II	4.5	4.5	4.0	-0.5	
V79	Public Defender Invest I	0.0	0.0	0.0	0.0	
V96	Supv Public Defender Invest	0.0	0.0	1.0	1.0	
3502	AB109 Realignment					
F14	Legal Clerk	0.0	1.0	1.0	1.0	
U15	Attorney IV- Public Defender	0.0	1.0	1.0	1.0	
<b>204</b>	<b>Total</b>	<b>216.5</b>	<b>237.5</b>	<b>240.0</b>	<b>23.5</b>	



## Public Safety and Justice (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Index Number and Name		Job Class Code and Title		FY 2012 Positions		FY 2013	Amount	
										Approved	Adjusted	Recommended	Change	
										Approved	Adjusted	Recommended	from FY	
										Approved	Adjusted	Recommended	2012	
										Approved	Adjusted	Recommended	Approved	
210	Office Of Pretrial Services													
	3590	Office Of Pretrial Svcs Fund 0001												
		B2N	Admin Support Officer III				1.0	1.0	1.0	0.0				
		B69	Dir of Pre-Trial Release				1.0	1.0	1.0	0.0				
		D09	Office Specialist III				1.0	1.0	1.0	0.0				
		E89	Pretrial Services Tech				2.0	2.0	1.5	-0.5				
		F37	Justice Systems Clerk II				6.0	6.0	5.0	-1.0				
		G12	Information Systems Manager II				1.0	1.0	1.0	0.0				
		V41	Pretrial Services Officer II				16.0	16.0	17.0	1.0				
		V51	Supv Pretrial Services				3.0	3.0	3.0	0.0				
		V53	Pretrial Services Officer III				5.0	5.0	5.0	0.0				
		X17	Exec Assistant I-ACE				1.0	1.0	1.0	0.0				
<b>210</b>							<b>Total</b>	37.0	37.0	36.5	-0.5			
230	Sheriff's Department													
	23001	Administration Fund 0001												
		A1S	Dir of Sheriff Admin Sv				1.0	1.0	1.0	0.0				
		A2X	Chief of Correction-U				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				
		B1N	Sr Mgmt Analyst				1.0	1.0	1.0	0.0				
		C29	Exec Assistant I				1.0	1.0	1.0	0.0				
		D49	Office Specialist II				1.0	1.0	1.0	0.0				
		P67	Rehabilitation Counselor				0.0	0.0	0.0	0.0				
		U55	Captain				3.0	3.0	3.0	0.0				
		U58	Sheriff's Lieutenant				3.0	3.0	3.0	0.0				
		U61	Sheriff's Sergeant				2.0	2.0	2.0	0.0				
		W51	Confidential Secretary-ACE-U				1.0	1.0	1.0	0.0				
		X17	Exec Assistant I-ACE				2.0	2.0	2.0	0.0				
		X91	Rehabilitation Officer II				0.0	0.0	0.0	0.0				
		X92	Rehabilitation Officer I				0.0	0.0	0.0	0.0				
	23002	Administrative Svcs Fund 0001												
		A63	Dir Info Sys -Sheriff's Office				1.0	1.0	1.0	0.0				
		B1R	Assoc Mgmt Analyst B				1.0	1.0	1.0	0.0				
		B23	Sr Training & Staff Developmnt				2.0	2.0	2.0	0.0				
		B2S	Data Base Admin Mgr				1.0	1.0	1.0	0.0				
		B3M	Program Mgr II-ACE				1.0	1.0	1.0	0.0				
		B63	Law Enforcement Records Mgr				1.0	1.0	1.0	0.0				
		B76	Sr Accountant				1.0	1.0	1.0	0.0				
		B77	Accountant III				1.0	1.0	1.0	0.0				
		B96	Dept Fiscal Officer				1.0	1.0	1.0	0.0				
		D41	Law Enforcement Records Supv				4.0	4.0	4.0	0.0				
		D42	Law Enforcement Records Tech				31.0	31.0	31.0	0.0				
		D43	Law Enforcement Clerk				10.0	10.0	10.0	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				



## 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 2012 Positions		FY 2013	2012	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	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	8.0	8.0	0.0
	D98	Account Clerk I	1.0	1.0	1.0	0.0
	G12	Information Systems Manager II	2.0	2.0	2.0	0.0
	G14	Information Systems Manager I	4.0	4.0	4.0	0.0
	G28	Information Systems Analyst II	3.0	3.0	3.0	0.0
	G33	Data Entry Operator	1.0	1.0	1.0	0.0
	G73	Sheriff Technician	2.0	2.0	2.0	0.0
	T10	Rangemaster II	1.0	1.0	1.0	0.0
	T11	Rangemaster I	1.0	1.0	1.0	0.0
	U55	Captain	1.0	1.0	1.0	0.0
	U58	Sheriff's Lieutenant	2.0	2.0	2.0	0.0
	U61	Sheriff's Sergeant	6.0	6.0	6.0	0.0
	U64	Deputy Sheriff	67.0	67.0	67.0	0.0
	U66	Deputy Sheriff Cadet-U	35.0	35.0	35.0	0.0
	U6D	Sheriff's Sergeant	1.0	1.0	1.0	0.0
	U92	Sheriff Training Specialist	1.0	1.0	1.0	0.0
	V43	Latent Fingerprint Exam II	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					
	B1P	Mgmt Analyst	1.0	2.0	2.0	1.0
	B1T	Assoc Mgmt Analyst A	1.0	0.0	0.0	-1.0
	C29	Exec Assistant I	3.0	3.0	3.0	0.0
	C60	Admin Assistant	1.0	1.0	1.0	0.0
	D42	Law Enforcement Records Tech	5.0	5.0	5.0	0.0
	D43	Law Enforcement Clerk	4.0	4.0	4.0	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	5.0	5.0	5.0	0.0
	U61	Sheriff's Sergeant	25.0	25.0	25.0	0.0
	U64	Deputy Sheriff	193.0	194.0	194.0	1.0
	U6D	Sheriff's Sergeant	11.0	11.0	11.0	0.0
23004	Services Bureau Fund 0001					
	B63	Law Enforcement Records Mgr	0.0	0.0	0.0	0.0
	C29	Exec Assistant I	1.0	1.0	1.0	0.0
	D05	Supv Legal Clerk	1.0	1.0	1.0	0.0
	D41	Law Enforcement Records Supv	0.0	0.0	0.0	0.0
	D42	Law Enforcement Records Tech	1.0	1.0	1.0	0.0
	D43	Law Enforcement Clerk	0.0	0.0	0.0	0.0
	D49	Office Specialist II	3.0	3.0	3.0	0.0



## Public Safety and Justice (Continued)

Agency Name					Amount Change from FY 2012	
Budget Unit Number and Name					Approved	
Cost Center Number and Name					Approved	
Index Number and Name		FY 2012 Positions		FY 2013		
Job Class Code and Title		Approved	Adjusted	Recommended		
	D63 Law Enforcement Records Spec	0.0	0.0	0.0	0.0	
	F07 Legal Process Officer	2.0	2.0	2.0	0.0	
	F14 Legal Clerk	3.0	3.0	3.0	0.0	
	G33 Data Entry Operator	0.0	0.0	0.0	0.0	
	G73 Sheriff Technician	26.0	26.0	26.0	0.0	
	T84 Sheriff's Correctional Dep	38.0	39.0	39.0	1.0	
	U55 Captain	2.0	2.0	2.0	0.0	
	U58 Sheriff's Lieutenant	4.0	4.0	4.0	0.0	
	U61 Sheriff's Sergeant	38.0	38.0	38.0	0.0	
	U64 Deputy Sheriff	191.0	191.0	191.0	0.0	
	V43 Latent Fingerprint Exam II	0.0	0.0	0.0	0.0	
	V90 Fingerprint Identification Dir	0.0	0.0	0.0	0.0	
23005	Internal Affairs Fund 0001					
	B1P Mgmt Analyst	1.0	1.0	1.0	0.0	
	U58 Sheriff's Lieutenant	1.0	1.0	1.0	0.0	
	U61 Sheriff's Sergeant	3.0	3.0	3.0	0.0	
	U64 Deputy Sheriff	1.0	1.0	1.0	0.0	
<b>230</b>	<b>Total</b>	<b>804.0</b>	<b>806.0</b>	<b>806.0</b>	<b>2.0</b>	
235	Sheriff's Doc Contract					
3133	Inmate Screening Unit Fund 0001					
	T74 Sheriff's Correctional Sergean	1.0	1.0	1.0	0.0	
23503	Main Jail Complex Fund 0001					
	T74 Sheriff's Correctional Sergean	6.0	6.0	6.0	0.0	
	T84 Sheriff's Correctional Dep	59.0	60.0	75.0	16.0	
	U57 Corr Sergeant	3.0	3.0	3.0	0.0	
	U84 Sheriff Corr Officer	261.0	261.0	261.0	0.0	
3136	Elmwood Men's Facility Fund 0001					
	T74 Sheriff's Correctional Sergean	6.0	6.0	6.0	0.0	
	T84 Sheriff's Correctional Dep	66.0	74.0	92.0	26.0	
	U57 Corr Sergeant	8.0	8.0	8.0	0.0	
	U84 Sheriff Corr Officer	237.0	237.0	237.0	0.0	
3135	Classification Fund 0001					
	T74 Sheriff's Correctional Sergean	3.0	3.0	3.0	0.0	
	T84 Sheriff's Correctional Dep	7.0	8.0	9.0	2.0	
	U84 Sheriff Corr Officer	13.0	13.0	13.0	0.0	
3142	Custodial Alternative Supervision Fund 0001					
	T74 Sheriff's Correctional Sergean	0.0	1.0	1.0	1.0	
	T84 Sheriff's Correctional Dep	0.0	5.0	5.0	5.0	
3146	Inmate Progs-Psp Fund 0001					
	T74 Sheriff's Correctional Sergean	1.0	1.0	1.0	0.0	
	T84 Sheriff's Correctional Dep	5.0	6.0	8.0	3.0	
	U57 Corr Sergeant	1.0	1.0	1.0	0.0	
	U84 Sheriff Corr Officer	4.0	4.0	4.0	0.0	
23509	Central Services Fund 0001					
	T84 Sheriff's Correctional Dep	0.0	0.0	3.0	3.0	



## Public Safety and Justice (Continued)

Agency Name							Amount Change from FY 2012 Approved
Budget Unit Number and Name							
Cost Center Number and Name							
Index Number and Name	Job Class Code and Title	FY 2012 Positions		FY 2013			
		Approved	Adjusted	Recommended	Approved		
3112	Internal Affairs Fund 0001						
	T74	Sheriff's Correctional Sergean	3.0	3.0	3.0	0.0	
<b>235</b>		<b>Total</b>	<b>684.0</b>	<b>701.0</b>	<b>740.0</b>	<b>56.0</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	2.0	2.0	1.0	
	C29	Exec Assistant I	1.0	1.0	1.0	0.0	
	T54	Sheriff's Correctional Capt	1.0	1.0	1.0	0.0	
	W51	Confidential Secretary-ACE-U	1.0	1.0	1.0	0.0	
3406	Academy Fund 0001						
	U63	Corr Officer Cadet	50.0	50.0	50.0	0.0	
24002	Administrative Services Bureau Fund 0001						
	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	
	B80	Accountant Auditor Appraiser	1.0	1.0	1.0	0.0	
	B96	Dept Fiscal Officer	1.0	1.0	1.0	0.0	
	C60	Admin Assistant	2.0	2.0	2.0	0.0	
	D12	Data Processing Contrl Tech II	0.0	0.0	1.0	1.0	
	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	6.0	6.0	6.0	0.0	
	D98	Account Clerk I	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	2.0	2.0	2.0	0.0	
	G29	Information Systems Analyst I	1.0	1.0	1.0	0.0	
	G50	Information Sys Tech II	0.0	0.0	0.0	0.0	
	T58	Sheriff's Correction Lt	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						
	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	
	D49	Office Specialist II	1.0	1.0	1.0	0.0	
	G70	Supv Custody Support Assistant	1.0	1.0	1.0	0.0	
	G72	Inmate Law Library Coord	1.0	1.0	1.0	0.0	
	G74	Custody Support Assistant	32.0	32.0	32.0	0.0	
	T54	Sheriff's Correctional Capt	1.0	1.0	1.0	0.0	
	T58	Sheriff's Correction Lt	3.0	3.0	3.0	0.0	
3436	Elmwood Men's Facility 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	



**Public Safety and Justice (Continued)**

Agency Name					Amount Change from FY 2012	
Budget Unit Number and Name					Approved	
Cost Center Number and Name					Approved	
Index Number and Name		FY 2012 Positions		FY 2013		
Job Class Code and Title		Approved	Adjusted	Recommended		
	D43 Law Enforcement Clerk	3.0	3.0	3.0	0.0	
	D49 Office Specialist II	1.0	1.0	1.0	0.0	
	G70 Supv Custody Support Assistant	1.0	1.0	1.0	0.0	
	G74 Custody Support Assistant	20.0	21.0	21.0	1.0	
	T54 Sheriff's Correctional Capt	1.0	1.0	1.0	0.0	
	T58 Sheriff's Correction Lt	4.0	4.0	4.0	0.0	
3432	Admin Booking Fund 0001					
	D41 Law Enforcement Records Supv	3.0	3.0	3.0	0.0	
	D42 Law Enforcement Records Tech	17.0	17.0	17.0	0.0	
	D43 Law Enforcement Clerk	11.0	14.0	14.0	3.0	
	D51 Office Specialist I	2.5	2.5	2.5	0.0	
	D63 Law Enforcement Records Spec	4.0	4.0	4.0	0.0	
3435	Classification Fund 0001					
	D43 Law Enforcement Clerk	4.0	4.0	4.0	0.0	
	T54 Sheriff's Correctional Capt	1.0	1.0	1.0	0.0	
	T58 Sheriff's Correction Lt	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	
	G70 Supv Custody Support Assistant	0.0	1.0	1.0	1.0	
	G74 Custody Support Assistant	2.0	2.0	2.0	0.0	
	X91 Rehabilitation Officer II	6.0	7.0	7.0	1.0	
	X92 Rehabilitation Officer I	2.0	2.0	6.0	4.0	
24009	Central Services Fund 0001					
	B2P Admin Support Officer II	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	
	D97 Account Clerk II	1.0	1.0	1.0	0.0	
	G74 Custody Support Assistant	3.0	3.0	3.0	0.0	
	G76 Sr Warehouse Materials Handler	2.0	2.0	2.0	0.0	
	G77 Warehouse Materials Handler	2.0	2.0	2.0	0.0	
	G80 Supv Storekeeper	1.0	1.0	1.0	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	9.0	9.0	9.0	0.0	
	H60 Cook I	8.0	9.0	9.0	1.0	
	H63 Baker	3.0	3.0	3.0	0.0	
	H64 Dietetic Assistant	4.0	4.0	4.0	0.0	
	H68 Food Service Worker-Corr	32.0	33.0	33.0	1.0	
	N94 Institutional Maintenance Engr	1.0	1.0	1.0	0.0	
	R20 Dietitian II-Cema	1.0	1.0	1.0	0.0	
	S3Z Correctional Food Svc Dir	1.0	1.0	1.0	0.0	



## Public Safety and Justice (Continued)

Agency Name							Amount	
Budget Unit Number and Name							Change	
Cost Center Number and Name							from FY	
Index Number and Name		FY 2012 Positions		FY 2013		2012		
Job Class Code and Title		Approved	Adjusted	Recommended	Approved			
3412	Internal Affairs Fund 0001							
	X19 Admin Assistant-ACE	1.0	1.0	1.0		0.0		
<b>240</b>	<b>Total</b>	297.5	306.5	311.5		14.0		
246	Probation Department							
3710	Information Services Fund 0001							
	A97 Dir, Info Systems - Probation	1.0	1.0	1.0		0.0		
	B1W Mgmt Aide	1.0	1.0	1.0		0.0		
	G12 Information Systems Manager II	2.0	2.0	2.0		0.0		
	G14 Information Systems Manager I	5.0	3.0	3.0		-2.0		
	G28 Information Systems Analyst II	3.0	3.0	3.0		0.0		
	G29 Information Systems Analyst I	2.0	2.0	2.0		0.0		
	G38 Information Systems Tech III	2.0	2.0	2.0		0.0		
3720	Administrative Svcs Fund 0001							
	A80 Chief Prob & Corr Officer-U	1.0	1.0	1.0		0.0		
	B1D Mgmt Analyst-ACE	1.0	1.0	1.0		0.0		
	B1J Mgmt Anal Prog Mgr II	1.0	1.0	1.0		0.0		
	B1N Sr Mgmt Analyst	3.0	3.0	3.0		0.0		
	B1P Mgmt Analyst	1.0	1.0	1.0		0.0		
	B1R Assoc Mgmt Analyst B	2.0	2.0	2.0		0.0		
	B1W Mgmt Aide	1.0	1.0	1.0		0.0		
	B2N Admin Support Officer III	1.0	1.0	1.0		0.0		
	B2P Admin Support Officer II	2.0	2.0	2.0		0.0		
	B3F Admin Services Mgr II-Ace	1.0	1.0	1.0		0.0		
	B3P Program Mgr I	1.0	1.0	1.0		0.0		
	B6P Admin Services Mgr Probation	1.0	1.0	1.0		0.0		
	B76 Sr Accountant	1.0	1.0	1.0		0.0		
	B77 Accountant III	1.0	1.0	1.0		0.0		
	B78 Accountant II	1.0	1.0	1.0		0.0		
	B96 Dept Fiscal Officer	1.0	1.0	1.0		0.0		
	D09 Office Specialist III	6.0	4.0	4.0		-2.0		
	D5D Human Resources Asst II	4.0	4.0	4.0		0.0		
	D67 Supv Personnel Services Clerk	1.0	1.0	1.0		0.0		
	D94 Supv Account Clerk II	1.0	1.0	1.0		0.0		
	D96 Accountant Assistant	2.0	2.0	2.0		0.0		
	D97 Account Clerk II	8.0	8.0	8.0		0.0		
	E04 Public Health Community Spec	0.0	0.0	0.0		0.0		
	F37 Justice Systems Clerk II	0.5	0.5	0.5		0.0		
	F38 Justice Systems Clerk - I	0.0	0.0	0.0		0.0		
	G11 Information Systems Mgr III	0.0	1.0	1.0		1.0		
	G76 Sr Warehouse Materials Handler	3.0	3.0	3.0		0.0		
	G81 Storekeeper	1.0	1.0	1.0		0.0		
	H3A Probation Food Services Mgr	1.0	1.0	1.0		0.0		
	H66 Food Service Worker II	4.0	4.0	4.0		0.0		
	H67 Food Service Worker I	0.0	0.0	0.0		0.0		
	H80 Laundry Services Supervisor	1.0	1.0	1.0		0.0		



**Public Safety and Justice (Continued)**

Agency Name						Amount
Budget Unit Number and Name						Change
Cost Center Number and Name						from FY
Index Number and Name		FY 2012 Positions		FY 2013	2012	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	H84 Laundry Worker II	5.0	5.0	5.0	0.0	
	M05 Bldg Ops Supv	1.0	0.0	0.0	-1.0	
	M11 Vehicle Maintenance Schdlr	0.0	0.0	0.0	0.0	
	M20 Facilities Maintenance Rep	1.0	1.0	1.0	0.0	
	M47 General Maint Mechanic II	0.0	0.0	0.0	0.0	
	P75 Dir, R&O Measurement, Prob	0.0	1.0	1.0	1.0	
	X09 Sr Office Specialist	3.0	5.0	5.0	2.0	
	X15 Exec Assistant II-ACE	1.0	1.0	1.0	0.0	
	X17 Exec Assistant I-ACE	2.0	2.0	2.0	0.0	
	X19 Admin Assistant-ACE	1.0	1.0	1.0	0.0	
	X25 Supv Group Counselor I	1.0	1.0	1.0	0.0	
	X48 Supv Probation Officer	1.0	1.0	1.0	0.0	
3722	Staff Training Fund 0001					
	B23 Sr Training & Staff Developmnt	1.0	1.0	1.0	0.0	
	B2F Assoc Trng & Staff Dev Spec II	1.0	1.0	1.0	0.0	
	C60 Admin Assistant	1.0	1.0	1.0	0.0	
	X27 Sr Group Counselor	1.0	1.0	1.0	0.0	
	X44 Probation Mgr	1.0	1.0	1.0	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	
24615	Administrative Division Fund 0001					
	A80 Chief Prob & Corr Officer-U	0.0	0.0	0.0	0.0	
	B1D Mgmt Analyst-ACE	0.0	0.0	0.0	0.0	
	B1J Mgmt Anal Prog Mgr II	0.0	0.0	0.0	0.0	
	B1N Sr Mgmt Analyst	0.0	0.0	0.0	0.0	
	B1P Mgmt Analyst	0.0	1.0	1.0	1.0	
	B1R Assoc Mgmt Analyst B	0.0	0.0	0.0	0.0	
	B1W Mgmt Aide	0.0	0.0	0.0	0.0	
	B2N Admin Support Officer III	0.0	0.0	0.0	0.0	
	B2P Admin Support Officer II	0.0	0.0	0.0	0.0	
	B3F Admin Services Mgr II-Ace	0.0	0.0	0.0	0.0	
	B3P Program Mgr I	0.0	0.0	0.0	0.0	
	B6P Admin Services Mgr Probation	0.0	0.0	0.0	0.0	
	B76 Sr Accountant	0.0	0.0	0.0	0.0	
	B77 Accountant III	0.0	0.0	0.0	0.0	
	B78 Accountant II	0.0	0.0	0.0	0.0	
	B80 Accountant Auditor Appraiser	0.0	0.0	1.0	1.0	
	B96 Dept Fiscal Officer	0.0	0.0	0.0	0.0	
	C60 Admin Assistant	0.0	0.0	0.0	0.0	
	D09 Office Specialist III	5.0	3.0	3.0	-2.0	
	D11 Transcriptionist	1.0	1.0	1.0	0.0	
	D34 Supv Clerk	3.0	4.0	4.0	1.0	
	D42 Law Enforcement Records Tech	0.0	0.0	0.0	0.0	
	D43 Law Enforcement Clerk	0.0	0.0	0.0	0.0	
	D5D Human Resources Asst II	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 2012 Positions		FY 2013	2012	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	D67 Supv Personnel Services Clerk	0.0	0.0	0.0	0.0	
	D94 Supv Account Clerk II	0.0	0.0	0.0	0.0	
	D96 Accountant Assistant	0.0	0.0	0.0	0.0	
	D97 Account Clerk II	0.0	0.0	0.0	0.0	
	E04 Public Health Community Spec	0.0	0.0	0.0	0.0	
	E19 Probation Community Worker	7.0	7.0	7.0	0.0	
	F37 Justice Systems Clerk II	23.5	23.5	23.5	0.0	
	F38 Justice Systems Clerk - I	18.5	21.5	22.5	4.0	
	F3A Juv. Probation Records Suprv	0.0	0.0	0.0	0.0	
	G11 Information Systems Mgr III	0.0	0.0	0.0	0.0	
	G76 Sr Warehouse Materials Handler	0.0	0.0	0.0	0.0	
	G81 Storekeeper	0.0	0.0	0.0	0.0	
	H3A Probation Food Services Mgr	0.0	0.0	0.0	0.0	
	H66 Food Service Worker II	0.0	0.0	0.0	0.0	
	H67 Food Service Worker I	0.0	0.0	0.0	0.0	
	H80 Laundry Services Supervisor	0.0	0.0	0.0	0.0	
	H84 Laundry Worker II	0.0	0.0	0.0	0.0	
	M05 Bldg Ops Supv	0.0	0.0	0.0	0.0	
	M11 Vehicle Maintenance Schdlr	0.0	0.0	0.0	0.0	
	M20 Facilities Maintenance Rep	0.0	0.0	0.0	0.0	
	M47 General Maint Mechanic II	0.0	0.0	0.0	0.0	
	P75 Dir, R&O Measurement, Prob	0.0	0.0	0.0	0.0	
	X09 Sr Office Specialist	0.0	0.0	0.0	0.0	
	X15 Exec Assistant II-ACE	0.0	0.0	0.0	0.0	
	X17 Exec Assistant I-ACE	0.0	1.0	1.0	1.0	
	X19 Admin Assistant-ACE	0.0	0.0	0.0	0.0	
	X25 Supv Group Counselor I	0.0	0.0	0.0	0.0	
	X27 Sr Group Counselor	1.0	1.0	1.0	0.0	
	X44 Probation Mgr	2.0	3.0	3.0	1.0	
	X48 Supv Probation Officer	16.0	17.0	18.0	2.0	
	X50 Deputy Probation Officer III	132.5	155.5	164.5	32.0	
	X52 Deputy Probation Officer II	10.0	10.0	10.0	0.0	
	X53 Deputy Probation Officer I	3.0	3.0	3.0	0.0	
24616	Probation Svcs Div Fund 0001					
	A82 Deputy Chief Probation Officer	2.0	2.0	2.0	0.0	
	B1P Mgmt Analyst	0.0	0.0	0.0	0.0	
	B23 Sr Training & Staff Developmnt	0.0	0.0	0.0	0.0	
	B2F Assoc Trng & Staff Dev Spec II	0.0	0.0	0.0	0.0	
	B2N Admin Support Officer III	1.0	1.0	1.0	0.0	
	B80 Accountant Auditor Appraiser	0.0	0.0	0.0	0.0	
	C60 Admin Assistant	1.0	0.0	0.0	-1.0	
	D09 Office Specialist III	2.0	1.0	1.0	-1.0	
	D34 Supv Clerk	2.0	2.0	2.0	0.0	
	E19 Probation Community Worker	7.0	7.0	7.0	0.0	
	F37 Justice Systems Clerk II	8.0	8.0	8.0	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 2012 Positions		FY 2013	2012	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	F38 Justice Systems Clerk - I	13.5	14.5	14.5	1.0	
	M11 Vehicle Maintenance Schdlr	0.0	1.0	1.0	1.0	
	M47 General Maint Mechanic II	0.0	1.0	1.0	1.0	
	W85 Deputy Probation Officer III-U	0.0	2.0	2.0	2.0	
	X17 Exec Assistant I-ACE	0.0	0.0	0.0	0.0	
	X20 Supv Probation Counselor	1.0	1.0	1.0	0.0	
	X22 Probation Counselor II	5.0	5.0	5.0	0.0	
	X27 Sr Group Counselor	3.0	3.0	3.0	0.0	
	X44 Probation Mgr	3.0	3.0	3.0	0.0	
	X48 Supv Probation Officer	15.0	15.0	15.0	0.0	
	X50 Deputy Probation Officer III	93.0	94.0	94.0	1.0	
	X52 Deputy Probation Officer II	21.0	22.0	22.0	1.0	
	X53 Deputy Probation Officer I	6.0	6.0	6.0	0.0	
24617	Institution Services Division					
	A82 Deputy Chief Probation Officer	1.0	1.0	1.0	0.0	
	A97 Dir, Info Systems - Probation	0.0	0.0	0.0	0.0	
	B1W Mgmt Aide	0.0	0.0	0.0	0.0	
	C60 Admin Assistant	1.0	1.0	1.0	0.0	
	D34 Supv Clerk	1.0	1.0	1.0	0.0	
	D42 Law Enforcement Records Tech	2.0	2.0	2.0	0.0	
	D43 Law Enforcement Clerk	8.0	8.0	8.0	0.0	
	F37 Justice Systems Clerk II	3.0	3.0	3.0	0.0	
	F38 Justice Systems Clerk - I	3.0	3.0	3.0	0.0	
	F3A Juv. Probation Records Suprv	1.0	1.0	1.0	0.0	
	G12 Information Systems Manager II	0.0	0.0	0.0	0.0	
	G14 Information Systems Manager I	0.0	0.0	0.0	0.0	
	G28 Information Systems Analyst II	0.0	0.0	0.0	0.0	
	G29 Information Systems Analyst I	0.0	0.0	0.0	0.0	
	G38 Information Systems Tech III	0.0	0.0	0.0	0.0	
	H56 Head Cook	1.0	1.0	1.0	0.0	
	H59 Cook II	4.0	4.0	4.0	0.0	
	H60 Cook I	6.0	6.0	6.0	0.0	
	H66 Food Service Worker II	14.0	15.0	15.0	1.0	
	H67 Food Service Worker I	2.0	1.0	1.0	-1.0	
	X17 Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
	X20 Supv Probation Counselor	7.0	7.0	7.0	0.0	
	X22 Probation Counselor II	61.0	61.0	61.0	0.0	
	X25 Supv Group Counselor I	16.0	16.0	16.0	0.0	
	X27 Sr Group Counselor	142.0	142.0	142.0	0.0	
	X28 Group Counselor II	39.0	39.0	39.0	0.0	
	X44 Probation Mgr	3.0	3.0	3.0	0.0	
	X54 Probation Assistant II	18.0	18.0	18.0	0.0	
<b>246</b>		<b>Total</b>	831.5	864.5	876.5	45.0
293	Med Exam-Coroner Fund 0001					
	3750 Med-Exam/Coroner 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 2012 Positions		FY 2013	2012	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
B2R	Admin Support Officer I	1.0	1.0	1.0	0.0	
D09	Office Specialist III	2.0	2.0	2.0	0.0	
D87	Medical Transcriptionist	1.0	1.0	1.0	0.0	
P46	Asst Medical Examiner-Coroner	3.0	3.0	3.0	0.0	
S25	Forensic Pathology Technician	4.0	4.0	4.0	0.0	
V85	Medical Examiner Coroner Inves	8.0	8.0	9.0	1.0	
<b>293</b>	<b>Total</b>	19.0	19.0	20.0	1.0	
<b>Law And Justice Agency</b>		<b>Total</b>	3,365.0	3,469.0	3,529.0	164.0
<b>Public Safety and Justice</b>		<b>Total</b>	3,365.0	3,469.0	3,529.0	164.0



## Children, Seniors and Families

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Index Number and Name		Job Class Code and Title		FY 2012 Positions		FY 2013	Amount
										Approved	Adjusted	Recommended	Change
													from FY
													2012
													Approved
<b>Social Services Agency</b>													
200	Dept Of Child Support Services												
	3804	DCSS Exp - Admin Fund 0193											
		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			2.0	2.0		2.0	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			
		B3P	Program Mgr I			1.0	1.0		1.0	0.0			
		B4S	Div Mgr, Child Spt Svc			2.0	2.0		2.0	0.0			
		B76	Sr Accountant			1.0	1.0		1.0	0.0			
		B77	Accountant III			2.0	2.0		2.0	0.0			
		B78	Accountant II			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			1.0	1.0		1.0	0.0			
		D09	Office Specialist III			17.0	17.0		17.0	0.0			
		D49	Office Specialist II			4.0	5.0		5.0	1.0			
		D51	Office Specialist I			8.0	7.0		7.0	-1.0			
		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			
		D64	Supv Legal Secretary I			1.0	1.0		1.0	0.0			
		D66	Legal Secretary II			10.0	10.0		10.0	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			121.0	123.0		123.0	2.0			
		E88	Senior Child Support Officer			18.0	18.0		18.0	0.0			
		E90	Child Support Specialist			19.0	19.0		19.0	0.0			
		F07	Legal Process Officer			1.0	1.0		1.0	0.0			
		F14	Legal Clerk			21.5	22.5		22.5	1.0			
		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 Svs			1.0	1.0		1.0	0.0			
		U71	Attorney IV-Child Spt Svc			12.0	12.0		12.0	0.0			
		V33	Office Specialist II-U			0.0	0.0		0.0	0.0			
		V64	Office Specialist I-U			0.0	4.0		4.0	4.0			
		W03	Paralegal-U			0.0	1.0		1.0	1.0			
		X15	Exec Assistant II-ACE			1.0	1.0		1.0	0.0			
	3805	DCSS Exp - Electronic Data Processing Fund 0193											
		G11	Information Systems Mgr III			1.0	1.0		1.0	0.0			
		G12	Information Systems Manager II			2.0	2.0		2.0	0.0			
		G28	Information Systems Analyst II			2.0	2.0		2.0	0.0			
		G38	Information Systems Tech III			1.0	1.0		1.0	0.0			



## Children, Seniors and Families (Continued)

Agency Name							Amount Change from FY 2012 Approved
Budget Unit Number and Name							
Cost Center Number and Name							
Index Number and Name		FY 2012 Positions		FY 2013			
Job Class Code and Title		Approved	Adjusted	Recommended			
<b>200</b>		<b>Total</b>	281.5	289.5	288.5	7.0	
502	Social Services Agency						
50201	Agency Office Admin Fund 0001						
	A3E	SSA Deputy Dir, Administration	1.0	1.0	1.0	0.0	
	A3F	SSA Dep Director, Operations	1.0	1.0	1.0	0.0	
	A6A	Sr Financial Analyst	1.0	4.0	4.0	3.0	
	A6B	Financial Analyst II	1.0	1.0	1.0	0.0	
	A86	Dir Social Services Agency	1.0	1.0	1.0	0.0	
	B1H	Mgmt Anal Prog Mgr III	3.0	3.0	3.0	0.0	
	B1J	Mgmt Anal Prog Mgr II	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	4.0	4.0	4.0	0.0	
	B1P	Mgmt Analyst	12.0	13.0	13.0	1.0	
	B1R	Assoc Mgmt Analyst B	2.0	1.0	1.0	-1.0	
	B2A	Equal Opportunity Analyst II	1.0	1.0	1.0	0.0	
	B2L	Admin Services Mgr I	1.0	1.0	1.0	0.0	
	B2N	Admin Support Officer III	1.0	1.0	1.0	0.0	
	B2P	Admin Support Officer II	3.0	3.0	3.0	0.0	
	B30	Internal Auditor II	1.0	0.0	0.0	-1.0	
	B3M	Program Mgr II-ACE	1.0	1.0	1.0	0.0	
	B3N	Program Mgr II	2.0	2.0	2.0	0.0	
	B3P	Program Mgr I	2.0	1.0	1.0	-1.0	
	B57	Central Svcs Mgr-Social Serv	1.0	1.0	1.0	0.0	
	B76	Sr Accountant	6.0	6.0	7.0	1.0	
	B77	Accountant III	3.0	3.0	4.0	1.0	
	B78	Accountant II	7.0	7.0	7.0	0.0	
	B80	Accountant Auditor Appraiser	2.0	2.0	2.0	0.0	
	B90	Chief Fiscal Officer-SSA	1.0	1.0	1.0	0.0	
	B9B	Social Services Fiscal Officer	1.0	1.0	1.0	0.0	
	C08	Sr Executive Assistant	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	2.0	2.0	2.0	0.0	
	D09	Office Specialist III	14.0	15.0	15.0	1.0	
	D49	Office Specialist II	20.0	20.0	20.0	0.0	
	D5D	Human Resources Asst II	8.0	8.0	8.0	0.0	
	D67	Supv Personnel Services Clerk	1.0	1.0	1.0	0.0	
	D77	Income Tax Specialist	1.0	1.0	1.0	0.0	
	D94	Supv Account Clerk II	2.0	2.0	2.0	0.0	
	D95	Supv Account Clerk I	1.0	1.0	1.0	0.0	
	D96	Accountant Assistant	11.0	11.0	11.0	0.0	
	D97	Account Clerk II	17.0	17.0	17.0	0.0	
	E28	Messenger Driver	3.0	3.0	3.0	0.0	
	E50	Eligibility Examiner	0.0	1.0	1.0	1.0	
	F37	Justice Systems Clerk II	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 2012 Positions		FY 2013	2012	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
G14	Information Systems Manager I	0.0	0.0	0.0	0.0	
G28	Information Systems Analyst II	0.0	0.0	0.0	0.0	
G76	Sr Warehouse Materials Handler	2.0	2.0	2.0	0.0	
G80	Supv Storekeeper	1.0	1.0	1.0	0.0	
G82	Stock Clerk	7.0	7.0	7.0	0.0	
H16	Human Resources Analyst	3.0	3.0	3.0	0.0	
H17	Utility Worker	3.0	3.0	3.0	0.0	
M11	Vehicle Maintenance Schdlr	2.0	2.0	2.0	0.0	
M20	Facilities Maintenance Rep	1.0	1.0	1.0	0.0	
Q07	Program Mgr II-U	1.0	0.0	0.0	-1.0	
U98	Protective Services Officer	10.0	10.0	10.0	0.0	
V34	Senior Revenue Collections Ofc	2.0	2.0	2.0	0.0	
V35	Revenue Collections Officer	7.0	7.0	7.0	0.0	
V65	SSA App & Decision Spt Mgr	1.0	1.0	1.0	0.0	
V88	Investigator Assistant	2.0	2.0	2.0	0.0	
V8A	Supv Welfare Fraud Invest	1.0	1.0	1.0	0.0	
V8B	Welfare Fraud Investigator	8.0	8.0	8.0	0.0	
X12	Office Specialist III-ACE	2.0	2.0	2.0	0.0	
X17	Exec Assistant I-ACE	2.0	2.0	2.0	0.0	
X19	Admin Assistant-ACE	1.0	1.0	1.0	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	3.0	3.0	3.0	0.0	
50202	Information Systems Fund 0001					
A2N	Dir of Info Systems-SSA	1.0	1.0	1.0	0.0	
B1J	Mgmt Anal Prog Mgr II	1.0	1.0	1.0	0.0	
B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0	
B1P	Mgmt Analyst	4.0	4.0	4.0	0.0	
B1R	Assoc Mgmt Analyst B	3.0	3.0	3.0	0.0	
B1T	Assoc Mgmt Analyst A	1.0	1.0	1.0	0.0	
C60	Admin Assistant	1.0	1.0	1.0	0.0	
D09	Office Specialist III	1.0	1.0	1.0	0.0	
G11	Information Systems Mgr III	0.0	0.0	0.0	0.0	
G12	Information Systems Manager II	3.0	3.0	3.0	0.0	
G14	Information Systems Manager I	6.0	6.0	6.0	0.0	
G28	Information Systems Analyst II	10.0	10.0	10.0	0.0	
G29	Information Systems Analyst I	2.0	2.0	2.0	0.0	
G38	Information Systems Tech III	1.0	1.0	1.0	0.0	
G50	Information Sys Tech II	18.0	18.0	18.0	0.0	
K16	Telephone Services Engineer	2.0	2.0	2.0	0.0	
L35	Telecommunications Tech	2.0	2.0	2.0	0.0	
P65	SSA App & Dec Spt Spec Elig II	17.0	17.0	17.0	0.0	
P66	SSA App & Dec Spt Spec Elig I	3.0	3.0	3.0	0.0	
V65	SSA App & Decision Spt Mgr	15.0	15.0	15.0	0.0	



## Children, Seniors and Families (Continued)

Agency Name							
Budget Unit Number and Name						Amount Change from FY 2012	
Cost Center Number and Name							
Index Number and Name				FY 2012 Positions		FY 2013	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	W20	SSA Info Technology Spec	20.0	20.0	20.0	0.0	
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
50203	Agency Staff Dev and Tng Fund 0001						
	B1J	Mgmt Anal Prog Mgr II	1.0	1.0	1.0	0.0	
	B1W	Mgmt Aide	2.0	2.0	2.0	0.0	
	B23	Sr Training & Staff Developmnt	4.0	4.0	4.0	0.0	
	B2E	Training & Staff Dev Spec	1.0	1.0	1.0	0.0	
	B2F	Assoc Trng & Staff Dev Spec II	4.0	4.0	4.0	0.0	
	B7K	Mgr Training And Staff Dev	0.0	0.0	0.0	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	
	E44	Eligibility Work Supv	2.0	2.0	2.0	0.0	
	E45	Eligibility Worker III	2.0	2.0	2.0	0.0	
	Y22	Social Work Training Specialis	3.0	3.0	3.0	0.0	
	Y23	Social Work Supervisor	1.0	1.0	1.0	0.0	
50205	Community Programs and Grants						
	A86	Dir Social Services Agency	1.0	0.0	0.0	-1.0	
	D09	Office Specialist III	1.0	1.0	1.0	0.0	
	E45	Eligibility Worker III	0.0	1.0	1.0	1.0	
	W20	SSA Info Technology Spec	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>	<b>358.0</b>	<b>360.0</b>	<b>362.0</b>	<b>4.0</b>	
503	Department of Family and Children Services						
50301	DFCS Administration Fund 0001						
	A2V	Dir Family & Children Services	1.0	1.0	1.0	0.0	
	A74	Asst Dir Famil & Children Svcs	1.0	1.0	1.0	0.0	
	B1P	Mgmt Analyst	3.0	3.0	3.0	0.0	
	B1R	Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0	
	C29	Exec Assistant I	1.0	1.0	1.0	0.0	
	C60	Admin Assistant	9.0	9.0	9.0	0.0	
	C76	Office Mgmt Coord	6.0	6.0	6.0	0.0	
	D09	Office Specialist III	1.0	1.0	1.0	0.0	
	D72	Client Services Technician	1.0	1.0	1.0	0.0	
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
	Y23	Social Work Supervisor	4.0	4.0	4.0	0.0	
	Y30	Social Services Prog Mgr III	5.0	5.0	5.0	0.0	
	Y31	Social Services Program Mgr II	2.0	2.0	2.0	0.0	
	Y32	Social Services Program Mgr I	5.0	5.0	5.0	0.0	
	Y3B	Social Worker II	2.0	2.0	2.0	0.0	
	Y3C	Social Worker III	6.0	6.0	6.0	0.0	
	Y48	Social Work Coord II	12.0	12.0	12.0	0.0	
	Y50	Project Mgr	1.0	1.0	1.0	0.0	
50302	DFCS Program Svcs 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 2012 Positions		FY 2013	2012	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	E45 Eligibility Worker III	1.0	1.0	1.0	0.0	
	Y23 Social Work Supervisor	46.0	46.0	46.0	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	
	Y29 Employment Technician I	1.0	1.0	1.0	0.0	
	Y3A Social Worker I	33.0	33.0	33.0	0.0	
	Y3B Social Worker II	1.0	1.0	1.0	0.0	
	Y3C Social Worker III	278.0	278.0	278.0	0.0	
	Y48 Social Work Coord II	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	35.0	35.0	35.0	0.0	
	D43 Law Enforcement Clerk	1.0	1.0	1.0	0.0	
	D49 Office Specialist II	11.0	11.0	11.0	0.0	
	D72 Client Services Technician	21.0	21.0	21.0	0.0	
	E28 Messenger Driver	2.0	2.0	2.0	0.0	
	F14 Legal Clerk	10.0	10.0	10.0	0.0	
	X09 Sr Office Specialist	1.0	1.0	1.0	0.0	
50304	Children's Shelter Fund 0001					
	B2P Admin Support Officer II	1.0	1.0	1.0	0.0	
	B3P Program Mgr I	1.0	1.0	1.0	0.0	
	C60 Admin Assistant	1.0	1.0	1.0	0.0	
	D09 Office Specialist III	3.0	3.0	3.0	0.0	
	D49 Office Specialist II	1.0	1.0	1.0	0.0	
	G76 Sr Warehouse Materials Handler	1.0	1.0	1.0	0.0	
	H21 Facilities Services Worker	2.0	2.0	2.0	0.0	
	X24 Senior Children'S Counselor	2.0	2.0	2.0	0.0	
	X31 Childrens Counselor	15.0	15.0	15.0	0.0	
50305	DFCS Staff Dev and Tng Fund 0001					
	Y22 Social Work Training Specialis	2.0	2.0	2.0	0.0	
	Y23 Social Work Supervisor	1.0	1.0	1.0	0.0	
	Y3A Social Worker I	1.0	1.0	1.0	0.0	
	Y3B Social Worker II	1.0	1.0	1.0	0.0	
<b>503</b>		<b>Total</b>	<b>550.0</b>	<b>550.0</b>	<b>550.0</b>	<b>0.0</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	
	B1R Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0	
	B28 Internal Auditor III	1.0	1.0	1.0	0.0	
	B2N Admin Support Officer III	2.0	2.0	2.0	0.0	
	B2R Admin Support Officer 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 2012 Positions		FY 2013		2012	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	B30 Internal Auditor II	1.0	1.0	1.0			0.0
	B6U Admin of Benefits Svcs	1.0	1.0	1.0			0.0
	C29 Exec Assistant I	1.0	1.0	1.0			0.0
	C60 Admin Assistant	13.0	13.0	13.0			0.0
	C76 Office Mgmt Coord	13.0	13.0	13.0			0.0
	D09 Office Specialist III	3.0	3.0	3.0			0.0
	D72 Client Services Technician	1.0	1.0	1.0			0.0
	D97 Account Clerk II	1.0	1.0	1.0			0.0
	E45 Eligibility Worker III	0.0	0.0	0.0			0.0
	E46 Eligibility Worker II	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	1.0	1.0	1.0			0.0
	Y28 Employment Technician II	1.0	1.0	1.0			0.0
	Y30 Social Services Prog Mgr III	4.0	4.0	4.0			0.0
	Y31 Social Services Program Mgr II	6.0	7.0	7.0			1.0
	Y32 Social Services Program Mgr I	9.0	9.0	9.0			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	83.0	84.0	84.0			1.0
	E45 Eligibility Worker III	250.0	253.0	262.0			12.0
	E46 Eligibility Worker II	337.0	359.0	359.0			22.0
	E50 Eligibility Examiner	32.0	34.0	34.0			2.0
	E53 Social Services Prg Cntrl Supv	2.0	2.0	2.0			0.0
	Y23 Social Work Supervisor	1.0	1.0	1.0			0.0
	Y25 Employment Program Supv	15.0	16.0	16.0			1.0
	Y27 Employment Counselor	43.0	43.0	43.0			0.0
	Y28 Employment Technician II	80.0	80.0	80.0			0.0
	Y29 Employment Technician I	21.0	21.0	21.0			0.0
	Y3B Social Worker II	8.0	8.0	8.0			0.0
	Y3C Social Worker III	3.0	3.0	3.0			0.0
50403	DEBS Program Spt Fund 0001						
	D09 Office Specialist III	33.0	33.0	33.0			0.0
	D49 Office Specialist II	65.0	67.0	67.0			2.0
	D72 Client Services Technician	100.0	103.0	105.0			5.0
	G82 Stock Clerk	5.0	3.0	3.0			-2.0
	X09 Sr Office Specialist	0.5	0.5	0.5			0.0
50404	DEBS Trainees Fund 0001						
	E45 Eligibility Worker III	21.0	21.0	21.0			0.0
	E46 Eligibility Worker II	49.0	49.0	49.0			0.0
<b>504</b>	<b>Total</b>	<b>1,231.5</b>	<b>1,264.5</b>	<b>1,275.5</b>			<b>44.0</b>
505	Department of Aging and Adult Services						
50501	DAAS Admin 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 2012 Positions		FY 2013	2012	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
A2S	Dir Adult And Aging Services	1.0	1.0	1.0	0.0	
A73	Public Administrator/Guardian	1.0	1.0	1.0	0.0	
B1L	Mgmt Analysis Prog Mgr I	1.0	1.0	1.0	0.0	
B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0	
B1P	Mgmt Analyst	1.0	1.0	1.0	0.0	
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	
B76	Sr Accountant	0.0	0.0	0.0	0.0	
C29	Exec Assistant I	1.0	1.0	1.0	0.0	
C60	Admin Assistant	2.0	2.0	2.0	0.0	
C76	Office Mgmt Coord	1.0	1.0	1.0	0.0	
D03	Data Office Specialist	5.0	5.0	5.0	0.0	
D49	Office Specialist II	0.0	0.0	2.0	2.0	
D66	Legal Secretary II	1.0	1.0	1.0	0.0	
D97	Account Clerk II	7.0	7.0	9.0	2.0	
E51	Program Coord	1.0	1.0	1.0	0.0	
E87	Senior Account Clerk	1.0	1.0	1.0	0.0	
V24	Supv Estate Administrator	1.0	1.0	1.0	0.0	
V37	Estate Administrator	13.0	13.0	9.0	-4.0	
V38	Estate Administrator Asst	2.0	2.0	2.0	0.0	
V42	Estate Property Tech	4.0	4.0	4.0	0.0	
X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
Y30	Social Services Prog Mgr III	1.0	1.0	1.0	0.0	
50502	DAAS Program Svcs Fund 0001					
B44	Deputy Public Guardian Asst	1.0	1.0	1.0	0.0	
E46	Eligibility Worker II	1.0	1.0	1.0	0.0	
S48	Public Health Nurse II	1.0	1.0	1.0	0.0	
V24	Supv Estate Administrator	0.0	0.0	1.0	1.0	
V45	Supv Deputy Public Guardian	4.0	4.0	4.0	0.0	
V49	Deputy Public Guardian	20.0	0.0	0.0	-20.0	
V4B	Deputy Public Guardian-Cons	0.0	30.0	30.0	30.0	
V62	Deputy Public Guardian Invest	10.0	0.0	0.0	-10.0	
W02	Social Worker II-U	0.0	0.5	0.5	0.5	
Y22	Social Work Training Specialis	0.0	0.0	0.0	0.0	
Y23	Social Work Supervisor	8.0	8.0	8.0	0.0	
Y3A	Social Worker I	6.0	6.0	6.0	0.0	
Y3B	Social Worker II	44.5	47.5	47.5	3.0	
Y3C	Social Worker III	19.0	19.0	19.0	0.0	
Y48	Social Work Coord II	1.0	1.0	1.0	0.0	
Y49	Social Work Coord I	4.0	4.0	4.0	0.0	
50503	DAAS Program Spt Fund 0001					
D09	Office Specialist III	24.0	24.0	24.0	0.0	
D49	Office Specialist II	3.5	4.5	4.5	1.0	
D72	Client Services Technician	2.0	2.0	2.0	0.0	
E65	Program Services Aide	5.0	5.0	5.0	0.0	



## Children, Seniors and Families (Continued)

Agency Name				FY 2012 Positions		FY 2013	Amount
Budget Unit Number and Name				Approved	Adjusted	Recommended	Change
Cost Center Number and Name							from FY
Index Number and Name							2012
Job Class Code and Title				Approved	Adjusted	Recommended	Approved
	U98		Protective Services Officer	0.0	0.0	0.0	0.0
50504	Senior Nutrition Fund 0001						
	B1P		Mgmt Analyst	1.0	1.0	1.0	0.0
	B77		Accountant III	1.0	1.0	1.0	0.0
	C60		Admin Assistant	1.0	1.0	1.0	0.0
	D96		Accountant Assistant	1.0	1.0	1.0	0.0
	H54		Nutrition Services Mgr	1.0	1.0	1.0	0.0
	R20		Dietitian II-Cema	2.0	2.0	2.0	0.0
	Y31		Social Services Program Mgr II	1.0	1.0	1.0	0.0
<b>505</b>			<b>Total</b>	210.0	214.5	215.5	5.5
<b>Social Services Agency</b>			<b>Total</b>	2,631.0	2,678.5	2,691.5	60.5
<b>Children, Seniors and Families</b>			<b>Total</b>	2,631.0	2,678.5	2,691.5	60.5



## 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 2012 Positions		FY 2013	
Job Class Code and Title				Approved	Adjusted	Recommended	2012
						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
	A5A	Public Health Div Dir-Prog		1.0	1.0	1.0	0.0
	A5B	Public Hlth Div Dir-Plan&Eval		1.0	1.0	1.0	0.0
	B01	Health Planning Spec III		1.0	1.0	1.0	0.0
	B19	Health Program Spec		4.0	4.0	4.0	0.0
	B1P	Mgmt Analyst		2.0	2.0	2.0	0.0
	B1W	Mgmt Aide		2.0	2.0	2.0	0.0
	B2K	Admin Serv Mgr III-2D		1.0	1.0	1.0	0.0
	B2P	Admin Support Officer II		1.0	1.0	1.0	0.0
	B5X	Health Care Program Analyst II		0.0	0.0	0.0	0.0
	B5Y	Health Care Program Analyst I		0.5	0.5	0.5	0.0
	B6H	Health Planning Spec II		0.0	0.0	0.0	0.0
	C29	Exec Assistant I		1.0	1.0	1.0	0.0
	C60	Admin Assistant		1.0	1.0	1.0	0.0
	C82	Sr Health Care Program Mgr		1.0	1.0	1.0	0.0
	C83	Health Care Program Mgr II		1.0	1.0	1.0	0.0
	C84	Health Care Program Mgr I		0.5	0.5	0.5	0.0
	C9A	Health Information Officer		1.0	1.0	1.0	0.0
	C9B	Social Media Specialist		0.5	0.5	0.5	0.0
	D09	Office Specialist III		7.0	6.0	6.0	-1.0
	D49	Office Specialist II		1.0	1.0	1.0	0.0
	D76	Medical Administrative Asst II		1.0	1.0	1.0	0.0
	E06	Chief Registrar of Vital Stats		1.0	1.0	1.0	0.0
	G77	Warehouse Materials Handler		0.0	0.0	0.5	0.5
	J23	Senior Epidemiologist		1.0	1.0	1.0	0.0
	J25	Epidemiologist II		2.0	2.0	2.0	0.0
	J26	Health Education Specialist		1.0	0.0	0.0	-1.0
	J27	Health Education Associate		1.0	1.0	0.0	-1.0
	J28	Epidemiologist I		2.0	2.0	2.0	0.0
	J45	Graphic Designer II		0.5	0.5	0.5	0.0
	P06	Chief Health Protection Servic		1.0	1.0	1.0	0.0
	Q17	Health Program Spec-U		0.0	0.0	0.0	0.0
	R24	Public Health Nutritionist		0.0	0.0	0.0	0.0
	S08	Public Health Nutrition Assoc		0.0	0.0	0.0	0.0
	S09	Emergency Medical Serv Spec		1.0	1.0	1.0	0.0
	S40	Dir of Public Health Nursing		1.0	1.0	1.0	0.0
	U14	Prevention Prog Analyst II-U		0.0	0.0	0.0	0.0
	W71	Sr Health Care Prog Analyst		2.0	2.0	2.0	0.0
	X09	Sr Office Specialist		2.0	3.0	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		4.0	4.0	4.0	0.0



## Santa Clara Valley Health & Hospital System (Continued)

Agency Name					Amount	
Budget Unit Number and Name					Change	
Cost Center Number and Name					from FY	
Index Number and Name		FY 2012 Positions		FY 2013	2012	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
B1W	Mgmt Aide	1.0	1.0	1.0	0.0	
B5X	Health Care Program Analyst II	3.0	3.0	3.0	0.0	
B5Z	Health Care Prog Analyst Assoc	1.0	1.0	1.0	0.0	
B6H	Health Planning Spec II	4.0	4.0	4.0	0.0	
C60	Admin Assistant	3.0	3.0	3.0	0.0	
C69	Public Health Nurse Manager II	1.0	1.0	1.0	0.0	
C70	Public Health Nurse Manger I	3.0	3.0	3.0	0.0	
C76	Office Mgmt Coord	1.0	1.0	1.0	0.0	
C82	Sr Health Care Program Mgr	3.0	3.0	3.0	0.0	
C83	Health Care Program Mgr II	5.0	5.0	5.0	0.0	
C84	Health Care Program Mgr I	1.0	2.0	2.0	1.0	
D09	Office Specialist III	14.5	14.5	13.5	-1.0	
D1E	Sr Health Services Rep	8.0	8.0	8.0	0.0	
D2E	Health Services Rep	20.5	20.5	20.5	0.0	
D48	Patient Business Svcs Clerk	1.0	1.0	1.0	0.0	
D49	Office Specialist II	3.0	3.0	3.0	0.0	
D60	Clerical Office Supv	1.0	1.0	1.0	0.0	
D75	Medical Office Specialist	1.5	1.5	1.5	0.0	
E04	Public Health Community Spec	4.0	4.0	4.0	0.0	
E07	Community Worker	2.0	2.0	2.0	0.0	
E32	Public Health Assistant	14.0	14.0	14.0	0.0	
J25	Epidemiologist II	1.0	1.0	1.0	0.0	
J26	Health Education Specialist	8.0	10.0	10.0	2.0	
J27	Health Education Associate	5.0	5.0	5.0	0.0	
J67	Health Information Clerk III	1.0	1.0	1.0	0.0	
P04	Asst Public Health Officer	3.0	3.0	3.0	0.0	
P08	Public Health Physician III	0.5	0.5	0.5	0.0	
Q17	Health Program Spec-U	0.0	0.5	0.5	0.5	
R01	Chief Cerebral Palsy Therapist	1.0	1.0	1.0	0.0	
R02	Supv Cerebral Palsy Therapist	5.0	5.0	5.0	0.0	
R04	Sr Therapist Ccs	4.0	4.0	4.0	0.0	
R05	Therapist CCS I	18.0	18.0	18.0	0.0	
R07	Therapist CCS II	8.0	8.0	8.0	0.0	
R24	Public Health Nutritionist	14.0	14.0	14.0	0.0	
R41	Therapy Aide	5.0	5.0	5.0	0.0	
S08	Public Health Nutrition Assoc	22.0	22.0	22.0	0.0	
S10	Utilization Review Supv	1.0	1.0	1.0	0.0	
S12	Utilization Review Coord	18.0	18.0	18.0	0.0	
S45	Public Health Nurse Speclst	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	32.5	33.5	34.0	1.5	
S51	Communicable Disease Invest	9.0	9.0	9.0	0.0	
S7B	Clinical Nurse III Step B	0.5	0.5	0.0	-0.5	
S85	Licensed Vocational Nurse	1.0	1.0	1.0	0.0	
U14	Prevention Prog Analyst II-U	0.0	0.5	0.5	0.5	



**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 2012 Positions		FY 2013	2012	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	W71 Sr Health Care Prog Analyst	1.0	1.0	1.0	0.0	
	X09 Sr Office Specialist	0.0	0.0	1.0	1.0	
	Y03 Medical Social Worker II	2.0	2.0	2.0	0.0	
	Y3B Social Worker II	1.0	2.0	2.0	1.0	
41013	Support Services Fund 0001					
	C60 Admin Assistant	1.0	1.0	1.0	0.0	
	C70 Public Health Nurse Manger I	0.0	0.0	0.0	0.0	
	D09 Office Specialist III	1.5	1.5	1.5	0.0	
	E28 Messenger Driver	1.0	1.0	1.0	0.0	
	E32 Public Health Assistant	0.0	0.0	0.0	0.0	
	R26 Asst Dir of Pharmacy Services	1.0	1.0	1.0	0.0	
	R27 Pharmacist	2.5	2.5	2.5	0.0	
	R29 Pharmacy Technician	3.5	3.5	3.5	0.0	
	R42 Chief Public Health Laboratory	1.0	1.0	1.0	0.0	
	R43 Sr Public Hlth Microbiologist	3.0	3.0	3.0	0.0	
	R46 Public Health Microbiologist	4.0	4.0	4.0	0.0	
	R56 Supv Pharmacist	1.0	1.0	1.0	0.0	
	R7F Medical Lab Assistant III	1.0	1.0	1.0	0.0	
	S48 Public Health Nurse II	0.0	0.0	0.0	0.0	
41015	Emergency Medical Services Fund 0001					
	B01 Health Planning Spec III	0.0	1.0	1.0	1.0	
	B19 Health Program Spec	1.0	1.0	1.0	0.0	
	B1P Mgmt Analyst	1.0	1.0	1.0	0.0	
	B20 Emergency Med Svcs Admin	1.0	1.0	1.0	0.0	
	B5Y Health Care Program Analyst I	1.0	1.0	1.0	0.0	
	B7T Public Hlth Prep Mgr	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	0.5	0.0	0.0	-0.5	
	J25 Epidemiologist II	0.0	1.0	1.0	1.0	
	J26 Health Education Specialist	1.0	1.0	1.0	0.0	
	P62 Specialty Programs Nurse Coord	1.0	1.0	1.0	0.0	
	S09 Emergency Medical Serv Spec	8.0	7.0	7.0	-1.0	
	S2E Sr Emergency Med Svcs Spclst	1.0	1.0	1.0	0.0	
	W71 Sr Health Care Prog Analyst	1.0	1.0	1.0	0.0	
41016	Region #1 Fund 0001					
	B01 Health Planning Spec III	1.0	1.0	1.0	0.0	
	B19 Health Program Spec	2.0	2.0	2.0	0.0	
	B5Y Health Care Program Analyst I	1.0	1.0	1.0	0.0	
	B6H Health Planning Spec II	2.5	2.5	2.5	0.0	
	C76 Office Mgmt Coord	1.0	0.0	0.0	-1.0	
	D09 Office Specialist III	2.0	2.0	2.0	0.0	
	J26 Health Education Specialist	0.5	0.5	0.5	0.0	



## Santa Clara Valley Health & Hospital System (Continued)

Agency Name						Amount Change from FY 2012	
Budget Unit Number and Name						Approved	
Cost Center Number and Name						Approved	
Index Number and Name		FY 2012 Positions		FY 2013			
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	J28	Epidemiologist I	1.0	1.0	1.0	0.0	
41017	Region #2 Fund 0001						
	C69	Public Health Nurse Manager II	1.0	1.0	1.0	0.0	
	C70	Public Health Nurse Manger I	3.0	3.0	3.0	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	
	E32	Public Health Assistant	7.0	7.0	7.0	0.0	
	S48	Public Health Nurse II	32.5	32.5	32.5	0.0	
<b>410</b>			<b>Total</b>	<b>417.5</b>	<b>422.0</b>	<b>420.5</b>	<b>3.0</b>
412	Mental Health Department						
41201	MH Department Admin Fund 0001						
	A49	Mental Health Medical Dir-U	1.0	1.0	1.0	0.0	
	A51	Dir of Mental Health Services	1.0	1.0	1.0	0.0	
	B19	Health Program Spec	2.0	2.0	2.0	0.0	
	B1P	Mgmt Analyst	1.0	1.0	1.0	0.0	
	B1R	Assoc Mgmt Analyst B	3.0	3.0	3.0	0.0	
	B1T	Assoc Mgmt Analyst A	3.0	3.0	3.0	0.0	
	B2J	Admin Services Mgr II	2.0	2.0	2.0	0.0	
	B2N	Admin Support Officer III	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	4.0	4.0	5.0	1.0	
	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	3.0	3.0	3.0	0.0	
	C83	Health Care Program Mgr II	1.0	1.0	1.0	0.0	
	C97	Quality Improvement Coord	6.0	6.0	8.0	2.0	
	D09	Office Specialist III	8.0	8.0	8.0	0.0	
	D1E	Sr Health Services Rep	0.0	1.0	1.0	1.0	
	D2E	Health Services Rep	4.5	4.5	5.5	1.0	
	D2J	Mental Health Peer Spt Wrk	0.0	0.0	0.0	0.0	
	D48	Patient Business Svcs Clerk	1.0	1.0	1.0	0.0	
	P13	Sr Mental Health Prog Spec	4.0	4.0	4.0	0.0	
	P14	Mental Health Prog Spec II	10.5	10.5	10.5	0.0	
	Q3E	Sr Health Care Prog Analyst-U	0.0	1.0	1.0	1.0	
	S12	Utilization Review Coord	1.0	1.0	1.0	0.0	
	S87	Psychiatric Technician II	2.5	2.5	2.5	0.0	
	S94	Nursing Attendant	2.5	2.5	2.5	0.0	
	U1B	Mental Health Prgm Spec II-U	0.0	1.0	1.0	1.0	
	W71	Sr Health Care Prog Analyst	4.0	4.0	4.0	0.0	
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
	Y41	Psychiatric Social Worker II	7.0	9.0	9.0	2.0	
41202	Crisis, Outreach, Referral & Educ Div Fund 0001						
	A2J	Dir of Homeless Systems	0.0	1.0	1.0	1.0	
	A2K	Homeless Services Coord	1.0	1.0	1.0	0.0	
	B1P	Mgmt Analyst	1.0	1.0	1.0	0.0	



**Santa Clara Valley Health & Hospital System (Continued)**

Agency Name					Amount	
Budget Unit Number and Name					Change	
Cost Center Number and Name					from FY	
Index Number and Name		FY 2012 Positions		FY 2013	2012	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	B1R	Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0
	B3P	Program Mgr I	1.0	1.0	1.0	0.0
	C23	Prevention Program Analyst II	1.0	2.0	2.0	1.0
	D1E	Sr Health Services Rep	1.0	1.0	1.0	0.0
	D2E	Health Services Rep	2.5	2.5	2.5	0.0
	D2J	Mental Health Peer Spt Wrk	0.0	6.0	6.0	6.0
	E07	Community Worker	1.0	1.0	1.0	0.0
	P14	Mental Health Prog Spec II	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
	U04	Mgmt Anal Prog Mgr II-U	1.0	1.0	1.0	0.0
	W1P	Mgmt Analyst-U	0.0	0.0	2.0	2.0
	Y41	Psychiatric Social Worker II	8.0	8.0	8.0	0.0
41203	Adult/Older Adult Div Fund 0001					
	B19	Health Program Spec	1.0	1.0	1.0	0.0
	B3N	Program Mgr II	1.0	1.0	1.0	0.0
	B5X	Health Care Program Analyst II	3.0	3.0	3.0	0.0
	B72	Mental Health Program Supv	2.0	2.0	2.0	0.0
	C23	Prevention Program Analyst II	0.0	3.0	3.0	3.0
	C60	Admin Assistant	1.0	1.0	1.0	0.0
	C83	Health Care Program Mgr II	3.0	3.0	3.5	0.5
	D09	Office Specialist III	2.0	2.0	2.0	0.0
	D1E	Sr Health Services Rep	3.0	3.0	3.0	0.0
	D1F	Mental Hlth Office Supervisor	4.0	4.0	4.0	0.0
	D2E	Health Services Rep	18.0	18.0	18.0	0.0
	D2J	Mental Health Peer Spt Wrk	0.0	15.0	17.0	17.0
	E07	Community Worker	21.0	21.0	21.0	0.0
	E33	Mental Health Community Worker	1.0	1.0	1.0	0.0
	H59	Cook II	1.0	1.0	1.0	0.0
	H60	Cook I	4.0	4.0	4.0	0.0
	H66	Food Service Worker II	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	4.0	4.0	4.0	0.0
	P49	Psychiatrist III-Mental Health	7.5	7.5	7.5	0.0
	P67	Rehabilitation Counselor	25.0	25.0	26.0	1.0
	P96	Marriage & Family Therapist II	4.0	4.0	4.0	0.0
	S87	Psychiatric Technician II	1.0	1.0	1.0	0.0
	U14	Prevention Prog Analyst II-U	3.0	0.0	0.0	-3.0
	W1R	Assoc Mgmt Analyst B-U	0.0	0.0	1.0	1.0
	Y41	Psychiatric Social Worker II	16.0	16.0	17.0	1.0
41204	Family & Children's Svcs Div Fund 0001					
	B5X	Health Care Program Analyst II	0.0	0.0	1.0	1.0
	B72	Mental Health Program Supv	1.0	1.0	1.0	0.0
	C60	Admin Assistant	1.0	1.0	2.0	1.0
	C82	Sr Health Care Program Mgr	0.0	0.0	1.0	1.0





## Santa Clara Valley Health & Hospital System (Continued)

Agency Name					Amount	
Budget Unit Number and Name					Change	
Cost Center Number and Name					from FY	
Index Number and Name		FY 2012 Positions		FY 2013	2012	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	C83	Health Care Program Mgr II	2.0	2.0	2.0	0.0
	D1E	Sr Health Services Rep	1.0	1.0	1.0	0.0
	D1F	Mental Hlth Office Supervisor	1.0	1.0	1.0	0.0
	D2E	Health Services Rep	14.0	14.0	14.0	0.0
	D2J	Mental Health Peer Spt Wrk	0.0	2.0	2.0	2.0
	P14	Mental Health Prog Spec II	3.0	3.0	3.0	0.0
	P49	Psychiatrist III-Mental Health	5.5	5.5	5.5	0.0
	P93	Clinical Psychologist	0.5	0.5	0.5	0.0
	P96	Marriage & Family Therapist II	18.0	18.0	18.0	0.0
	S85	Licensed Vocational Nurse	1.0	1.0	1.0	0.0
	Y41	Psychiatric Social Worker II	29.5	29.5	29.5	0.0
41205	Other Mental Health Svcs Fund 0001					
	B3N	Program Mgr II	0.0	0.0	0.0	0.0
	B3P	Program Mgr I	0.0	0.0	0.0	0.0
	D09	Office Specialist III	0.0	0.0	0.0	0.0
	D1E	Sr Health Services Rep	0.0	0.0	0.0	0.0
	D1F	Mental Hlth Office Supervisor	0.0	0.0	0.0	0.0
	D2E	Health Services Rep	0.0	0.0	0.0	0.0
	E07	Community Worker	0.0	0.0	0.0	0.0
	P13	Sr Mental Health Prog Spec	0.0	0.0	0.0	0.0
	P49	Psychiatrist III-Mental Health	0.0	0.0	0.0	0.0
	P67	Rehabilitation Counselor	0.0	0.0	0.0	0.0
	P96	Marriage & Family Therapist II	0.0	0.0	0.0	0.0
	S87	Psychiatric Technician II	0.0	0.0	0.0	0.0
	Y41	Psychiatric Social Worker II	0.0	0.0	0.0	0.0
41213	MHSA					
	B19	Health Program Spec	0.0	0.0	0.0	0.0
	B3N	Program Mgr II	1.0	1.0	1.0	0.0
	B3P	Program Mgr I	1.5	1.5	1.5	0.0
	B5X	Health Care Program Analyst II	0.0	0.0	0.0	0.0
	B72	Mental Health Program Supv	0.0	0.0	0.0	0.0
	C23	Prevention Program Analyst II	0.0	0.0	0.0	0.0
	C83	Health Care Program Mgr II	1.0	1.0	1.0	0.0
	D09	Office Specialist III	1.0	1.0	1.0	0.0
	D1F	Mental Hlth Office Supervisor	1.0	1.0	1.0	0.0
	D2E	Health Services Rep	1.0	1.0	1.0	0.0
	D2J	Mental Health Peer Spt Wrk	0.0	1.5	1.5	1.5
	P13	Sr Mental Health Prog Spec	2.0	2.0	2.0	0.0
	P67	Rehabilitation Counselor	1.0	1.0	1.0	0.0
	P96	Marriage & Family Therapist II	2.0	2.0	2.0	0.0
	U14	Prevention Prog Analyst II-U	0.0	0.0	0.0	0.0
	W1R	Assoc Mgmt Analyst B-U	0.0	0.0	0.0	0.0
	Y41	Psychiatric Social Worker II	4.0	4.0	4.0	0.0
<b>412</b>		<b>Total</b>	<b>330.5</b>	<b>362.0</b>	<b>376.5</b>	<b>46.0</b>
414	Custody Health Services					



**Santa Clara Valley Health & Hospital System (Continued)**

Agency Name						Amount	
Budget Unit Number and Name						Change	
Cost Center Number and Name						from FY	
Index Number and Name		FY 2012 Positions		FY 2013		2012	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
41401	Adult Custody Med Svcs Fund 0001						
	C60 Admin Assistant	0.0	1.0	1.0	1.0	1.0	0.0
	D02 Medical Unit Clerk	14.0	14.0	14.0	14.0	14.0	0.0
	H18 Janitor	3.0	3.0	3.0	3.0	3.0	0.0
	J77 Health Information Tech II	1.0	1.0	1.0	1.0	1.0	0.0
	P76 Registered Dental Assistant	1.5	1.5	1.5	1.5	1.5	0.0
	Q86 Clinical Nurse III-U	0.0	1.0	1.0	1.0	1.0	1.0
	Q98 Dentist-U	1.0	0.0	0.0	0.0	0.0	-1.0
	S31 Nrs Mgr Cld Shlt Cstdy Hlth	2.0	2.0	2.0	2.0	2.0	0.0
	S46 Physician Asst Primary Care	1.0	0.0	0.0	0.0	0.0	-1.0
	S59 Nurse Practitioner	0.5	0.0	0.0	0.0	0.0	-0.5
	S75 Clinical Nurse III	68.2	70.2	70.2	70.2	70.2	2.0
	S80 Admin Nurse II	3.0	3.0	3.0	3.0	3.0	0.0
	S85 Licensed Vocational Nurse	17.0	15.0	15.0	15.0	15.0	-2.0
	S93 Hospital Services Asst II	5.5	6.5	6.5	6.5	6.5	1.0
	Y41 Psychiatric Social Worker II	0.0	2.0	2.0	2.0	2.0	2.0
41402	Adult Custody Mental Health Svcs Fund 0001						
	B6F Mgr Adult Custody MH Svcs	1.0	1.0	1.0	1.0	1.0	0.0
	C60 Admin Assistant	1.0	1.0	1.0	1.0	1.0	0.0
	C83 Health Care Program Mgr II	2.0	2.0	2.0	2.0	2.0	0.0
	D02 Medical Unit Clerk	4.5	4.5	4.5	4.5	4.5	0.0
	D09 Office Specialist III	0.0	1.0	1.0	1.0	1.0	1.0
	H18 Janitor	2.0	2.0	2.0	2.0	2.0	0.0
	P41 Physician-Vmc	1.0	0.0	0.0	0.0	0.0	-1.0
	P55 Psychiatrist III	1.0	0.0	0.0	0.0	0.0	-1.0
	P76 Registered Dental Assistant	1.0	1.0	1.0	1.0	1.0	0.0
	P78 Dental Assistant	0.0	0.0	1.0	1.0	1.0	1.0
	P95 Attending Psychologist	2.0	2.0	2.0	2.0	2.0	0.0
	Q98 Dentist-U	1.0	0.0	0.0	0.0	0.0	-1.0
	S12 Utilization Review Coord	0.5	0.5	0.5	0.5	0.5	0.0
	S59 Nurse Practitioner	2.0	0.0	0.0	0.0	0.0	-2.0
	S75 Clinical Nurse III	23.1	23.1	24.1	24.1	24.1	1.0
	S80 Admin Nurse II	1.0	1.0	1.0	1.0	1.0	0.0
	S85 Licensed Vocational Nurse	2.5	2.5	2.5	2.5	2.5	0.0
	S93 Hospital Services Asst II	1.0	1.0	1.0	1.0	1.0	0.0
	S94 Nursing Attendant	0.0	0.0	1.0	1.0	1.0	1.0
	Y03 Medical Social Worker II	0.0	0.0	1.0	1.0	1.0	1.0
	Y41 Psychiatric Social Worker II	22.5	22.5	22.5	22.5	22.5	0.0
	Z96 Marriage Family Child Co II-U	0.0	1.0	1.0	1.0	1.0	1.0
4138	CSCHS Admin Services						
	C29 Exec Assistant I	1.0	1.0	1.0	1.0	1.0	0.0
	Q86 Clinical Nurse III-U	0.0	0.0	0.0	0.0	0.0	0.0
	S38 Staff Developer	1.0	1.0	1.0	1.0	1.0	0.0
	S72 Quality Improvmt Mgr - A P Sv	1.0	1.0	1.0	1.0	1.0	0.0
	S80 Admin Nurse II	1.0	1.0	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 2012 Positions		FY 2013		2012	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	S86 Dir Chlds Shlt Cusdy Hlth Srv	1.0	1.0	1.0	0.0		
	W71 Sr Health Care Prog Analyst	1.0	1.0	1.0	0.0		
4150	Juvenile Probation Med Svcs Fund 0001						
	D02 Medical Unit Clerk	2.5	2.5	2.5	0.0		
	S31 Nrs Mgr Cld Shlt Cstdy Hlth	1.0	1.0	1.0	0.0		
	S75 Clinical Nurse III	10.2	10.2	10.2	0.0		
	S85 Licensed Vocational Nurse	3.5	3.5	3.5	0.0		
4160	Children's Shelter Med Svcs Fund 0001						
	S93 Hospital Services Asst II	2.0	2.0	2.0	0.0		
<b>414</b>	<b>Total</b>	<b>212.0</b>	<b>211.5</b>	<b>215.5</b>	<b>3.5</b>		
417	Department Of Alcohol And Drug Programs						
4600	Admistration Fund 0001						
	B1P Mgmt Analyst	1.0	1.0	1.0	0.0		
	B2J Admin Services Mgr II	1.0	1.0	1.0	0.0		
	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		
	D1E Sr Health Services Rep	0.0	1.0	1.0	1.0		
	P74 Dir Research Evaluation AD Sys	1.0	1.0	1.0	0.0		
	W71 Sr Health Care Prog Analyst	3.0	3.0	3.0	0.0		
	X17 Exec Assistant I-ACE	1.0	1.0	1.0	0.0		
4604	ITEC Projects Fund 0001						
	B3V Sr Mgt Info Systems Analyst	1.0	1.0	1.0	0.0		
	B3Z Sr Mgmt Info Sys Analyst-U	0.0	1.0	1.0	1.0		
	G12 Information Systems Manager II	1.0	1.0	1.0	0.0		
	Q32 Information Systems Mgr II-U	0.0	1.0	1.0	1.0		
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						
	B3Z Sr Mgmt Info Sys Analyst-U	0.0	1.0	1.0	1.0		
	D09 Office Specialist III	1.0	1.0	1.0	0.0		
	F86 Mgt Info Sys Analyst II	2.0	2.0	2.0	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	1.0	-0.5		
	D2E Health Services Rep	0.0	0.0	1.0	1.0		
	D60 Clerical Office Supv	0.0	0.0	1.0	1.0		
	P30 Clinical Standards Coord	0.5	0.5	1.0	0.5		
	P96 Marriage & Family Therapist II	10.0	10.0	10.0	0.0		
	Y41 Psychiatric Social Worker II	3.5	3.5	1.5	-2.0		
4612	HIV Svcs Fund 0001						
	S85 Licensed Vocational Nurse	2.0	2.0	2.0	0.0		
4620	Perinatal Substance Abuse 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 2012 Positions		FY 2013		2012	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	D2E Health Services Rep	1.0	1.0	1.0	0.0		
	E07 Community Worker	1.0	1.0	1.0	0.0		
	E49 Day Care Center Aide	1.5	1.5	1.5	0.0		
	J26 Health Education Specialist	1.0	1.0	1.0	0.0		
	P96 Marriage & Family Therapist II	3.0	3.0	3.0	0.0		
4630	Prevention Svcs Fund 0001						
	B0D Div Dir, CFCS, A&D	0.0	1.0	1.0	1.0		
	B26 Div Dir, Alcohol & Drug Svc	1.0	0.0	0.0	-1.0		
	C23 Prevention Program Analyst II	2.0	2.0	2.0	0.0		
	C24 Prevention Program Analyst I	1.0	1.0	1.0	0.0		
	C60 Admin Assistant	1.0	1.0	1.0	0.0		
	D09 Office Specialist III	2.0	2.0	2.0	0.0		
	W71 Sr Health Care Prog Analyst	1.0	1.0	1.0	0.0		
4640	Quality Improvement Fund 0001						
	B0E Div Dir, Q1 & DS, A&D	0.0	1.0	1.0	1.0		
	C06 Quality Improv Coor II A&D Svc	5.0	5.0	5.0	0.0		
	C60 Admin Assistant	1.0	1.0	1.0	0.0		
	D2E Health Services Rep	1.0	1.0	1.0	0.0		
	W71 Sr Health Care Prog Analyst	1.0	1.0	1.0	0.0		
4642	Homeless Project Fund 0001						
	P67 Rehabilitation Counselor	2.0	2.0	2.0	0.0		
4645	Adult Services Fund 0001						
	B0C Div Dir, Adlt Tr Sv, A&D	0.0	1.0	1.0	1.0		
	C60 Admin Assistant	1.0	1.0	1.0	0.0		
	C82 Sr Health Care Program Mgr	1.0	0.0	0.0	-1.0		
	C83 Health Care Program Mgr II	1.0	1.0	1.0	0.0		
	P30 Clinical Standards Coord	1.0	1.0	1.0	0.0		
	P96 Marriage & Family Therapist II	1.0	1.0	1.0	0.0		
	Y41 Psychiatric Social Worker II	0.0	1.0	1.0	1.0		
4646	Employee Assist Prog Fund 0001						
	C60 Admin Assistant	1.0	1.0	1.0	0.0		
	C8A Employee Asst Prog Mgr	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						
	B0A Div Dir Ad Med & Thpy Svc	0.0	1.0	1.0	1.0		
	C60 Admin Assistant	1.0	1.0	1.0	0.0		
	C82 Sr Health Care Program Mgr	1.0	0.0	0.0	-1.0		
	D2E Health Services Rep	1.0	1.0	1.0	0.0		
	H93 Medical Assistant	1.0	1.0	1.0	0.0		
	P28 Sr Staff Physician II	3.5	3.5	3.5	0.0		
	P55 Psychiatrist III	1.0	1.0	1.0	0.0		
	S85 Licensed Vocational Nurse	9.5	9.5	9.5	0.0		
	S87 Psychiatric Technician II	1.0	1.0	1.0	0.0		
4652	Central Ctr Fund 0001						
	C83 Health Care Program Mgr II	0.0	0.0	0.5	0.5		



## 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 2012 Positions		FY 2013	2012	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	D09 Office Specialist III	1.0	1.0	1.0	0.0	
	D1E Sr Health Services Rep	1.0	1.0	1.0	0.0	
	D2E Health Services Rep	1.0	1.0	1.0	0.0	
	D51 Office Specialist I	0.5	0.5	0.5	0.0	
	P67 Rehabilitation Counselor	3.0	3.0	3.0	0.0	
	P96 Marriage & Family Therapist II	2.0	2.0	2.0	0.0	
	Y41 Psychiatric Social Worker II	2.0	2.0	4.0	2.0	
4654	Alexian Health Clinic Fund 0001					
	D2E Health Services Rep	2.0	2.0	2.0	0.0	
	P67 Rehabilitation Counselor	2.0	2.0	2.0	0.0	
	S76 Clinical Nurse II	1.0	1.0	1.0	0.0	
	Y41 Psychiatric Social Worker II	2.0	2.0	2.0	0.0	
4655	Central Valley Clinic Fund 0001					
	C83 Health Care Program Mgr II	1.0	1.0	1.0	0.0	
	D2E Health Services Rep	3.0	3.0	3.0	0.0	
	D60 Clerical Office Supv	1.0	1.0	1.0	0.0	
	P67 Rehabilitation Counselor	3.0	3.0	3.0	0.0	
	P96 Marriage & Family Therapist II	3.0	3.0	3.0	0.0	
	Y41 Psychiatric Social Worker II	1.0	1.0	1.0	0.0	
	Z96 Marriage Family Child Co II-U	0.0	1.0	1.0	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	
	P96 Marriage & Family Therapist II	2.0	2.0	2.0	0.0	
	S7C Clinical Nurse III Step C	1.0	1.0	1.0	0.0	
4673	Basn Svcs Fund 0001					
	E07 Community Worker	0.0	2.0	2.0	2.0	
4675	Calworks Prog Fund 0001					
	B5X Health Care Program Analyst II	1.0	1.0	0.0	-1.0	
	C60 Admin Assistant	1.0	1.0	0.0	-1.0	
	C82 Sr Health Care Program Mgr	1.0	1.0	0.0	-1.0	
4676	Dependency Drug Treatment Ct Fund 0001					
	P67 Rehabilitation Counselor	1.0	1.0	1.0	0.0	
	P96 Marriage & Family Therapist II	1.0	1.0	1.0	0.0	
	X09 Sr Office Specialist	1.0	1.0	1.0	0.0	
	Y41 Psychiatric Social Worker II	1.0	1.0	1.0	0.0	
4677	Gateway Assessment Fund 0001					
	C82 Sr Health Care Program Mgr	1.0	1.0	1.0	0.0	
	D09 Office Specialist III	1.0	1.0	1.0	0.0	
	D1E Sr Health Services Rep	1.0	1.0	1.0	0.0	
	D2E Health Services Rep	5.0	5.0	5.0	0.0	
4680	Offender Treatment Program III - Fund 0001					
	E07 Community Worker	3.0	3.0	3.0	0.0	
	P96 Marriage & Family Therapist II	1.0	1.0	1.0	0.0	
	Q6R Rehabilitation Counselor-U	0.0	1.0	1.0	1.0	



**Santa Clara Valley Health & Hospital System (Continued)**

Agency Name						Amount	
Budget Unit Number and Name						Change	
Cost Center Number and Name						from FY	
Index Number and Name		FY 2012 Positions		FY 2013		2012	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	V33 Office Specialist II-U	0.0	1.0	1.0	1.0	1.0	
4682	Veterans Drug Court						
	Y41 Psychiatric Social Worker II	1.0	1.0	1.0	1.0	0.0	
4683	Comp Drug Court Imp-DDC Fund 0001						
	P67 Rehabilitation Counselor	1.5	1.0	1.0	1.0	-0.5	
	P96 Marriage & Family Therapist II	1.0	1.0	1.0	1.0	0.0	
4685	SAMSHA Treatment for Homeless Fund 0001						
	E07 Community Worker	1.0	1.0	1.0	1.0	0.0	
4686	Criminal Justice Realignment Fund 0001						
	B1L Mgmt Analysis Prog Mgr I	0.0	0.0	0.0	0.0	0.0	
	B5X Health Care Program Analyst II	0.0	0.0	0.0	0.0	0.0	
	C83 Health Care Program Mgr II	0.0	0.0	1.0	1.0	1.0	
	D1E Sr Health Services Rep	0.0	1.0	1.0	1.0	1.0	
	Y41 Psychiatric Social Worker II	0.0	0.0	1.0	1.0	1.0	
4687	SAMHSA-Aftercare Fund 0001						
	P67 Rehabilitation Counselor	0.0	1.0	1.0	1.0	1.0	
	Y41 Psychiatric Social Worker II	0.0	1.0	1.0	1.0	1.0	
<b>417</b>	<b>Total</b>	<b>151.0</b>	<b>164.5</b>	<b>166.0</b>	<b>15.0</b>		
418	Community Health Services						
4182	Children's Hlth Initiative & Outreach Fund 0001						
	C23 Prevention Program Analyst II	1.0	1.0	1.0	1.0	0.0	
	C59 Ambulatory Service Mgr	1.0	1.0	1.0	1.0	0.0	
	C60 Admin Assistant	2.0	2.0	2.0	2.0	0.0	
	C84 Health Care Program Mgr I	1.0	1.0	1.0	1.0	0.0	
	D08 Supv Medical Admitting Clk II	1.0	1.0	1.0	1.0	0.0	
	D1E Sr Health Services Rep	29.0	29.0	29.0	29.0	0.0	
	E04 Public Health Community Spec	1.0	1.0	1.0	1.0	0.0	
	E32 Public Health Assistant	1.0	1.0	1.0	1.0	0.0	
	J27 Health Education Associate	1.0	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	1.0	0.0	
	C87 Quality Improvement Coord	1.0	1.0	1.0	1.0	0.0	
	D1E Sr Health Services Rep	1.5	1.5	1.5	1.5	0.0	
	D2E Health Services Rep	2.0	2.0	2.0	2.0	0.0	
	E04 Public Health Community Spec	1.0	1.0	1.0	1.0	0.0	
	H17 Utility Worker	1.0	1.0	1.0	1.0	0.0	
	H30 Health Center Manager	1.0	1.0	1.0	1.0	0.0	
	H93 Medical Assistant	1.0	1.0	1.0	1.0	0.0	
	J27 Health Education Associate	1.0	1.0	1.0	1.0	0.0	
	P40 Pharmacist Specialist	1.0	1.0	1.0	1.0	0.0	
	R24 Public Health Nutritionist	1.0	1.0	1.0	1.0	0.0	
	S75 Clinical Nurse III	1.5	1.5	1.5	1.5	0.0	
	S7B Clinical Nurse III Step B	0.5	0.5	0.5	0.5	0.0	
	S85 Licensed Vocational Nurse	1.0	1.0	1.0	1.0	0.0	
	Y03 Medical Social Worker II	1.0	1.0	1.0	1.0	0.0	



## Santa Clara Valley Health & Hospital System (Continued)

Agency Name						
Budget Unit Number and Name					Amount Change from FY 2012	
Cost Center Number and Name						
Index Number and Name		FY 2012 Positions		FY 2013		
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	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
4184	TB Refugee Clinic Fund 0001					
	D1E	Sr Health Services Rep	2.0	2.0	2.0	0.0
	D2E	Health Services Rep	3.0	3.0	3.0	0.0
	D75	Medical Office Specialist	1.0	1.0	1.0	0.0
	E32	Public Health Assistant	5.0	5.0	5.0	0.0
	J26	Health Education Specialist	1.0	1.0	1.0	0.0
	J68	Health Information Clerk II	1.0	1.0	1.0	0.0
	R74	Sr Laboratory Assistant	0.5	0.5	0.5	0.0
	R85	Chest X-Ray Technician	1.0	1.0	1.0	0.0
	S11	Asst Nurse Mgr	1.0	1.0	1.0	0.0
	S51	Communicable Disease Invest	1.0	1.0	1.0	0.0
	S59	Nurse Practitioner	1.5	1.5	1.5	0.0
	S75	Clinical Nurse III	2.0	2.0	2.0	0.0
	S7B	Clinical Nurse III Step B	2.0	2.0	2.0	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>	79.5	79.5	79.5
725	SCVMC-Valley Health Plan					
7259	VHP-Employee Wellness Program					
	C82	Sr Health Care Program Mgr	0.0	0.0	1.0	1.0
	J26	Health Education Specialist	3.0	3.0	3.0	0.0
	W71	Sr Health Care Prog Analyst	0.0	0.0	1.0	1.0
72501	Valley Health Plan Group Fund 0380					
	A4D	Valley Health Plan Medical Dir	1.0	1.0	1.0	0.0
	A96	Dir Perf & Outcomes Management	1.0	1.0	1.0	0.0
	B12	Utilization Mgmt Q-A Mgr	1.0	1.0	1.0	0.0
	B1J	Mgmt Anal Prog Mgr II	0.0	0.0	1.0	1.0
	B1P	Mgmt Analyst	1.0	1.0	1.0	0.0
	B1R	Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0
	B2N	Admin Support Officer III	1.0	1.0	1.0	0.0
	B3P	Program Mgr I	2.0	2.0	2.0	0.0
	B5X	Health Care Program Analyst II	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
	B9Q	Health Care Financial Manager	0.0	1.0	1.0	1.0
	C13	Healthcare Svc Bus Dev Analyst	1.0	2.0	4.0	3.0
	C29	Exec Assistant I	1.0	1.0	2.0	1.0
	C60	Admin Assistant	1.0	1.0	1.0	0.0
	C82	Sr Health Care Program Mgr	0.0	0.0	0.0	0.0
	C83	Health Care Program Mgr II	0.0	0.0	0.0	0.0
	C87	Quality Improvement Coord	2.0	2.0	2.0	0.0
	D09	Office Specialist III	3.0	3.0	3.0	0.0



## Santa Clara Valley Health & Hospital System (Continued)

Agency Name					Amount Change from FY 2012	
Budget Unit Number and Name					Approved	
Cost Center Number and Name					Approved	
Index Number and Name		FY 2012 Positions		FY 2013		
Job Class Code and Title		Approved	Adjusted	Recommended		
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	2.0	2.0	2.0	0.0	
D49	Office Specialist II	1.0	1.0	1.0	0.0	
D4M	VHP Claims Examiner	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	
G12	Information Systems Manager II	0.0	1.0	1.0	1.0	
J26	Health Education Specialist	2.0	2.0	2.0	0.0	
J27	Health Education Associate	1.0	1.0	1.0	0.0	
J29	Provider Relations Manager	1.0	1.0	1.0	0.0	
J30	Credentials Specialist	2.0	2.0	2.0	0.0	
J31	Provider Relations Specialist	4.0	4.0	4.0	0.0	
P40	Pharmacist Specialist	1.0	1.0	1.0	0.0	
P41	Physician-Vmc	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	1.0	1.0	1.0	0.0	
S12	Utilization Review Coord	2.0	4.0	4.0	2.0	
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	0.0	0.0	2.0	2.0	
X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
Y03	Medical Social Worker II	1.0	1.0	1.0	0.0	
<b>725</b>		<b>Total</b>	<b>71.0</b>	<b>76.0</b>	<b>84.0</b>	<b>13.0</b>
921	Santa Clara Valley Medical Center					
92106	SCVMC Operations Fund 0060					
A14	Dir of Nursing Services	1.0	1.0	1.0	0.0	
A15	Chief Financial Ofc Scvh & Hs	1.0	1.0	1.0	0.0	
A1E	SCVMC-Chief Executive Officer	1.0	1.0	1.0	0.0	
A1T	Dir, AMC Fincial Svc & Ops Spt	1.0	0.0	0.0	-1.0	
A1U	Dir, Primary & Comm Hlth Svc	1.0	1.0	1.0	0.0	
A2T	Dir of Patient Panels & Access	0.0	1.0	1.0	1.0	
A3C	Dir, Govt, PR & Spec Projects	1.0	1.0	1.0	0.0	
A4A	Chief Medical Officer	1.0	1.0	1.0	0.0	
A4B	Hospital Medical Director	1.0	1.0	1.0	0.0	
A4E	Chief Dentist	1.0	1.0	1.0	0.0	
A5C	Dir, Clinical & Support Svcs	1.0	1.0	1.0	0.0	
A96	Dir Perf & Outcomes Management	1.0	1.0	1.0	0.0	
B05	Dir of Cardiovascular Services	1.0	1.0	1.0	0.0	
B1N	Sr Mgmt Analyst	4.0	4.0	4.0	0.0	
B1P	Mgmt Analyst	3.0	3.0	3.0	0.0	
B1R	Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0	
B1T	Assoc Mgmt Analyst A	1.0	1.0	1.0	0.0	
B2E	Training & Staff Dev Spec	1.0	1.0	1.0	0.0	





## 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 2012 Positions		FY 2013	2012	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
B2H	Admin Director Lab	1.0	1.0	1.0	0.0	
B2J	Admin Services Mgr II	2.0	2.0	2.0	0.0	
B2L	Admin Services Mgr I	1.0	1.0	1.0	0.0	
B2N	Admin Support Officer III	1.0	1.0	1.0	0.0	
B2P	Admin Support Officer II	1.0	1.0	1.0	0.0	
B2Q	Asst Admin Director Lab	1.0	1.0	1.0	0.0	
B2R	Admin Support Officer I	1.0	1.0	1.0	0.0	
B3A	Clinical Admin Spt Officer I	2.0	2.0	2.0	0.0	
B3B	Clinical Admin Spt Officer II	2.0	2.0	2.0	0.0	
B3C	Clinical Admin Spt Officer III	4.0	4.0	4.0	0.0	
B3E	Media Specialist/Coord-Cema	1.0	1.0	1.0	0.0	
B3G	Director of Patient Access	1.0	1.0	1.0	0.0	
B3N	Program Mgr II	2.0	2.0	2.0	0.0	
B3V	Sr Mgt Info Systems Analyst	37.0	37.0	37.0	0.0	
B4A	Clinical Admin Svc Mgr	1.0	1.0	1.0	0.0	
B4M	Sr Database Administrator-U	0.0	10.0	10.0	10.0	
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	
B5B	Manager of Care Management	1.0	1.0	1.0	0.0	
B5X	Health Care Program Analyst II	8.0	8.0	8.0	0.0	
B5Y	Health Care Program Analyst I	9.0	8.0	8.0	-1.0	
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	
B6T	Clinical Documentation Analyst	2.0	2.0	2.0	0.0	
B76	Sr Accountant	3.0	2.0	2.0	-1.0	
B77	Accountant III	3.0	2.0	2.0	-1.0	
B78	Accountant II	4.0	4.0	4.0	0.0	
B7P	Public Communications Mgr	1.0	1.0	1.0	0.0	
B7R	Cancer Care Program Coord	1.0	1.0	1.0	0.0	
B80	Accountant Auditor Appraiser	4.0	4.0	4.0	0.0	
B85	Dir Plan & Market Scvhhs	1.0	1.0	1.0	0.0	
B9C	Hlth Care Finance Analyst Assc	3.0	3.0	3.0	0.0	
B9D	Hlth Care Financial Analyst I	3.0	3.0	3.0	0.0	
B9E	Hlth Care Financial Analyst II	4.0	4.0	4.0	0.0	
B9F	Sr Hlth Care Financial Analyst	19.0	20.0	20.0	1.0	
B9Q	Health Care Financial Manager	1.0	1.0	1.0	0.0	
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	8.0	8.0	8.0	0.0	
C14	Health Hosp Sys Info Sv Div	1.0	1.0	1.0	0.0	
C19	Exec Assistant II	1.0	1.0	1.0	0.0	
C29	Exec Assistant I	3.0	3.0	3.0	0.0	



**Santa Clara Valley Health & Hospital System (Continued)**

Agency Name					Amount	
Budget Unit Number and Name					Change	
Cost Center Number and Name					from FY	
Index Number and Name		FY 2012 Positions		FY 2013	2012	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
C2A	Clinical Research Program Dir	1.0	1.0	1.0	0.0	
C2B	Clinical Research Program Mgr	1.0	1.0	1.0	0.0	
C2C	Clinical Support Program Coord	2.0	2.0	2.0	0.0	
C2D	Clinical Research Associate	1.5	1.5	1.5	0.0	
C2E	Clinical Research Assistant II	2.5	2.0	2.0	-0.5	
C2G	Enterprise Fund Budget Mgr	1.0	1.0	1.0	0.0	
C41	Compliance Officer	1.0	1.0	1.0	0.0	
C48	Revenue Control Analyst	14.0	16.0	16.0	2.0	
C59	Ambulatory Service Mgr	3.0	3.0	3.0	0.0	
C5C	Dir, Care Cont, Perf, A&S	1.0	1.0	1.0	0.0	
C60	Admin Assistant	25.3	25.3	25.3	0.0	
C67	Asst Dir of Patient Bus Svc	1.0	1.0	1.0	0.0	
C84	Health Care Program Mgr I	1.0	1.0	1.0	0.0	
C87	Quality Improvement Coord	9.0	9.0	9.0	0.0	
C91	Accounts Payable Mgr Hlth Hosp	1.0	1.0	1.0	0.0	
C94	Mgr of Volunteer Services	1.0	1.0	1.0	0.0	
D02	Medical Unit Clerk	79.8	74.3	73.7	-6.1	
D04	Tumor Registrar	0.5	0.5	0.5	0.0	
D08	Supv Medical Admitting Clk II	6.0	6.0	6.0	0.0	
D09	Office Specialist III	31.4	29.4	28.4	-3.0	
D0B	Clinical Nurse II-Step B	0.8	0.8	0.8	0.0	
D10	Supv Medical Admitting Clk I	2.0	2.0	2.0	0.0	
D1E	Sr Health Services Rep	110.0	110.0	110.0	0.0	
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	4.0	4.0	4.0	0.0	
D2E	Health Services Rep	257.7	257.7	257.7	0.0	
D33	Sec To Exec Dir Scvhhs-ACE	1.0	0.0	0.0	-1.0	
D3A	Resources Scheduling Rep	8.0	8.0	8.0	0.0	
D44	Supv Patient Business Svcs Clk	11.0	11.0	11.0	0.0	
D45	Sr Patient Business Svcs Clk	20.5	19.5	19.5	-1.0	
D48	Patient Business Svcs Clerk	81.5	80.5	80.5	-1.0	
D49	Office Specialist II	7.5	7.5	7.5	0.0	
D50	Medical Translator	21.5	21.5	21.5	0.0	
D51	Office Specialist I	8.5	7.5	7.5	-1.0	
D56	Medical Record Tech Supv	2.0	2.0	2.0	0.0	
D75	Medical Office Specialist	2.0	2.0	2.0	0.0	
D76	Medical Administrative Asst II	22.0	21.0	21.0	-1.0	
D79	Medical Administrative Asst I	24.5	24.5	24.5	0.0	
D87	Medical Transcriptionist	8.0	8.0	8.0	0.0	
D8C	Medical Admin Asst II-ACE	2.0	2.0	2.0	0.0	
D94	Supv Account Clerk II	4.0	4.0	4.0	0.0	
D96	Accountant Assistant	11.0	11.0	11.0	0.0	
D97	Account Clerk II	26.5	26.5	26.5	0.0	
D98	Account Clerk I	1.0	1.0	1.0	0.0	



## Santa Clara Valley Health & Hospital System (Continued)

Agency Name					Amount Change from FY 2012	
Budget Unit Number and Name					Approved	
Cost Center Number and Name					Recommended	
Index Number and Name		FY 2012 Positions		FY 2013		
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
E04	Public Health Community Spec	1.0	1.0	1.0	0.0	
E20	Telecom Services Specialist	1.0	1.0	1.0	0.0	
E27	Telecommunications Ops Mgr	1.0	1.0	1.0	0.0	
E28	Messenger Driver	5.5	5.5	5.5	0.0	
E2A	Psychiatric Nurse II-Step A	1.0	1.0	1.0	0.0	
E2B	Psychiatric Nurse II-Step B	8.0	8.0	8.0	0.0	
E2C	Psychiatric Nurse II-Step C	3.0	3.0	3.0	0.0	
E32	Public Health Assistant	7.0	7.0	7.0	0.0	
E40	Library Assistant II	0.5	0.5	0.5	0.0	
E60	Mobile Outreach Driver	2.0	2.0	2.0	0.0	
F14	Legal Clerk	1.0	1.5	1.5	0.5	
F86	Mgt Info Sys Analyst II	2.0	2.0	2.0	0.0	
F89	Mgt Information Sys Analyst I	4.5	4.5	4.5	0.0	
G11	Information Systems Mgr III	1.0	1.0	1.0	0.0	
G12	Information Systems Manager II	10.0	10.0	10.0	0.0	
G14	Information Systems Manager I	26.0	26.0	26.0	0.0	
G28	Information Systems Analyst II	44.0	44.0	44.0	0.0	
G29	Information Systems Analyst I	4.0	4.0	4.0	0.0	
G2C	Sr Systems Software Engineer-U	0.0	9.0	9.0	9.0	
G38	Information Systems Tech III	4.0	4.0	4.0	0.0	
G4L	Network Engineer-SCVHHS	4.0	4.0	4.0	0.0	
G50	Information Sys Tech II	24.6	24.6	24.6	0.0	
G51	Information Sys Tech I	1.0	1.0	1.0	0.0	
G52	Hospital Communications Opr	11.5	11.5	11.5	0.0	
G65	Management Info Svcs Proj Mgr	2.0	2.0	2.0	0.0	
G66	Operating Room Storekeeper	4.0	4.0	4.0	0.0	
G68	Management Info Svcs Mgr II	3.0	3.0	3.0	0.0	
G6M	Mgt Info Services Mgr III	3.0	3.0	3.0	0.0	
G81	Storekeeper	6.0	6.0	6.0	0.0	
G82	Stock Clerk	27.9	27.9	27.9	0.0	
G84	Central Supply Distribtn Supv	3.0	3.0	3.0	0.0	
H12	Janitor Supervisor	8.0	8.0	8.0	0.0	
H17	Utility Worker	3.0	3.0	3.0	0.0	
H18	Janitor	212.3	210.3	209.3	-3.0	
H30	Health Center Manager	11.0	11.0	11.0	0.0	
H41	Food Production Cafeteria Mgr	1.0	1.0	1.0	0.0	
H55	Dir, Q&U, A&Com Hlth/Mgd Care	1.0	1.0	1.0	0.0	
H59	Cook II	4.0	4.0	4.0	0.0	
H60	Cook I	3.0	3.0	3.0	0.0	
H64	Dietetic Assistant	3.0	3.5	3.5	0.5	
H66	Food Service Worker II	7.0	7.0	7.0	0.0	
H67	Food Service Worker I	25.0	24.0	23.0	-2.0	
H6A	Registered Dietetic Tech	2.5	2.0	2.0	-0.5	
H84	Laundry Worker II	2.0	2.0	2.0	0.0	
H86	Laundry Worker I	9.3	8.3	8.3	-1.0	



## Santa Clara Valley Health & Hospital System (Continued)

Agency Name					Amount Change from FY 2012	
Budget Unit Number and Name					Approved	
Cost Center Number and Name					Approved	
Index Number and Name		FY 2012 Positions		FY 2013		
Job Class Code and Title		Approved	Adjusted	Recommended		
H93	Medical Assistant	186.3	168.7	167.2	-19.1	
J26	Health Education Specialist	2.0	2.0	2.0	0.0	
J27	Health Education Associate	1.0	1.0	1.0	0.0	
J67	Health Information Clerk III	19.5	19.5	19.5	0.0	
J68	Health Information Clerk II	64.0	64.0	63.0	-1.0	
J69	Health Information Clerk I	16.0	16.0	16.0	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	12.5	11.5	11.5	-1.0	
J78	Health Information Tech I	9.0	9.0	9.0	0.0	
K01	Sr Biomedical Equipment Tech	1.0	1.0	1.0	0.0	
K03	Biomedical Equipment Tech II	5.0	5.0	5.0	0.0	
K06	Biomedical Equipment Tech I	1.0	1.0	1.0	0.0	
K13	Assoc Telecommunications Tech	3.0	3.0	3.0	0.0	
K16	Telephone Services Engineer	1.0	1.0	1.0	0.0	
K18	Sr Telephone Technician	1.0	1.0	1.0	0.0	
K19	Medical Equipment Repairer	2.0	2.0	2.0	0.0	
K94	Electronic Repair Technician	3.0	3.0	3.0	0.0	
L34	Sr Facilities Engineer	1.0	1.0	1.0	0.0	
L35	Telecommunications Tech	3.0	3.0	3.0	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	
M47	General Maint Mechanic II	10.0	10.0	10.0	0.0	
M51	Carpenter	4.0	4.0	4.0	0.0	
M59	Electrician	3.0	3.0	3.0	0.0	
M63	Sr Electrician	1.0	1.0	1.0	0.0	
M64	Sr Painter	1.0	1.0	1.0	0.0	
M65	Elevator Mechanic	1.0	1.0	1.0	0.0	
M68	Painter	3.0	3.0	3.0	0.0	
M75	Plumber	2.0	2.0	2.0	0.0	
M81	Refrigeration Mechanic	3.0	3.0	3.0	0.0	
M83	Locksmith	1.0	1.0	1.0	0.0	
M90	Sr Plumber	1.0	1.0	1.0	0.0	
MLA	Medical Laboratory Assistant I	1.0	1.0	1.0	0.0	
N23	Dir Facilities Maint SSCHHS	1.0	1.0	1.0	0.0	
N29	Maintenance Coord-Vmc	1.0	1.0	1.0	0.0	
N54	Dir, Nursing E/R/QI & AP	1.0	1.0	1.0	0.0	
N56	Director, Valley Speciality Ct	1.0	1.0	1.0	0.0	
N5A	Director of Care Management	1.0	1.0	1.0	0.0	
N95	Sr Hospital Stationary Engr	1.0	0.0	0.0	-1.0	
N96	Hospital Stationary Engineer	9.0	9.0	9.0	0.0	
N9A	Inst Rev Board Admin	1.0	1.0	1.0	0.0	
NNN	VMC Generic Position	91.8	111.8	126.8	35.0	
P34	Post Graduate Year V	10.8	10.0	10.0	-0.8	



## 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 2012 Positions		FY 2013	2012	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
P35	Post Graduate Year IV	8.0	8.0	8.0	0.0	
P36	Post Graduate Year III	23.0	23.0	23.0	0.0	
P37	Post Graduate Year II	26.0	26.0	26.0	0.0	
P39	Post Graduate Year I	46.0	46.0	46.0	0.0	
P40	Pharmacist Specialist	15.5	15.0	15.0	-0.5	
P41	Physician-Vmc	329.3	329.8	326.3	-3.0	
P47	Optometrist	1.5	1.5	1.5	0.0	
P48	Ophthalmic Tech	1.8	1.8	1.8	0.0	
P55	Psychiatrist III	33.5	33.5	34.5	1.0	
P61	Rehabilitation Svcs Prog Mgr	1.0	1.0	1.0	0.0	
P67	Rehabilitation Counselor	0.5	0.5	0.5	0.0	
P71	Operating Room Clerk	6.5	6.5	6.5	0.0	
P76	Registered Dental Assistant	9.3	9.3	9.3	0.0	
P81	Pharmacist Tech Sys Spec	3.0	3.0	3.0	0.0	
P82	Operating Room Aide	12.3	12.3	12.3	0.0	
P84	Obstetric Technician	5.3	5.3	5.3	0.0	
P85	Clinical Audiologist	1.0	1.0	1.0	0.0	
P95	Attending Psychologist	1.1	1.1	1.1	0.0	
P97	Marriage & Family Therapist I	1.0	1.0	1.0	0.0	
P9A	Hospital Clinical Psychologist	5.8	5.8	5.8	0.0	
Q1C	Hlthcr Svc Bus Dev Analyst-U	0.0	2.0	2.0	2.0	
Q3D	Clin Admin Supp Officer III-U	0.0	3.0	3.0	3.0	
Q4E	Revenue Control Analyst-U	0.0	5.0	5.0	5.0	
Q6M	Mgt Info Svcs Mgr III-U	0.0	2.0	2.0	2.0	
Q6P	Mgt Info Svcs Project Mgr-U	0.0	20.0	20.0	20.0	
Q86	Clinical Nurse III-U	0.0	13.0	13.0	13.0	
Q98	Dentist-U	6.7	7.7	8.7	2.0	
R06	Dir Nutrition & Food Services	1.0	1.0	1.0	0.0	
R10	Physical Therapist II	8.5	8.5	8.5	0.0	
R11	Physical Therapist I	27.8	28.8	28.8	1.0	
R12	Occupational Thrp II-Phys Disb	4.0	4.0	4.0	0.0	
R13	Occupational Thrp-Psysl Disb	2.0	2.0	2.0	0.0	
R15	Respiratory Care Practitioner	20.0	20.0	20.0	0.0	
R17	Supv Respiratory Care Practnr	3.0	3.0	3.0	0.0	
R18	Chief Respiratory Care Practnr	1.0	1.0	1.0	0.0	
R1A	Occupational Thrp I-Phy Disb	17.1	17.1	17.1	0.0	
R1C	Recreation Therapist II	1.0	1.0	1.0	0.0	
R1D	Recreation Therapist I	2.8	2.8	2.8	0.0	
R1E	Sr Clinical Lab Tech II	9.0	9.0	9.0	0.0	
R1F	Sr Clinical Lab Tech I	71.0	71.0	71.0	0.0	
R1G	Asst Supv Clinical Lab Tech	6.0	6.0	6.0	0.0	
R1L	Speech Language Pathologist I	3.0	3.0	3.0	0.0	
R1P	Physical Therapist I	7.0	7.0	7.0	0.0	
R1S	Respiratory Care Prac II	25.3	25.3	25.3	0.0	
R1T	Occupational Therapist 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 2012 Positions		FY 2013	2012
Job Class Code and Title		Approved	Adjusted	Recommended	Approved
R21	Clinical Dietitian I	1.0	1.0	1.0	0.0
R25	Dir of Pharmacy Svcs Scvhhs	1.0	1.0	1.0	0.0
R26	Asst Dir of Pharmacy Services	2.0	2.0	2.0	0.0
R27	Pharmacist	92.1	91.5	91.5	-0.6
R29	Pharmacy Technician	121.6	121.0	121.0	-0.6
R2A	Pharmacist-U	0.0	3.0	3.0	3.0
R2C	Certified Occ Thrp Asst II-Pd	3.0	3.0	3.0	0.0
R2I	Pharmacy Assistant	5.5	4.0	4.0	-1.5
R2L	Clinical Dietitian II	15.3	15.3	15.3	0.0
R30	Diagnostic Imaging Info Sys Mg	1.0	1.0	1.0	0.0
R31	Therapy Services Program Mgr	4.0	4.0	4.0	0.0
R32	Radiation Therapist	4.0	4.0	4.0	0.0
R33	Dir of Therapy Services	1.0	1.0	1.0	0.0
R37	Speech Pathologist II	1.5	1.0	1.0	-0.5
R38	Speech Pathologist I	4.5	4.5	4.5	0.0
R39	Sr Diagnostic Ing Info Sys Spc	2.0	2.0	2.0	0.0
R3P	Sr Psychosocial Occ Therapist	1.0	1.0	1.0	0.0
R48	Therapy Technician	10.0	10.0	10.0	0.0
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 Insrvcrd	2.5	2.5	2.0	-0.5
R56	Supv Pharmacist	9.0	9.0	9.0	0.0
R57	Cytotechnologist	1.5	1.5	1.5	0.0
R58	Sr Cytotechnologist	1.0	1.0	1.0	0.0
R59	Supv Clinical Laboratory Tech	10.0	10.0	10.0	0.0
R62	Clinical Lab Tech	1.0	1.0	1.0	0.0
R63	Urology Clinical Coord	1.0	1.0	1.0	0.0
R64	Physical Therapist Asst II	11.3	9.8	9.8	-1.5
R65	Sr Histologic Technician	3.0	3.0	3.0	0.0
R68	Mgr Tech Opr-Artfcl Kidny Unit	1.0	1.0	1.0	0.0
R6A	MRI Technologist-Angio	1.0	1.0	1.0	0.0
R6C	MRI Tech-Comp Tomography	5.0	5.0	5.0	0.0
R70	Hospital Clinical Psych II	1.0	1.0	1.0	0.0
R71	Dialysis Technician	23.5	23.5	22.0	-1.5
R74	Sr Laboratory Assistant	65.0	65.0	65.0	0.0
R77	Forensic Chemist I	2.0	2.0	2.0	0.0
R78	Anesthesia Technician	5.0	5.0	5.0	0.0
R7B	Diagnostic Imaging Info Ss II	1.0	1.0	1.0	0.0
R7F	Medical Lab Assistant III	7.0	7.0	7.0	0.0
R7G	Medical Lab Technician	2.0	2.0	2.0	0.0
R81	Dir of Diagnostic Imaging	1.0	1.0	1.0	0.0
R83	Supv Diagnostic Imag Tech	3.0	3.0	3.0	0.0
R84	Diagnostic Imaging Asst Dir	1.0	1.0	1.0	0.0
R87	Diagnostic Imaging Tech I	1.5	1.5	1.5	0.0
R88	Diagnostic Imaging Tech II	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 2012 Positions		FY 2013	2012	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
R8B	Diagnostic Image Tech II CT	8.0	8.0	8.0	0.0	
R8C	Diagnostic Image Tech I Fluoro	19.6	19.6	19.6	0.0	
R8D	Diagnostic Image Tech I Mamm	10.0	10.0	10.0	0.0	
R8E	Diagnostic Image Tech I CT	13.0	13.0	13.0	0.0	
R8F	Dianostic Image Tech I CT & M	3.0	3.0	3.0	0.0	
R8G	Diagnostic Image Tech I CI	2.5	2.5	2.0	-0.5	
R90	Orthopedic Technician	4.5	4.5	4.0	-0.5	
R94	Sr Nuclear Medical Tech	1.0	1.0	1.0	0.0	
R95	Nuclear Medical Technologist	4.0	4.0	4.0	0.0	
R99	Clinical Neurophysiolg Tech II	2.0	2.0	2.0	0.0	
S01	Quality Improvement Mgr-Hosp	3.0	3.0	3.0	0.0	
S04	Infection Control Nurse	2.0	2.0	2.0	0.0	
S06	Sr Clinic Nurse	16.0	15.5	15.5	-0.5	
S07	Quality Imprv Mgr-Amb Care Srv	1.0	1.0	1.0	0.0	
S11	Asst Nurse Mgr	29.0	29.0	29.0	0.0	
S12	Utilization Review Coord	14.5	16.1	16.1	1.6	
S17	Dir Ambulatory Care Nurs Ops	1.0	1.0	1.0	0.0	
S18	Patient Services Case Coord	19.5	19.5	19.5	0.0	
S1V	Nurse Anesthetist Crna	5.0	5.0	5.0	0.0	
S23	Operating Room Technician	16.6	16.6	16.6	0.0	
S27	Mgr of Supply Proc(Dist)	4.0	4.0	4.0	0.0	
S2A	Assistant Nurse Manager Step A	4.0	3.0	3.0	-1.0	
S2B	Assistant Nurse Manager Step B	24.0	24.0	23.0	-1.0	
S2C	Assistant Nurse Manager Step C	20.0	20.0	20.0	0.0	
S33	Dir Inpatient Acute Nursing	1.0	1.0	1.0	0.0	
S34	Ekg Technician	9.0	9.0	9.0	0.0	
S35	Clinical Nurse Specialist	4.1	3.1	3.1	-1.0	
S38	Staff Developer	5.8	6.8	6.3	0.5	
S39	Nurse Coord	19.8	19.2	18.2	-1.6	
S3A	Nurse Coordinator Step A	5.0	4.0	4.0	-1.0	
S3B	Nurse Coordinator Step B	7.8	6.8	6.8	-1.0	
S3C	Nurse Coordinator Step C	5.0	5.0	5.0	0.0	
S3D	Dir, Crit Care Emer&Perio Nurs	1.0	1.0	1.0	0.0	
S3M	Monitor Technician	11.0	11.0	11.0	0.0	
S42	Nrs Mgr Critical Care	4.0	4.0	4.0	0.0	
S43	Nrs Mgr Burn Center	1.0	1.0	1.0	0.0	
S46	Physician Asst Primary Care	15.8	15.8	14.8	-1.0	
S4B	Clinical Nurse Spec Step B	1.0	1.0	1.0	0.0	
S53	Nrs Mgr Emergency Department	1.0	1.0	1.0	0.0	
S54	Chief Radiation Therapy Tech	1.0	1.0	1.0	0.0	
S55	Nrs Mgr Operating Room Servs	1.0	1.0	1.0	0.0	
S56	Infection Control Nurse Mgr	1.0	1.0	1.0	0.0	
S57	Psychiatric Nurse II	54.5	54.5	54.5	0.0	
S59	Nurse Practitioner	33.6	35.6	35.6	2.0	
S5A	Staff Developer Step A	2.0	2.0	2.0	0.0	



**Santa Clara Valley Health & Hospital System (Continued)**

Agency Name					Amount	
Budget Unit Number and Name					Change	
Cost Center Number and Name					from FY	
Index Number and Name		FY 2012 Positions		FY 2013	2012	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
S5B	Staff Developer Step B	1.5	1.5	1.5	0.0	
S5C	Staff Developer Step C	5.6	5.6	5.6	0.0	
S62	Nrs Mgr Rehabilitation	2.0	2.0	2.0	0.0	
S63	Nrs Mgr Medical Surgical Nrsin	3.0	3.0	3.0	0.0	
S64	Nrs Mgr Mother Infant Cr Cent	1.0	1.0	1.0	0.0	
S65	Nrs Mgr Labr Del 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	
S68	Central Supply Tech	6.5	5.5	5.5	-1.0	
S69	Quality Impvmnt Mgr Inpt Nrs	1.0	1.0	1.0	0.0	
S6B	Ultrasonographer I-B	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	612.3	579.3	574.5	-37.8	
S76	Clinical Nurse II	132.3	126.8	126.8	-5.5	
S7A	Clinical Nurse III Step A	44.6	44.6	44.6	0.0	
S7B	Clinical Nurse III Step B	90.5	89.0	89.0	-1.5	
S7C	Clinical Nurse III Step C	32.4	30.6	30.6	-1.8	
S80	Admin Nurse II	9.2	9.2	9.2	0.0	
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	106.5	96.5	92.7	-13.8	
S87	Psychiatric Technician II	11.5	11.5	11.5	0.0	
S89	Clinical Nurse I	17.4	17.4	17.4	0.0	
S90	Dir Mental Health Nursing	1.0	1.0	1.0	0.0	
S91	Emergency Room Tech	21.6	21.6	21.6	0.0	
S93	Hospital Services Asst II	143.8	135.0	135.0	-8.8	
S94	Nursing Attendant	59.5	59.5	59.5	0.0	
S95	Hospital Services Asst I	16.0	16.0	16.0	0.0	
S9C	Ultrasonographer II-C	3.8	3.8	3.8	0.0	
S9D	Ultrasonographer II-D	11.8	11.8	11.8	0.0	
S9E	SCVHHS Envir Svcs Director	1.0	1.0	1.0	0.0	
S9M	SCVHHC Envir Svcs Mgr	1.0	1.0	1.0	0.0	
S9P	Patient Transport Coordinator	4.2	4.2	4.2	0.0	
S9T	Patient Transporter	25.8	25.0	25.0	-0.8	
T47	Env Hlth & Sfty Com Spl SCVHHS	1.0	1.0	1.0	0.0	
U10	Rehabilitation Therapy Spec-U	1.0	1.0	1.0	0.0	
U98	Protective Services Officer	39.5	38.5	37.5	-2.0	
U9D	Supv Protective Svcs Officer	7.0	7.0	7.0	0.0	
V5F	Assoc Envir Hlth Safety Anal	1.0	1.0	1.0	0.0	
W1N	Sr Mgmt Analyst-U	0.0	5.0	5.0	5.0	
W67	Graduate Intern Pharmacist-U	2.0	2.0	2.0	0.0	
W71	Sr Health Care Prog Analyst	8.0	8.0	8.0	0.0	
X09	Sr Office Specialist	5.8	5.8	5.8	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	
Index Number and Name		FY 2012 Positions		FY 2013	2012	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
X15	Exec Assistant II-ACE	2.0	2.0	2.0	0.0	
X17	Exec Assistant I-ACE	6.0	5.0	5.0	-1.0	
X19	Admin Assistant-ACE	1.0	1.0	1.0	0.0	
Y01	Dir of Medical Social Services	1.0	1.0	1.0	0.0	
Y03	Medical Social Worker II	26.1	26.1	26.1	0.0	
Y04	Medical Social Worker I	1.0	1.0	1.0	0.0	
Y0A	Nurse Practitioner Step A	1.0	1.0	1.0	0.0	
Y0B	Nurse Practitioner Step B	2.0	2.0	2.0	0.0	
Y0C	Nurse Practitioner Step C	4.6	4.6	4.6	0.0	
Y41	Psychiatric Social Worker II	19.5	19.5	19.5	0.0	
Y42	Psychiatric Social Worker I	1.0	1.0	1.0	0.0	
Y52	Proj Mgr Medicaid Cov Exp Prog	1.0	1.0	1.0	0.0	
Z17	Janitor-U	0.6	0.6	0.6	0.0	
Z1B	Accounting Manager-SCVHHS	2.0	2.0	2.0	0.0	
Z1C	Decision Support Mgr-SCVHHS	1.0	1.0	1.0	0.0	
Z1D	SCVHHS Reimbmnt Mgr/Asst CTRL	1.0	1.0	1.0	0.0	
Z1R	Recreation Therapist I	1.0	1.0	1.0	0.0	
<b>921</b>		<b>Total</b>	5,106.2	5,093.7	5,085.0	-21.2
<b>Health Department</b>		<b>Total</b>	6,367.7	6,409.2	6,427.0	59.3
<b>Santa Clara Valley Health &amp; Hospital System</b>		<b>Total</b>	6,367.7	6,409.2	6,427.0	59.3



## Housing, Land Use, Environment & Transportation

Agency Name							
Budget Unit Number and Name						Amount	
Cost Center Number and Name						Change	
Index Number and Name				FY 2012 Positions		FY 2013	
Job Class Code and Title				Approved	Adjusted	Recommended	Approved
Environmental Resource Departments							
260	Department of Planning and Development						
1180	Planning and Dev Admin Fund 0001						
	A1B	Dir, Dept of Planning & Dev	1.0	1.0	1.0	0.0	
	B1P	Mgmt Analyst	1.0	1.0	1.0	0.0	
	B2J	Admin Services Mgr II	1.0	1.0	1.0	0.0	
	B77	Accountant III	1.0	1.0	1.0	0.0	
	B78	Accountant II	1.0	1.0	1.0	0.0	
	G12	Information Systems Manager II	1.0	1.0	1.0	0.0	
	G28	Information Systems Analyst II	1.0	1.0	1.0	0.0	
	X15	Exec Assistant II-ACE	1.0	1.0	1.0	0.0	
1400	Land Development Engineering/Surveyors Fund 0001						
	K66	Field Survey Technician II	1.0	1.0	1.0	0.0	
	K81	Engineering Technician III	1.0	1.0	1.0	0.0	
	L11	County Surveyor Supv Surv Map	1.0	1.0	1.0	0.0	
	L13	Principal Civil Engr-LDE	0.0	1.0	1.0	1.0	
	L14	Sr Civil Engineer	2.0	1.0	1.0	-1.0	
	L16	Assoc Civil Engineer	1.0	1.0	1.0	0.0	
	L17	Land Surveyor	0.0	0.0	1.0	1.0	
	L18	Asst Civil Engineer	2.0	2.0	2.0	0.0	
	N27	Supv Construction Inspector	1.0	1.0	1.0	0.0	
	N31	Sr Construction Inspector	2.0	2.0	2.0	0.0	
	N33	Permit Technician	2.0	2.0	1.0	-1.0	
26001	Planning & Development Fund 0001						
	A1B	Dir, Dept of Planning & Dev	0.0	0.0	0.0	0.0	
	A2D	Development Services Mgr	1.0	1.0	1.0	0.0	
	A2F	Planning Manager	1.0	1.0	1.0	0.0	
	B1P	Mgmt Analyst	0.0	0.0	0.0	0.0	
	B2J	Admin Services Mgr II	0.0	0.0	0.0	0.0	
	B2P	Admin Support Officer II	1.0	1.0	1.0	0.0	
	B77	Accountant III	0.0	0.0	0.0	0.0	
	B78	Accountant II	0.0	0.0	0.0	0.0	
	C29	Exec Assistant I	1.0	1.0	1.0	0.0	
	C5B	Code Enforcement Program Mngr	1.0	1.0	1.0	0.0	
	D09	Office Specialist III	7.0	7.0	7.0	0.0	
	D55	Board Clerk I	1.0	1.0	1.0	0.0	
	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	
	K66	Field Survey Technician II	0.0	0.0	0.0	0.0	
	K79	GEOGRAPHIC INFO SYSTEM TECH II	2.0	2.0	2.0	0.0	
	K81	Engineering Technician III	1.0	1.0	1.0	0.0	
	L08	Sr Plan Check Engineer	1.0	1.0	1.0	0.0	
	L09	Assoc Plan Check Engineer	4.0	4.0	4.0	0.0	
	L11	County Surveyor Supv Surv Map	0.0	0.0	0.0	0.0	
	L13	Principal Civil Engr-LDE	0.0	0.0	0.0	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 2012 Positions		FY 2013	2012		
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	L14	Sr Civil Engineer	0.0	0.0	0.0	0.0	
	L16	Assoc Civil Engineer	0.0	0.0	0.0	0.0	
	L17	Land Surveyor	0.0	0.0	0.0	0.0	
	L18	Asst Civil Engineer	0.0	0.0	0.0	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	3.0	3.0	1.0	
	L80	Sr Planner	2.0	1.0	1.0	-1.0	
	L83	Planner III	14.0	14.0	14.0	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	9.0	9.0	9.0	0.0	
	N27	Supv Construction Inspector	0.0	0.0	0.0	0.0	
	N31	Sr Construction Inspector	0.0	0.0	0.0	0.0	
	N33	Permit Technician	2.0	2.0	2.0	0.0	
	V80	Zoning Investigator	3.0	3.0	3.0	0.0	
	X15	Exec Assistant II-ACE	0.0	0.0	0.0	0.0	
<b>260</b>		<b>Total</b>	<b>79.5</b>	<b>79.5</b>	<b>79.5</b>	<b>0.0</b>	
168	Office of Affordable Housing						
	1170	OAH Admin Fund 0001					
		B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0
		B1P	Mgmt Analyst	1.0	1.0	1.0	0.0
		B3N	Program Mgr II	1.0	1.0	1.0	0.0
		B77	Accountant III	1.0	1.0	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
		L88	Housing Rehabilitation Spec	1.0	1.0	1.0	0.0
<b>168</b>		<b>Total</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>0.0</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	1.5	1.5	1.5	0.0
		T34	Parks Interpretive Prog Supv	1.0	1.0	1.0	0.0
	5864	Natural Resource Mgt Fund 0039					
		T36	Natural Resources Tech	1.0	1.0	1.0	0.0
	5907	Planning & Dev Fund 0039					
		C72	Sr Real Estate Agent	1.0	1.0	1.0	0.0
		C73	Assoc Real Estate Agent	2.0	2.0	2.0	0.0
		K79	GEOGRAPHIC INFO SYSTEM TECH II	1.0	1.0	1.0	0.0
		K7G	Geographic Info Sys Analyst	1.0	1.0	1.0	0.0
		L80	Sr Planner	1.0	1.0	1.0	0.0
		L83	Planner III	2.3	2.3	2.3	0.0
	5908	Construction Svcs Fund 0039					
		L16	Assoc Civil Engineer	1.0	1.0	1.0	0.0
		L34	Sr Facilities Engineer	1.0	1.0	1.0	0.0



**Housing, Land Use, Environment & Transportation (Continued)**

Agency Name					Amount	
Budget Unit Number and Name					Change	
Cost Center Number and Name					from FY	
Index Number and Name		FY 2012 Positions		FY 2013	2012	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	L67	Capital Projects Mgr III	1.0	1.0	1.0	0.0
	L68	Capital Projects Mgr II	1.0	1.0	1.0	0.0
	N31	Sr Construction Inspector	1.0	1.0	1.0	0.0
71010	Administration Fund 0039					
	A56	Director of Parks & Recreation	1.0	1.0	1.0	0.0
	A68	Deputy Dir of Parks And Rec	2.0	2.0	2.0	0.0
	B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0
	B1P	Mgmt Analyst	4.0	4.0	4.0	0.0
	B3N	Program Mgr II	1.0	1.0	2.0	1.0
	T23	Parks Outdoor Rec Coord	1.0	1.0	1.0	0.0
	T46	Env Hlth & Safety Comp Spec	1.0	1.0	1.0	0.0
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0
71011	Customer & Business Svcs Fund 0039					
	B2J	Admin Services Mgr II	1.0	1.0	1.0	0.0
	B2Z	Sr Mgmt Info Systems Analyst-U	1.0	1.0	1.0	0.0
	B76	Sr Accountant	1.0	1.0	1.0	0.0
	B77	Accountant III	1.0	1.0	1.0	0.0
	B96	Dept Fiscal Officer	1.0	1.0	1.0	0.0
	C76	Office Mgmt Coord	1.0	1.0	1.0	0.0
	D09	Office Specialist III	9.0	9.0	9.0	0.0
	D5D	Human Resources Asst II	1.0	1.0	1.0	0.0
	D97	Account Clerk II	4.0	4.0	4.0	0.0
	E28	Messenger Driver	1.0	1.0	1.0	0.0
	G14	Information Systems Manager I	1.0	1.0	1.0	0.0
	T18	Park Use Coord	1.0	1.0	1.0	0.0
	T22	Parks Training Coord	1.0	1.0	1.0	0.0
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
	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
	T31	Parks Interpreter	5.0	5.0	5.0	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
	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



## Housing, Land Use, Environment & Transportation (Continued)

Agency Name					Amount Change from FY 2012	
Budget Unit Number and Name					Approved	
Cost Center Number and Name					Approved	
Index Number and Name		FY 2012 Positions		FY 2013		
Job Class Code and Title		Approved	Adjusted	Recommended		
	T03	Park Field Support Mgr	1.0	1.0	1.0	0.0
	T13	Park Equipment Operator	3.0	3.0	3.0	0.0
	T16	Park Maintenance Worker II	42.0	42.0	42.0	0.0
	T17	Park Maintenance Worker I	0.0	0.0	0.0	0.0
	T27	Sr Park Maintenance Worker	11.0	11.0	11.0	0.0
	T30	Park Maintenance Supervisor	4.0	4.0	4.0	0.0
	T35	Parks Natural Resource Prog Su	1.0	1.0	1.0	0.0
	T36	Natural Resources Tech	2.0	2.0	2.0	0.0
	T93	Park Maintenance Crew Chief	1.0	1.0	1.0	0.0
	T95	Park Maint Crafts Wkr	3.0	3.0	3.0	0.0
<b>710</b>		<b>Total</b>	206.3	206.3	207.3	1.0
<b>Environmental Resource Departments</b>		<b>Total</b>	292.8	292.8	293.8	1.0
<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	2.5	2.5	2.5	0.0
	B1R	Assoc Mgmt Analyst B	1.0	0.0	0.0	-1.0
	B1W	Mgmt Aide	0.0	1.0	1.0	1.0
	B3N	Program Mgr II	1.0	1.0	1.0	0.0
	D09	Office Specialist III	1.0	1.0	1.0	0.0
1188	Weed Abatement Fund 0031					
	X70	Weed Abatement Coord	1.0	1.0	1.0	0.0
	X81	Weed Abatement Inspector	1.0	1.0	1.0	0.0
5660	Agriculture Fund 0001					
	V03	Deputy Agricultural Commissnr	2.0	2.0	2.0	0.0
	V05	Agricultural Biologist III	5.0	5.0	5.0	0.0
	V06	Agricultural Biologist II	6.0	6.0	6.0	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	10.0	10.0	9.0	-1.0
5664	Pierces Disease Control Prog Fund 0001					
	V04	Supv Agricultural Biologist	1.0	1.0	1.0	0.0
	V07	Agricultural Biologist I	2.0	2.0	2.0	0.0
	V1A	Agricultural Assistant	2.5	2.5	0.0	-2.5
5665	Administration Fund 0001					
	A50	Agr Comm/Sealer/Anml Cont Dir	1.0	1.0	1.0	0.0
	B1R	Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0
	B2J	Admin Services Mgr II	1.0	1.0	1.0	0.0
	B2R	Admin Support Officer I	1.0	1.0	1.0	0.0
	B77	Accountant III	1.0	1.0	1.0	0.0
	C29	Exec Assistant I	1.0	1.0	1.0	0.0
	D09	Office Specialist III	4.0	3.0	3.0	-1.0
	D49	Office Specialist II	3.0	3.0	3.0	0.0



## Housing, Land Use, Environment & Transportation (Continued)

Agency Name						Amount	
Budget Unit Number and Name						Change	
Cost Center Number and Name						from FY	
Index Number and Name		FY 2012 Positions		FY 2013		2012	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	X09 Sr Office Specialist	0.0	1.0	1.0	1.0	1.0	
5670	Animal Control Fund 0001						
	B6V Animal Control Program Manager	1.0	1.0	1.0	1.0	0.0	
	V57 Animal Control Officer	4.0	4.0	4.0	4.0	0.0	
	V58 Kennel Attendant	4.0	4.0	4.0	4.0	0.0	
	V99 Animal Shelter Supervisor	1.0	1.0	1.0	1.0	0.0	
<b>262</b>	<b>Total</b>	<b>64.0</b>	<b>64.0</b>	<b>60.5</b>	<b>60.5</b>	<b>-3.5</b>	
261	Department of Environmental Health						
1194	DEH - Admin Fund 0030						
	A70 Dir Environmental Hlth Scvs	1.0	1.0	1.0	1.0	0.0	
	B2J Admin Services Mgr II	1.0	1.0	1.0	1.0	0.0	
	B2P Admin Support Officer II	1.0	1.0	1.0	1.0	0.0	
	B76 Sr Accountant	1.0	1.0	1.0	1.0	0.0	
	B78 Accountant II	1.0	1.0	1.0	1.0	0.0	
	B80 Accountant Auditor Appraiser	1.0	1.0	1.0	1.0	0.0	
	D09 Office Specialist III	2.0	2.0	2.0	2.0	0.0	
	D49 Office Specialist II	1.0	1.0	1.0	1.0	0.0	
	D96 Accountant Assistant	1.0	1.0	1.0	1.0	0.0	
	D97 Account Clerk II	1.0	1.0	1.0	1.0	0.0	
	G12 Information Systems Manager II	1.0	1.0	1.0	1.0	0.0	
	G14 Information Systems Manager I	1.0	1.0	1.0	1.0	0.0	
	G38 Information Systems Tech III	1.0	1.0	1.0	1.0	0.0	
	X09 Sr Office Specialist	1.0	1.0	1.0	1.0	0.0	
	X17 Exec Assistant I-ACE	1.0	1.0	1.0	1.0	0.0	
26102	EHS - Planning Fund 0030						
	D09 Office Specialist III	5.0	5.0	5.0	5.0	0.0	
	V08 Dir Div Consmr Protection	1.0	1.0	1.0	1.0	0.0	
	V11 Environmental Health Prog Mgr	1.0	1.0	1.0	1.0	0.0	
	V14 Supv Environmental Health Spec	3.0	3.0	4.0	4.0	1.0	
	V16 Environmental Hlth Spc	38.0	38.0	38.0	38.0	0.0	
	V18 Sr Environmental Hlth Spec	17.0	17.0	17.0	17.0	0.0	
	X09 Sr Office Specialist	2.0	2.0	2.0	2.0	0.0	
26103	Toxics, Solid & Haz Materials Fund 0030						
	B1N Sr Mgmt Analyst	1.0	1.0	1.0	1.0	0.0	
	B1T Assoc Mgmt Analyst A	1.0	1.0	1.0	1.0	0.0	
	B78 Accountant II	1.0	1.0	1.0	1.0	0.0	
	D09 Office Specialist III	1.0	1.0	1.0	1.0	0.0	
	V16 Environmental Hlth Spc	3.0	3.0	3.0	3.0	0.0	
	V18 Sr Environmental Hlth Spec	3.0	3.0	3.0	3.0	0.0	
	V19 Hazardous Materials Spec II	15.0	14.0	14.0	14.0	-1.0	
	V21 Hazardous Materials Tech	6.0	6.0	6.0	6.0	0.0	
	V2B Sr Hazardous Materials Spec	4.0	5.0	6.0	6.0	2.0	
	V2E Environmental Hlth Geo/Eng	1.0	1.0	1.0	1.0	0.0	
	V52 Hazardous Materials Program Mg	3.0	3.0	3.0	3.0	0.0	
	X09 Sr Office Specialist	2.0	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 2012 Positions		FY 2013	2012	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
<b>261</b>		<b>Total</b>	124.0	124.0	126.0	2.0
411	Vector Control District					
	4224 Vector Control Fund 0028					
	D09 Office Specialist III	2.0	2.0	2.0	0.0	
	D96 Accountant Assistant	1.0	1.0	1.0	0.0	
	G28 Information Systems Analyst II	1.0	1.0	1.0	0.0	
	J27 Health Education Associate	1.0	1.0	1.0	0.0	
	X73 Vector Control Ecology Ed Spec	1.0	1.0	1.0	0.0	
	X74 Vector Control Program Mgr	1.0	1.0	1.0	0.0	
	X75 Asst Mgr Vector Control Dist	1.0	1.0	1.0	0.0	
	X76 Vector Control Technician III	6.0	6.0	6.0	0.0	
	X77 Vector Control Technician II	17.0	17.0	17.0	0.0	
	X79 Vector Control Trainee	2.5	2.5	2.5	0.0	
	X83 Vector Control Comm Res Spec	1.0	1.0	1.0	0.0	
	X84 Vector Control Opers Supv	2.0	2.0	2.0	0.0	
	X85 Vector Cntrl Sci-Tech Svc Mgr	1.0	1.0	1.0	0.0	
<b>411</b>		<b>Total</b>	37.5	37.5	37.5	0.0
<b>Agriculture and Environmental Management</b>		<b>Total</b>	225.5	225.5	224.0	-1.5
<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	
	B2R Admin Support Officer I	2.0	2.0	2.0	0.0	
	B2Y Admin Support Officer II-ACE	1.0	1.0	1.0	0.0	
	B34 Sr Environmntl Compliance Spec	1.0	1.0	1.0	0.0	
	B4R Deputy Dir, Road Maintenance	1.0	1.0	1.0	0.0	
	B5R Deputy Dir Infra Development	1.0	1.0	1.0	0.0	
	B76 Sr Accountant	1.0	1.0	1.0	0.0	
	B77 Accountant III	2.0	2.0	2.0	0.0	
	B78 Accountant II	1.0	1.0	1.0	0.0	
	B96 Dept Fiscal Officer	1.0	1.0	1.0	0.0	
	C35 Buyer Assistant	1.0	1.0	1.0	0.0	
	C60 Admin Assistant	2.0	2.0	2.0	0.0	
	C72 Sr Real Estate Agent	1.0	1.0	1.0	0.0	
	C73 Assoc Real Estate Agent	1.0	1.0	1.0	0.0	
	D09 Office Specialist III	3.0	4.0	4.0	1.0	
	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	
	D96 Accountant Assistant	2.0	2.0	2.0	0.0	
	D97 Account Clerk II	7.0	6.0	4.0	-3.0	
	E28 Messenger Driver	1.0	1.0	1.0	0.0	
	G12 Information Systems Manager II	1.0	1.0	1.0	0.0	



## 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 2012 Positions		FY 2013	2012	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
G14	Information Systems Manager I	1.0	1.0	1.0	0.0	
G28	Information Systems Analyst II	1.0	1.0	1.0	0.0	
G50	Information Sys Tech II	1.0	1.0	1.0	0.0	
G81	Storekeeper	1.0	1.0	1.0	0.0	
G88	Electrical Storekeeper	1.0	1.0	1.0	0.0	
K64	Chief of Party	2.0	2.0	2.0	0.0	
K66	Field Survey Technician II	1.0	1.0	1.0	0.0	
K79	GEOGRAPHIC INFO SYSTEM TECH II	1.0	1.0	1.0	0.0	
K81	Engineering Technician III	1.0	1.0	1.0	0.0	
K82	Engineering Technician II	1.0	1.0	1.0	0.0	
K83	Engineering Technician I	1.0	1.0	1.0	0.0	
K85	Engineering Aide I	1.0	1.0	0.0	-1.0	
K89	Electrical Systems Supervisor	1.0	1.0	1.0	0.0	
K91	Sr Electrical Electronic Tech	11.0	11.0	11.0	0.0	
K92	Electrical Electronic Tech	4.0	4.0	5.0	1.0	
L12	County Transportation Planner	1.0	1.0	1.0	0.0	
L14	Sr Civil Engineer	6.0	6.0	6.0	0.0	
L16	Assoc Civil Engineer	16.0	16.0	16.0	0.0	
L17	Land Surveyor	1.0	1.0	1.0	0.0	
L18	Asst Civil Engineer	9.0	9.0	9.0	0.0	
L19	County Traffic Engineer	1.0	1.0	1.0	0.0	
M34	Road Ops Superint-Pest Control	1.0	1.0	1.0	0.0	
N25	Materials Testing Supv	1.0	1.0	1.0	0.0	
N26	Construction Manager	1.0	1.0	1.0	0.0	
N27	Supv Construction Inspector	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	26.0	26.0	26.0	0.0	
N67	Road Maintenance Worker I	10.0	10.0	10.0	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	





## Housing, Land Use, Environment & Transportation (Continued)

Agency Name								
Budget Unit Number and Name						Amount Change from FY 2012		
Cost Center Number and Name				FY 2012 Positions		FY 2013		
Index Number and Name				Approved	Adjusted	Recommended	Approved	
Job Class Code and Title								
	X15		Exec Assistant II-ACE	1.0	1.0	1.0	0.0	
<b>603</b>			<b>Total</b>	257.0	257.0	255.0	-2.0	
608	Roads & Airports Dept - Airports							
	60805	Airports Operations						
	A2P		Assist Dir of County Airports	1.0	1.0	1.0	0.0	
	B7N		Dir of County Airports	1.0	1.0	1.0	0.0	
	C60		Admin Assistant	1.0	1.0	1.0	0.0	
	C95		Airport Noise Abate Prog Coord	1.0	1.0	1.0	0.0	
	T86		Airport Business Mgr	1.0	1.0	1.0	0.0	
	T89		Airport Operations Supv	2.0	2.0	2.0	0.0	
	T90		Airport Operations Worker	8.0	8.0	8.0	0.0	
<b>608</b>			<b>Total</b>	15.0	15.0	15.0	0.0	
			<b>Roads &amp; Airports</b>	<b>Total</b>	272.0	272.0	270.0	-2.0
			<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>	790.3	790.3	787.8	-2.5





# Index

## Numerics

1992 COPS-Reserve Fund 0094 230

## A

AB109 Realignment ..... 290  
 AB109-Resource Services  
   Fund 0001 ..... 90  
 Academy Fund 0001 .... 318, 325  
 Accounting System & Procurement  
   Proj Fund 0001 ..... 220  
 Admin Booking Fund 0001 .... 327  
 Administration  
   Fund 0001 . 306, 325, 436, 579  
 Administration Fund 0039 ..... 563  
 Administrative Division  
   Fund 0001 ..... 345  
 Administrative Services Bureau  
   Fund 0001 ..... 325  
 Administrative Svcs  
   Fund 0001 ..... 276, 306, 345  
 Admistration Fund 0001 ..... 477  
 Adult Custody Med Svcs  
   Fund 0001 ..... 465  
 Adult Custody Mental Health Svcs  
   Fund 0001 ..... 465  
 Adult Services Fund 0001 .... 482  
 Adult/Older Adult Div  
   Fund 0001 ..... 456  
 Agency Admin, Fiscal & Sys  
   Fund 0001 ..... 204  
 Agency Office Admin  
   Fund 0001 ..... 377  
 Agency Staff Dev and Training Fund  
   0001 ..... 377  
 Agriculture Fund 0001 ..... 578  
 Airports Operations ..... 598  
 Alexian Health Clinic  
   Fund 0001 ..... 483  
 Alternate Public Defender  
   Fund 0001 ..... 289  
 Ambulatory Care Fund 0001 . 438  
 Animal Control Fund 0001 .... 580  
 Anti-Drug Abuse Enforcement Prog  
   Fund 0001 ..... 273  
 Assessor-Admin Fund 0001 ... 101  
 Assessor-Exemptions  
   Fund 0001 ..... 102  
 Assessor-Services Fund 0001 . 102  
 Assessor-Standards Fund 0001 102  
 Assessor-Systems Fund 0001 . 104  
 Attorneys Fund 0001 ..... 278

## B

Basn Svcs Fund 0001 ..... 486

Bay Area Employee Relations Serv  
 Fund 0001 ..... 204  
 Budget And Analysis  
   Fund 0001 ..... 89  
 Building Operations-  
   Fund 0001 ..... 177

## C

CalHome Resue Account  
   Fund 0104 ..... 549  
 Calworks Prog Fund 0001 .... 487  
 Campbell Library Fund 0025 . 187  
 Capital Programs Division ... 175  
 Central Ctr Fund 0001 ..... 483  
 Central Services  
   Fund 0001 ..... 322, 328, 437  
 Central Valley Clinic  
   Fund 0001 ..... 484  
 CFCS Svcs Fund 0001 ..... 479  
 CFD Admin Gen Dist  
   Fund 1524 ..... 605  
 Child Abuser Vertical Prosecution  
   Fund 0001 ..... 274  
 Children's Hlth Initiative & Outreach  
   Fund 0001 ..... 496  
 Children's Shelter Fund 0001 . 390  
 Children's Shelter Med Svcs  
   Fund 0001 ..... 466  
 Classification Fund 0001 .321, 327  
 Clerk Of The Board Fund 0001 . 77  
 Co Debt Serv Fund 0043 ..... 225  
 Co Debt Serv Fund 0045 ..... 225  
 Communications  
   Dispatching/Admin  
     Fund 0001 ..... 161  
 Communications Tech Svcs Div  
   Fund 0001 ..... 161  
 Community Clinics Fund 0001 497  
 Community Programs and  
   Grants ..... 378  
 Comp Drug Court Imp-DDC  
   Fund 0001 ..... 489  
 Construction Svcs Fund 0039 . 563  
 Contract Svcs Fund 0001 .... 485  
 Controller-Treasurer Fund 0001 220  
 Cost Centers by Name  
   1992 COPS-Reserve  
     Fund 0094 ..... 230  
   AB109 Realignment ..... 290  
   AB109-Resource Services  
     Fund 0001 ..... 90  
   Academy Fund 0001 ... 318, 325  
   Accounting System & Procurement  
     Proj Fund 0001 ..... 220  
   Admin Booking Fund 0001 ... 327  
   Administration  
     Fund 0001 306, 325, 436, 579  
   Administration Fund 0039 ... 563

Administrative Division  
   Fund 0001 ..... 345  
 Administrative Services Bureau  
   Fund 0001 ..... 325  
 Administrative Svcs  
   Fund 0001 ... 276, 306, 345  
 Admistration Fund 0001 ..... 477  
 Adult Custody Med Svcs  
   Fund 0001 ..... 465  
 Adult Custody Mental Health Svcs  
   Fund 0001 ..... 465  
 Adult Services Fund 0001 .... 482  
 Adult/Older Adult Div  
   Fund 0001 ..... 456  
 Agency Admin, Fiscal & Sys  
   Fund 0001 ..... 204  
 Agency Office Admin  
   Fund 0001 ..... 377  
 Agency Staff Dev and Training  
   Fund 0001 ..... 377  
 Agriculture Fund 0001 ..... 578  
 Airports Operations ..... 598  
 Alexian Health Clinic  
   Fund 0001 ..... 483  
 Alternate Public Defender  
   Fund 0001 ..... 289  
 Ambulatory Care Fund 0001 . 438  
 Animal Control Fund 0001 .... 580  
 Anti-Drug Abuse Enforcement  
   Prog Fund 0001 ..... 273  
   Assessor-Admin Fund 0001 ... 101  
 Assessor-Exemptions  
   Fund 0001 ..... 102  
 Assessor-Services Fund 0001 . 102  
 Assessor-Standards  
   Fund 0001 ..... 102  
 Assessor-Systems Fund 0001 . 104  
 Attorneys Fund 0001 ..... 278  
 Basn Svcs Fund 0001 ..... 486  
 Bay Area Employee Relations  
   Serv Fund 0001 ..... 204  
 Budget And Analysis  
   Fund 0001 ..... 89  
 Building Operations-  
   Fund 0001 ..... 177  
 CalHome Resue Account Fund  
   0104 ..... 549  
 Calworks Prog Fund 0001 .... 487  
 Campbell Library Fund 0025 ... 187  
 Capital Programs Division ... 175  
 Central Ctr Fund 0001 ..... 483  
 Central Services  
   Fund 0001 ... 322, 328, 437  
 Central Valley Clinic  
   Fund 0001 ..... 484  
 CFCS Svcs Fund 0001 ..... 479  
 CFD Admin Gen Dist  
   Fund 1524 ..... 605  
 Child Abuser Vertical Prosecution  
   Fund 0001 ..... 274  
 Children's Hlth Initiative & Outreach  
   Fund 0001 ..... 496  
 Children's Shelter Fund 0001 . 390  
 Children's Shelter Med Svcs  
   Fund 0001 ..... 466  
 Classification Fund 0001 .321, 327  
 Clerk Of The Board Fund 0001 . 77  
 Co Debt Serv Fund 0043 ..... 225  
 Co Debt Serv Fund 0045 ..... 225  
 Communications  
   Dispatching/Admin  
     Fund 0001 ..... 161  
 Communications Tech Svcs Div  
   Fund 0001 ..... 161  
 Community Clinics Fund 0001 497  
 Community Programs and  
   Grants ..... 378  
 Comp Drug Court Imp-DDC  
   Fund 0001 ..... 489  
 Construction Svcs Fund 0039 . 563  
 Contract Svcs Fund 0001 .... 485  
 Controller-Treasurer Fund 0001 220  
 Cost Centers by Name  
   1992 COPS-Reserve  
     Fund 0094 ..... 230  
   AB109 Realignment ..... 290  
   AB109-Resource Services  
     Fund 0001 ..... 90  
   Academy Fund 0001 ... 318, 325  
   Accounting System & Procurement  
     Proj Fund 0001 ..... 220  
   Admin Booking Fund 0001 ... 327  
   Administration  
     Fund 0001 306, 325, 436, 579  
   Administration Fund 0039 ... 563  
 Administrative Division  
   Fund 0001 ..... 345  
 Administrative Services Bureau  
   Fund 0001 ..... 325  
 Administrative Svcs  
   Fund 0001 ... 276, 306, 345  
 Admistration Fund 0001 ..... 477  
 Adult Custody Med Svcs  
   Fund 0001 ..... 465  
 Adult Custody Mental Health Svcs  
   Fund 0001 ..... 465  
 Adult Services Fund 0001 .... 482  
 Adult/Older Adult Div  
   Fund 0001 ..... 456  
 Agency Admin, Fiscal & Sys  
   Fund 0001 ..... 204  
 Agency Office Admin  
   Fund 0001 ..... 377  
 Agency Staff Dev and Training  
   Fund 0001 ..... 377  
 Agriculture Fund 0001 ..... 578  
 Airports Operations ..... 598  
 Alexian Health Clinic  
   Fund 0001 ..... 483  
 Alternate Public Defender  
   Fund 0001 ..... 289  
 Ambulatory Care Fund 0001 . 438  
 Animal Control Fund 0001 .... 580  
 Anti-Drug Abuse Enforcement  
   Prog Fund 0001 ..... 273  
   Assessor-Admin Fund 0001 ... 101  
 Assessor-Exemptions  
   Fund 0001 ..... 102  
 Assessor-Services Fund 0001 . 102  
 Assessor-Standards  
   Fund 0001 ..... 102  
 Assessor-Systems Fund 0001 . 104  
 Attorneys Fund 0001 ..... 278  
 Basn Svcs Fund 0001 ..... 486  
 Bay Area Employee Relations  
   Serv Fund 0001 ..... 204  
 Budget And Analysis  
   Fund 0001 ..... 89  
 Building Operations-  
   Fund 0001 ..... 177  
 CalHome Resue Account Fund  
   0104 ..... 549  
 Calworks Prog Fund 0001 .... 487  
 Campbell Library Fund 0025 ... 187  
 Capital Programs Division ... 175  
 Central Ctr Fund 0001 ..... 483  
 Central Services  
   Fund 0001 ... 322, 328, 437  
 Central Valley Clinic  
   Fund 0001 ..... 484  
 CFCS Svcs Fund 0001 ..... 479  
 CFD Admin Gen Dist  
   Fund 1524 ..... 605  
 Child Abuser Vertical Prosecution  
   Fund 0001 ..... 274  
 Children's Hlth Initiative & Outreach  
   Fund 0001 ..... 496  
 Children's Shelter Fund 0001 . 390  
 Children's Shelter Med Svcs  
   Fund 0001 ..... 466  
 Classification Fund 0001 .321, 327  
 Clerk Of The Board Fund 0001 . 77  
 Co Debt Serv Fund 0043 ..... 225  
 Co Debt Serv Fund 0045 ..... 225  
 Communications  
   Dispatching/Admin  
     Fund 0001 ..... 161  
 Communications Tech Svcs Div  
   Fund 0001 ..... 161  
 Community Clinics Fund 0001 497  
 Community Programs and  
   Grants ..... 378  
 Comp Drug Court Imp-DDC  
   Fund 0001 ..... 489  
 Construction Svcs Fund 0039 . 563  
 Contract Svcs Fund 0001 .... 485  
 Controller-Treasurer  
   Fund 0001 ..... 220  
 Counsel Indigent Defense  
   Fund 0001 ..... 124  
 County Clerk Fund 0001 ..... 247  
 County Counsel Admin  
   Fund 0001 ..... 124  
 County Debt Service  
   Fund 0001 ..... 223  
 County Executive Admin  
   Fund 0001 ..... 88  
 County Lighting District  
   Fund 1528 ..... 593  
 County Recorder Fund 0001 . 247  
 County Recorder Fund 0024 . 248  
 County Recorder Fund 0026 . 248  
 County Recorder Fund 0027 . 249  
 County Reserve Fund 0001 ... 58  
 Court Facility Payments  
   Fund 0001 ..... 174  
 Courts & Conflicts Spt  
   Fund 0001 ..... 299  
 Criminal Justice Realignment  
   Fund 0001 ..... 490  
 Crisis, Outreach, Referral &  
   Educ Div Fund 0001 ..... 455  
 CSCHS Admin Services ..... 465  
 Cupertino Library Fund 0025 . 187  
 Custodial Alternative Supervision  
   Fund 0001 ..... 321, 327  
 Customer & Business Svcs Fund  
   0039 ..... 564  
 DA - Urban Grant Fund 0001 . 275  
 DA - Workers' Comp Fraud Grant  
   Fund 0001 ..... 274  
 DA Realignment ..... 276  
 DAAS Admin Fund 0001 ..... 414  
 DAAS Program Spt Fund 0001 415  
 DAAS Program Svcs  
   Fund 0001 ..... 414



DA-Auto Insur Grant		Measure B Prog Mgmt Oversight		Planning and Dev Admin	
Fund 0001	275	Fund 0001	108	Fund 0001	542
Data Analysis & Evaluation		Measure B Prog Wide Mitigation		POB Debt Service Fund 0079	224
Fund 0001	479	Fund 0011	110	Prevention Svcs Fund 0001	481
DCSS Exp - Admin Fund 0193	362	Measure B Railway Proj		Printing Operations Fund 0077	151
DCSS Exp - Electronic Data		Fund 0011	109	Probation Svcs Div Fund 0001	346
Processing Fund 0193	362	Measure B Swap I Fund 0011	110	Procurement Dept Fund 0001	116
DEBS Admin Fund 0001	402	Med-Exam/Coroner Fund 0001	351	Professional Compliance Audit Unit	
DEBS Benefit Payments	404	Medical Services Fund 0001	483	Fund 0001	319
DEBS Program Spt Fund 0001	403	Messenger Driver - Records Ret		Property Management	
DEBS Program Svcs		Fund 0001	151	Fund 0001	176
Fund 0001	403	MH Courthouse Inv Int		Public Defender Fund 0001	289
DEBS Trainees Fund 0001	404	Fund 0493	226	Quality Improvement	
DEH - Admin Fund 0030	582	MH Department Admin		Fund 0001	481
Delta Dental Ins Prog		Fund 0001	455	Real Property Fund 0001	103
Fund 0282	206	MHSA	458	Recorder Electronic Record Fund	
Dependency Drug Treatment Ct		Milpitas Comm Library		0120	246
Fund 0001	487	Fund 0025	188	Recorder's Vital Records Security	
DFCS Administration		Morgan Hill Library Fund 0025	189	Fund 0365	246
Fund 0001	389	Multiple Fac 2006 Inv Int0		Region #1 Fund 0001	439
DFCS Out of Home Placement Res &		Fund 0502	227	Region #2 Fund 0001	440
Pmt Fund 0001	390	Multiple Facilities - Investment		Region #4 Fund 0001	440
DFCS Program Spt Fund 0001	389	Interest F0497	226	Region #5 Fund 0001	440
DFCS Program Svcs		Multiple Facilities 2007 Inv Int Fund		Region #6 Fund 0001	441
Fund 0001	389	0512	229	Registrar Gen Elections	
DFCS Staff Dev and Tng		Natural Resource Mgt		Fund 0001	133
Fund 0001	390	Fund 0039	559	Registrar Of Voters Fund 0001	133
Dis & Health Ins Grant		OAH Admin Fund 0001	548	Registrar Spec Elections	
Fund 0001	274	Offender Treatment Program III -		Fund 0001	133
Educational Asst Prog		Fund 0001	488	Revenue Fund 0001	255
Fund 0001	204	Office of Emergency Services	620	Risk Mgt Admin Fund 0001	211
EHS - Planning Fund 0030	582	Office Of Emergency Svcs Fund		Roads Capital Improvement Fund	
El Matador District Fund 1620	594	0001	90	0020	592
Electronic Voting Sys		Office Of Labor Relations Fund		Roads Fund 0023	592
Fund 0001	134	0001	203	SACPA Svcs Fund 0001	486
Elmwood Men's Facility		Office Of Pretrial Svcs		SAMHSA-Aftercare Fund 0001	490
Fund 0001	320, 326	Fund 0001	296	SAMSHA Treatment for Homeless	
Emergency Medical Services		Office of Sustainability		Fund 0001	490
Fund 0001	439	Fund 0001	90	Saratoga Comm Library	
Employee Assist Prog		OSEC Fund 0001	212	Fund 0025	188
Fund 0001	482	Other Mental Health Svcs Fund		Saratoga Rehab Revolving Loan-	
Employee Benefit Services		0001	457	Fund 0102	548
Fund 0001	201	Paralegal Services Fund 0001	277	SB 12 Payments Fund 0018	423
Employee Dev Fund 0001	202	Park Maintenance Fund 0039	565	SB 813 Admin Fund 0001	77
Equal Opportunity Fund 0001	205	Park Operations Fund 0039	564	SCCFA 2006 Hospital Investment Int	
FAC Utilities Fund 0001	174	Parks Acquisition Fund 0066	561	Fund 0506	228
Facilities Admin Fund 0001	175	Parks Capital Improve Grant Fund		SCCFA 2006 Hospital Project Fund	
Family & Children's Svcs Div		0067	562	0504	228
Fund 0001	457	Parks Capital Improvement Fund		SCCFA 2007 Hospital - Project Fund	
Field Enforcement Bureau		0056	560	0510	229
Fund 0001	307	Parks Dedicated Development Fund		SCCFA 2007 Inv Int Fund 0515	229
Fish And Game Comm		0064	560	SCCFA Hospital - Investment Int	
Fund 0033	78	Parks Hist Heritage Fund 0065	561	Fund 0487	227
Fleet Management Capital		Parks Interest Fund 0068	562	SCCFA Hospital - Project	
Fund 0073	179	Parolee Reentry Court Grant Fund		Fund 0485	227
Fleet Operating Fund 0070	179	0001	489	SCVMC Capital Fund 0059	524
Gateway Assessment		Partners in AIDS Care & Education		SCVMC Fixed Assets & Debt Svc	
Fund 0001	488	Fund 0001	496	Fund 0060	524
Gen Reserve-Spec Dist Mitigation		Perinatal Substance Abuse Fund		SCVMC Intergovernmental Trfs Fund	
Fund 1575	608	0001	480	0060	524
General obligation Bonds		Personal Property Fund 0001	103	SCVMC Operations Fund 0060	525
Fund 0100	231	Pierces Disease Control Prog Fund		Senior Nutrition Fund 0001	415
Gilroy Library Fund 0025	189	0001	578	Services Bureau Fund 0001	307
HCD Home Fund 0038	545	Planning & Dev Fund 0039	563	South County Clinic Fund 0001	484
HCD Rehab Fund 0036	546	Planning & Development Fund		South Santa Clara Co Fire Dist Fund	
HCD Rental Rehab Fund 0029	546	0001	543	1574	607
Health & Hospital Systems - HR					
Fund 0001	201				
Health Realization Fund 0001	479				
Healthy Children Fund 0012	500				
HiTech React Grant Fund 0001	273				
HIV Svcs Fund 0001	480				
Homeless Project Fund 0001	481				
Housing And Comm Dev					
Fund 0035	547				
Housing Bond Prog Fund 0208	547				
Housing Set Aside Fund 0196	548				
Human Relations Fund 0001	91				
Human Resources Fund 0001	203				
IHSS Ind Provider Mode					
Fund 0001	367				
IHSS Program Fund 0001	366				
Information Services					
Fund 0001	149, 344				
Information Services					
Fund 0074	149				
Information Systems					
Fund 0001	377				
Inmate Program Fund 0001	328				
Inmate Progs-Psp Fund 0001	322				
Inmate Screening Unit					
Fund 0001	319				
Institution Services Division	347				
Insur/Claims Fund 0075	212				
Integrated Waste Mgt Fran Fund					
0001	579				
Integrated Waste Mgt					
Fund 0037	577				
Internal Affairs					
Fund 0001	308, 323, 329				
Interpretive Program					
Fund 0039	559				
ITEC Projects Fund 0001	478				
Julian Street Office Fund 0001	125				
Justice Svcs Fund 0001	485				
Juvenile Probation Med Svcs Fund					
0001	466				
Laboratory Of Criminalistics Fund					
0001	276				
Land Development					
Engineering/Surveyors Fund					
0001	542				
Legal Spt Svcs Fund 0001	277				
Library Admin Fund 0025	186				
Life Ins Prog Fund 0280	205				
Literacy Program Fund 0025	190				
Local Agency Formation Comm					
Fund 0019	93				
Local Programs for Adults, Youth					
and Families	378				
Los Altos Co Fire Protect Dist Fund					
1606	606				
Los Altos Library Fund 0025	188				
Los Altos Rehab Revolving Loan-					
Fund 0103	549				
Main Jail Complex					
Fund 0001	320, 326				
Measure B Admin Fund 0011	108				
Measure B Default Index					
Fund 0011	108				
Measure B Hway Proj					
Fund 0011	109				



Special Appropriations	1114	93	2123	226	3442	327
Fund 0001	1117	108	2127	226	3500	289
Special Program Fund 0001	1120	124	2130	227	3501	289
SSN Truncation AB1168-2007 Fund	1121	125	2132	227	3502	290
0121	1126	205	2136	227	3590	296
Staff Training Fund 0001	1127	205	2138	228	3710	344
Stanford Affordable Housing Fund	1128	201	2140	228	3720	345
0289	1129	206	2144	229	3722	345
State/Co Prop Tax Admin Prg Fund	1140	203	2146	229	3750	351
0001	1141	204	2148	255	3804	362
Supervisory Dist #1 Fund 0001	1142	204	2150	229	3805	362
Supervisory Dist #2 Fund 0001	1143	212	2157	230	3810	273
Supervisory Dist #3 Fund 0001	1145	201	2159	230	3811	273
Supervisory Dist #4 Fund 0001	1146	202	2160	231	3812	274
Supervisory Dist #5 Fund 0001	1147	211	2161	231	3813	274
Support Services Fund 0001	1148	203	2212	238	3816	274
Surveyor Monument	1149	211	2213	239	3818	275
Fund 0366	1150	101	2214	239	3819	275
Tax Collection & Apportionment Sys	1151	102	2300	116	3820	276
Fund 0001	1152	102	23001	306	3825	276
Tax Collector Fund 0001	1153	102	23002	306	3832	276
Tax Collector-AB 589	1154	103	23003	307	3833	277
Fund 0001	1155	103	23004	307	3834	277
TB Refugee Clinic Fund 0001	1156	104	23005	308	3836	278
Technical Svcs Fund 0025	1157	104	2309	174	3837	278
Teeter Financing Fund 0001	1161	545	2310	212	3838	278
Toxics, Solid & Haz Materials Fund	1162	546	2315	174	41011	436
0030	1163	202	2320	179	41012	437
Training And Staff Dev	1164	204	2321	179	41013	438
Fund 0001	1167	546	23503	320	41014	438
U.C. Cooperative Ext	1168	547	23509	322	41015	439
Fund 0001	1169	547	24002	325	41016	439
Unemployment Insurance Fund	1170	548	24003	326	41017	440
0076	1171	77	24008	328	41019	440
Valley Health Plan Group	1173	77	24009	328	41020	440
Fund 0380	1174	548	24615	345	41021	441
Vector Control Fund 0028	1176	548	24616	346	41201	455
Vector Control Fund 0199	1177	549	24617	347	41202	455
Veterans Drug Court	1178	549	2530	90, 620	41203	456
Veterans' Services	1179	542	2532	90	41204	457
VHP-Employee Wellness	1180	542	2535	90	41205	457
Program	1187	577	2550	161	41213	458
Victim Witness-BOC	1188	577	26001	543	4138	465
Vital Reg Fund 0022	1194	582	26102	582	41401	465
VMC Hospital Bonds	1220	89	26103	583	41402	465
Fund 0483	1299	78	26301	175	4150	466
VMC Hospital Bonds-	1330	89	26302	175	4160	466
Fund 0482	1400	542	26303	176	4182	496
VW-CalEMA	14501	149	26304	177	4183	496
Weed Abatement Fund 0031	14502	151	2903	441	4184	497
Weights & Measures	14574	149	3106	318	4185	497
Fund 0001	14577	151	3107	319	4224	584
Workers Comp Fund 0078	1701	108	3112	323	4225	585
<b>Cost Centers by Number</b>	1702	108	3124	319	4322	423
1001	1703	109	3133	319	4600	477
1002	1704	109	3135	321	4604	478
1003	1709	110	3136	320	4606	479
1010	1712	110	3142	321	4607	479
10717	19002	161	3146	322	4610	479
1101	2111	223	3217	299	4612	480
1102	2112	224	3400	325	4620	480
1103	2113	220	3406	325	4630	481
1104	2115	225	3412	329	4640	481
1105	2116	220	3432	327	4642	481
1106	2117	225	3435	327	4645	482
1110	2119	225	3436	326	4646	482



4650	483	5670	580
4652	483	5700	91
4654	483	5710	580
4655	484	5852	559
4657	484	5864	559
4670	485	5900	560
4671	485	5901	560
4672	486	5902	561
4673	486	5903	561
4675	487	5905	562
4676	487	5906	562
4677	488	5907	563
4680	488	5908	563
4682	488	60020	592
4683	489	60023	592
4684	489	60805	598
4685	490	6112	500
4686	490	61528	593
4687	490	61620	594
50201	377	6846	524
50202	377	6849	524
50203	377	6862	524
50205	378	71010	563
50206	378	71011	564
50301	389	71013	564
50302	389	71014	565
50303	389	72501	507
50304	390	7259	506
50305	390	9104	605
50306	390	9114	606
50401	402	9118	607
50402	403	9120	607
50403	403	9121	608
50404	404	92106	525
50405	404	9859	550
50501	414	<b>Counsel Indigent Defense Fund</b>	
50502	414	0001	124
50503	415	<b>County Clerk Fund 0001</b>	247
50504	415	<b>County Counsel Admin</b>	
5556	186	Fund 0001	124
5559	187	<b>County Debt Service Fund 0001</b>	223
5560	187	<b>County Executive Admin</b>	
5562	188	Fund 0001	88
5567	188	<b>County Lighting District</b>	
5571	188	Fund 1528	593
5576	189	<b>County Recorder Fund 0001</b>	247
5577	189	<b>County Recorder Fund 0024</b>	248
5585	190	<b>County Recorder Fund 0026</b>	248
5586	190	<b>County Recorder Fund 0027</b>	249
5600	133	<b>County Reserve Fund 0001</b>	58
5605	133	<b>Court Facility Payments</b>	
5610	133	Fund 0001	174
5615	134	<b>Courts &amp; Conflicts Spt</b>	
5650	246	Fund 0001	299
5652	246	<b>Criminal Justice Realignment Fund</b>	
5653	247	0001	490
5655	247	<b>Crisis, Outreach, Referral &amp; Educ Div</b>	
5656	247	Fund 0001	455
5657	248	<b>CSCHS Admin Services</b>	465
5658	248	<b>Cupertino Library Fund 0025</b>	187
5659	249	<b>Custodial Alternative Supervision</b>	
5660	578	Fund 0001	321, 327
5663	578	<b>Customer &amp; Business Svcs Fund</b>	
5664	578	0039	564
5665	579		
5666	579		

**D**

<b>DA - Urban Grant Fund 0001</b>	275
<b>DA - Workers' Comp Fraud Grant Fund 0001</b>	274
<b>DA Realignment</b>	276
<b>DAAS Admin Fund 0001</b>	414
<b>DAAS Program Spt Fund 0001</b>	415
<b>DAAS Program Svcs Fund 0001</b>	414
<b>DA-Auto Insur Grant Fund 0001</b>	275
<b>Data Analysis &amp; Evaluation Fund 0001</b>	479
<b>DCSS Exp - Admin Fund 0193</b>	362
<b>DCSS Exp - Electronic Data Processing Fund 0193</b>	362
<b>DEBS Admin Fund 0001</b>	402
<b>DEBS Benefit Payments</b>	404
<b>DEBS Program Spt Fund 0001</b>	403
<b>DEBS Program Svcs Fund 0001</b>	403
<b>DEBS Trainees Fund 0001</b>	404
<b>DEH - Admin Fund 0030</b>	582
<b>Delta Dental Ins Prog Fund 0282</b>	206
<b>Dependency Drug Treatment Ct Fund 0001</b>	487
<b>DFCS Administration Fund 0001</b>	389
<b>DFCS Out of Home Placement Res &amp; Pmt Fund 0001</b>	390
<b>DFCS Program Spt Fund 0001</b>	389
<b>DFCS Program Svcs Fund 0001</b>	389
<b>DFCS Staff Dev and Tng Fund 0001</b>	390
<b>Dis &amp; Health Ins Grant Fund 0001</b>	274

**E**

<b>Educational Asst Prog Fund 0001</b>	204
<b>EHS - Planning Fund 0030</b>	582
<b>El Matador District Fund 1620</b>	594
<b>Electronic Voting Sys Fund 0001</b>	134
<b>Elmwood Men's Facility Fund 0001</b>	320, 326
<b>Emergency Medical Services Fund 0001</b>	439
<b>Employee Assist Prog Fund 0001</b>	482
<b>Employee Benefit Services Fund 0001</b>	201
<b>Employee Dev Fund 0001</b>	202
<b>Equal Opportunity Fund 0001</b>	205

**F**

<b>FAC Utilities Fund 0001</b>	174
<b>Facilities Admin Fund 0001</b>	175
<b>Family &amp; Children's Svcs Div Fund 0001</b>	457
<b>Field Enforcement Bureau Fund 0001</b>	307

<b>Fish And Game Comm Fund 0033</b>	78
<b>Fleet Management Capital Fund 0073</b>	179
<b>Fleet Operating Fund 0070</b>	179

**G**

<b>Gateway Assessment Fund 0001</b>	488
<b>Gen Reserve-Spec Dist Mitigation Fund 1575</b>	608
<b>General obligation Bonds Fund 0100</b>	231
<b>Gilroy Library Fund 0025</b>	189

**H**

<b>HCD Home Fund 0038</b>	545
<b>HCD Rehab Fund 0036</b>	546
<b>HCD Rental Rehab Fund 0029</b>	546
<b>Health &amp; Hospital Systems - HR Fund 0001</b>	201
<b>Health Realization Fund 0001</b>	479
<b>Healthy Children Fund 0012</b>	500
<b>HiTech React Grant Fund 0001</b>	273
<b>HIV Svcs Fund 0001</b>	480
<b>Homeless Project Fund 0001</b>	481
<b>Housing And Comm Dev Fund 0035</b>	547
<b>Housing Bond Prog Fund 0208</b>	547
<b>Housing Set Aside Fund 0196</b>	548
<b>Human Relations Fund 0001</b>	91
<b>Human Resources Fund 0001</b>	203

**I**

<b>IHSS Ind Provider Mode Fund 0001</b>	367
<b>IHSS Program Fund 0001</b>	366
<b>Information Services Fund 0001</b>	149, 344
<b>Information Services Fund 0074</b>	149
<b>Information Systems Fund 0001</b>	377
<b>Inmate Program Fund 0001</b>	328
<b>Inmate Progs-Psp Fund 0001</b>	322
<b>Inmate Screening Unit Fund 0001</b>	319
<b>Institution Services Division</b>	347
<b>Insur/Claims Fund 0075</b>	212
<b>Integrated Waste Mgt Fran Fund 0001</b>	579
<b>Integrated Waste Mgt Fund 0037</b>	577
<b>Internal Affairs Fund 0001</b>	308, 323, 329
<b>Interpretive Program Fund 0039</b>	559
<b>ITEC Projects Fund 0001</b>	478



**J**

Julian Street Office Fund 0001	125
Justice Svcs Fund 0001	485
Juvenile Probation Med Svcs Fund 0001	466

**L**

Laboratory Of Criminalistics Fund 0001	276
Land Development Engineering/Surveyors Fund 0001	542
Legal Spt Svcs Fund 0001	277
Library Admin Fund 0025	186
Life Ins Prog Fund 0280	205
Literacy Program Fund 0025	190
Local Agency Formation Comm Fund 0019	93
Local Programs for Adults, Youth and Families	378
Los Altos Co Fire Protect Dist Fund 1606	606
Los Altos Library Fund 0025	188
Los Altos Rehab Revolving Loan-Fund 0103	549

**M**

Main Jail Complex Fund 0001	320, 326
Measure B Admin Fund 0011	108
Measure B Default Index Fund 0011	108
Measure B Hway Proj Fund 0011	109
Measure B Prog Mgmt Oversight Fund 0011	108
Measure B Prog Wide Mitigation Fund 0011	110
Measure B Railway Proj Fund 0011	109
Measure B Swap I Fund 0011	110
Med-Exam/Coroner Fund 0001	351
Medical Services Fund 0001	483
Messenger Driver - Records Ret Fund 0001	151
MH Courthouse Inv Int Fund 0493	226
MH Department Admin Fund 0001	455
MHSA	458
Milpitas Comm Library Fund 0025	188
Morgan Hill Library Fund 0025	189
Multiple Fac 2006 Inv Int Fund 0502	227
Multiple Facilities - Investment Interest F0497	226
Multiple Facilities 2007 Inv Int Fund 0512	229

**N**

Natural Resource Mgt Fund 0039	559
--------------------------------	-----

**O**

OAH Admin Fund 0001	548
Offender Treatment Program III - Fund 0001	488
Office of Emergency Services	620
Office Of Emergency Svcs Fund 0001	90
Office Of Labor Relations Fund 0001	203
Office Of Pretrial Svcs Fund 0001	296
Office of Sustainability Fund 0001	90
OSEC Fund 0001	212
Other Mental Health Svcs Fund 0001	457

**P**

Paralegal Services Fund 0001	277
Park Maintenance Fund 0039	565
Park Operations Fund 0039	564
Parks Acquisition Fund 0066	561
Parks Capital Improve Grant Fund 0067	562
Parks Capital Improvement Fund 0056	560
Parks Dedicated Development Fund 0064	560
Parks Hist Heritage Fund 0065	561
Parks Interest Fund 0068	562
Parolee Reentry Court Grant Fund 0001	489
Partners in AIDS Care & Education Fund 0001	496
Perinatal Substance Abuse Fund 0001	480
Personal Property Fund 0001	103
Pierces Disease Control Prog Fund 0001	578
Planning & Dev Fund 0039	563
Planning & Development Fund 0001	543
Planning and Dev Admin Fund 0001	542
POB Debt Service Fund 0079	224
Prevention Svcs Fund 0001	481
Printing Operations Fund 0077	151
Probation Svcs Div Fund 0001	346
Procurement Dept Fund 0001	116
Professional Compliance Audit Unit Fund 0001	319
Property Management Fund 0001	176
Public Defender Fund 0001	289

**Q**

Quality Improvement Fund 0001	481
-------------------------------	-----

**R**

Real Property Fund 0001	103
Recorder Electronic Record Fund 0120	246
Recorder's Vital Records Security Fund 0365	246
Region #1 Fund 0001	439
Region #2 Fund 0001	440
Region #4 Fund 0001	440
Region #5 Fund 0001	440
Region #6 Fund 0001	441
Registrar Gen Elections Fund 0001	133
Registrar Of Voters Fund 0001	133
Registrar Spec Elections Fund 0001	133
Revenue Fund 0001	255
Risk Mgt Admin Fund 0001	211
Roads Capital Improvement Fund 0020	592
Roads Fund 0023	592

**S**

SACPA Svcs Fund 0001	486
SAMHSA-Aftercare Fund 0001	490
SAMSHA Treatment for Homeless Fund 0001	490
Saratoga Comm Library Fund 0025	188
Saratoga Rehab Revolving Loan-Fund 0102	548
SB 12 Payments Fund 0018	423
SB 813 Admin Fund 0001	77
SCCFA 2006 Hospital Investment Int Fund 0506	228
SCCFA 2006 Hospital Project Fund 0504	228
SCCFA 2007 Hospital - Project Fund 0510	229
SCCFA 2007 Inv Int Fund 0515	229
SCCFA Hospital - Investment Int Fund 0487	227
SCCFA Hospital - Project Fund 0485	227
SCVMC Capital Fund 0059	524
SCVMC Fixed Assets & Debt Svc Fund 0060	524
SCVMC Intergovernmental Trfs Fund 0060	524
SCVMC Operations Fund 0060	525
Senior Nutrition Fund 0001	415
Services Bureau Fund 0001	307
South County Clinic Fund 0001	484
South Santa Clara Co Fire Dist Fund 1574	607

**Special Appropriations**

Fund 0001	77
Special Program Fund 0001	56
SSN Truncation AB1168-2007 Fund 0121	247
Staff Training Fund 0001	345
Stanford Affordable Housing Fund 0289	550
State/Co Prop Tax Admin Prg Fund 0001	104
Supervisorial Dist #1 Fund 0001	66
Supervisorial Dist #2 Fund 0001	67
Supervisorial Dist #3 Fund 0001	69
Supervisorial Dist #4 Fund 0001	70
Supervisorial Dist #5 Fund 0001	71
Support Services Fund 0001	438
Surveyor Monument Fund 0366	542

**T**

Tax Collection & Apportionment Sys Fund 0001	239
Tax Collector Fund 0001	238
Tax Collector-AB 589 Fund 0001	239
TB Refugee Clinic Fund 0001	497
Technical Svcs Fund 0025	190
Teeter Financing Fund 0001	231
Toxics, Solid & Haz Materials Fund 0030	583
Training And Staff Dev Fund 0001	319

**U**

U.C. Cooperative Ext Fund 0001	580
Unemployment Insurance Fund 0076	202

**V**

Valley Health Plan Group Fund 0380	507
Vector Control Fund 0028	584
Vector Control Fund 0199	585
Veterans Drug Court	488
Veterans' Services	89
VHP-Employee Wellness Program	506
Victim Witness-BOC	278
Vital Reg Fund 0022	441
VMC Hospital Bonds Fund 0483	225
VMC Hospital Bonds-Fund 0482	230
VW-CaleMA	278

**W**

Weed Abatement Fund 0031	577
--------------------------	-----



<b>Weights &amp; Measures</b>		<b>Workers Comp</b>	
Fund 0001 .....	578	Fund 0078 .....	.211

